



UK Gender Pay Gap Report

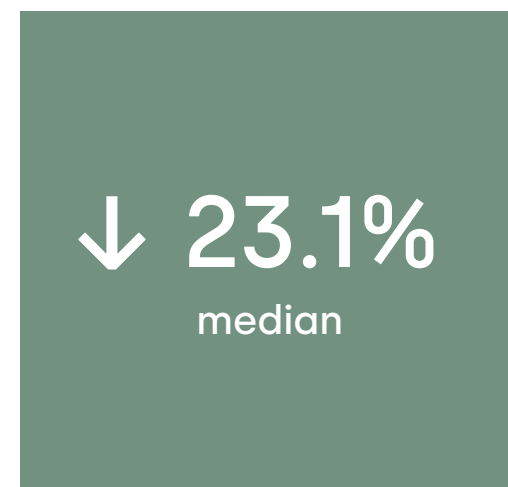
March 2023

This report is based on the statutory reporting period 6th April 2021 until 5th April 2022. This gender pay report is based on MAPP Limited however does not include any MAPP subsidiaries.

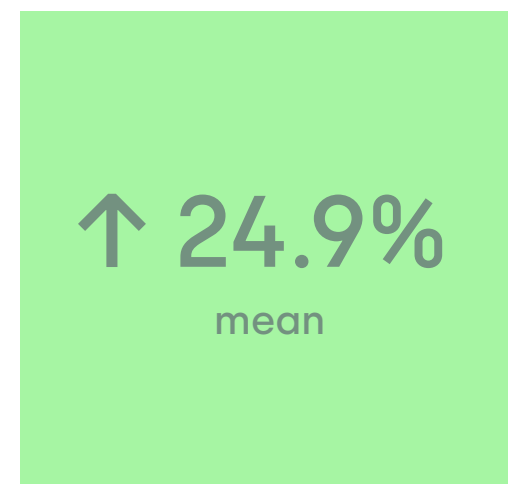
The gender pay gap is defined as the difference in median pay between men and women. Pay gap figures represent the difference between men's and women's hourly earnings as a percentage of men's earnings.

MAPP's gender-related data for 5th April 2022

Gender pay gap

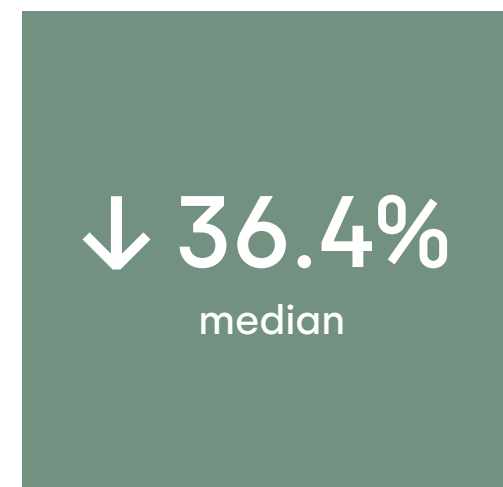


The median (midpoint) gender pay gap for ordinary pay is 23.1% compared with 23.8% during the previous period.

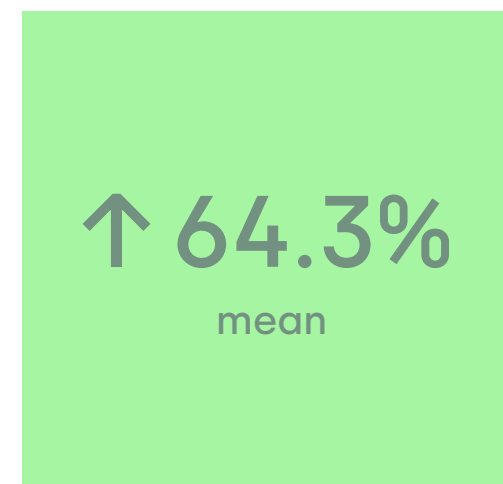


The mean gender pay gap for ordinary pay is 24.9% compared with 23.7% during the previous period. (i.e. women on average earn 75.1% of what men on average earn)

Gender bonus gap

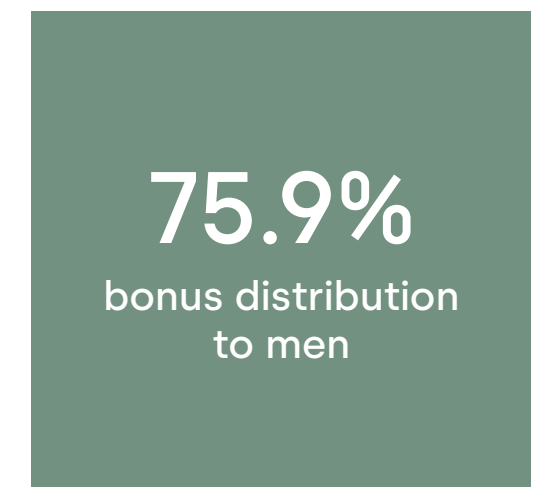
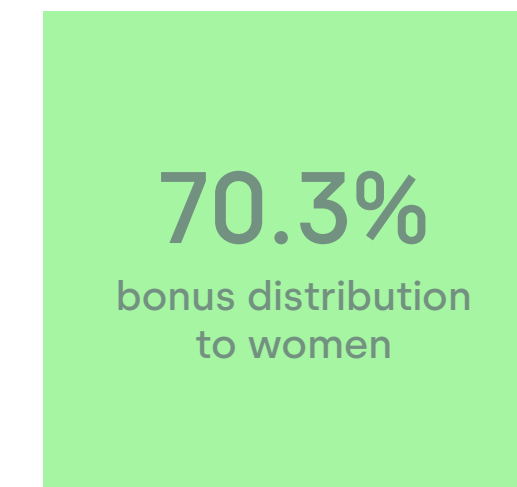


The median gender pay gap - Bonus pay in the 12 months ending 31 March is 36.4% compared with 50% during the previous period.



The mean gender pay gap - Bonus pay in the 12 months ending 31 March is 64.3% compared with 63.3% during the previous period.

Bonus distribution



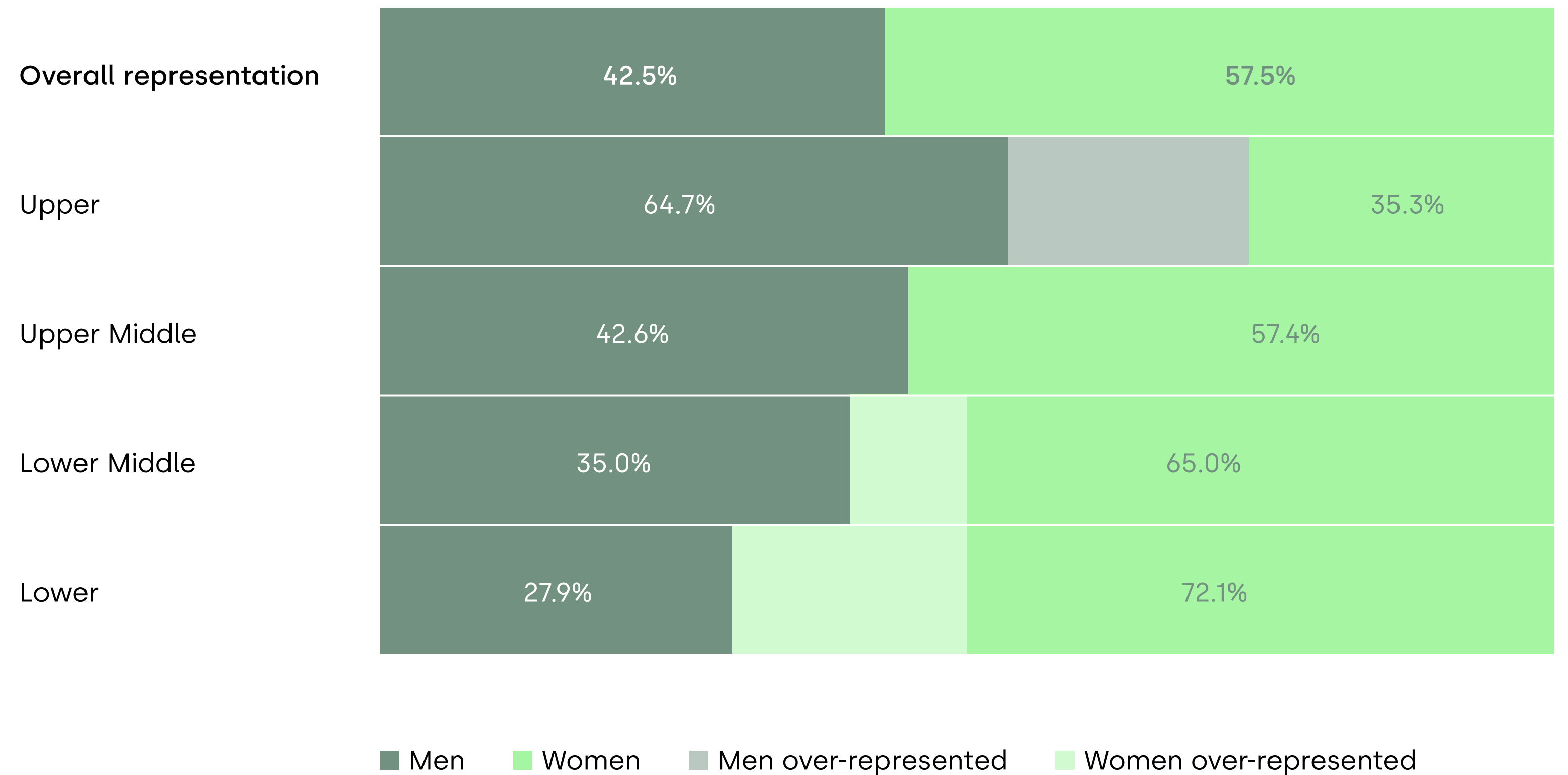
The proportion of male and female employees paid a bonus in the 12 months ending 31 March 2022:

- Male 75.9% (compared with 12.3% during the previous period)
- Female 70.3% (compared with 13.8% during the previous period)

Gender distribution

Gender distribution (what % of M/F are in each earnings banding) is shown in the table below and goes a long way to explain the gap i.e. more men occupy senior positions within the business.

Distribution of employees across the pay range



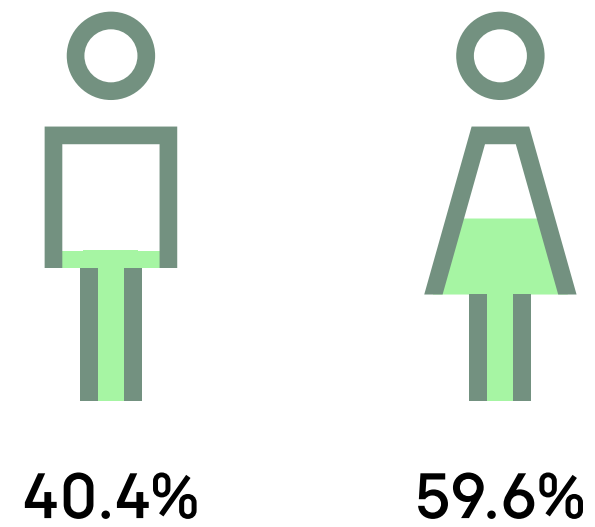
The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Previous period

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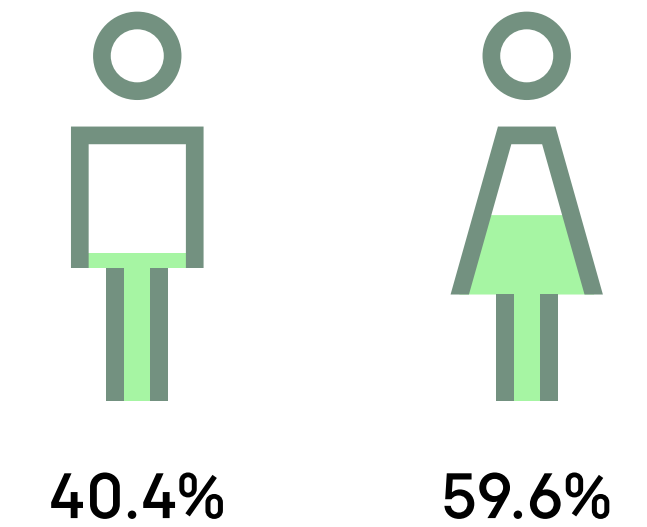
Band A

Includes all employees whose standard hourly rate places them at or below the lower quartile. For men this is 40.4% which is an increase from the previous period (40.3%). For women this is 59.6% which is a decrease from the previous period (59.7%)



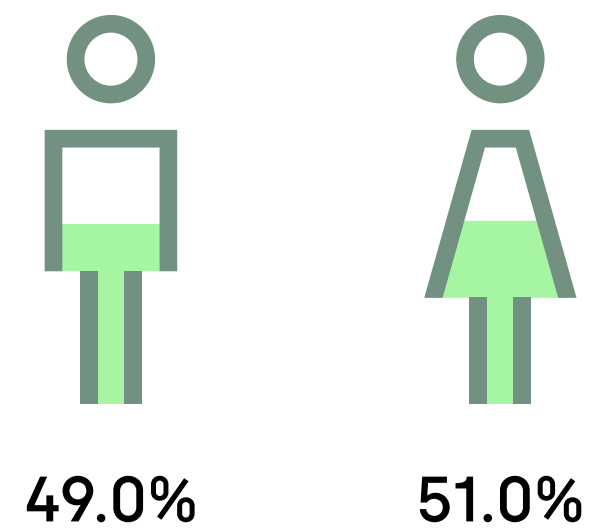
Band B

Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median. For men this is 40.4% which is an increase from the previous period (39.0%). For women this is 59.6% which is a decrease from the previous period (61.0%)



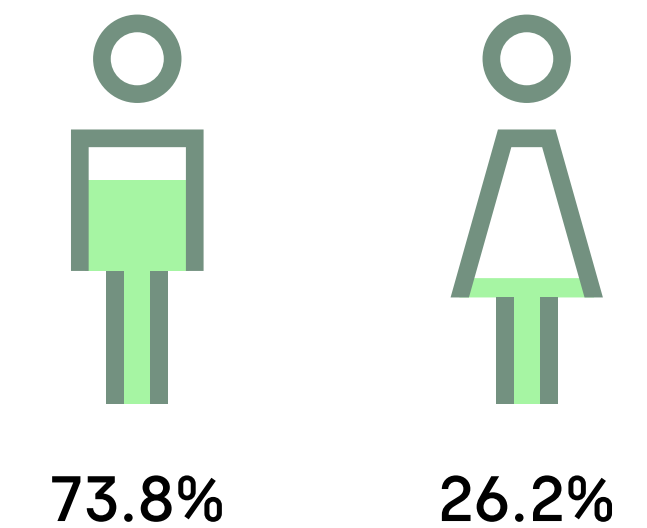
Band C

Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile. For men this is 49.0% which is a decrease from the previous period (55.8%). For women this is 51.0% which is an increase from the previous period (44.2%)



Band D

Includes all employees whose standard hourly rate places them above the upper quartile. For men this is 73.8% which is a decrease from the previous period (75.8%). For women this is 26.2% which is an increase from the previous period (24.7%)



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 declined compared to the previous year moving to 24.9% from 23.7%. This is attributed to the overall distribution of women being in the lower quartiles. The focus on growing female managers and leaders is bearing fruit as the percentage of women in the upper middle quartile has improved from

51.0% to 57.4% and the upper quartile has improved from 26.2% to 35.3%.

We recognise that it is difficult to compare previous pay gap positions as MAPP has continued to grow significantly year-on-year which will distort the numbers as year-on-year people growth is at around 100 people per annum for the last 3 years. In addition, portions of this growth is through TUPE and which does not allow the same level of influence as recruitment.

The data highlights the work and impact across MAPP to adjust and change the gender demographics across each quartile. Over the last 3 years, the number of women in each quartile has increased significantly but a high portion of those recruited are in lower quartiles.

The bonuses that are paid are made up for 3 key parts:

- Employee Profit Share or Location or Site Bonus
- Internal Referral Fee for Recruitment
- Commission

None of these elements are linked to gender. Employee Profit Share or Bonus are linked to pay levels as a minimum. Other elements are linked to specific elements and outputs that are not linked to gender.

Our commitments

Our Senior Executive Directors and the wider senior management 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.



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.

Data Analysis

We continue to actively look 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 vs 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. We also review our engagement survey data on gender and are building analytical tools to review the gender mix throughout our talent acquisition process.

Promotions

During this period, there were 82 (47 previous year) promotions during this time including 49 non site-based promotions (with 35 the previous year). This translates to 16.1% of all our people and 17.4% of our non-site people. In gender terms, 57.3% of those promoted across MAPP were women and 17.4% of 49.0% of all the non-site promotions were to women within MAPP (with 43% in the previous year).

Design factors

Flexible Working Practices

We have actively engaged with more flexible work practices and have specifically adopted an agile and hybrid working strategy as well as encouraged flexible working arrangements across the business. This continues to encourage a more diverse gender mix within the business. In addition, we actively encourage greater flexible options during the recruitment process.

Development Pathways and Mentoring

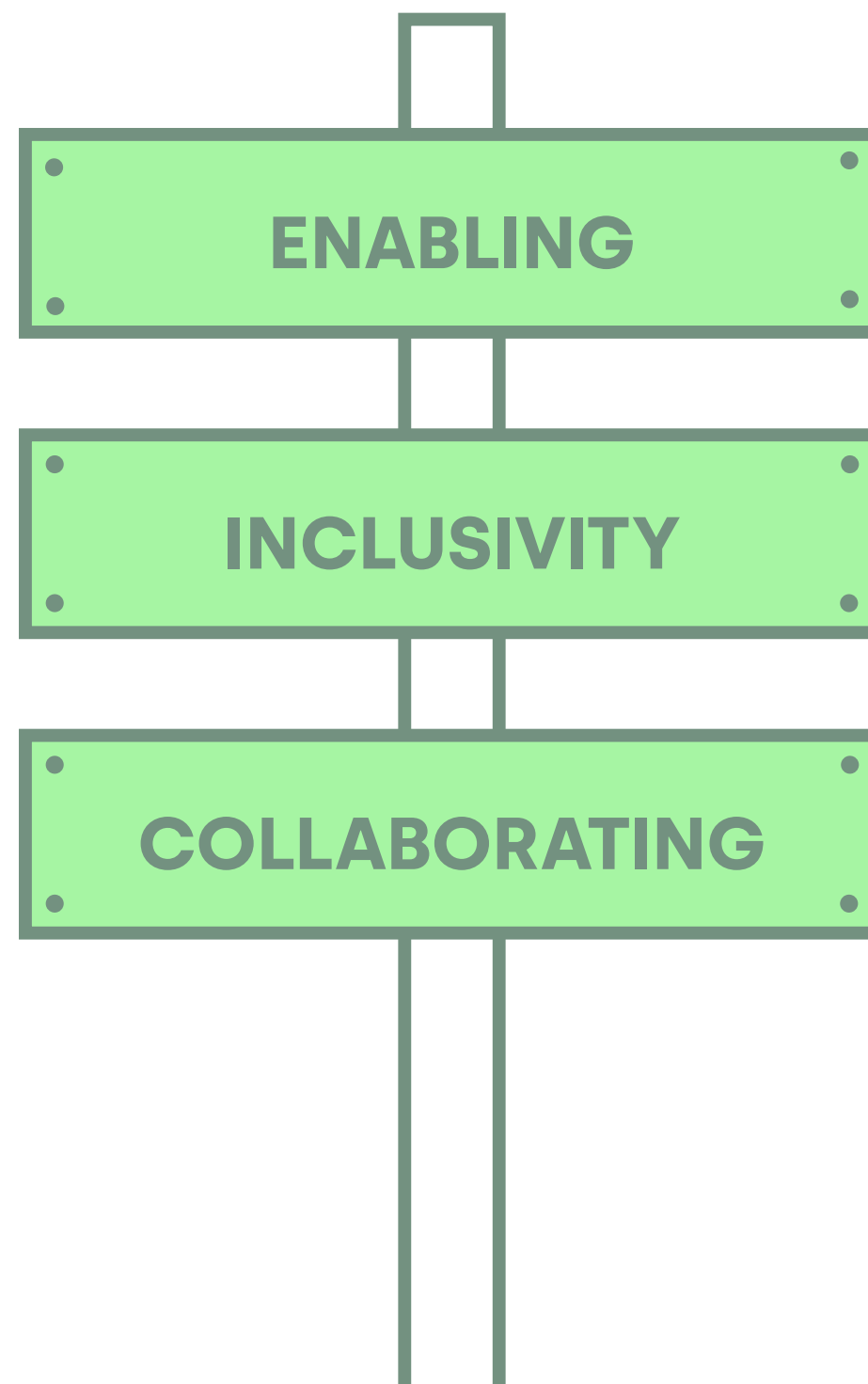
Our 24-36 month plan outlines a robust development pathway through mentoring to encourage a better balanced gender mix within our career paths of surveying, facilities management and client accounting. This strategy of home grown talent is a long-term objective.

Senior Management Team

The MAPP Senior Management Team has a focus area of development for our leaders and this group is now 26% women.

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. We continue to see a 100% return rate post maternity leave.



CEO Commitments

As a Corporate Member of Real Estate Balance, we are actively engaging to address gender and ethnicity imbalance in the industry and ensuring a continual improvement in the ethnicity gender balance within MAPP. This means respecting REB'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.

Women's networks

MAPP continues to be actively involved at a corporate level in industry groups around diversity but also encourages 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.

I can confirm that this data is correct.

Sean Greathead
Executive Director - Head of People and Talent





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