UK Gender Pay Gap

March 2024

MAPP

This report is based on the statutory reporting period from 5th April 2023. 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 2023

Gender Pay Gap

↓19.4%
median

The median (midpoint) gender pay gap for ordinary pay is 19.4% compared with 23.1% during the previous period.

↓19.3%
mean

The mean gender pay gap for ordinary pay is 19.3% compared with 24.9% during the previous period.

Gender bonus gap

↓32.3%
median

The median gender pay gap — Bonus pay in the 12 months ending 5th April is 32.3% compared with 36.4% during the previous period.

↓52.8%
mean

The mean gender pay gap — Bonus pay in 12 months ending 5th April is 52.8% compared with 64.3% during the previous period.

Bonus distribution

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

58.3%
bonus distribution to women

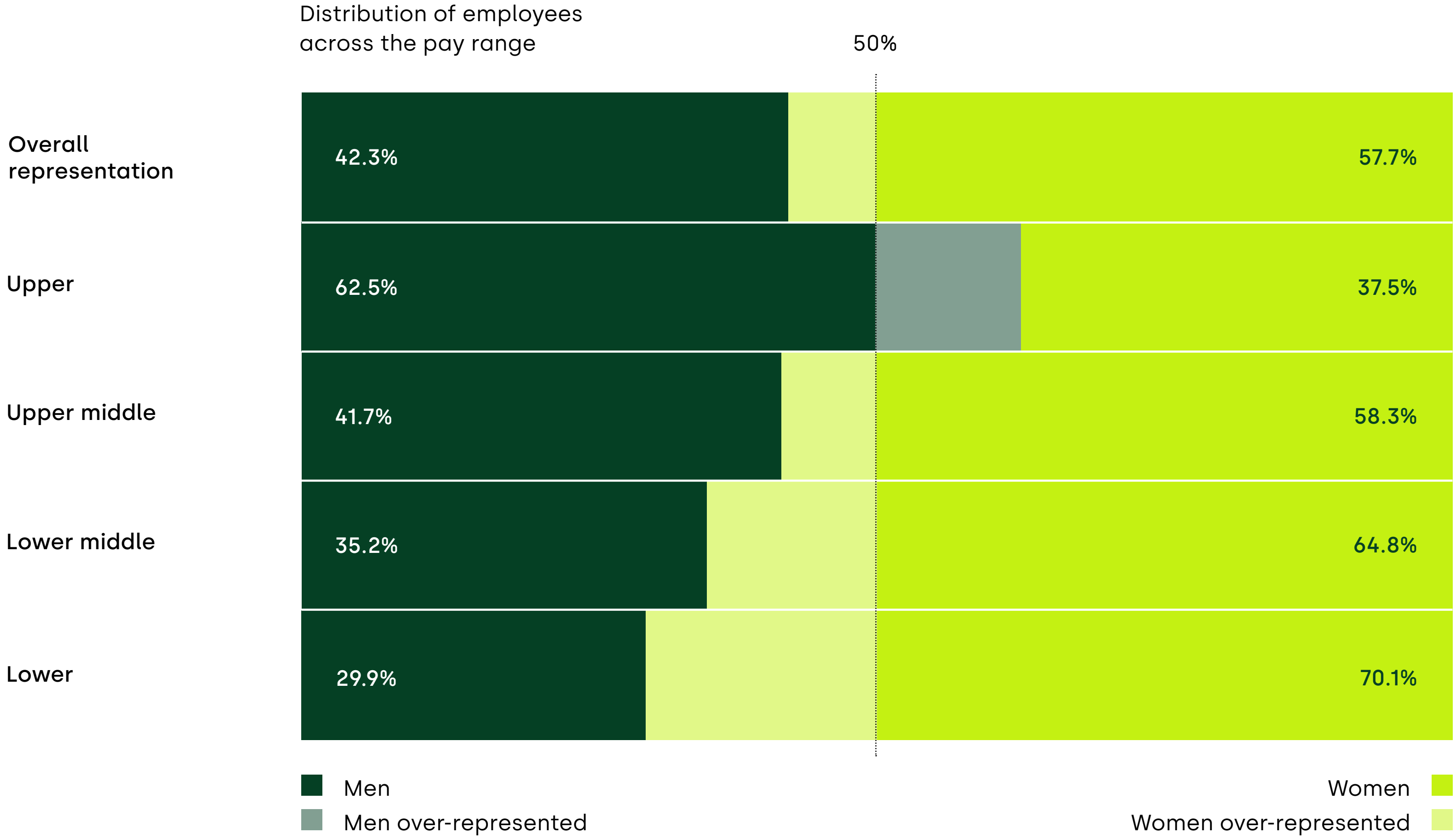
64.1%
bonus distribution to men

Female 58.3% (compared with 70.3% during the previous period).

Male 64.1% (compared with 75.9% 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.



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

27.9% 72.1%

Includes all employees whose standard hourly rate places them at or below the lower quartile. For men this is 27.9% which is a decrease from the previous period (40.4%). For women this is 72.1% which is an increase from the previous period (59.6%).

Band B

35% 65%

Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median. For men this is 35% which is a decrease from the previous period (40.4%). For women this is 65% which is a decrease from the previous period (59.6%).

Band C

42.6% 57.4%

Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile. For men this is 42.6% which is a decrease from the previous period (49%). For women this is 57.4% which is an increase from the previous period (51%).

Band D

64.7% 35.3%

Includes all employees whose standard hourly rate places them above the upper quartile. For men this is 64.7% which is a decrease from the previous period (73.8%). For women this is 35.3% which is an increase from the previous period (26.2%).

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 to 19.30% from 24.94%. This is attributed to the overall distribution of women being in the lower quartiles.

The continued focus on growing and developing female managers and leaders is providing a consistency in the percentage of women in the upper middle quartile has improved from 57.58% to 58.33% (and from 50.98% in the year prior) and the upper quartile has improved from from 35.2% to 37.50% (and from 26.21% in the year prior).

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 more than 10% per annum for the last five 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 four years, the number of women in each quartile has increased significantly but a high portion of those recruited are in lower quartiles. The number of women in the lower quartiles has marginally reduced as we continue to focus on developing leaders and managers.

The bonuses that are paid are made up for 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 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 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 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 promotion and turnover. Findings over the last 36 months 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 review our engagement survey data on gender and are building analytical tools to review the gender mix throughout our talent acquisition process.

Promotions and internal mobility

Promotions and Internal Mobility are an important part of changing our pay gaps. We are now splitting promotion and internal mobility separately. From a Promotion perspective, we have promoted 24 during this period, with 8 men and 16 women were promoted (67% women). Internal Mobility is the internal moves and changes that individuals make in terms of moving teams, and alternative career growth. There were 75 individuals who changes roles over the period (48 are women (64%) and 27 are men).

Combined, 99 individuals changed roles or were promoted (compared with 82 in the pervious period). This translates to 16% of our end of period headcount of 613. This is a similar rate (16.11%) as the previous period.

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

We have invested in our management and leadership programmes over the last period, 58% of all these programmes were women. 50% of all participants on out APC development programmes are women. 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 during this period 40% of SMT are women and 28% of all Directors and above at MAPP are 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.

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 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.

Future Shapers Group

We have evolved and expanded our future leaders programme to increase the number of individuals involved but also increase the scope and impact of this group. The Future Shapers focus on key elements within MAPP including People, Charity and Social Value and Corporate Governance as examples. These groups are a balanced mix of individuals from different teams and regions. It represents the workforce in feedback to the Senior Executive Board working on projects and impact across the business.

Within the Future Shapers group, is the People Champions whose focus includes the championing of Diversity within MAPP.

I can confirm that this data is correct.

Sean Greathead

Executive Director – Head of People and Talent

MAPP

MAPP London

180 Great Portland Street
London
W1W 5QZ

+44(0) 20 7908 5500
info@wearemapp.com

MAPP Birmingham

1 Newhall Street
Birmingham
B3 3NH

+44(0) 12 1393 3700
birmingham@wearemapp.com

MAPP Glasgow

Onyx
Level 5
215 Bothwell Street
Glasgow
G2 7EZ

+44(0) 14 1488 7400
glasgow@wearemapp.com

MAPP Manchester

City Tower
New York Street
Manchester
M1 4BT

+44(0) 16 1393 6000
manchester@wearemapp.com

MAPP Bristol

2 Glass Wharf
Temple Quay
Bristol
BS2 0EL

+44(0) 11 7313 7500
bristol@wearemapp.com