

2022 GENDER PAY GAP REPORT

A MESSAGE FROM GRAHAM CLEMETT

At Workspace, we know that having a workforce made up of people from a wide range of backgrounds and experiences will contribute to our long-term success and help us achieve our goals.

Graham Clemett, Chief Executive Officer

Why are we reporting a gender pay gap?

Workspace's inaugural gender pay gap report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations legislation that came into force in April 2017. Since 2017, UK employers with more than 250 employees have been required to publish their gender pay gap annually. In 2022, Workspace reached the threshold set under the 2017 legislation for the first time, recording 253 employees as at the snapshot date of 5 April.

It is important to remember that the following pages look at the Gender Pay Gap, which compares the average pay for all men at an organisation with the average pay for all women, without accounting for different roles, tenure, experience, location or performance. This report is not about Equal Pay, which is about how much colleagues are paid for doing the same, or a similar role, or work that is considered of equal value. In line with the Equality Act 2010, our pay scales ensure that we pay men and women equal pay for equivalent work, and always pay our colleagues according to their role, regardless of their gender or ethnicity.

Why do we have a gender pay gap?

We recognise that we have a gender pay gap and are committed to further progressing our inclusion and diversity initiatives to reduce this gap. As is the case with many other organisations, our gender pay gap is largely influenced by gender imbalance at different role levels, with men making up a larger proportion of senior, higher paying roles and women making up a larger proportion of mid-level and junior, lower paying roles. Our more senior, higher paid roles also attract higher bonus payments, both in percentage and absolute terms.

In particular, our Executive Committee, which includes our CEO, CFO and other most senior managers comprises six men and two women. If we calculate the same figures, but excluding our Executive Committee, our mean and median pay and bonus gaps reduce.

As part of our commitment to address gender imbalance at different role levels, we are focusing on improving the way we develop our staff and enable career progression through our business.

We continually monitor and analyse employee gender information and actively follow recommendations for improving diversity. We will continue to progress our Inclusion & Diversity Policy, which applies both at Board level and to the wider business and sets out our commitment to diversity in all its forms, including gender.



Our gender pay gap information

This page shows our gender pay gap and our gender bonus gap, on both a median and mean basis.

The **MEDIAN** gender pay gap compares the midpoint of all male hourly pay within the organisation with the midpoint of all female hourly pay within the organisation. The **MEDIAN** bonus gap compares the midpoint of all male bonus pay within the organisation with the midpoint of all female bonus pay within the organisation.



The **MEAN** gender pay gap shows the difference in the average hourly rate of pay between all men and all women in the company. The **MEAN** bonus gap shows the difference in the average bonus awarded to men and women.



GENDER PAY GAP

The gender pay gap is the difference between men and women's average pay across an organisation, expressed as a percentage. It is determined by comparing the average pay for all men with the average pay for all women on the Snapshot Date, without accounting for different roles, tenure, experience, location or performance.

As explained in more detail on page 1, our gender pay gap is largely influenced by gender imbalance at different role levels. Further details on this imbalance can be found on page 3.

Median Gender Pay Gap

22.69%

Mean Gender Pay Gap

36.14%

GENDER BONUS GAP

Our gender bonus gap is similarly influenced by the same gender imbalance, as our more senior, higher paid roles also attract higher bonus payments, both in percentage and absolute terms.

Median Bonus Pay Gap

17.99%

Mean Bonus Pay Gap

48.25%

Proportion of employees who received a bonus

Men 80.91%

Women 65.80%

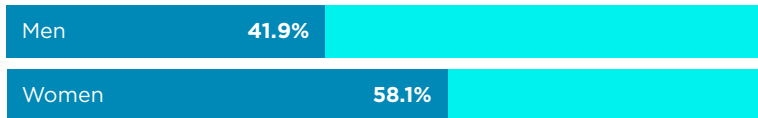
At Workspace almost all of our employees are eligible for and awarded an annual bonus, paid each year in June. In the 12 months leading up to the Snapshot Date of 5 April 2022 we had experienced a higher level of staff turnover and vacancies in mid and low level roles than we had seen pre-Covid. Women made up a greater proportion of these new starters and leavers, which is reflected in the proportion of women that had received a bonus as at 5 April 2022.

Our gender pay gap information

This page shows our total number of employees and the gender split of roles across four equal quartiles.

TOTAL EMPLOYEES AS AT 5 APRIL 2022

253

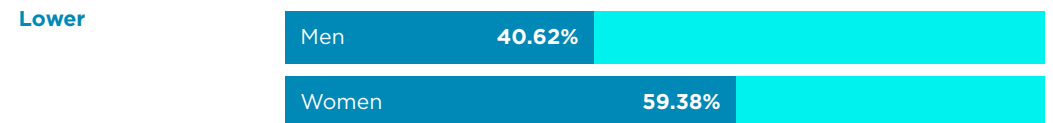
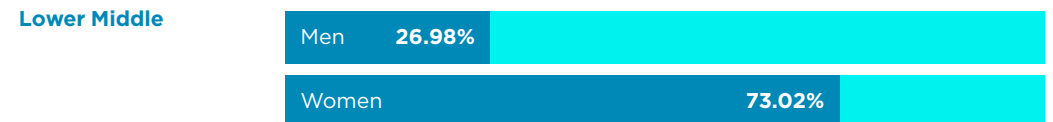
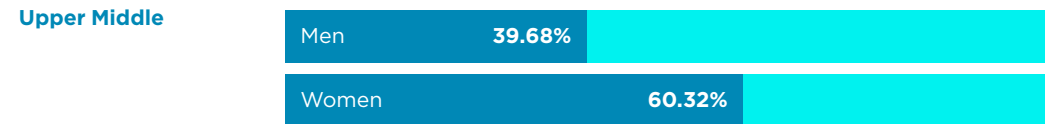
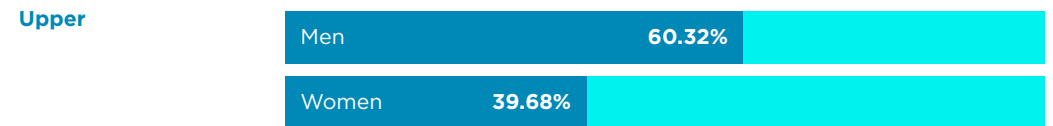


We have a good gender balance overall.

PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS

We have divided our workforce into four equal sections by number of staff and calculated the proportion of men and women in each quartile.

This shows we have a higher proportion of men in the upper quartile (higher paying, more senior roles) and a higher proportion of women in the three remaining quartiles (comparatively lower paying, mid-level or junior roles).



What are we doing to address the gender pay gap?

1

OUR POLICIES AND CULTURE

Our diversity and inclusion policies set out our commitment to diversity in all its forms (including gender) and are regularly reviewed by our Board.

Our culture is a positive one of openness and transparency where diversity in all its forms is highly valued.

We monitor and analyse employee gender information and we actively follow recommendations for improving diversity. This year, we made changes to how we collect diversity information from our staff in order to benchmark our performance in this area more accurately and allow us to track our progress in future years.

We offer flexible working options, including hybrid working, to support employees who have family or caring commitments.

This year we introduced an employee support network aiming to support parents and carers in their working lives.

2

RECRUITMENT AND PROMOTION

In 2022, we hired a Recruitment Manager to oversee our recruitment process.

We introduced a new recruitment policy which sets out fair and consistent recruitment procedures.

We review job titles and specifications to ensure we consistently use inclusive language that encourages both male and female candidates.

We advertise all vacancies internally before undertaking any external advertising, to encourage internal applications.

When we do advertise externally, we have increased our use of social media and other direct recruitment methods in order to reach a wider pool of talent.

Where we use recruitment agencies, we ensure they have a commitment and track record in diverse appointments.

Hiring managers undertake unconscious bias training, harassment training and interview skill training, as well as receiving further guidance and support from our People team to promote fair recruitment.

3

CAREER DEVELOPMENT

We continue to focus on improving the way we develop our staff and enable career progression through our business.

We are trialling 'career pathways', initially for our centre teams, to make it clearer to staff how they can progress their careers at Workspace. If the trial is a success we intend to roll these out to wider roles.

We use our appraisal process to identify individuals with leadership potential and provide leadership training for them.

We support employees with further study by offering internal training and sponsoring external learning.

Our reward structures remain under review as we examine which types of structures best suit certain roles.

LOOKING TO THE FUTURE

We know there is more we can do and diversity and inclusion remains high on the Board and Executive Committee's agenda. We will continue to advance our initiatives and remain focused on maintaining our inclusive culture. In particular, we recognise the need to attract a greater proportion of women into our senior positions which, by their nature, are limited in number, meaning that vacancies in those positions are less common.

While we will continue to recruit in a non-discriminatory manner as we believe that selection should be based on the best person for the role, whenever a senior role becomes available we will seek to encourage applications from women and to shortlist an equal number of male and female candidates wherever possible.

In the next year, we will also be reviewing and refreshing our diversity and inclusion policies with a focus on the wellbeing and welfare of our staff. In particular, we will be focusing on our parental leave policies, and examining the possibility of offering job shares where appropriate to the role.

The Board and Executive Committee will continue to engage with our staff, in particular hiring managers, to further promote awareness of the importance of diversity.

Statutory disclosure

Our 2022 gender pay gap report is based on a snapshot of our pay data as of 5 April 2022 and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

I confirm that the calculations provided are accurate and meet the requirements of legislation.



Graham Clemett
CEO

Gender pay gap (mean and median)			
Median hourly pay gap		22.69%	
Mean hourly pay gap		36.14%	
Gender bonus gap (mean and median)			
Median bonus pay gap		17.99%	
Mean bonus pay gap		48.25%	
Proportion of men and women receiving bonuses			
Men		80.91%	
Women		65.80%	
Proportion of men and women in each quartile of our pay structure		Men	Women
Upper		60.32%	39.68%
Upper middle		39.68%	60.32%
Lower middle		26.98%	73.02%
Lower		40.62%	59.38%