



# UK Gender Pay Gap

April 2026

Reimagining how  
real estate operates

**MAPP**

# Welcome to MAPP Gender Pay Gap report

This report is based on the statutory snapshot date of 5 April 2025 in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report covers MAPP Limited only and does not include any subsidiary entities.

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 2025

## Gender Pay Gap

↓16.71%  
median  
(17.99% during previous period)

The **median** (midpoint) gender pay gap for ordinary pay is **16.71%** compared with **17.99%** during the previous period.

↓14.91%  
mean  
(17.71% during previous period)

The **mean** gender pay gap for ordinary pay is **14.91%** compared with **17.71%** during the previous period.

## Gender bonus gap

↑18.63%  
median  
(17.06% during previous period)

The **median** gender pay gap – bonus pay in the 12 months ending 5th April is **18.63%** compared with **17.06%** during the previous period.

↓31.51%  
mean  
(44.06% during previous period)

The **mean** gender pay gap – bonus pay in 12 months ending 5th April is **31.51%** compared with **44.06%** during the previous period.

## Bonus distribution

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

**85.75%**  
of female employees received a bonus  
(92.15% during previous period)

**82.24%**  
of male employees received a bonus  
(93.18% during 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



37.50% Male  
62.50% Female

Includes all employees whose standard hourly rate places them at or below the lower quartile. For men this is 37.50% which is an increase from the previous period (33.56%). For women this is 62.50% which is a decrease from the previous period (66.44%).

Band B



29.61% Male  
70.39% Female

Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median. For men this is 29.61% which is a decrease from the previous period (30.14%). For women this is 70.39% which is an increase from the previous period (69.86%).

Band C



42.11% Male  
57.89% Female

Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile. For men this is 42.11% which is an increase from the previous period (41.78%). For women this is 57.89% which is a decrease from the previous period (58.22%).

Band D



61.18% Male  
38.82% Female

Includes all employees whose standard hourly rate places them above the upper quartile. For men this is 61.18% which is a decrease from the previous period (58.90%). For women this is 38.82% which is a decrease from the previous period (41.10%).



I can confirm that this data in this report is correct.

Sean Greathead Executive Director – Head of People and Talent

## 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. We remain committed to equal pay for equal work and regularly review our pay practices to ensure compliance with equal pay legislation.



Our 2025 mean and median gender pay gaps overall continue to improve on last year's statistics, with our mean gender pay gap moving to 14.91% from 17.71%. This improvement reflects our continued focus on developing and progressing female employees and maintaining consistent efforts to improve gender balance across our pay quartiles.

The gap reflects the distribution of employees across different levels and role types, with a higher proportion of women currently represented in more junior or site-based roles, which typically attract lower market rates of pay.

The percentage of women in the lower quartile has continued to decrease from 66.44% to 62.50%, whilst our percentage of women in the lower middle quartile has increased to 70.39% from 69.86%.

Similarly, the percentage of female employees in the upper middle quartile has reduced slightly, moving from 58.22% to 57.89%, while that in the upper quartile moved to 38.82% from 41.10%.

While the proportion of women in the upper quartiles has reduced marginally this year, the overall improvement in both the mean and median pay gaps reflects broader structural progress across the organisation.

We recognise that year-on-year comparison is complex due to MAPP's sustained growth of over 10% per annum across the last six years. A proportion of this growth has been through TUPE transfers, where we have limited influence over existing pay structures and workforce composition.



Despite this, the data demonstrates continued structural progress in balancing gender representation across quartiles. Over time, the number of women across all quartiles has increased, although a significant proportion of new joiners have entered at lower quartiles. Our focus remains on progression, leadership development and internal mobility to support long-term improvement.

**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

MAPP's goal is the consistent improvement of diversity across the organisation. We work towards this through our approach to recruitment, promotion, market-aligned salary benchmarking and ongoing review of our progress. We are also committed to identifying and removing barriers to ensure a more inclusive and diverse workforce.

## 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

During the reporting period, 79 employees were promoted - 46 women (58%) and 33 men (42%), compared with 78% women in the previous period.

In addition, 137 employees changed roles internally (92 in the previous period). Of these, 91 were women (66.5%) and 46 were men.

Combined, 137 employees were either promoted or moved internally, representing 20.3% of our end-of-period headcount of 674 (up from 17.8% in the previous period).





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## 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. Developing home-grown talent continues to be a long-term objective for MAPP. We continue to invest in our management and leadership programmes which include at least 10% of all programmes engaging with areas of diversity including gender.

### Senior Management team

The MAPP Senior Management team (SMT) has identified development for our leaders and the group has expanded to include senior leaders from our sites. During this period, women represented 27% of the SMT. Within the group of Directors and above, women represented 24%. In addition, 35% of MAPP committees are made up of women. The change in SMT representation reflects the restructuring of the SMT to support longer-term leadership pathways.

## 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 'Keep in Touch' (KIT) dates and specific coaching and support 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

Our Future Shapers programme ensures that people across MAPP are involved in MAPP as part of our commitments as an Employee Ownership Trust. The Future Shapers groups focus on key elements within MAPP, including people, charity and social value, sustainability 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.



# Contact

## MAPP London

180 Great Portland Street  
London  
W1W 5QZ

020 7908 5500  
[info@wearemapp.com](mailto:info@wearemapp.com)

## MAPP Birmingham

1 Newhall Street  
Birmingham  
B3 3NH

0121 393 3700  
[birmingham@wearemapp.com](mailto:birmingham@wearemapp.com)

## MAPP Bristol

2 Glass Wharf  
Temple Quay  
Bristol  
BS2 0EL

0117 313 7500  
[bristol@wearemapp.com](mailto:bristol@wearemapp.com)

## MAPP Glasgow

Onyx  
Level 5  
215 Bothwell Street  
Glasgow  
G2 7EZ

0141 488 7400  
[glasgow@wearemapp.com](mailto:glasgow@wearemapp.com)

## MAPP Manchester

City Tower  
Level 26  
New York Street  
Manchester  
M1 4BT

0161 393 6000  
[manchester@wearemapp.com](mailto:manchester@wearemapp.com)