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worknest

Gender Pay Gap Statement



Introduction

Our ambition is for our people to reflect the clients, communities, and wider society that we serve. As with any business challenge, we are using data to inform targeted actions that will drive improvements, and our pay gap is a fundamental source of that data.

It is important to reiterate that we don't pay people differently based on their gender or ethnicity. The gender pay gap is caused by having a lower proportion of females in our Executive team, and in Sales roles - where commission is commonly paid.

We are proud to say that our Senior Leadership Team (SLT) has an equal gender split, demonstrating the progress we are making towards a greater balance at all levels of our organisation.

What is the gender pay gap?

The gender pay gap represents the difference in average hourly earnings between men and women across our organisation, expressed as a percentage of men's earnings. It is important to distinguish the gender pay gap from equal pay, which concerns paying men and women equally for doing the same or equivalent work. A gender pay gap does not necessarily indicate unequal pay but does provide useful insight into our workforce composition, seniority, and representation across roles.

Our results

At WorkNest Ltd, we believe that the success of our organisation is built on the strengths of a diverse and inclusive workforce. As part of our commitment to our values - Integrity, Excellence, Teamwork, and Inclusion - we continuously strive to attract and retain the best talent, regardless of gender, age, ethnicity, beliefs, or background.

This report details the findings of our first gender pay gap report and outlines our commitment to gender pay gap transparency.

Mean hourly gender pay gap	23.7%
Median hourly gender pay gap	11.7%
Mean gender bonus gap	63.6%
Median gender bonus gap	-3.5%

Percentage of colleagues paid bonus	Male	Female
	71%	66%

Gender pay gap commentary

Pay gap analysis:

- Bonus and commission structures significantly influence the reported pay gap in both the hourly and bonus pay gap results.
- Any colleagues who were absent due to maternity, paternity, parental, sickness, and unpaid leave are removed entirely from the calculations. Due to the length of average maternity leave, we note that this impacts the overall results for female pay considerably more, especially when considering that 53% of our workforce is female.
- Any colleagues contributing towards their pension via salary sacrifice arrangements, up to a maximum of 15% of salary, will have an impact on the pay gap calculations.
- Approximately 10% of our workforce is employed in commercial sales roles, with only 38% of those roles taken by female colleagues. In Sales, lower base salaries are balanced by higher potential earnings through transparent, performance-driven bonus and commission schemes. However, we will continue to have a gender pay gap until we have an equal number of females and males in this community.
- In some areas of our business where the gender split is predominantly female, (for example, HR Consultancy, where we have a gender split of 90% female and 10% male), this disparity also drives the gender pay gap, as we do not have equal representation of both male and female at all levels.
- We strongly believe in celebrating diversity and building an inclusive workplace for all. Any colleagues who do not identify as male or female are not included in the reporting, as per Gender Pay Gap guidelines.
- While gender is not a factor in our remuneration decisions, there is still more to be done to close the gap, particularly considering that the UK average for the gender pay gap is 13.1% (2024).

Actions taken

- **Workforce diversity:** We are proud of our gender-diverse workforce, with 53% female representation.
- **Representation in leadership:** Our Senior Leadership Team is 53% female, demonstrating gender equality at a senior level.
- **Mean ordinary pay gap:** 11.2% - this calculation is the hourly pay excluding bonus and commission. Although there is still a gap to close, this shows that much of the gap is driven by under-representation in our sales roles, which is a wider social issue not just particular to WorkNest.
- **Mentorship programme:** Launched a mentor programme to accelerate the careers of high-potential colleagues, with a higher proportion of women included.
- **Diverse recruitment:** We have introduced inclusive recruitment processes and provided unconscious bias training for colleagues.

- **Bonus participation:** We have raised the proportion of females earning bonuses through the HRC performance-related bonus scheme.
- **Colleague voice – The Inclusion Alliance:** We have formed an impactful team whose primary focus is inclusion and driving diversity and equity in everything we do.
- **Flexible work practices:** We proudly offer flexible hours and locations, helping to attract and retain talent. Recognising that women globally provide a larger share of caregiving responsibilities; we note that 96% of our part-time workforce is female.

Future commitments

We recognise that addressing the gender pay gap requires sustained effort and cultural change. In the coming year, we commit to:

- **Diverse recruitment:** We aim to increase female representation in sales roles and will be able to report diversity statistics and run anonymised screening campaigns with our new ATS system.
- **Attracting women to sales and leadership roles:** Historically, attracting women to sales roles and Executive-level positions has been a challenge, and we have seen very limited voluntary attrition in this area. This will continue to be an important focus for our recruitment strategy within Sales. As we already have a positive gender split at SLT level, there is no doubt that with time, development, and focus, we can achieve greater diversity within the Executive team as well.
- **Enhancing mentorship and sponsorship opportunities for women.**
- **Increasing transparency in career progression pathways.**
- **Monitoring the impact of our initiatives and publishing progress updates annually.**

Conclusion

This year's gender numbers show that progress is needed, and we know that cultural change takes time and teamwork. Nonetheless, we're confident that we have the right plans to advance the way we work and build a brilliant, diverse workforce at every level in WorkNest. We remain dedicated to creating an environment where everyone has opportunities to thrive and succeed, irrespective of gender. The steps we are taking today will further close the gender pay gap and enhance our colleague experience in the years ahead.



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