

# Gender diversity & pay gap at Cluttons

March 2026



*“We have a gender pay gap and our business currently has more men than women, particularly at senior levels. We are actively working to change this, and this paper outlines the actions we’ve taken so far, the progress made, and what comes next.*

*“As a business that values community and collaboration, we know that bringing different strengths, experiences and ideas into the team will support our people’s development, strengthen our culture, improve our decisions and ultimately help our business succeed.”*

**John Gravett & Emily Hollingworth**



John Gravett, CEO



Emily Hollingworth, HR & operations director

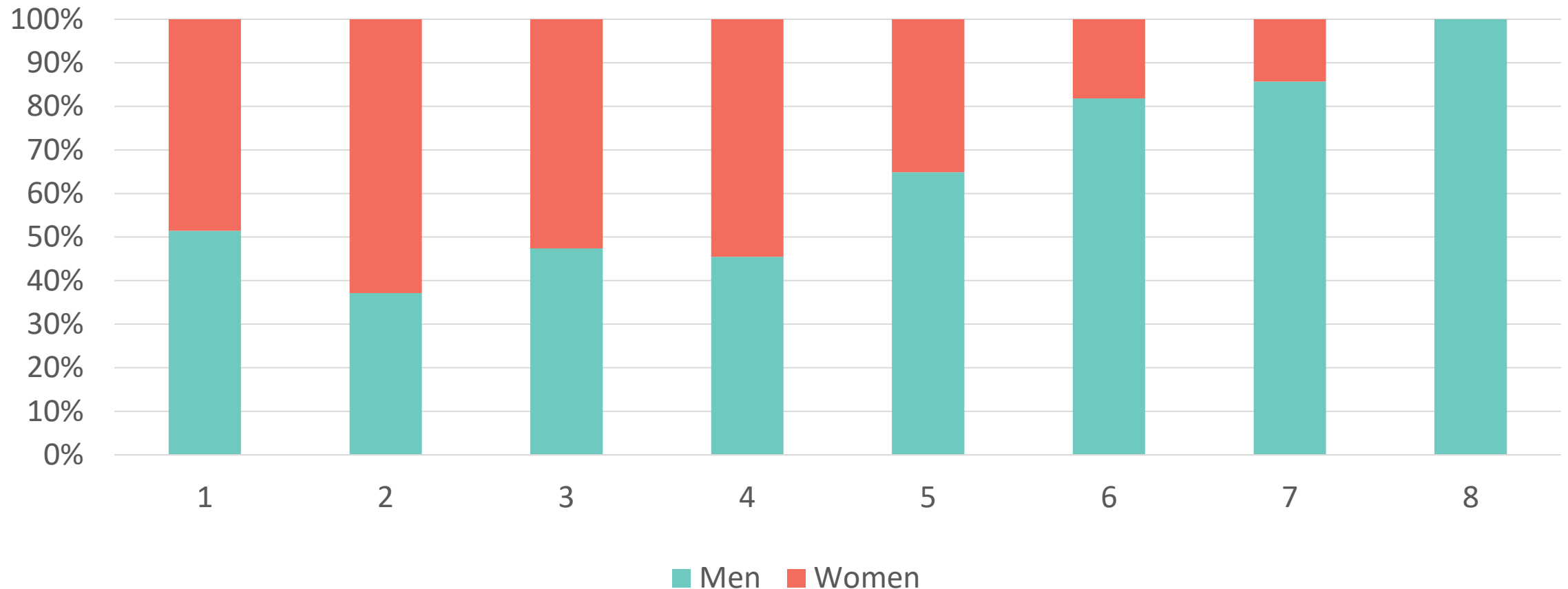
# Where did we start?

FY22



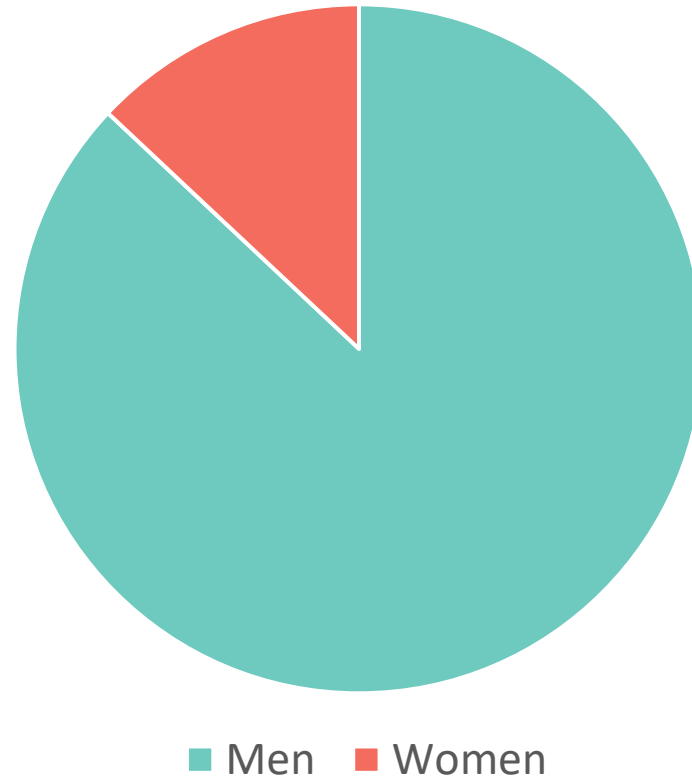
# What was the gender split in our business in FY22?

Diversity became a central pillar of our People Strategy in FY22. At that point, our business was 58% men and 42% women, with our Partners (levels 6 to 8 below) between 82% and 100% men.



# What was the gender split in our leadership team in FY22?

Our leadership team was made up of 87% men and 13% women.



# What was our gender pay gap in FY22?

We had a gender pay gap, which is the difference between the average men's pay compared to the average women's pay.

**Mean gender pay gap**

36%

**Median gender pay gap**

38%

*Calculation: (average men's pay – average women's pay)/average men's pay)\*100*

# What did we do?

For us, diversity isn't a side initiative. It's integrated into the things that we do every day. Not all these things were exclusively about diversity, and many benefited everyone.



# 1. Improved our recruitment practices



We all naturally connect more easily to people who feel more familiar to us. So, we introduced practices to help us to stay objective during our recruitment process and choose the best person for the job.

This included:

1. Recruitment interview training
2. Unconscious bias training
3. CV screening with applicant names removed.

## 2. Listened to our employees



Because our leadership team isn't yet fully diverse, we've introduced several listening forums to ensure our leadership hear perspectives they might otherwise miss and bring those into their decision-making.

This includes:

1. Our Employee Engagement group, which advises on business change and 50% of members must be from groups under-represented at leadership
2. Our Belonging & Opportunity group, which drives initiatives that make everyone feel welcome & have the same chance to grow & succeed
3. Monthly CEO breakfasts: where groups of five employees discuss their ideas and experiences of the business with the CEO.

## 3. Rethought our policies



Our Flexible Working Policy helped three-times more women return from maternity leave. The introduction of our Family & Wellbeing Policy helped us to support our women employees through their real-life experiences.

Our Family & Wellbeing Policy includes the below, all of which have been utilised:

1. Paid fertility leave – used for fertility testing, IVF, egg & embryo freezing, surrogacy or other fertility assistance
2. A menopause policy – including additional flexibility, access to a menopause-trained GP & 24/7 nurse-support
3. Enhanced maternity pay
4. Paid bereavement leave extended to include miscarriage, abortion & failed fertility treatment.

## 4. Made progression fairer



We reviewed how progression works at Cluttons to ensure it is based on behaviours and contribution and is fair and consistent.

This included:

1. The introduction of our competency framework
2. Training for managers on appraisals and for promotion panels
3. Gender balanced promotion panels
4. A review to ensure a gender split of promotion candidates.

We've seen a 50/50 split of men & women promoted to Associate & Partner level, each one through merit alone.

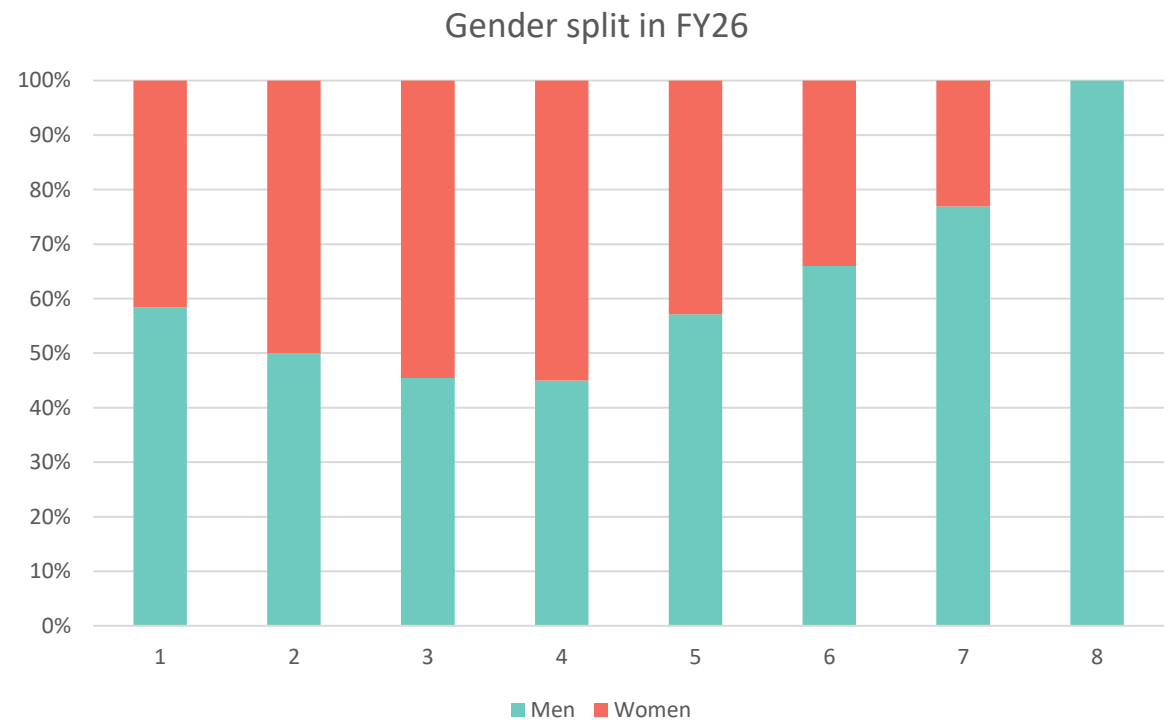
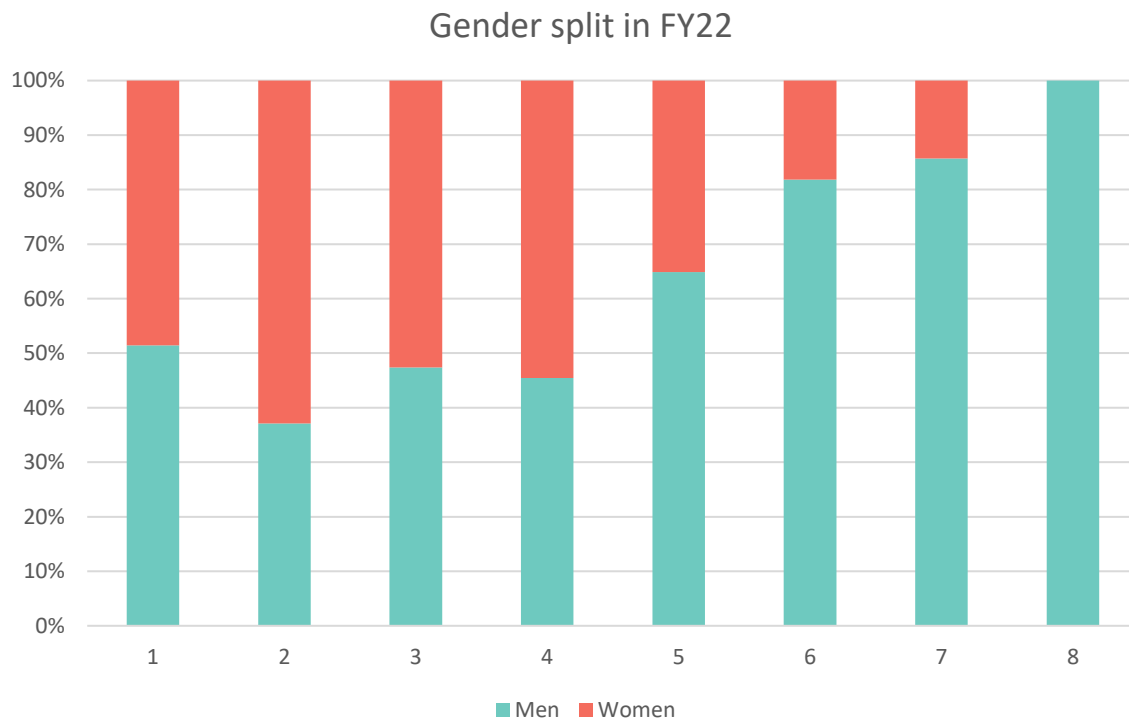
# Have we seen change?

Yes, but there's still a lot of work to do.



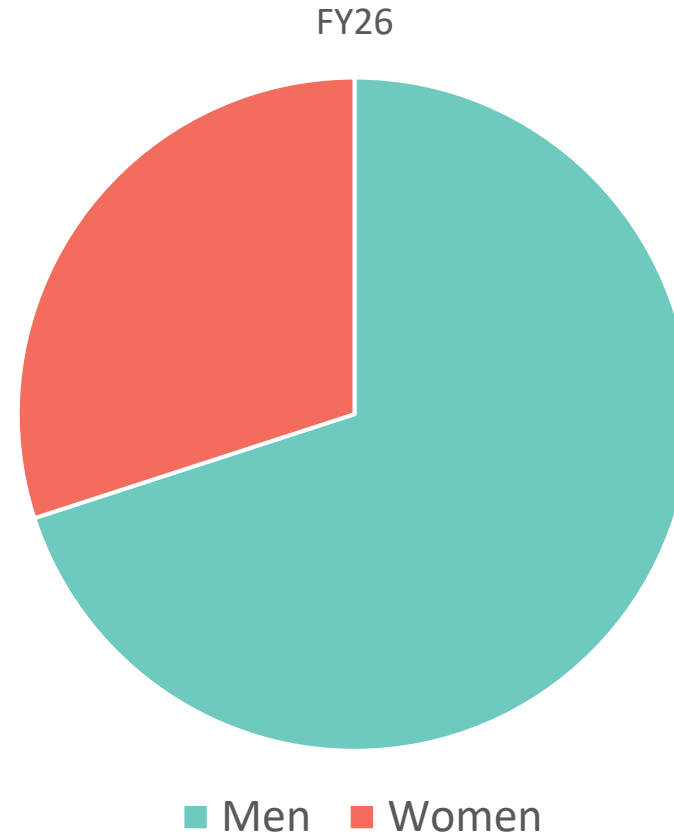
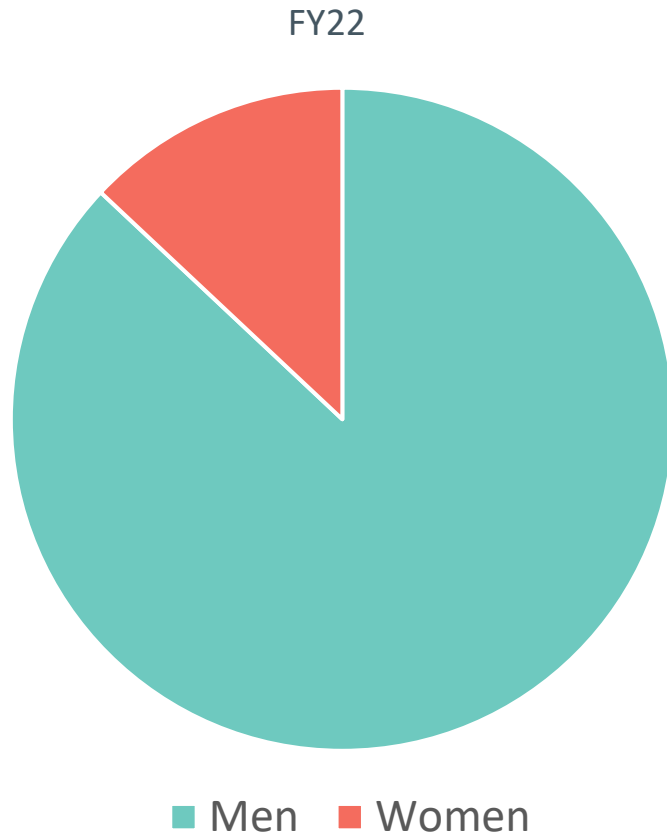
# Has the gender split of our business changed over time?

Gender distribution follows a similar pattern in FY26 compared to FY22, but there are some encouraging signs. Associates (level 5) went from 25% to 43% women; Partners (level 6) went from 18% to 23%; Senior Partners (level 7) went from 14% to 23%. We are yet to have any women Equity Partners, our most senior level.



# Has the gender balance of our leadership team improved?

The gender balance in our leadership has improved from 13% women to 30% women. That's important because it is a shift in what voices are around the decision-making table.



# Our gender pay gap



# Important notes about our data

Due to headcount growth, we are reporting our gender pay gap for the first time.

- While we have comparison data for FY22 for mean and median hourly pay, we did not capture this at the time for the other calculations, hence why we have only included FY22 comparison for some calculations.
- With a headcount of under 300, we are one of the smaller businesses to report gender pay gap. This means we are more susceptible to small changes making a big difference – positively or negatively.

We are an LLP

- This means that our senior team members (levels 7 & 8, whom as we've seen are mostly men) are not employees. They are therefore excluded from the official gender pay gap calculations. However, transparency is important and we don't believe an employee-only view provides a true picture. Therefore, we have also included our whole team position.

Official guidance

[Preparing your data - GOV.UK](#)

[Making your calculations - GOV.UK](#)

# Calculation 1: percentage of men and women in each hourly pay quartile

The biggest variation in the gender split of a quartile is in quartile 1 (highest earners), where there are significantly more men than women. The biggest concentration of women, in both data sets, is quartile 3 (lower middle earners).

## Whole team in FY26

	Quartile 1 (highest)	Quartile 2	Quartile 3	Quartile 4 (lowest)
Male	72.2%	54.2%	40.8%	56.3%
Female	27.8%	45.8%	59.2%	43.7%

## Employees only (official figures) in FY26

	Quartile 1 (highest)	Quartile 2	Quartile 3	Quartile 4 (lowest)
Male	65.7%	52.2%	40.3%	57.6%
Female	34.3%	47.8%	59.7%	42.4%

# Calculation 2: mean gender pay gap for hourly pay

We have a significant mean gender pay gap, although it has reduced over the years. The reason for our pay gap is because we have more men in senior roles in our business, especially in the whole team view. This pulls the mean apart much more than the median.

**FY22 – whole team**

36%

**FY26 – whole team**

27%

**FY26 – employees only**

17%

# Calculation 3: median gender pay gap for hourly pay

The reason for our median pay gap is because we have more men in senior roles in our business. The employee-only median is bigger than the mean, because removing the wider population disproportionately removes higher-paid women who sit above the female midpoint. That pulls the middle woman down more than it pulls the middle man down.

**FY22 – whole team**

38%

**FY26 – whole team**

22%

**FY26 – employees only**

19%

# Calculation 4: % of men and women receiving bonus pay

Senior employees were more likely to receive a bonus than entry or mid-level employees, which explains why more men than women received a bonus in both data sets.

Whole team FY26

Men	Women
62%	56%

Employee only FY26

Men	Women
61%	55%

# Calculation 5: mean gender pay gap for bonus pay

Our mean bonus pay gap is large, because men dominate the senior roles that attract high bonuses. A small number of large bonuses stretch the mean more than the median.



# Calculation 6: median gender pay gap for bonus pay

Our median bonus pay gap is large, but less so than the mean. This is because men and women sit closer together in the middle of the pay distribution.

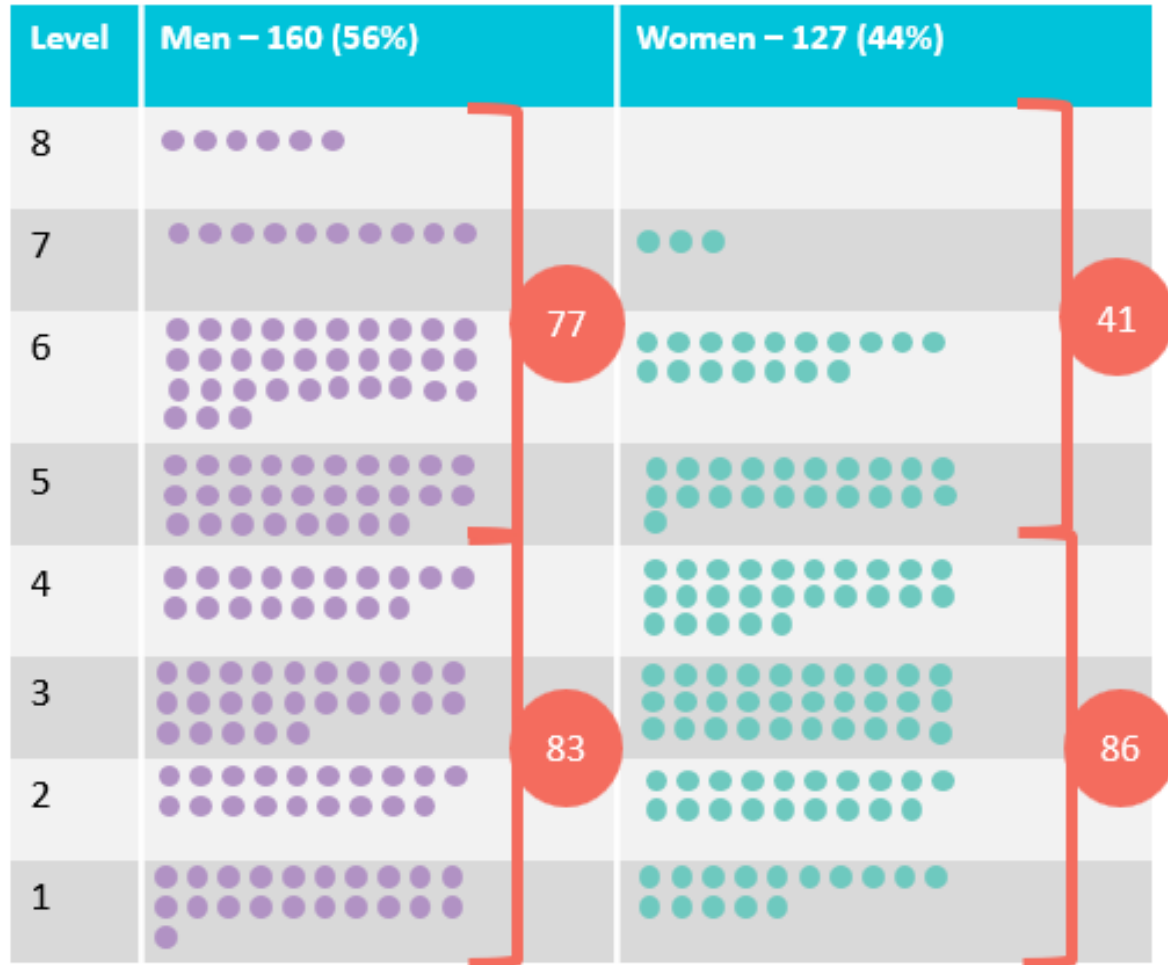
<b>FY26 – whole team</b>	<b>FY26 – employees only</b>
28%	34%

How is gender  
distributed across  
our levels?



# How are our genders distributed across the levels?

Whole team FY26

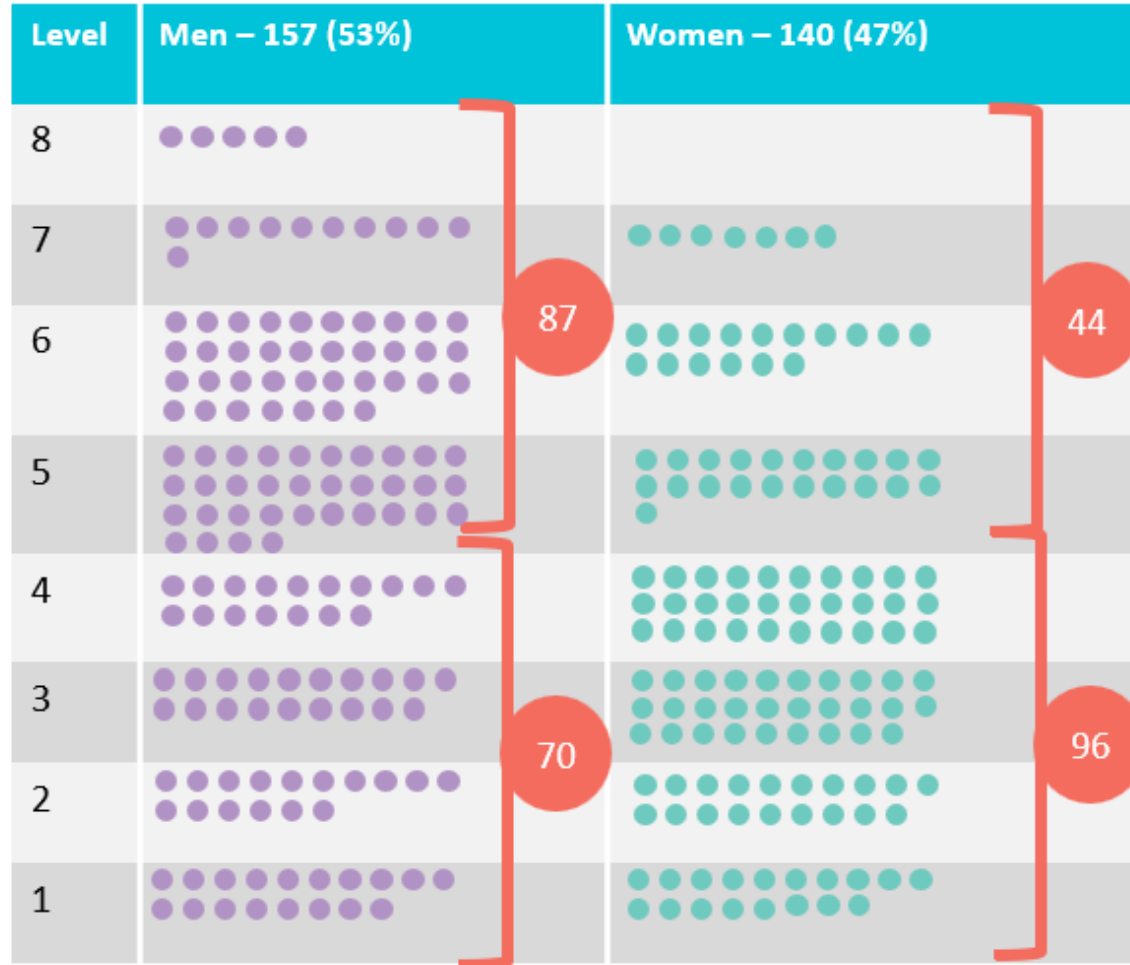


For our FY26 data we had 56% men and 44% women.

At the lower levels, the genders are almost evenly split, but we have many more men at the top of the business, hence the pay gap.

# How are our genders distributed across the levels?

## Whole team FY27



As we head into FY27, we can see that the percentage of women in our workforce rises from 44% to 47%. It is good news that we are getting closer to a 50/50 split.

But the distribution has changed. Whereas in FY26 we had a broadly equal number of men and women in levels 1-4, in FY27 the number of women far outweighs the number of men.

We therefore expect our average women's pay to be pulled downwards when we report next year and therefore, our pay gap to get wider.

However, we have big cohorts of women at level 3 and 4 in our business, so our focus now needs to be on developing them as well as those at other levels.

# So, what do we do next?

We have a higher number of women in our business now and our focus will be on supporting them to develop. Here's how we're going to do that.



# 1. Career development support



We have a higher number of women in our business now and our focus needs to be on supporting them to develop. We will:

1. Provide the opportunity for all employees to have development plans – not just women
2. Introduce a formal mentoring programme for women in the business.

## 2. Training & policy



It's the everyday changes that make the difference, so we will:

1. Train our leaders in fostering a culture where everyone feels they belong and has a voice that is heard
2. Review our benefits again with a view to what else we could introduce to ensure we are supporting women, as well as other groups, through the real-life experiences that they go through.

### 3. Fishing in a bigger pond



We need to continue to focus on bringing more diversity into the business, particularly for the service lines that have few women. We aim to do this by:

1. Introducing a work experience week for school age, to showcase careers in real estate to groups who may not know about the opportunities
2. Continuing to offer work experience to university students from under-represented groups
3. Ensuring we have gender balanced interview panels in service lines where the senior team may be all or mostly men.

## 4. Continue with the changes already in place



At the beginning of this paper, we talked about the changes we've already made, we will continue and double down on these.

1. Improved recruitment practices to help us stay objective
2. Listening to our employees via our Employee Engagement group, Belonging & Opportunity group and CEO breakfasts
3. Our new policies on flexible working and family & wellbeing – which has helped women stay in work
4. Making development fairer – and this year we expect a greater proportion of level 1-4 women are promoted than men, as they now far outnumber their male counterparts.

# Thank you.

We look forward to reporting our progress in FY27.

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