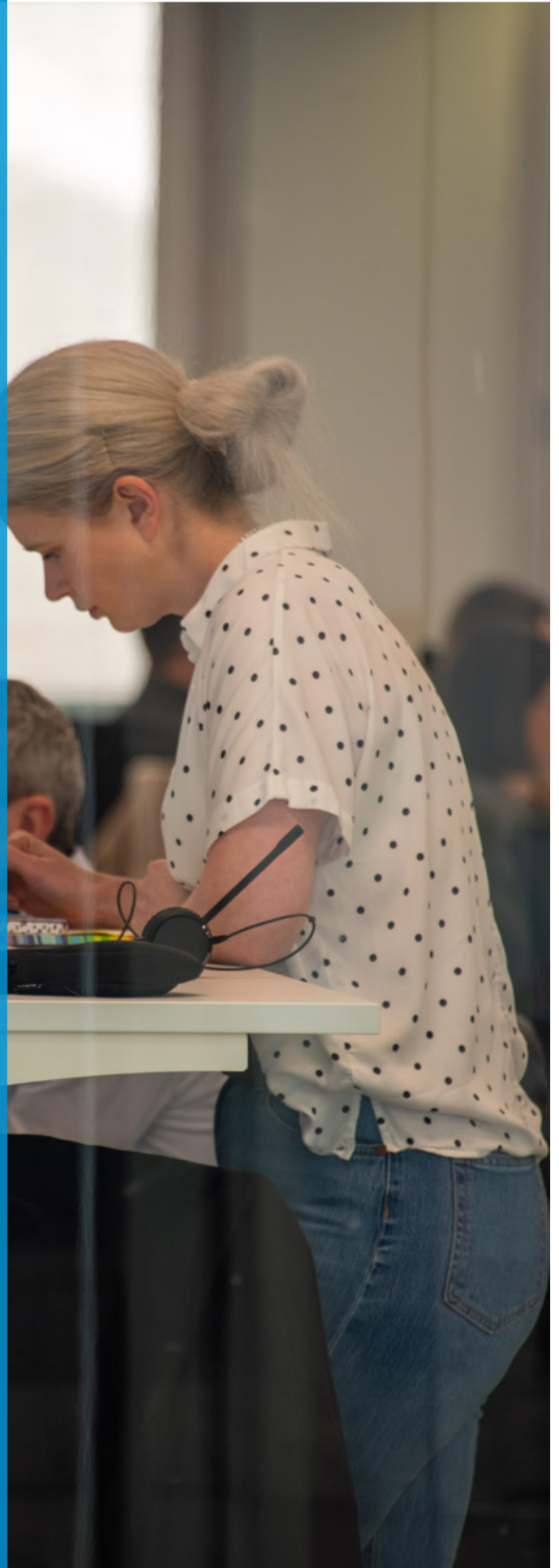


Property Management and Building Consultancy specialists



GENDER PAY REPORT 2025





Workman remains committed to fostering an inclusive culture that celebrates the diversity of our people.

As a business, our people are our greatest asset and we strive to create an environment where people can reach their full potential. We are proud to see further positive steps with our 2025 Gender Pay Report as our Gender Pay Gap continues to reduce.

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WHAT IS GENDER PAY REPORTING?

Gender Pay Reporting looks at the gender pay gap between the average pay of men and women in an organisation.

An important distinction to make is that the gender pay gap is not the same as equal pay. The gender pay gap measures the difference between the average male and female pay across the organisation. Equal pay describes men and women receiving the same pay for the same or equivalent work. Having a gender pay gap does not mean that men and women are not receiving equal pay.

Workman is a Partnership and reports its' gender pay gap in line with the Government guidelines.

“

We are pleased to report positive movement in our gender pay gap this year across the Workman Group.

”



OUR GENDER PAY REPORT FOR 2025

The Workman Group consists of two legal entities employing people in the UK, Workman LLP and Workman Facilities Management Ltd. Both entities have a headcount of more than 250 people and are required to report our gender pay gap by the Government each year.

The snapshot date for this report is 5 April 2024. This report shows the gender pay gap, bonus gender pay gap and pay quartiles of our people, as outlined by the Government guidelines for Gender Pay Reporting.



OUR GENDER PAY GAP

The mean average gender pay gap is calculated as the difference in average hourly rates of pay that male and female employees receive, shown as a percentage of male earnings.

The median average gender pay gap is the difference in the midpoint of the hourly rates of pay for male and female employees, shown as a percentage of male hourly earnings.

We are pleased to report that we have seen a reduction in our gender pay gap for the LLP again this year. Our mean gender pay gap has reduced by 2.8% and our median gender pay gap has reduced by 4%.

For WFM, we can see an increase of 3.1% in our mean gender pay gap this year and 0.4% in our median gender pay gap. We recognise there is more work to be done on our WFM gender pay gap. Due to an increase in TUPE activity this year, this reduced our WFM headcount by 5.5% since the 2024 gender pay report.

LLP

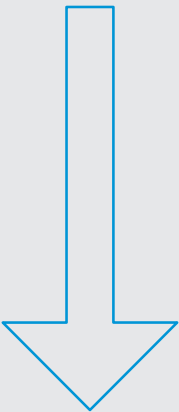
YEAR	MEAN	MEDIAN
2025	11.4	6.7
2024	14.2	10.7
2023	14.9	15.2
2022	17.8	22.2

WFM

YEAR	MEAN	MEDIAN
2025	14.5	16.5
2024	11.4	16.1
2023	10.7	15.7
2022	10.1	16.7

2.8%

DECREASE
IN THE LLP
MEAN AND A
REDUCTION
OF 4% IN OUR
MEDIAN.



GENDER BONUS GAP

The mean gender bonus gap is the difference in average bonus pay received by male and female employees, expressed as a percentage of male employees' earnings.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by male and female employees, expressed as a percentage of male employees' earnings.

The variance seen in the bonus pay gap across the two legal entities year on year is a result of a number of different bonus schemes and incentives across the Group, with varying pay-out ratios.

We have seen an increase our LLP mean bonus gap by 7.2% and in our median bonus gap by 16% this year. Analysing our bonus gap data in more detail reveals that we have a negative bonus gap in our Property Management Accounts department. Other departments have a higher percentage of men in senior client facing roles, which typically attract a higher bonus percentage in comparison to other roles within the business.

For WFM, we have seen an increase this year of 9.1% for the mean and 21.9% for the median gender bonus gap. We recognise that our WFM gender bonus gap will vary year on year because of TUPE activity in and out of the business, it is more difficult to measure comparisons where the data naturally varies significantly year on year.

LLP

YEAR	MEAN	MEDIAN
2025	42.5	36
2024	35.3	20
2023	39.6	1.6
2022	22.4	0

WFM

YEAR	MEAN	MEDIAN
2025	14	21.9
2024	4.9	0
2023	-3.6	-9.4
2022	-22.4	-50

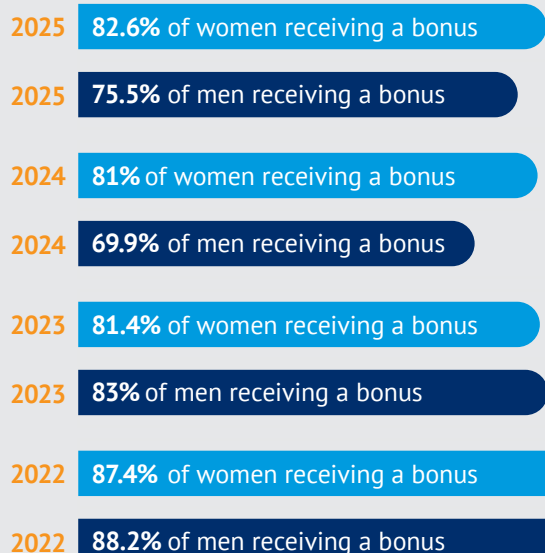


GENDER BONUS GAP

The percentages of men and women who receive a bonus will vary from year to year, as there are multiple bonus schemes and incentivisation schemes in place across the Group.

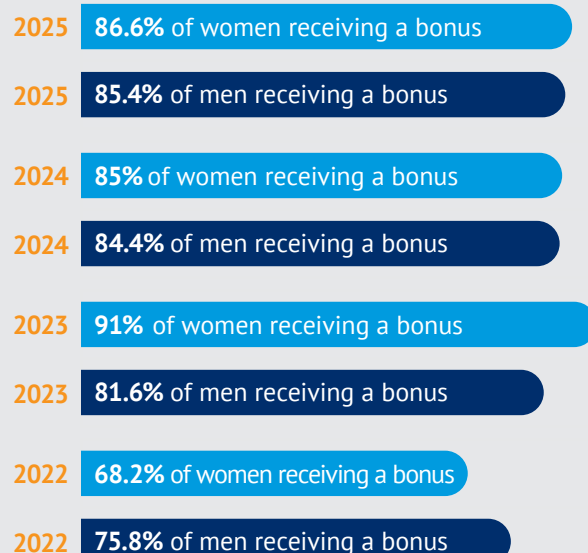
% OF EACH GENDER RECEIVING A BONUS IN LLP.

For LLP, we have seen a 1.6% increase for the percentage of women receiving a bonus and a 5.6% increase in the percentage of men receiving a bonus this year. A greater percentage of women in comparison to men continue to receive a bonus.



% OF EACH GENDER RECEIVING A BONUS IN WFM.

This year, we have seen a reduction of 2.4% of the percentage of women receiving a bonus and an increase of 1% of the percentage of men receiving a bonus for WFM. This year, a greater percentage of men received a bonus than women.



PAY QUARTILES

The pay quartiles show the percentage of men and women across four equal sized groups of employees based on their hourly pay.

For LLP, we are delighted to see positive movement across all pay quartiles. There has been a reduction of women by 3% in the Lower Quartile and by 0.9% in the Lower-Middle Quartile. We have also seen an increase of women by 2.4% in the Upper-Middle Quartile and by 0.5% in the Upper Quartile.



LLP

YEAR	LOWER QUARTILE	LOWER-MIDDLE QUARTILE	UPPER-MIDDLE QUARTILE	UPPER QUARTILE
2025	64.9	55.4	61.3	45.4
2024	67.9	56.3	58.9	44.9
2023	64.7	69.9	60.1	45.1
2022	66.1	71.9	57.3	36.5

For WFM, we are pleased to see an increase of women by 0.8% in the Upper Quartile. We have, however, seen an increase of women by 3.4% in the Lower Quartile and 2.4% in the Lower-Middle Quartile, and the reduction of women by 1.4% in the Upper-Middle Quartile. Due to TUPE activity since our 2024 Gender Pay Report, our WFM employee population has decreased by 5.5%, which has impacted our WFM gender pay report for 2025.

WFM

YEAR	LOWER QUARTILE	LOWER-MIDDLE QUARTILE	UPPER-MIDDLE QUARTILE	UPPER QUARTILE
2025	57.7	50	44.9	32.5
2024	54.3	47.6	46.3	31.7
2023	49.4	50.6	33.3	32.1
2022	51.8	57.3	39	35.4

OUR DATA IS CORRECT

We have undertaken a thorough analysis of our people data to ensure that our Gender Pay Gap information contained within this report is correct.

OUR COMMENTARY ON OUR GENDER PAY GAP

We have continued to focus on closing the gender pay gap and are pleased with the continued positive movement we can see across the LLP. We recognise that closing the gap completely will take time and we have work to do across the Workman Group.

We remain committed to fostering an inclusive culture that celebrates the diversity of our people. Our aim is to create an environment where people can build a successful career with us and reach their full potential. As the business continues to grow, we look forward to seeing our talented people flourish and positively impact the ongoing success of the Workman Group.

We are keen to continue the positive trends we have established and continue to close our gender pay gap.



OUR ACTION PLAN

Closing our gender pay gap remains a priority and we acknowledge that this will take time. We have taken several key steps to support the closing of our gender pay gap since our 2024 report, including increased focus on understanding our people data to monitor our gender pay gap and the diversity of our workforce. We believe that celebrating the diversity of our people within an inclusive environment underpins the continued success of the Workman Group.

2024 RECAP/HIGHLIGHTS:

Equality, Diversity & Inclusion (ED&I)

Our ED&I strategy continues to align with our Business Plan. We have seen positive movement in the past year with our new ED&I training modules that also cover workplace conduct and sexual harassment training, in line with the employment law changes introduced in October 2024 and delivered to all staff. Women taking time out of the workplace whilst on maternity leave is a contributing factor to the Gender Pay Gap. Our Shared Parental Leave policy published in September encourages second parents to take additional time to spend with their families.

Our Culture and Values

We have been understanding and developing our culture, values and brand in partnership with a specialist brand consultant. This project has involved gaining feedback internally via surveys, focus groups and interviews, and obtaining feedback from the external market to help shape our future identity.

Our Agile Working Policy and Core Hours continue to offer our people flexibility to support their work-life balance. We have continued to invest in our office spaces to encourage more in-person collaboration with colleagues and customers alike.

Attracting and Retaining the Best Talent

Our new recruitment platform has enabled us to source talent from wider talent pools and we continue to monitor our recruitment data to see if bias is occurring.

Our exit interviews allow us to capture more data about why people, especially women, leave the Group, so we can better understand and address the issues identified.

Growing our talent pipelines for the future

We remain committed to building talent pipelines across the Group. Our graduate and apprenticeship schemes remain successful and we believe investing in the next generation of talent for Property Management and Building Consultancy is the right thing to do. Our aim is to provide career opportunities for everyone so they can reach their full potential.

Our People

We continue to promote active participation in our Employee Network Groups as we believe we are stronger together when our goals are aligned. We continue to review our HR policies and welcome feedback from our people to promote greater engagement as an inclusive employer.

LOOKING AHEAD

Our Action Plan for 2025 and Beyond

OUR CULTURE AND VALUES

In partnership with the specialist brand consultant throughout 2024, we are now shaping our culture and values, as well as our new branding, which will be launched this year. We are really excited about these positive changes, as they play key roles with our talent attraction and retention strategies.

EQUALITY, DIVERSITY & INCLUSION (ED&I)

Our focus on ED&I remains a priority in line with our business plan, which is underpinned by our culture and values.

We continue to ensure our Employee Network Groups are empowered to bring forward ideas and relevant change to the business, promoting monthly events around key dates, to ensure inclusivity and wider understanding. We will also review the expansion of the networks to ensure these evolve to full support all our people as necessary.

We will also continue to roll out Wellbeing Rooms across our offices to create quiet space for prayer, reflection and other wellbeing needs.

We have provided extensive training to all those directly responsible for recruiting staff in managing unconscious bias in the interview process and will continue to train all staff on how to identify and manage this in their day to day roles.

Further to launching our Menopause Policy in October 2023, we are committed to offering a menopause friendly workplace where our people receive the understanding and support they need.

TALENT ACQUISITION

We continue to develop our recruitment practices by using a variety of talent sourcing methods to widen our talent pools. We will continue to regularly review our job adverts and job descriptions to ensure gender neutral language is being used consistently.

Furthermore, we will continue to develop our Employee Value Proposition and Employer Brand this year and beyond to promote ourselves as an inclusive employer of choice.

FLEXIBILITY AND WORK-LIFE BALANCE

Our aim is to offer a good work-life balance, as we know this is important to our current staff and people who want to join us. We choose to continue to offer flexible working opportunities to our people, including agile working arrangements and Core Hours, where the job role enables such flexibility to do so. We are proud to be a family friendly employer.

We also continue to invest in our office to create spaces that inspire collaboration with colleagues and clients alike. We believe we are stronger together and fostering a collaborative culture helps us to deliver success and focus on things that matter.

LEARNING & DEVELOPMENT

Supporting the ongoing development of our people is fundamental to our culture and creating our future leaders. We can see how investing in learning and development enables us to help people reach their full potential and build successful careers with us. As a growing business, there are lots of opportunities across the Group for people to grow and develop with us. We will continue to invest in this area for leadership development and training opportunities for everyone to help them be successful.

EMPLOYEE BENEFITS

Our focus is to continue to develop our employee benefits offerings, particularly relating to health and wellbeing initiatives that support our people. Our aim is to offer an inclusive suite of benefits that are accessible and our people value. We can see the benefit of offering a variety of useful employee benefits and perks that help underpin our talent attraction and retention strategies.

LOOKING AHEAD

HEAD OF HR VIEW – CHARLOTTE BRADLEY

We are delighted to see positive movement again this year with our gender pay gap. We appreciate that it will take time to close the gap completely and that there is work to do where we have seen the gap increase in some areas across the Group this year.

As a people business, our people really are our greatest asset. Our focus for 2025 and beyond remains on fostering an inclusive culture where we celebrate the diversity of our people and they can reach their full potential with us.

Our Action Plan outlines our areas of focus to help continue to reduce our gender pay gap. Our increased focus on employee benefits, learning & development and ED&I initiatives will enable us to continue to build an inclusive workplace culture based on shared values.

SENIOR ASSOCIATE & ED&I LEAD VIEW – JOANNE HARTLE

Workman believes that diverse perspectives and lived experiences foster creative and innovative thinking and we strive to ensure that everyone feels valued, respected and empowered irrespective of their role within the business. We acknowledge that building a truly inclusive and diverse environment is not achieved at a single point in time but will be a continuous journey which requires intentional action and open dialogue.

As such, we work to identify barriers that prevent our people from thriving and reaching their true potential through our commitment to listening and learning to ensure that our people, regardless of race, gender, age, disability, neurodiversity or sexuality feel a sense of belonging and that their contributions are welcomed. We embed our ED&I principles into our policies, practices, recruitment, training and day-to-day operations.

SUMMARY

We continue to be proud of the achievements and successes of our people as the business continues to grow. Property is a people business and our strategic aim is to build the best culture in the property sector. Attracting and retaining talent is critical for our success, alongside initiatives that promote the health, wellbeing and engagement of our people.

There are several positive updates in our gender pay gap report this year, which we are pleased to see and want to maintain that positive trend to close the gap even further. There are also areas within this gender pay report that we acknowledge need further review in the future. We believe the steps outlined in the Action Plan within this report will help us to achieve our strategic aims as an inclusive employer.

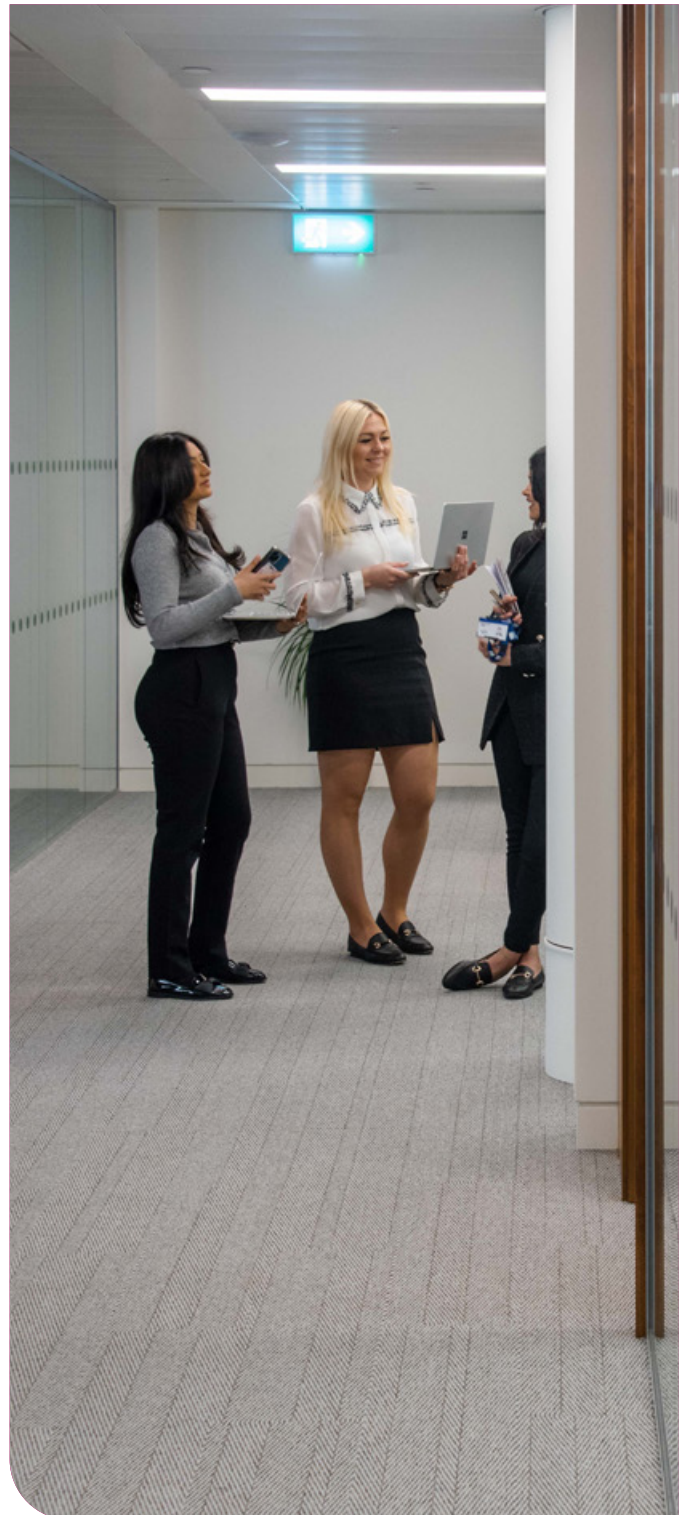
MATT PATEMAN

Managing Partner

“

Our people are at the heart of what we do and we want to attract and retain talent...

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workman.co.uk/our-people

