



# GENDER PAY GAP

2025



CREATORS



MAKERS



INNOVATORS



DISRUPTORS

# A MESSAGE FROM CHARLIE GREEN CEO



At Workspace, we know that a diverse workforce, made up of people with a wide range of backgrounds, perspectives and experiences, will contribute to our long-term success and our ability to achieve our goals. We are committed to supporting diversity in all its forms and to foster an inclusive culture that attracts, supports, and retains the very best people.

This report is our 2025 Gender Pay Gap Report and is based on a snapshot of our pay data as at 5 April 2025.

Having joined Workspace in February 2026, I am delighted to see the progress reflected in our 2025 Gender Pay Gap Report. The positive progress reflects the dedication and sustained efforts across the business, and commitment to inclusion and equality. I look forward to continuing to build on the work made to date and supporting meaningful, long-term change across our organisation.

## WHY DO WE HAVE A GENDER PAY GAP?

We are clear that our gender pay gap does not reflect unequal pay for equal work. In line with the Equality Act 2010, our pay scales ensure that we pay men and women equal pay for equivalent work and roles across our business.

As with last year, the main driver of our gender pay gap is the distribution of men and women across different role levels. While women represent 55.3% of our overall workforce, currently men make up a larger proportion of senior, higher paid roles, whereas women make up a larger proportion of junior, lower paid roles. Senior roles typically attract larger bonus opportunities, both in absolute terms and as a percentage of salary, which also contributes to the overall gender pay gap.

**I am pleased to report that we have seen an overall improvement across most measures of our gender pay gap compared to last year.**

**Between 2024 and 2025, our mean hourly pay gap decreased by 4.2%, from 29.39% to 25.19%, while our median hourly pay gap increased by 2.63%, from 21.01% to 23.64%. We have seen similar decreases in our bonus pay gaps from 2024 to 2025, with our median bonus gap decreasing slightly by 0.25% from 24.74% to 24.49% and our mean bonus gap decreasing by 1.58% from 48.28% to 46.70%.**

**This year, men were proportionally more likely to receive a bonus than women. This reflects the fact that a greater proportion of senior roles, which carry higher bonus eligibility, are currently occupied by men.**

**Over recent years, we have worked hard to develop and embed a range of diversity and inclusion initiatives, and we are pleased to see the positive impact these are now having on our gender pay gap. You can read more about our initiatives and progress on pages 6 and 7.**

**While we are encouraged with the progress made, we recognise there is still more to do. We remain firmly committed to continuing to progress our inclusion initiatives, building a diverse pipeline of talent across all levels, and addressing the gender imbalance in our top quartiles in the long term.**



# OUR GENDER PAY GAP INFORMATION

This page shows our gender pay gap and our gender bonus gap, on both a mean and median 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 lighter figure is the **MEDIAN**

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

The **MEAN** bonus gap shows the difference in the average bonus awarded to men and women.



/ 5 = **MEAN** pay

## MEDIAN GENDER PAY GAP

**23.64%**  
2025

**21.01%**  
2024

**27.05%**  
2023

**22.69%**  
2022

## MEAN GENDER PAY GAP

**25.19%**  
2025

**29.39%**  
2024

**34.66%**  
2023

**36.14%**  
2022

## GENDER PAY GAP

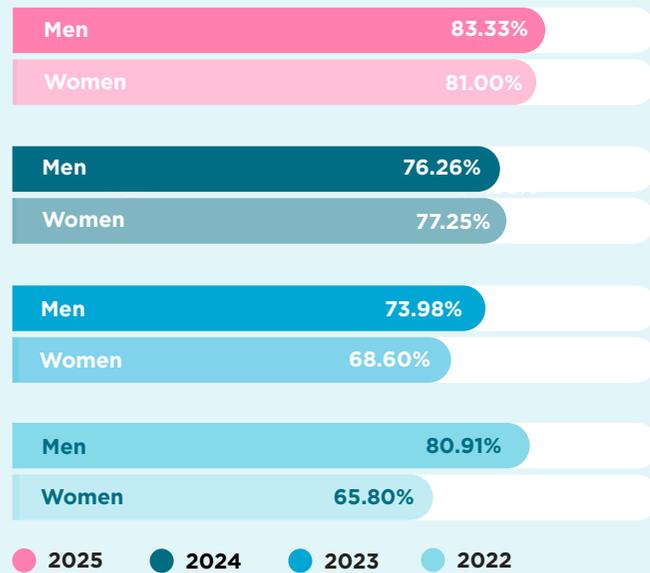
The gender pay gap is the difference between men and women's average pay across an organisation, expressed as a percentage. It is determined by comparing the average pay for all men with the average pay for all women on the Snapshot Date, without accounting for different roles, tenure, experience, location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

As explained in more detail on page 4, our gender pay gap is largely influenced by gender imbalance at different role levels. Further details on this imbalance can be found on page 4. Further detail on the reasons we have seen a decrease in our gender pay gaps can be found on page 5.

## 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. Further details on the reasons we have seen a decrease in our bonus pay gaps can be found below.

### Proportion of employees who received a bonus



At Workspace almost all employees are eligible for and receive an annual bonus, typically paid each year in June.

We are pleased to report that this year the proportion of men and women receiving bonuses is now broadly equal.

As outlined in previous Gender Pay Gap Reports, the proportion of employees receiving a bonus can vary from year to year, influenced by staff turnover and recruitment activity. The bonus pay gap itself is shaped by a range of factors, including differences in representation across organisational levels and working patterns. A higher proportion of men hold senior roles, which attract larger performance-related bonuses, while more women are likely to work part-time, with bonuses typically paid on a pro-rata basis. In addition, eligibility criteria such as minimum service requirements, may also affect bonus outcomes, particularly where women have joined more recently or have taken maternity or other types of leave.

In addition, periods of higher staff turnover and recruitment can influence the number of employees eligible to receive a bonus. Collectively, these factors influence the overall difference in average bonus payments between men and women.

### MEDIAN GENDER BONUS GAP

24.49%  
2025

24.74%  
2024

30.08%  
2023

17.99%  
2022

### MEAN GENDER BONUS GAP

46.70%  
2025

48.28%  
2024

55.70%  
2023

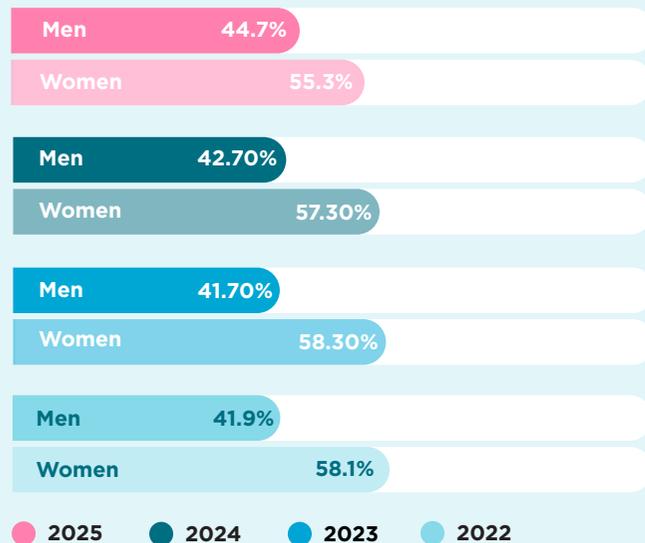
48.25%  
2022

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

## TOTAL EMPLOYEES AS AT 5 APRIL 2025

# 304

2024: 314; 2023: 288; 2022: 253



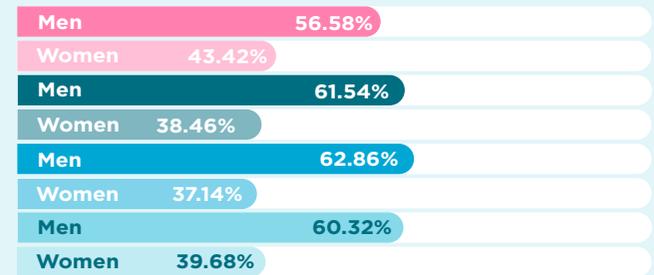
As in previous years, we continue to have a good gender balance overall.

## PROPORTION OF MALE AND FEMALE UK 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). We are pleased, however, to have seen an increase in the proportion of women in our Upper and Upper Middle Quartiles as of this year's Snapshot Date of 5 April 2025.

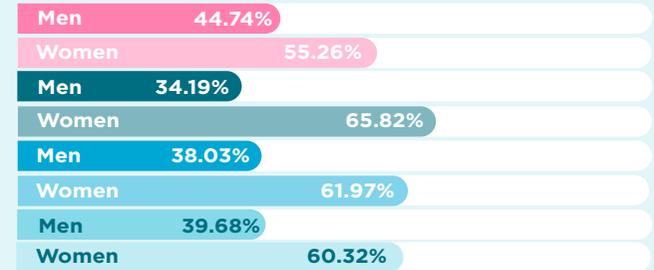
### UPPER

- 2025
- 2024
- 2023
- 2022



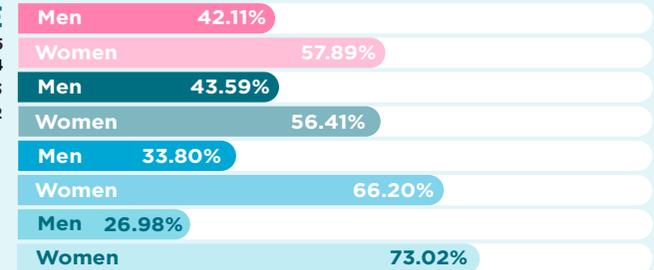
### UPPER MIDDLE

- 2025
- 2024
- 2023
- 2022



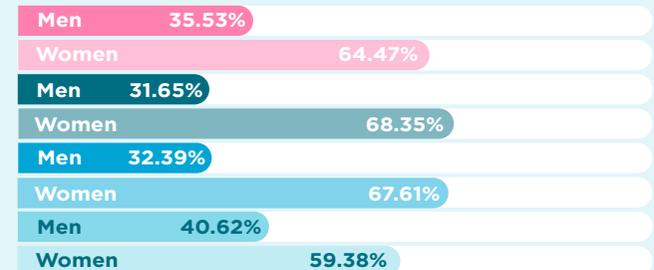
### LOWER MIDDLE

- 2025
- 2024
- 2023
- 2022



### LOWER

- 2025
- 2024
- 2023
- 2022



# WHAT ARE WE DOING TO ADDRESS THE GENDER PAY GAP?

## CULTURE

Every employee has the right to be treated with respect and dignity throughout their employment with us and not to be discriminated against. We have a zero tolerance attitude to bullying, harassment or victimisation of any kind.

Our recruitment and selection, training and development, performance reviews and promotion processes are all based solely on individual merit and free from bias. The HR team oversee these processes to ensure that they remain fit for purpose.

We monitor and analyse the diversity of our employees so that we can track and progress our diversity initiatives. This year, we included the option for employees to add their pronouns to their email signatures as well as pronunciation hints for names.

Our Board and Executive Committee are regularly updated on our progress with diversity initiatives, external guidance and recommendations for improving diversity.

We have an employee support network aiming to provide a forum for parents and carers, including how Workspace can better support them.

We provide training for all employees and line managers on areas such as unconscious bias and harassment to ensure that our values and standards are understood.

## RECRUITMENT AND SELECTION

We have a Recruitment team which oversees our entire recruitment activity and process and our recruitment policy sets out fair and consistent recruitment procedures.

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

We use software to track the source of our candidate applications and CV anonymisation to eradicate unconscious bias.

We provide unconscious bias and interview skills training for all hiring managers.

Guidance and support notes are provided to hiring managers to promote fair and thorough processes.

We advertise all vacancies internally before undertaking any external advertisement, 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, including encouraging applications from people who may be returning to work and from local communities via local job centres, universities and schools. We also partner with organisations such as Sapphire Partners and the White Ensign Association to promote social mobility.

Where we use recruitment agencies, we ensure they have a commitment and track record in diverse appointments. When a senior role becomes available, we seek to encourage diverse applications and to shortlist an equal number of men and women where possible.

## TRAINING AND DEVELOPMENT

We promote progressive career development through encouraging lateral job moves where opportunities arise.

We hold bi-monthly meetings between the HR team and senior managers with a view to identifying opportunities for staff development.

During our annual appraisal process, we identify employees who have strong potential for development, and put training and development plans in place for them.

We provide a Group-wide internal training programme to offer employees opportunities to learn and develop skills such as organisation, people management and managing difficult situations.

We offer Institute of Leadership & Management training for line managers and are developing training for managing difficult conversations.

We support staff with further studies by sponsoring external learning and development where appropriate.

We have implemented 'career pathways', for our centre team roles, and are currently working on 'career pathways' for facilities management team roles, to make it clearer to staff how they can progress their careers at Workspace.

We have introduced apprenticeship programmes to widen access to the professions within our organisation.

4

TRAINING SESSIONS  
HELD ON UNCONSCIOUS  
BIAS AND HARASSMENT

31

WOMEN PROMOTED  
INTERNALLY

7

WOMEN COMPLETED  
INSTITUTE OF  
LEADERSHIP &  
MANAGEMENT TRAINING

## WHAT WE SAID WE WOULD FOCUS ON LAST YEAR

- 1** Continue prioritising the use of inclusive, non-discriminatory language in job advertisements, particularly by leveraging AI tools to support this effort.
- 2** Enhance employee retention and development by establishing clear career pathways for additional roles across the business.
- 3** Provide updated best practice guidance to line managers, encouraging regular check-ins and career development conversations with their team members.
- 4** Develop and launch a paid internship programme for individuals aged 16 and above, providing valuable early career experience.
- 5** Increase awareness of our newly introduced policy on purchasing additional annual leave, highlighting how it can help employees particularly those with caring responsibilities - spread the cost of unpaid leave over a longer period.

## OUR PROGRESS

The Recruitment Team continues to leverage AI-powered tools to review and enhance the language used in all job advertisements, ensuring it is inclusive, accessible, and free from bias. This forms part of the Company's broader commitment to promoting fairness and diversity throughout the recruitment process.

Career pathways have been launched in three key business areas during the year, including 6 Facilities Management pathways, 4 Hospitality pathways and 3 Centre Team pathways.

The HR team partner with Company's Heads of Departments and Senior Managers to support them in their work, as people managers. These meetings enable line managers to seek support and highlight suggestions and training needs. Line Managers are encouraged to have regular check-ins with their team members.

Over the course of the year, the Company welcomed four paid interns for a structured four-week placement. The programme was designed to offer meaningful early career experience, providing interns with insight into the business and the opportunity to develop practical workplace skills.

Following the launch of our new policy, 47 employees purchased additional annual leave in 2025. This initiative supports greater flexibility and work-life balance, reflecting the Company's ongoing commitment to employee wellbeing and choice.

## LOOKING TO THE FUTURE

WE REMAIN COMMITTED TO BUILDING A DIVERSE AND INCLUSIVE WORKPLACE AND WILL CONTINUE TO FOCUS ON INITIATIVES THAT SUPPORT PROGRESSION, OPPORTUNITY, AND BALANCE ACROSS ALL LEVELS OF THE COMPANY.

01

**Championing internal promotion opportunities to support career growth from within.**

02

**Encouraging development through acting-up roles and secondments to help employees gain experience and visibility.**

03

**Widening our talent pool by partnering with organisations that offer alternative routes into employment.**

04

**Promoting our Supporting Others Network to strengthen peer support and inclusion.**

05

**Expanding our internship programme to attract and develop emerging talent.**

06

**Raising awareness of our family-friendly policies and benefits, such as the option to purchase additional leave, to support work-life balance.**



## STATUTORY DISCLOSURE

**OUR 2025 GENDER PAY GAP REPORT IS BASED ON A SNAPSHOT OF OUR PAY DATA AS OF 5 APRIL 2025 AND HAS BEEN PREPARED IN ACCORDANCE WITH THE EQUALITY ACT 2010 (GENDER PAY GAP INFORMATION) REGULATIONS 2017.**

### GENDER PAY GAP (MEAN AND MEDIAN)

<b>MEAN HOURLY PAY GAP</b>	<b>25.19%</b>
<b>MEDIAN HOURLY PAY GAP</b>	<b>23.64%</b>

### Gender bonus pay gap (mean and median)

<b>MEAN BONUS PAY GAP</b>	<b>46.70%</b>
<b>MEDIAN BONUS PAY GAP</b>	<b>24.49%</b>

### Proportion of men and women receiving bonuses

<b>MEN</b>	<b>83.33%</b>
<b>WOMEN</b>	<b>81.00%</b>

### Proportion of men and women in each quartile of our pay structure

	<b>MEN</b>	<b>WOMEN</b>
<b>UPPER</b>	<b>56.58%</b>	<b>43.42%</b>
<b>UPPER MIDDLE</b>	<b>44.74%</b>	<b>55.26%</b>
<b>LOWER MIDDLE</b>	<b>42.11%</b>	<b>57.89%</b>
<b>LOWER</b>	<b>35.53%</b>	<b>64.47%</b>

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



Charlie Green  
CEO

View our Annual Report 2025  
<https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations>

[www.workspace.co.uk](https://www.workspace.co.uk)