



Gender Pay Gap Report (Year 2) LCP Management Limited

Snapshot Date: 5 April 2025

Reporting Year: 2026

Introduction

At LCP Management Limited, we are committed to fostering an inclusive, diverse, and equitable workplace. As part of this commitment, we are pleased to publish our second Gender Pay Gap Report in accordance with the UK Government's Gender Pay Gap reporting regulations.

This report outlines our gender pay gap data based on the snapshot date of 5 April 2025 and includes a narrative that provides context to our figures and outlines the steps we are taking to address gender representation and pay equity.

Our Gender Pay Gap

Our gender pay gap reflects the difference between the average earnings of men and women across the company, regardless of role or seniority.

Mean Gender Pay Gap: **49.81%**

Median Gender Pay Gap: **36.41%**

Mean Bonus Gap: **71.79%**

Median Bonus Gap: **40.03%**

Proportion of males receiving a bonus: **90.51%** (Year 1 figure: 78.1%)

Proportion of females receiving a bonus: **92.05%** (Year 1 figure: 78.4%)

Proportion of males & females per quartile:

Quartile	Male	Female
Lower	26.76%	73.24%
Lower Mid	31.94%	68.06%
Upper Mid	56.34%	43.66%
Top	76.39%	23.61%



While these figures provide insights, it is important to note that a gender pay gap is not the same as unequal pay, which refers to paying men and women differently for doing the same or equivalent work — something we are committed to monitoring and avoiding (see below).

Understanding the Gap

Our gender pay gap is primarily driven by the structure of our workforce. A higher proportion of men currently occupy senior and specialist roles within the business, which carry higher levels of remuneration. Conversely, we have a higher proportion of women in administrative and support roles, which typically fall within the lower pay quartile.

In addition, the majority of our staff who undertake administrative and support roles are based in our head office, which is located in Kingswinford, Dudley, West Midlands. The other UK office locations in London, Bristol and Glasgow (all of which are situated in prime Central locations) tend to command higher salaries based on standard market variations and further amplifies the gender pay gap that we see when looking at the business across the whole of the UK.

These patterns are consistent with broader industry trends in the property sector, where gender imbalance at senior levels remains a recognised challenge.

Notwithstanding this, we are delighted to report that for every tier of role across our business, we have seen a narrowing of the gender pay gap from last year's report:

	2025	2024	Year on Year Difference
Mean Gender Pay Gap:	49.81%	55.1%	-5.29%
Median Gender Pay Gap:	36.41%	41.3%	-4.89%
Mean Bonus Gap:	71.79%	75.0%	-3.21%
Median Bonus Gap:	40.03%	50.0%	-9.97%

We are also pleased to see that this year's data reflects an increase in the number of women now occupying Upper Middle and Top quartile roles (43.66% and 23.61% respectively, up from 34.8% and 18.8% respectively in the Year 1 2024 report).

However, we have carried out a more detailed analysis than is required by the Regulations, to continue to better understand the nature of our gender pay gap in the context of our specific business and the nature of the different jobs that our team members undertake.

Accordingly, we have reviewed the data in the context of three bands of role that exist in our business:



- Administrative/Training professional (Role Level 1);
- Professional/Mid-Level management (Role Level 2); and
- Senior Management (Role Level 3).

When reviewed in the context of this framework the gender pay gap figures are as follows:

Role Level	Mean gender pay gap	Median gender pay gap
1	9.47% (2024 - 14.5%)	6.31% (15.6%)
2	6.76% (2024 - 34.0%)	10.91% (2024 - 31.3%)
3	55.33% (2024 - 60.2%)	-3.39% (2024 - 13.9%)

As can be seen from this data, when we analyse our pay patterns in the context of our specific business roles it can be clearly seen that we have a far reduced gender pay gap in the Administrative/Training Professional and Professional/mid-level management roles. These changes represent a significant narrowing of the pay gap as reported for the 2024 period, and in our Senior Management team the median gender pay gap is now a negative figure.

We are delighted with these improvements. This year's results give us confidence that the steps we are taking to address gender pay (see Commitment and Action Plan below) are working, and that the business is moving in a positive direction in order to reduce the gender pay gap so far as possible.

Our Commitment and Action Plan

We acknowledge that meaningful progress requires sustained effort and cultural change. This is our second year of reporting, and we are continuing to take active steps to improve gender balance across all levels of the business, including:

1. Continual reviewing of our recruitment and progression processes to ensure they are inclusive and free from bias. We have made unconscious bias training a mandatory requirement for all members of staff, and are in the process of updating our Equality, Diversity & Inclusion policy (which replaces our previous Equal Opportunities Policy) which we expect to publish by the end of 2025.
2. Examining our flexible and hybrid working arrangements. Last year we published a Guide to Work Flexibility for Personal Events to support colleagues who wish to attend personal events in working hours. This year we launched an updated version of our Family Policy, which is market leading in some areas. We have also clarified and published our Carer's Leave policy.



3. In the reporting period the Company rolled out a new Whistleblowing Policy, where it has partnered with an industry leading independent third-party provider called Safecall. Safecall is entirely independent and helps to embed the culture of accountability and trust within the organisation, which we feel further supports diversity.
4. The business continues to prioritise internal mobility and professional development through structured talent programmes. This has been facilitated by a number of measures including:

- a. A "Culture" committee. As reported here last year, this committee was established in early 2024 and is led by members of the Senior Leadership Team. As part of its remit the committee reviewed the core values of the business. Those four key values (Communication, Feedback, Resources, Training & Development) continue to shape the basis on which our business is operated. The values have been communicated to all staff via internal online communications channels but were reinforced again at our first ever Strategy Day, held in June 2025.

The Training & Development value has the stated aim of encouraging all staff to meet their full development potential within the organisation. The business invests in CPD, professional memberships and subscriptions. APC development programmes and Associate pathways leading to greater depth in knowledge and confidence, with the support and guidance of trained and qualified supervisors and counsellors. In addition, LCP has both a Graduate programme (as at the snapshot date there were 10 graduates) as well as offering Apprenticeships (as at the reporting date there was one apprentice).

- b. the Next Generation Committee is now in its second year, and the panel has been refreshed with new members identified as being future leaders of the business. The Committee aims to improve dialogue between the senior leadership team and the next generation of talented staff in all areas of the business. In the last year the following are examples of the many initiatives that have been implemented following feedback from the Committee:
 - Weekly M Core news, circulated by email to all employees;
 - Quarterly Induction days; new staff get an overview of the pan-European business as well as hearing from representatives from all teams in the business;
 - Buddy Scheme, supporting new joiners;
 - Dedicated Training Rooms to facilitate the "Training & Development" core value;
 - Updated Dress code – "Dress for your day".

All of these initiatives aim to make the business a more inclusive place in which to work, where all staff members are clear on the vision and aspirations of the group and how they can contribute to the success of the business.



- c. Annual appraisals and annual interim appraisals, where staff and their line managers are required to meet and discuss areas for growth, aiming to provide a roadmap for achieving career aspirations where this is appropriate. These are now well embedded within the business and supports the “Feedback” value that is core to our business.
- d. Internal Job Postings: job openings are posted internally before looking outside the organisation. This gives current employees the first opportunity to apply for new roles and in the last 12 months has led to 5 roles representing promotions being offered to existing team members.

5. Monitoring gender representation at all levels.

From 2024 into 2025, we've seen a 31% increase in female leadership roles, marking a meaningful step forward in our efforts to foster gender equity throughout the business.

Over the last 12 months we have taken active steps to improve family-friendly policies and flexible work practices to support all employees at work, increasing feedback and open communication opportunities, accessibility and awareness of our Employee Assistance Programme (which offers support for all employees but also promotes female health, menopause, life and leadership with articles, podcasts, coaching webinars and supporting guidance).

We've also taken tangible steps to support women's wellbeing and dignity in the workplace through the launch of the 'Hey Girls' initiative. This is a period dignity programme that provides free sanitary products in female restrooms across our offices. This initiative not only supports employees in moments of need but also contributes to ending period poverty through a Buy One, Donate One model, aligning with our ESG goals.

We will continue to analyse and monitor our pay gap data annually to ensure we are making informed decisions that support gender equity across our organisation.

Looking Ahead

We recognise that the gender pay gap is a complex issue and there is no single solution. However, we are committed to making meaningful progress and fostering an environment where all individuals — regardless of gender — can thrive and progress.

The progress set out in our second report is tangible when compared to our first report. Yet there is still more work to do, and so we see this as a foundation on which we intend to continue to build. Transparency, accountability and equality continue to be key elements driving our long-term strategy.