



UK Gender Pay Gap

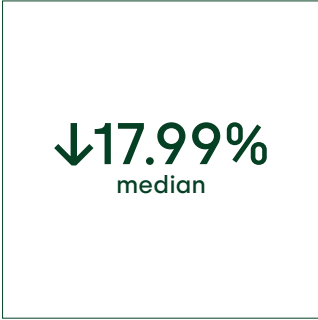
April 2025

This report is based on the statutory reporting period from 5th April 2024. This gender pay report is based on MAPP Limited; however, it does not include any MAPP subsidiaries.

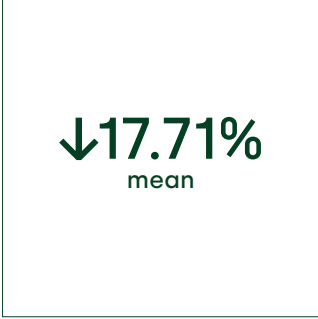
The gender pay gap is defined as the difference in median pay between men and women. Pay gap figures represent the difference between men's and women's hourly earnings as a percentage of men's earnings.

MAPP's gender-related data for 5th April 2024

Gender Pay Gap

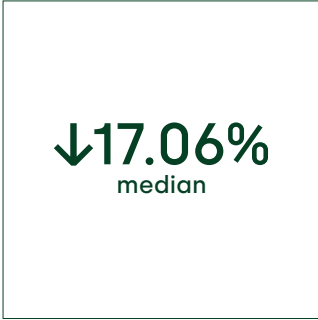


The median (midpoint) gender pay gap for ordinary pay is 17.99% compared with 19.39% during the previous period.

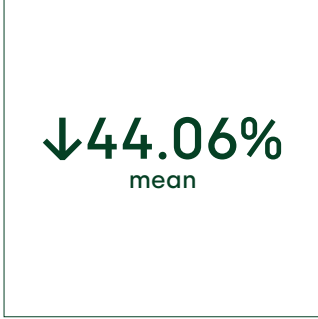


The mean gender pay gap for ordinary pay is 17.71% compared with 19.30% during the previous period.

Gender bonus gap



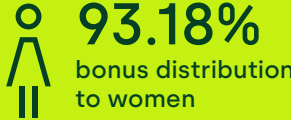
The median gender pay gap – bonus pay in the 12 months ending 5th April is 17.06% compared with 32.33% during the previous period.



The mean gender pay gap – bonus pay in 12 months ending 5th April is 44.06% compared with 52.76% during the previous period.

Bonus distribution

These are the percentages of bonuses paid to both male and female employees.

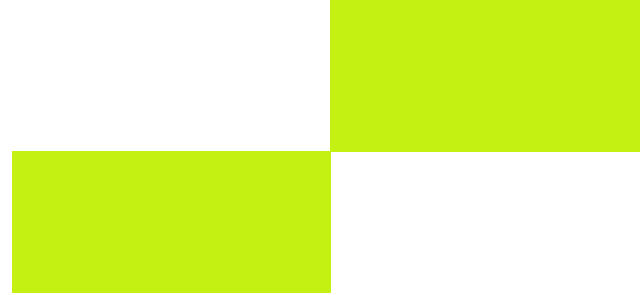


Female 93.18% (compared with 58.29% during the previous period)

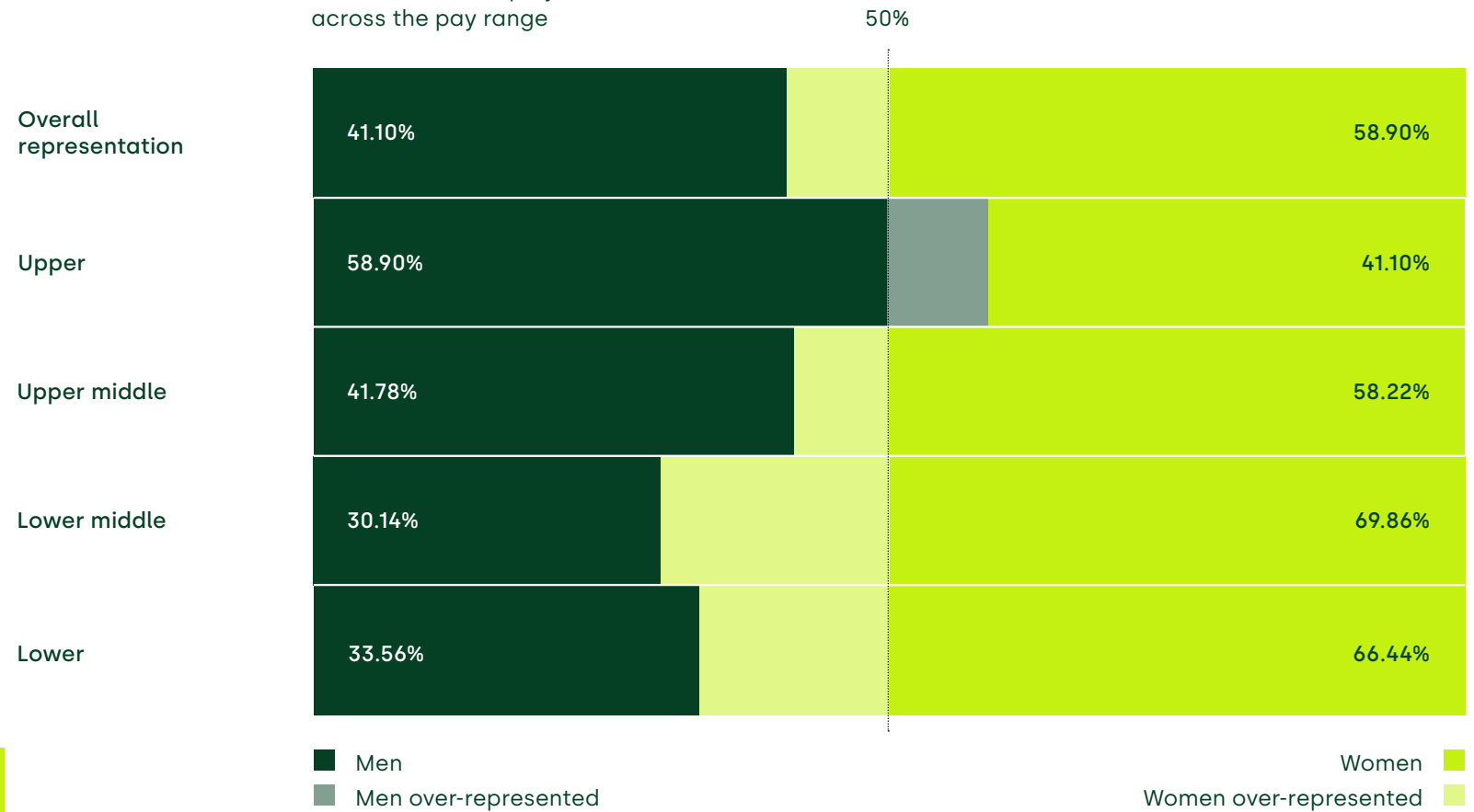
Male 92.12% (compared with 64.08% during the previous period).

Gender distribution

Gender distribution (what percentage 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

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. For men this is 29.86% which is an increase from the previous period (27.9%). For women this is 70.14% which is a decrease from the previous period (72.1%).

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 35.17% which is an increase from the previous period (35%). For women this is 64.83% which is a decrease from the previous period (65%).

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 41.67% which is a decrease from the previous period (42.6%). For women this is 58.33% which is an increase from the previous period (57.4%).

Band D



Includes all employees whose standard hourly rate places them above the upper quartile. For men this is 62.50% which is a decrease from the previous period (64.7%). For women this is 37.5% which is an increase from the previous period (35.3%).

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.

Our 2024 mean and median gender pay gaps have continued to improve on last year's statistics, with our mean gender pay gap moving to 17.71% from 19.30%. Of course, these gaps remain evident at this stage. Currently, our junior or site-based roles are predominantly female employees and, for some, this wage is significantly lower. Our continued focus on growing and developing female employees has held consistency in our efforts to improve gender balance across our pay quartiles. The percentage of women in the lower quartile has decreased from 70.14% to 66.44%, whilst our percentage of women in the lower-middle quartile has increased to 69.86% from 64.83%. Similarly, the percentage of female employees in the upper middle quartile has held more or less steady, moving from 58.33% to 58.22%, while that in the upper quartile moved to 41.1% from 37.50%.

We recognise that it is difficult to compare our current statistics with previous pay gap reports, as MAPP's significant year-on-year growth will distort the numbers. Our year-on-year people growth has been more than 10% per annum for the last six years, whilst portions of this growth come via TUPE, meaning we do not have the same level of influence in recruitment. The data here underscores the impact of the work we are undertaking to balance MAPP's gender demographics across each quartile. Over the last five years, the number of women in each quartile has increased significantly, but a high portion of those recruited are in lower quartiles. The gender balance in the lower quartiles has marginally improved as we continue to emphasise employee learning and development, especially for leaders and managers.

The bonuses paid by MAPP are composed of three 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 and bonuses are linked to pay levels as a minimum. Other elements are linked to specific business activities 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 and close the gender pay gap:

Market benchmarked salary reviews by role

MAPP reviews our salaries within each role category, level and discipline against the wider market to help maintain consistency and fairness across the gender balance.

Data analysis

We continue to source data solutions to locate areas where unconscious bias may be influencing our gender pay gap. This includes performance review data, where we compare how male and female employees are rated and how these bias ratings affect progression and turnover. Findings over the last four years support

the perspective that we are on the right track, making progress at a numerical level but also ensuring our values, behaviour and culture are inclusive and supportive. We also cross-reference our employee engagement survey data with gender statistics and are building out tools to review how gender bias affects our talent acquisition process.

Promotions and internal mobility

Promotions and internal mobility are a crucial element to reducing our pay gaps. We are now tracking promotion and internal mobility separately. From a promotion perspective, we have promoted 18 employees (24 in the previous period) during this period, with 4 men and 14 women promoted (78% women compared

to 67% in the previous period). Internal mobility refers to other internal moves and changes, such as moving teams and alternative career growth. Of the 92 individuals who changed roles over the period (75 in the previous period), 67 of those are women (72% compared to 64% in the previous period) and 25 are men. Combined, 110 individuals changed roles or were promoted (compared with 99 in the previous period). This translates to 17.8% of our end of period headcount of 617. This is higher than the rate (16%) from the previous period.

Design factors

Flexible working practices

MAPP recognises the value of flexible working in fostering gender parity. We continue to implement flexible work practices and have specifically adopted an agile and hybrid working strategy. This continues to encourage a more diverse gender mix within the business. In addition, we actively promote greater flexible options during the recruitment process.

Development pathways and mentoring

We continue to invest in our management and leadership programmes, with a portion of these dedicated to promoting diversity and reducing unconscious bias. Over the last period, 47% of all these programme participants were women (58% in the previous period). 50% of all participants on our RICS APC development programmes are women. Developing home-grown talent continues to be a long-term objective for MAPP.

Senior Management team

The MAPP Senior Management team (SMT) has identified development for our leaders as a focus area. During this period, 40% of the SMT are women and 30% of all our Senior Management team and above at MAPP are women (up from 28% in the previous period).

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 our returning parents feel supported. These include tailored onboarding, flexible working, slow returns, structured KIT dates and specific coaching to ease the transition back to work.

CEO commitments

As a corporate member of Real Estate Balance (REB), we are actively working to address gender and ethnicity imbalance in the industry and within MAPP. We are committed to 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. We also encourage our female employees to participate in women's property networks to provide a voice into the industry, mentor people at all stages of their careers and take the opportunity to connect with talent who can join our business.

Future Shapers group

We have evolved and expanded our Future Leaders programme to increase the number of people involved and also increase its scope and impact. The Future Shapers groups focus on key elements within MAPP, including people, charity and social value, and client management. These groups are a balanced mix of individuals from different teams and regions. They feed back to the Senior Management team, working on projects and impact across the business. Within the Future Shapers groups are the People Champions who focus on advocating for diversity within MAPP.

I can confirm that this data is correct.

Sean Greathead

Executive Director – Head of People and Talent



Thank you

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