



# UK Gender Pay Gap Report

October 2021

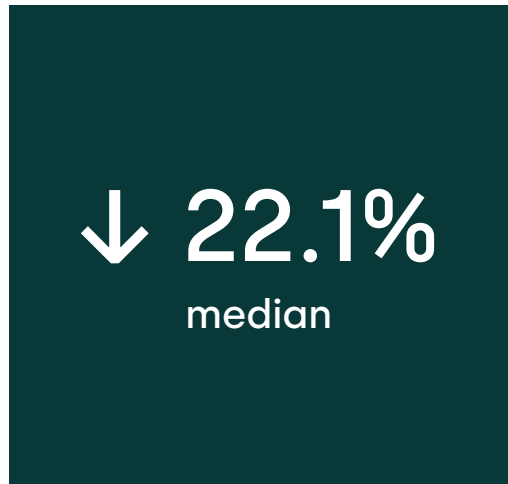


This report is based on the statutory reporting period 6th April 2019 until 5th April 2020. This gender pay report is based on MAPP Limited and does not include any MAPP subsidiaries.

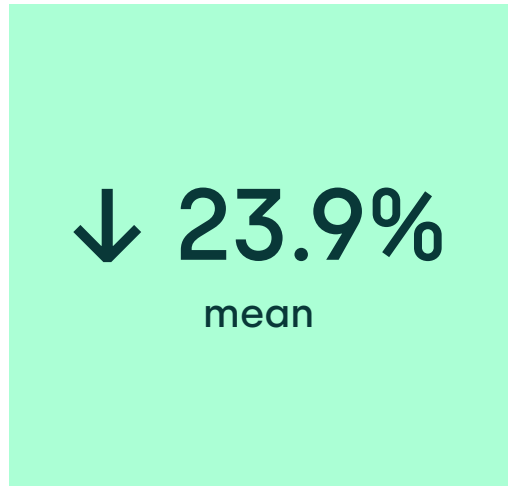
The gender pay gap is defined as the difference in median pay between men and women. Pay gap figures represent the difference between men's and women's hourly earnings as a percentage of men's earnings.

# MAPP's gender-related data for 5th April 2020

## Gender pay gap



The median (midpoint) gender pay gap for ordinary pay is 22.1% compared with 26.13% during the previous period.

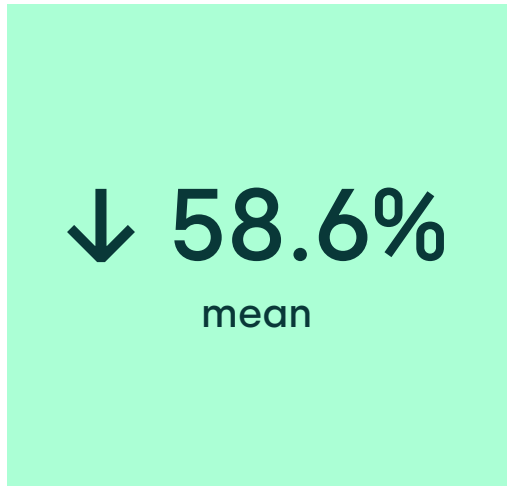


The mean gender pay gap for ordinary pay is 23.9% compared with 26.29% during the previous period (i.e. women on average earn 76.1% of what men on average earn).

## Gender bonus gap

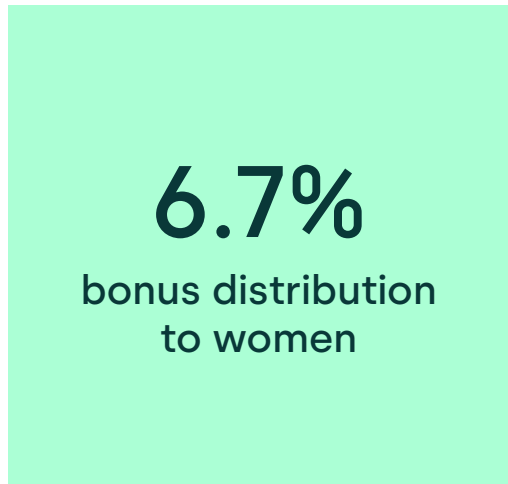


The median gender pay gap - Bonus pay in the 12 months ending 31st March 2020 is 50% compared with 14.68% during the previous period.



The mean gender pay gap - Bonus pay in the 12 months ending 31st March is 58.6% compared with 42.13% during the previous period.

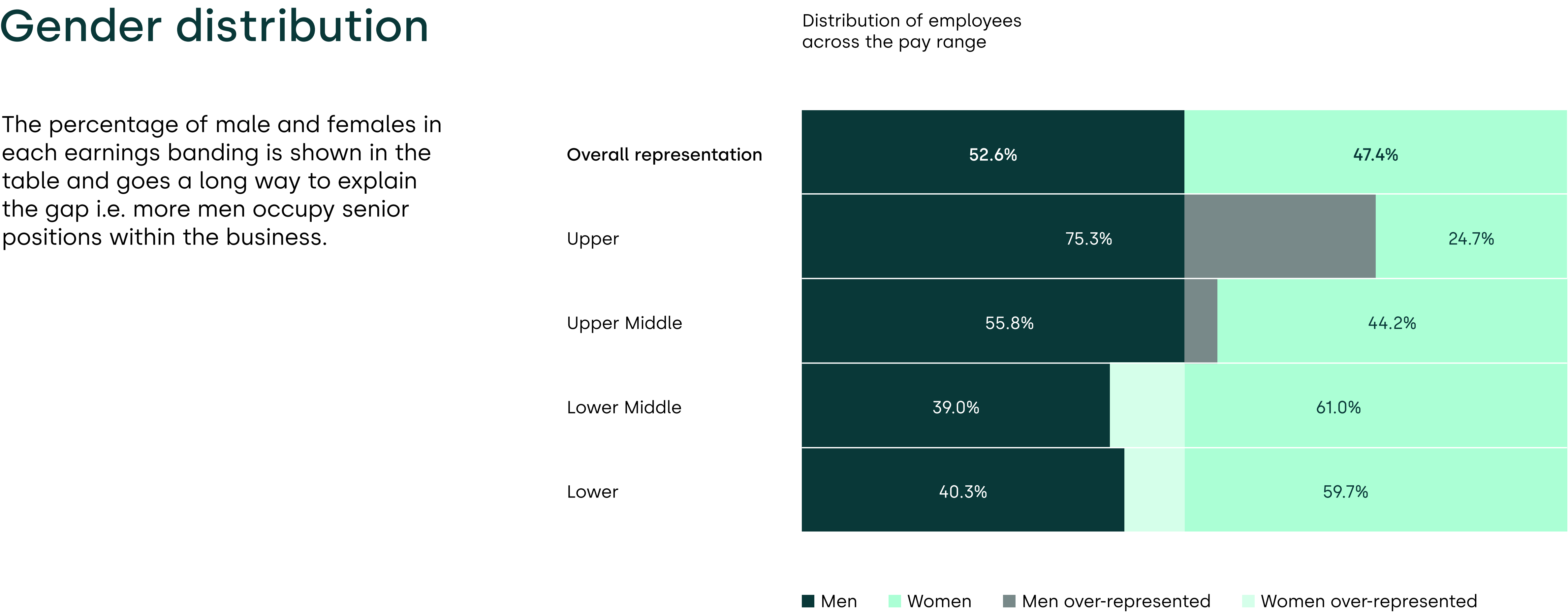
## Bonus distribution



The proportion of male and female employees paid a bonus in the 12 months ending 31st March:  
Male — 11.4% Female — 6.7%

# Gender distribution

The percentage of male and females in each earnings banding is shown in the table and goes a long way to explain the gap i.e. more men occupy senior positions within the business.

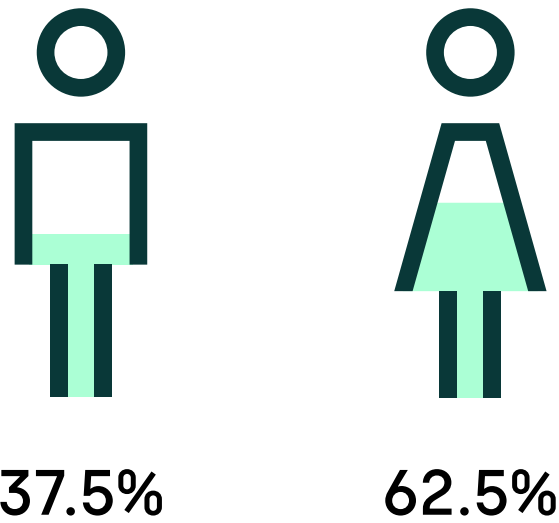


# Previous period

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

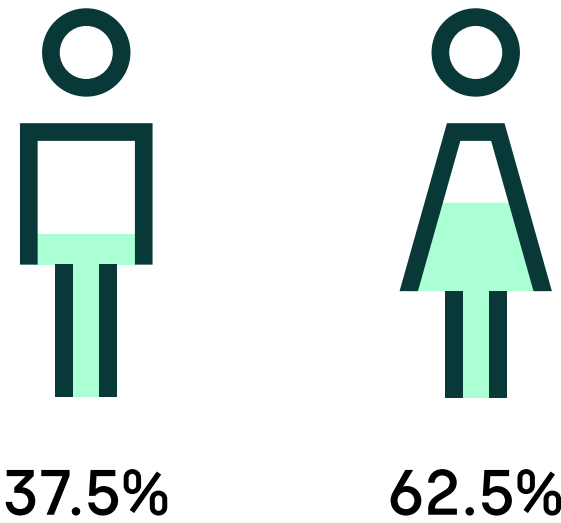
## Band A

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



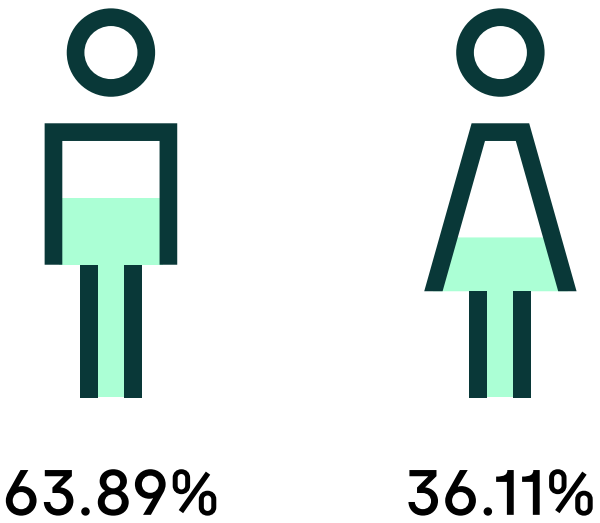
## Band B

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



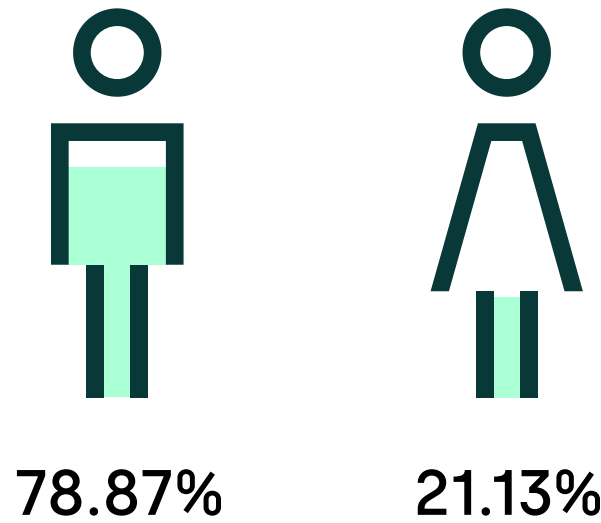
## Band C

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.

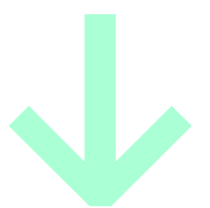


# Our observations

We are confident that our gender pay gap does not occur from paying male and female employees differently for the same job roles but is rather a function of gender distribution.

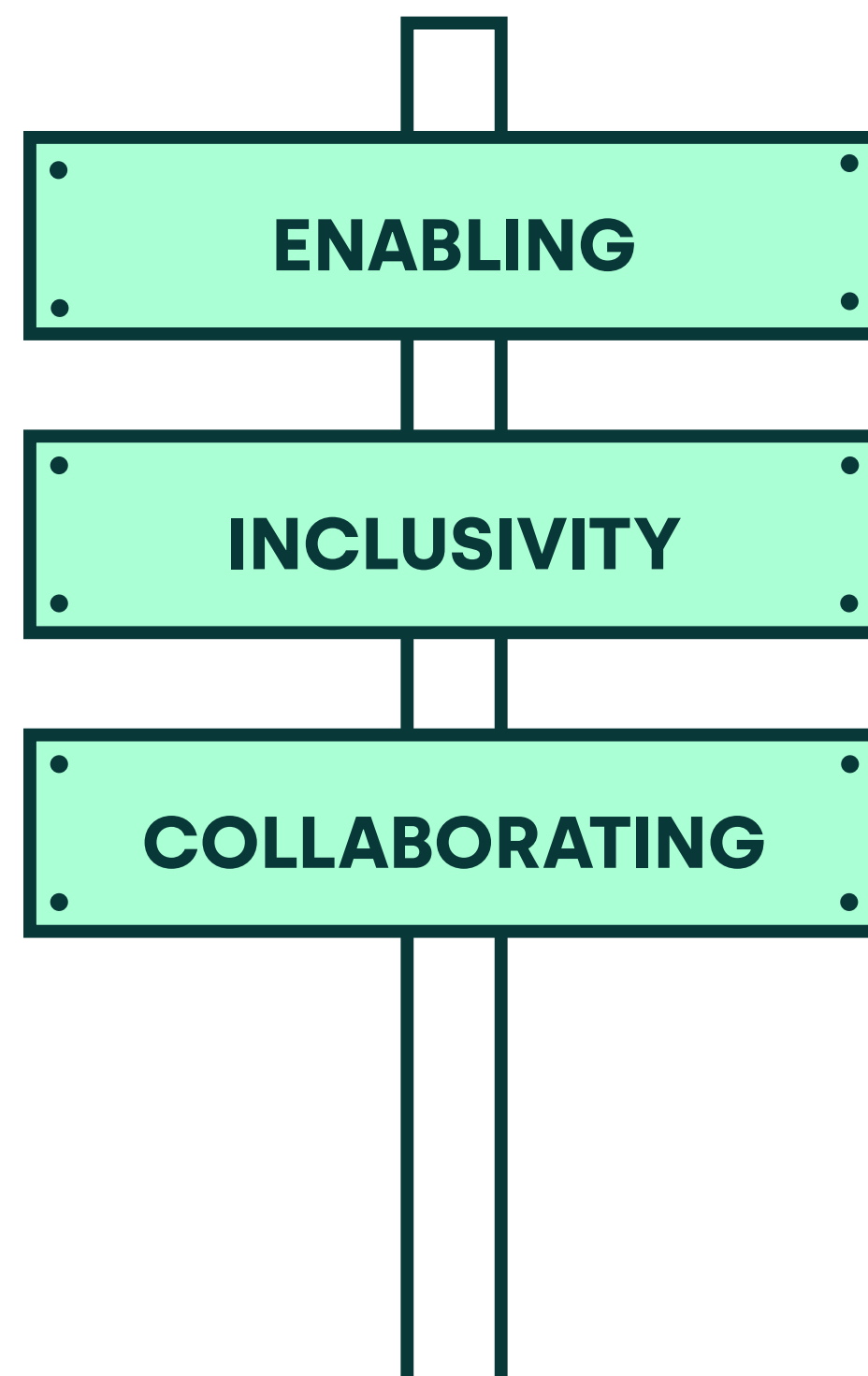
The mean and median gaps are significant at this stage because we have had a majority of female junior or site based roles and for some, this wage has been significantly lower.

The mean gender pay gap has improved compared to the previous year moving from 26.29% to 23.9% (which is further improvement from the previous improvement from 27.26%).



## Our commitments

Our Senior Executive Directors 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 underpins our intent to continue to attract new talent and close the gender pay gap.



## CEO commitments

As a Corporate Member of Real Estate Balance, we are actively engaging to address gender imbalance in the industry and ensuring a continual improvement in the gender balance within MAPP. This means respecting Real Estate Balance's core values of enabling, collaborating and acting inclusively, living the behaviours and promoting a culture which supports the broader goals of diversity and inclusion.

## Next Generation Board

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

## Data analysis

We are actively looking for ways to use data to reveal where unconscious bias may be influencing our gender pay gap. For example, by analysing performance review data to compare male versus female ratings. This is important as bias ratings will inevitably have an effect on promotions. Initial findings indicate that in this particular respect MAPP is in good shape.

## Diversity Group set-up

MAPP has set up a Diversity Group to engage and challenge the business around Diversity and Inclusion. This group is in its infancy and contains members of the senior leadership team to drive Diversity and Inclusion inside MAPP.



## **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.

## **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, participate in mentoring and to have the opportunity to meet and find talent that we can bring into the business.

## **Promotions**

During this period, there were 20 non-site based promotions and 50% of all the promotions were to women within MAPP.

## **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.

## **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, phased returns, structured 'keeping in touch' dates and specific coaching to ease the transition back to work.

## **Development pathways and mentoring**

Our 24-36 month plan outlines a robust development pathway through mentoring to encourage a better balanced gender mix within our career paths of surveying, facilities management and client accounting. This strategy of home grown talent is a long term objective.



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