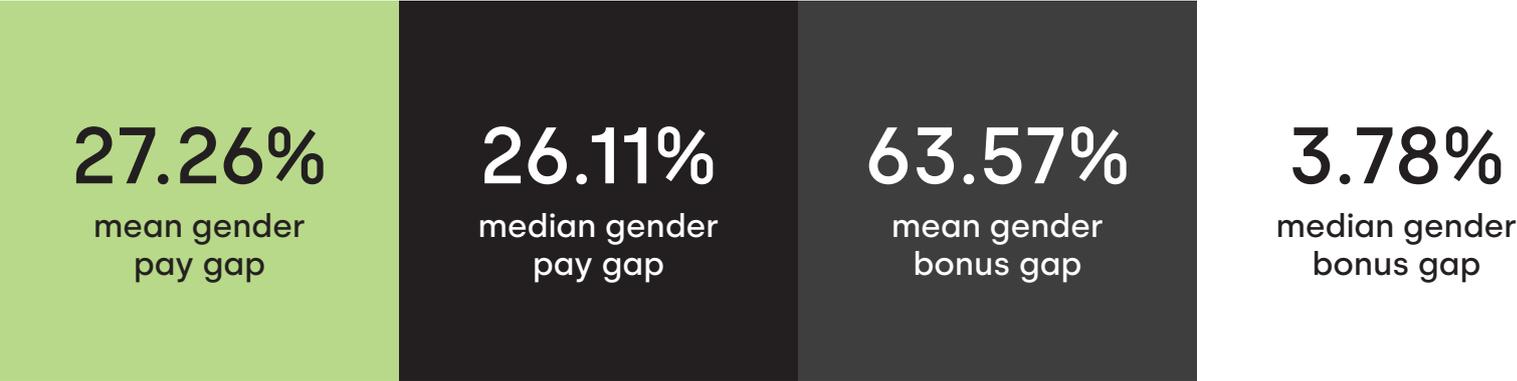


# UK Gender Pay Gap Report April 2019

All UK organisations employing more than 250 people are required to report every year on their gender pay gap. The gender pay gap is defined as the difference in median pay between men and women. Pay gap figures represent the difference between men's and women's hourly earnings as a percentage of men's earnings.

## What is MAPP's gender pay gap at 5 April 2018?



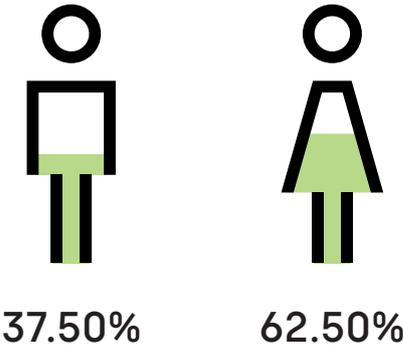
## The proportion of male and female employees paid a bonus in the 12 months ending 31 March



Gender Distribution (what % of males/females are in each earning band). This illustration goes a long way to explain the gap as we have more males in senior positions within the business:

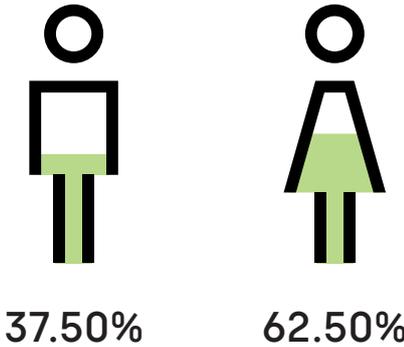
**Band A**

Includes all employees whose standard hourly rate places them at or below the lower quartile.



**Band B**

Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.



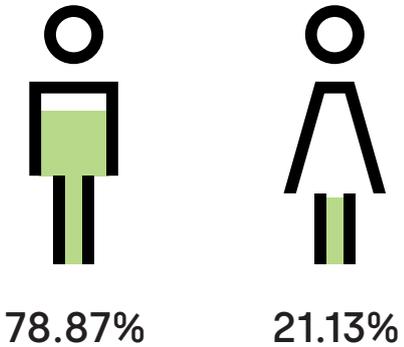
**Band C**

Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.



**Band D**

Includes all employees whose standard hourly rate places them above the upper quartile.



These figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## Our observations

Our gender pay gap does not result from paying male and female employees differently for the same job roles but is rather a function of gender distribution. The Mean and Median are significant at this stage because we have had a majority of female junior or site based roles and for some, this wage has been significantly lower.

By way of perspective the average gender pay gap in U.K. commercial real estate is almost twice as large as the national corporate average. The average gender gap when measuring hourly pay at commercial property firms in the U.K. is 27%, compared to a U.K. average of 14%.

## Our commitments

The Executive Management Board and the wider senior team are fully committed, accountable and passionate about driving change at MAPP. We have a number of commitments already in place including leadership training and support which under-pins our intent to close the gender pay gap and attract new talent:

### **Market benchmarked salary reviews by role**

We review all salaries in the market to ensure there is consistency and fairness across the gender balance within each role category, level and discipline.

### **Equality promoted in our policies**

In the last 12 months, we have released an updated equality and diversity policy document along with mandatory training for all staff.

### **Flexible Working Practices**

We have actively engaged with more flexible work practices and have tripled the number of flexible arrangements across the business to facilitate and accommodate a more diverse gender mix within the business. In addition, we actively encourage greater flexible options during the recruitment process.

### **CEO Commitments**

We promote a culture which supports the broader goals of diversity and inclusion and are actively engaging to ensure continual improvement in the gender balance within MAPP.

### **Women's Networks**

MAPP is actively encouraging our female members of the property industry to participate in women's networks to provide a voice into the industry and to have the opportunity to meet and potentially attract new talent for the business.

### **Development Pathways and Mentoring**

The 24-36 month plan is to outline a more robust development pathway with mentoring to grow more balanced gender mix within our career paths of surveying, facilities management and client accounting. This strategy to home grow talent is a long term objective.

### **Next Generation Board**

The Next Gen Board has been mobilised by the Executive Management Board to steer direction of company wide projects. The Next Gen Board is a balanced mix of employees from different teams and regions. It represents the workforce in feedback to the Executive Management Board, contributes to the direction of travel and offers a platform for the development of ideas and best practice throughout the business.

### **Return from Maternity Leave**

As part of our support for those on maternity leave, we have developed stay in touch and returnship programmes to ensure a positive experience for our returning parents. These offer tailored onboarding, flexible working, slow returns, structured KIT dates and specific coaching to ease the transition back to work.