

GENDER AND ETHNICITY

Pay Gap Report



macegroup.com

2020-2021

GROUP CHIEF EXECUTIVE STATEMENT



For over 30 years our adventurous spirit has driven us to do things differently and drive change through our industry. We see every challenge as an opportunity – and moving the dial on diversity and inclusion is no different.

Mace's ambition is to be an organisation that champions diversity in every market, sector and geography that we work in. We want to create an inclusive culture across our business, where everyone who works for Mace knows that they can bring their whole self to work, every day.

Our strategy

In our previous report, we shared our Diversity and Inclusion Strategy, outlining a number of key objectives and pillars of activity, marking a new determination at the most senior levels of the business to address long-term structural inequality across both the Mace business and the wider sector. In January this year, we launched a new business strategy and purpose, re-affirming our priorities and focus for the next five years as we become a purpose-led organisation. Key to our strategy is to Grow Together – alongside our clients, communities and our people.

Guided by our strategy, we have worked hard to create a safe and welcoming environment for all our employees. We've raised awareness of the benefits of having a gender balanced workforce and tackled barriers relating to racial equality, ethnic diversity, disability, and LGBT+. Our colleague-led networks are transforming the way we work through shared experiences – creating awareness, knowledge, and education, which was especially celebrated during our first virtual Inclusion Week in September 2020.

Over the past year, guided by our networks and colleagues, we've developed our approach and initiated specific action in a number of pivotal areas. As we continue to grow, we've refreshed our approach to recruitment, making our roles more accessible, flexible and inclusive to broaden the reach and opportunities for potential talent to join our business. All of our recruitment managers have completed

training in Clear Assured recruitment methods, as well as updating our recruitment tools to allow us to monitor the diversity of the talent and candidates we are attracting, ensuring the business can continuously make improvements and boost accessibility – such as our schools outreach programmes.

This year we also partnered with accessibility recruitment specialists, Evenbreak, and the Black Professionals in Construction (BPiC) network to increase our reach even further. Over the last six months we have increased the number of new female recruits from 29% to an average of 45% each month, and our Women of the Future programme relaunched this year to provide career development support for our female talent.

In January 2021, we placed 18th in the UK's Best Places to Work at the Glassdoor Employee's Choice Awards – the only construction company in the top 20. In January 2020, we ranked 142 out of 503 companies in our first submission to the Stonewall UK Workplace Equality Index – with a goal to reach the top 100 in the upcoming 2022 Index.

Over the past year, we have partnered with a number of organisations as members and gained memberships, including being awarded the Defence Employer Recognition Scheme (ERS) Gold Award from the Ministry of Defence in August 2020, joining the Business Disability Forum and Business in the Community's (BITC) Race at Work Charter, amongst many others.

What our data tells us

In Q1 this year, we focused on establishing our baseline diversity data to allow for improved monitoring and setting even more ambitious targets for the future. Over 80% of colleagues across the globe inputted and updated their personal information, many sharing characteristics for the first time, helping to paint the picture of the diversity across Mace. Going forward, this data will be used to better track diversity, how we're improving and guiding our future areas of focus.

This data has allowed for more accurate reporting around our ethnicity pay gap, and this year we've seen a slight change in the right direction. Although this isn't a big jump, with our new data, we have better understanding of the make-up of Mace, so we can focus our efforts in the right places to continue to make change in the coming months.

This year, I'm pleased to say that we have seen a substantial improvement in our gender pay gap, achieving an improvement of just under 10% – closely aligned to the targets we set ourselves last year. These improvements demonstrate the actions we are taking are beginning to create meaningful impact – but we know there is still much more to be done to continue to see progressive improvement year on year.

Our opportunity

By making improvements every day, we're eradicating discrimination wherever we find it – building a more inclusive environment for all. It isn't just the right thing to do, it benefits all our people, our clients and communities, it aligns with our purpose as well as our business performance.

Building on current achievements and future commitments, we are moving in the right direction and have made progress delivering against our goals – but there is still much more to be done.

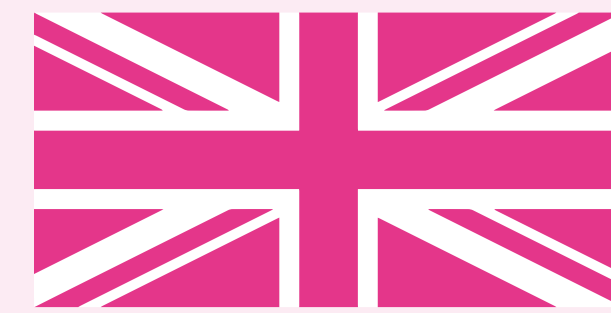
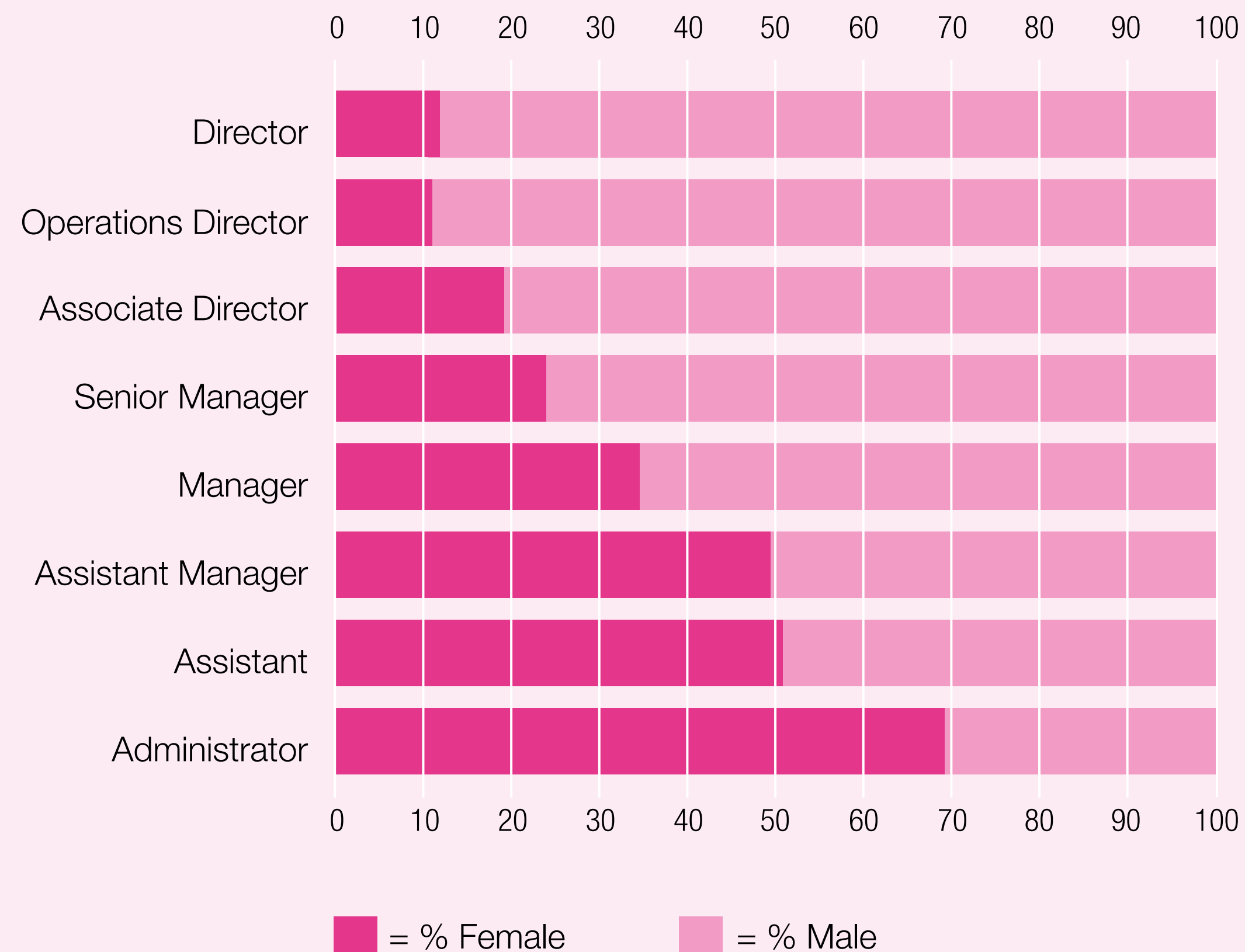
Drawing on a diverse range of backgrounds, perspectives, experience and expertise to challenge convention is a strength we want to continue. We're on a journey with a clear goal in sight – for us and for our wider sector – we're pleased with how far we've come and recognise more work is still to be done.

Mark Reynolds
Group Chief Executive

OUR PAY GAP DATA AT A GLANCE

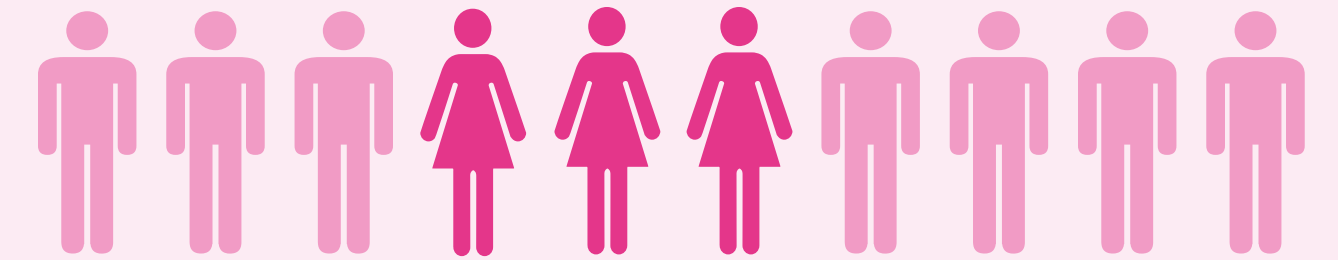
Gender profile by grade

As at 5 April 2021



3,420
UK employees

30%
of our UK employees are women



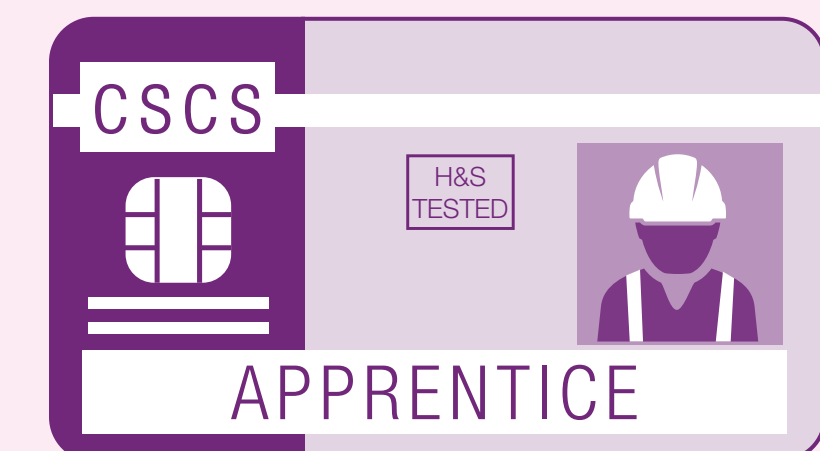
31%
Mean gender pay gap

24%
Mean ethnicity pay gap

28%
of our current Graduates are women



21%
of our Apprentices and Trainees identify as being from a ethnic minority background



MACE GROUP

STATUTORY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2021

Pay gap

	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	36.8	34.6	37.3	34.5	31.2
% Median	44.6	39.4	39.6	40.0	36.4

Bonus gap

	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	52.7	57.3	61.6	66.5	51.7
% Median	42.1	33.3	33.3	48.0	40.0
% Males receiving bonus	51	43	54	1.2	25
% Females receiving bonus	48	46	55	0.1	15



31.2%

Mean gender pay gap

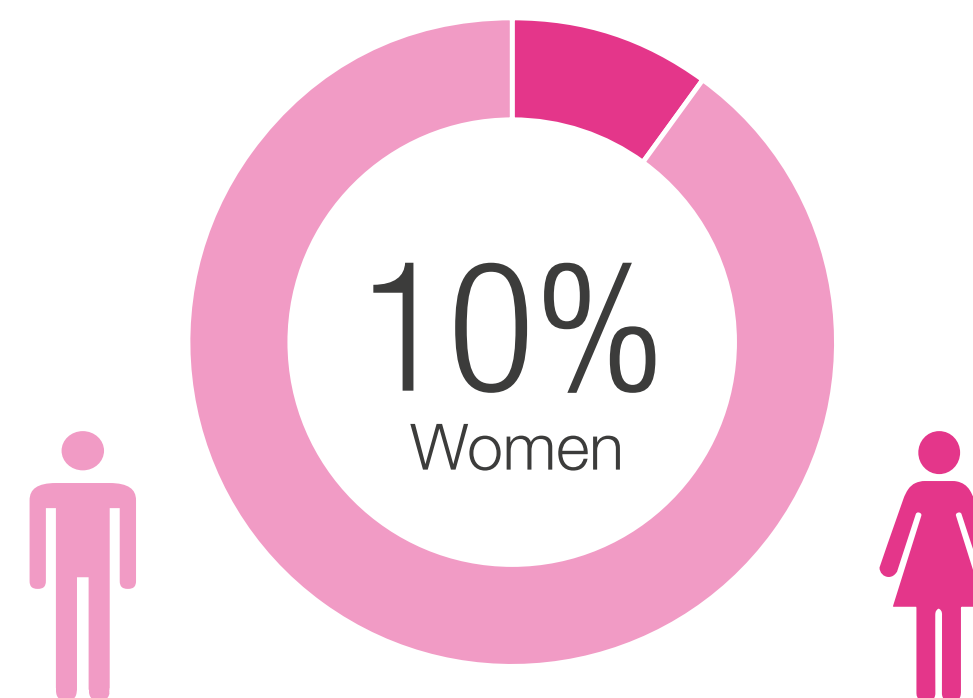


9.6%

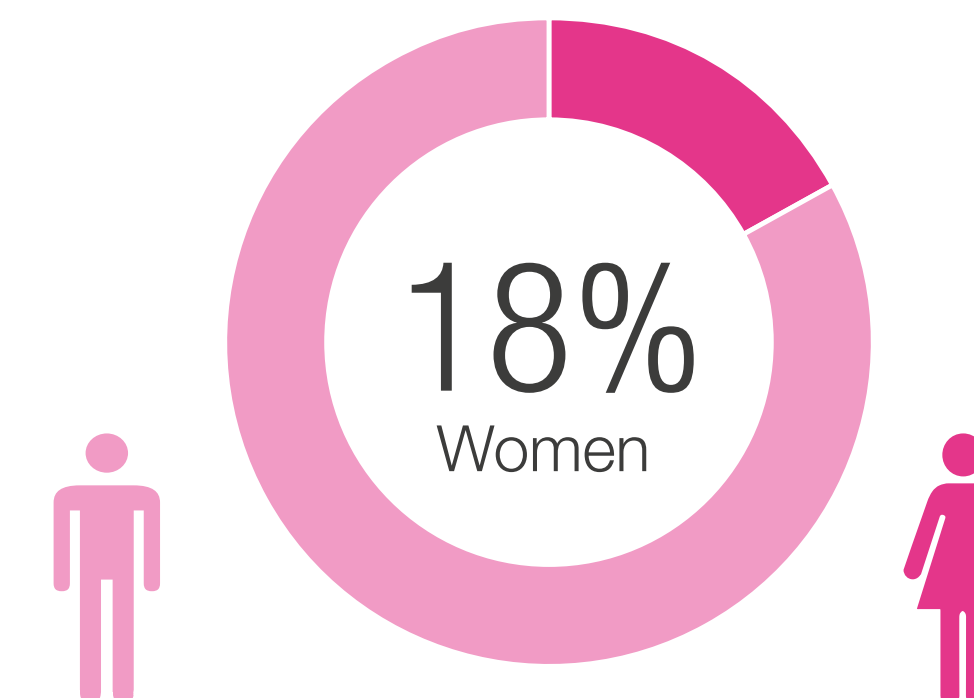
Decrease on 2019/20

Proportion of employees in each pay quartile

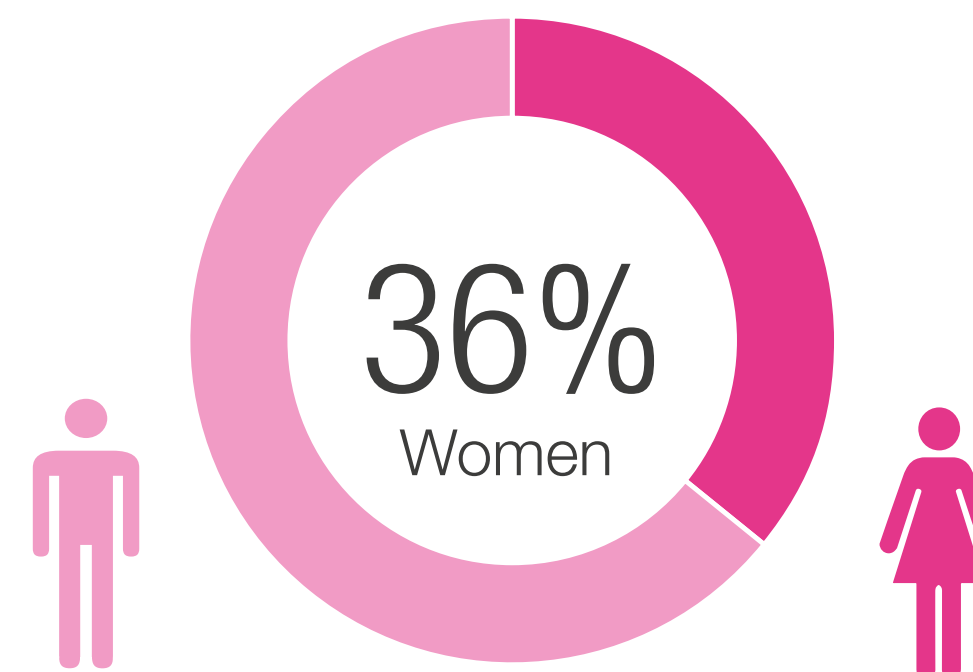
Upper pay quartile



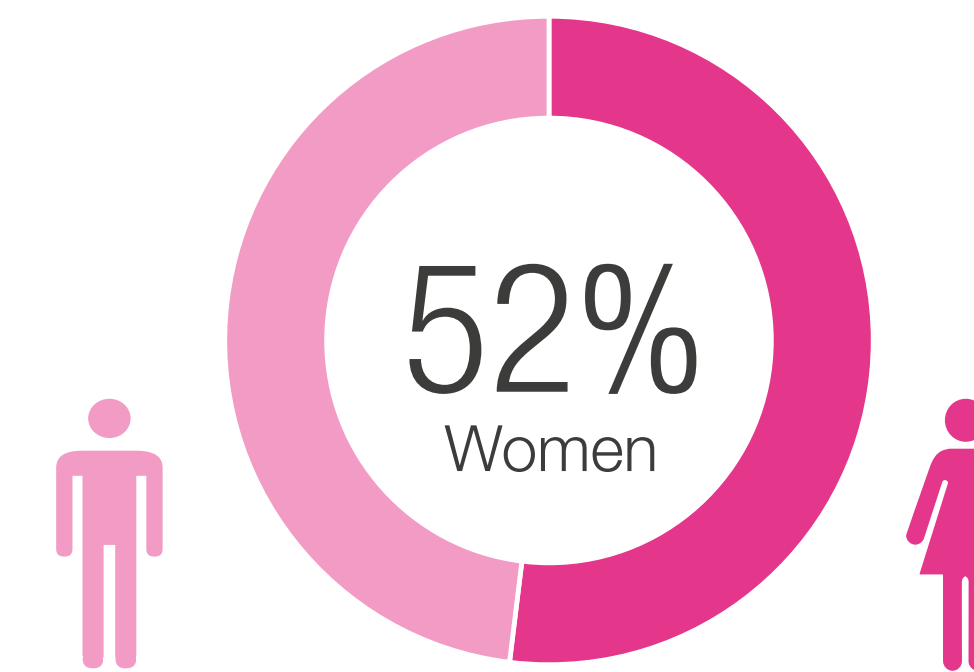
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



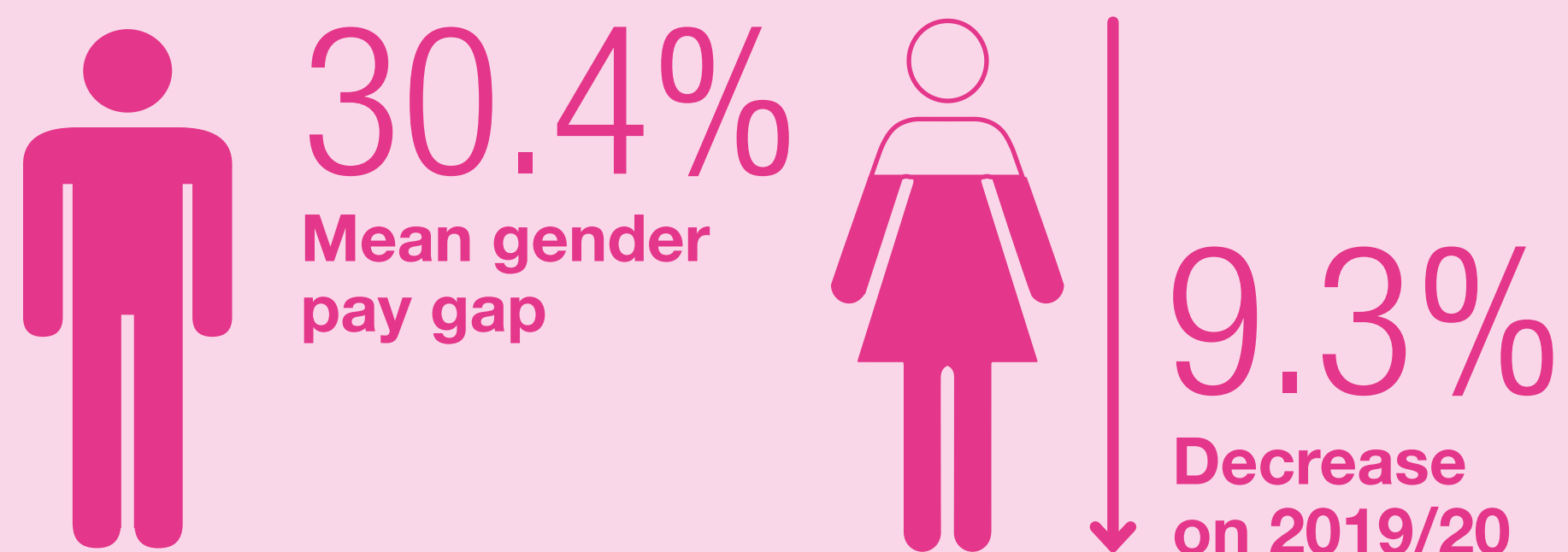
MACE LTD

STATUTORY DISCLOSURE

As at 5 April 2021

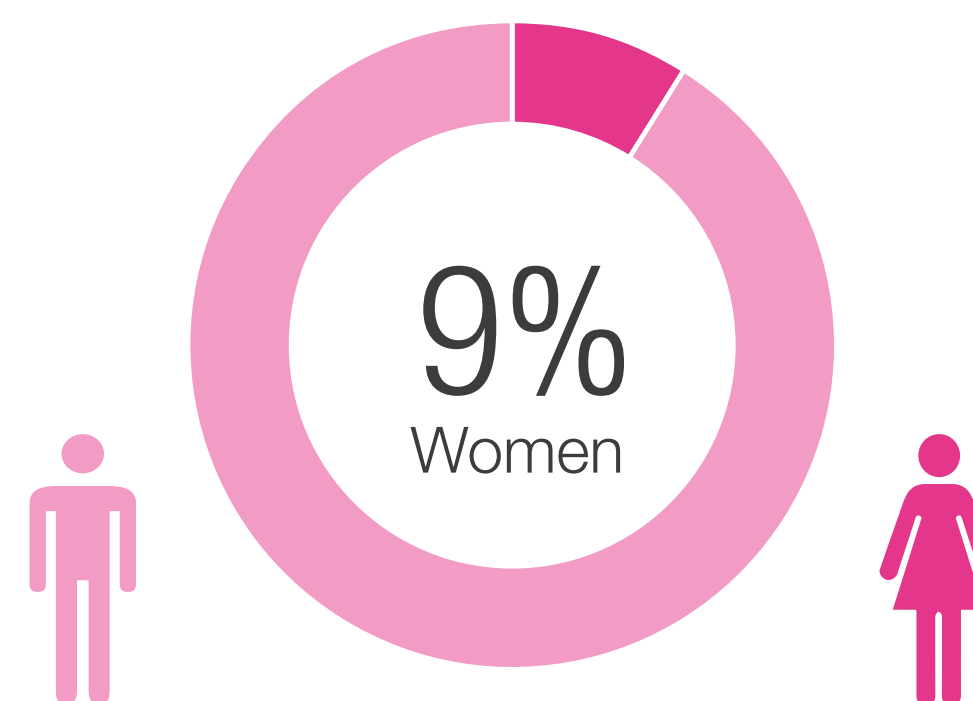
Pay gap	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	34.5	33.0	35.2	33.5	30.4
% Median	39.9	37.2	37.5	38.6	34.9

Bonus gap	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	49.1	55.4	60.2	66.5	52.9
% Median	33.3	33.3	33.3	48.0	40.0
% Males receiving bonus	51	42	55	1.27	26
% Females receiving bonus	50	47	60	0.12	17

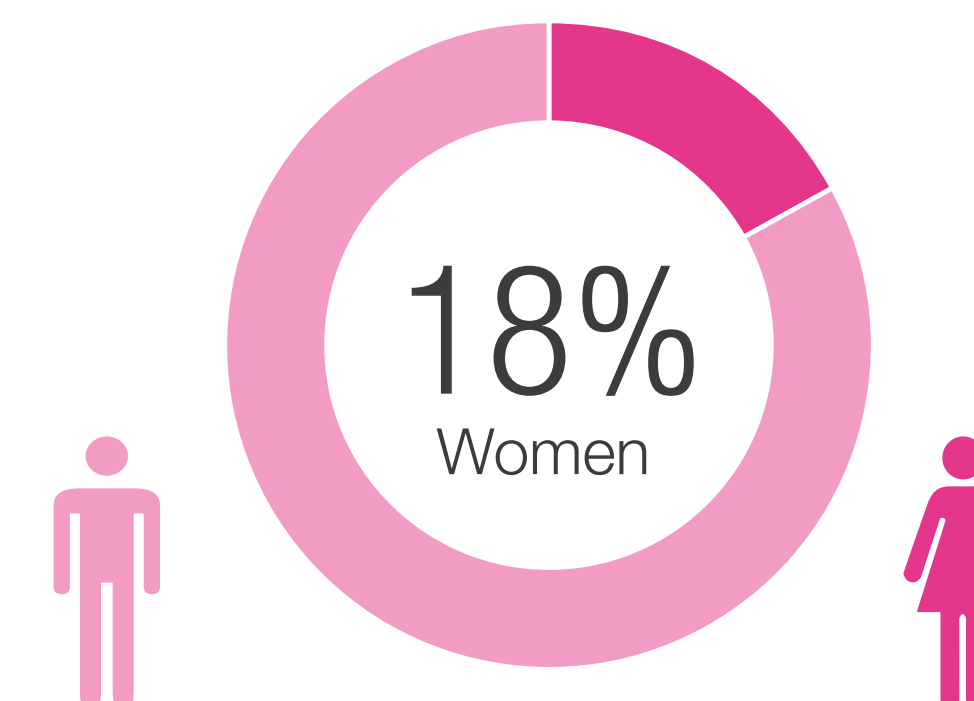


Proportion of employees in each pay quartile

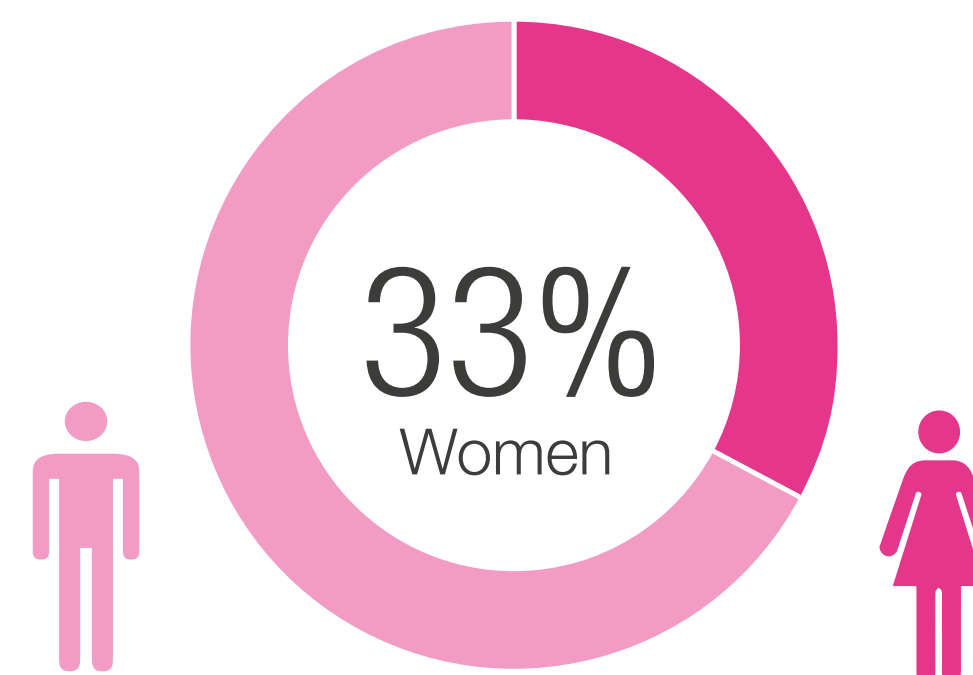
Upper pay quartile



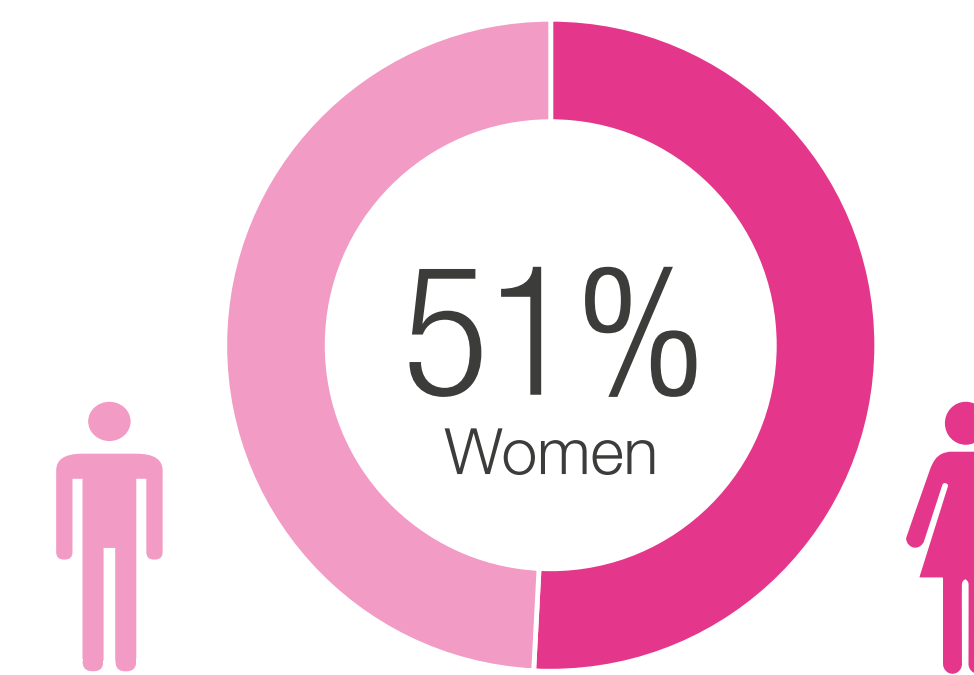
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



OPERATE

STATUTORY DISCLOSURE

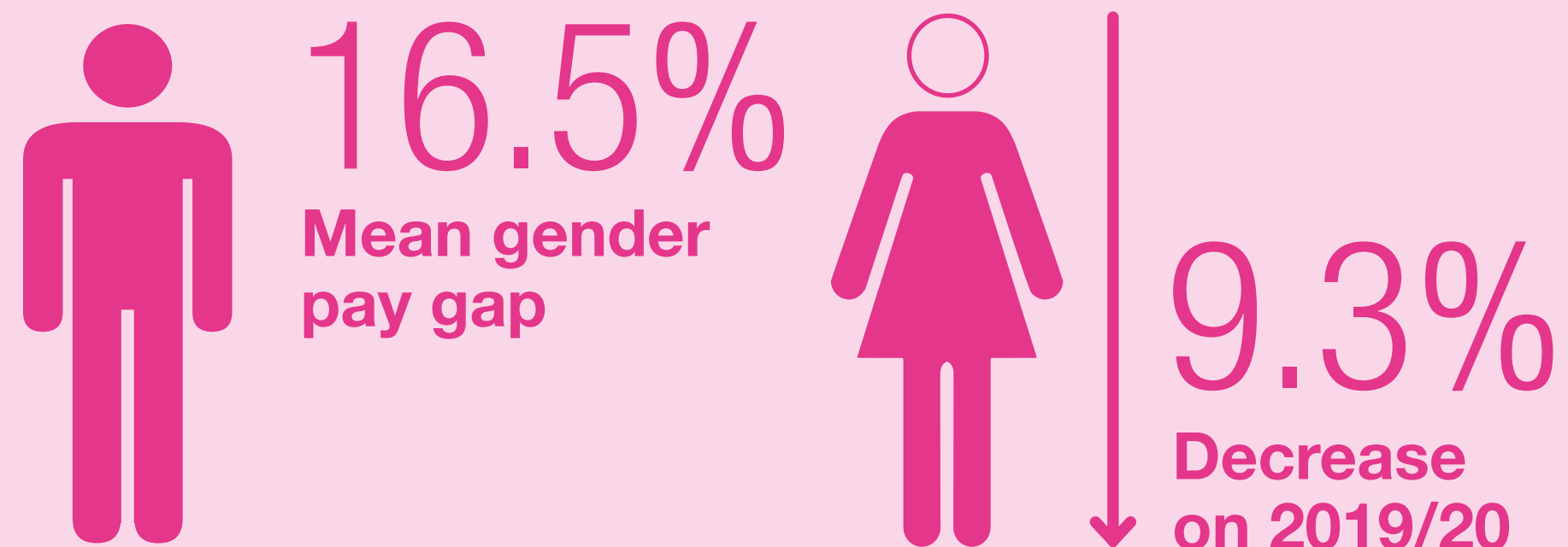
As at 5 April 2021

Pay gap

	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	23.6	22.0	24.0	18.2	16.5
% Median	10.3	6.9	9.7	1.0	2.9

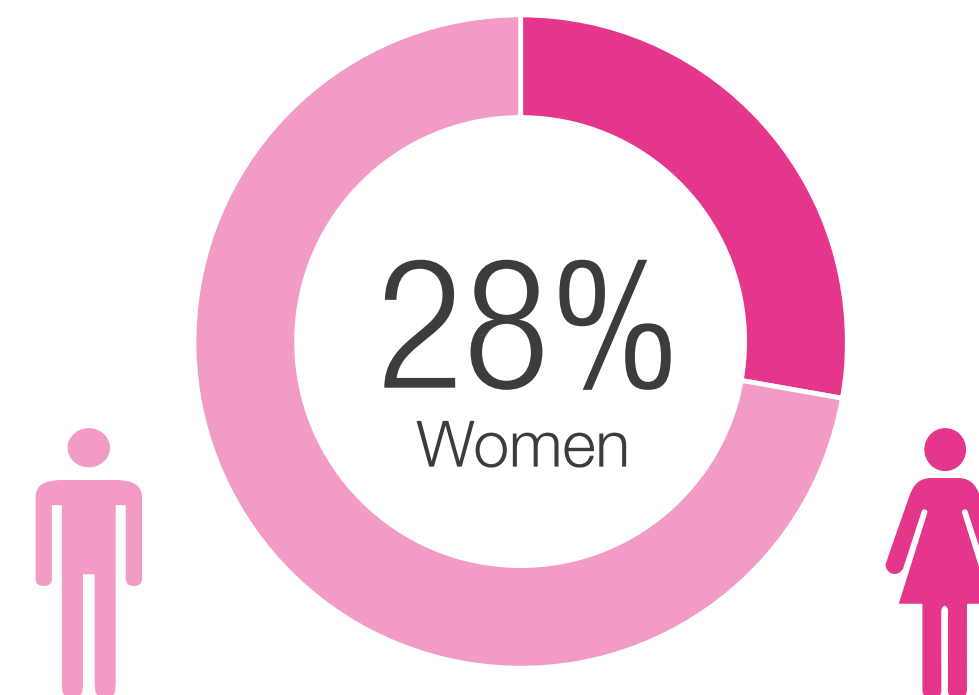
Bonus gap

	2016/17	2017/18	2018/19	2019/20	2020/21
% Mean	57.3	64.3	66.2	N/A	13.1
% Median	37.5	0.0	27.7	N/A	13.1
% Males receiving bonus	51	57	34	0	4
% Females receiving bonus	40	41	2	0	2

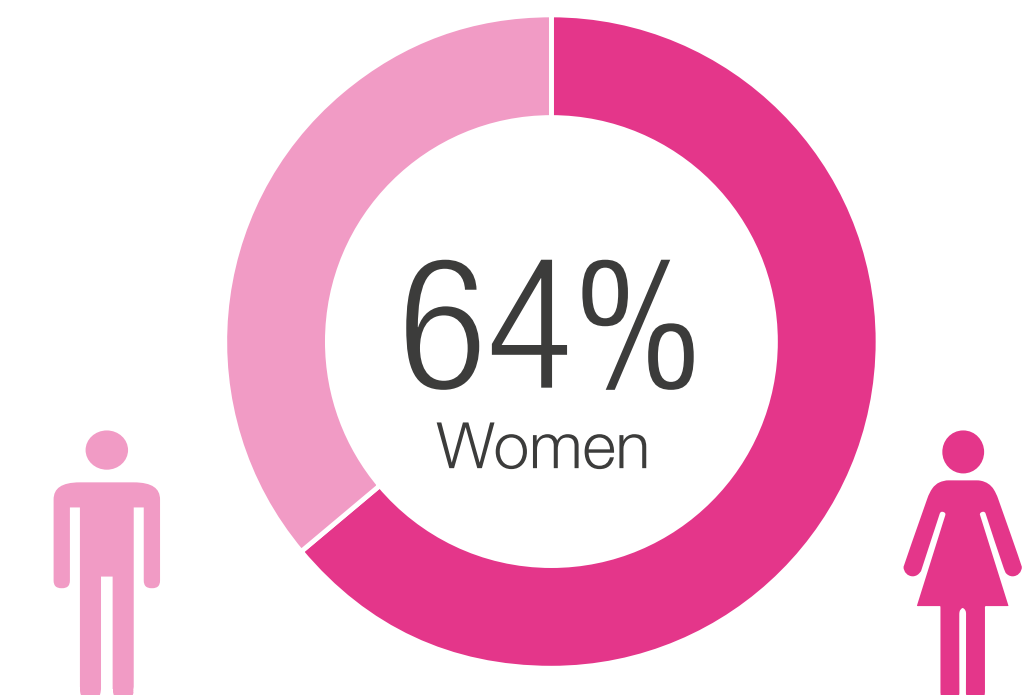


Proportion of employees in each pay quartile

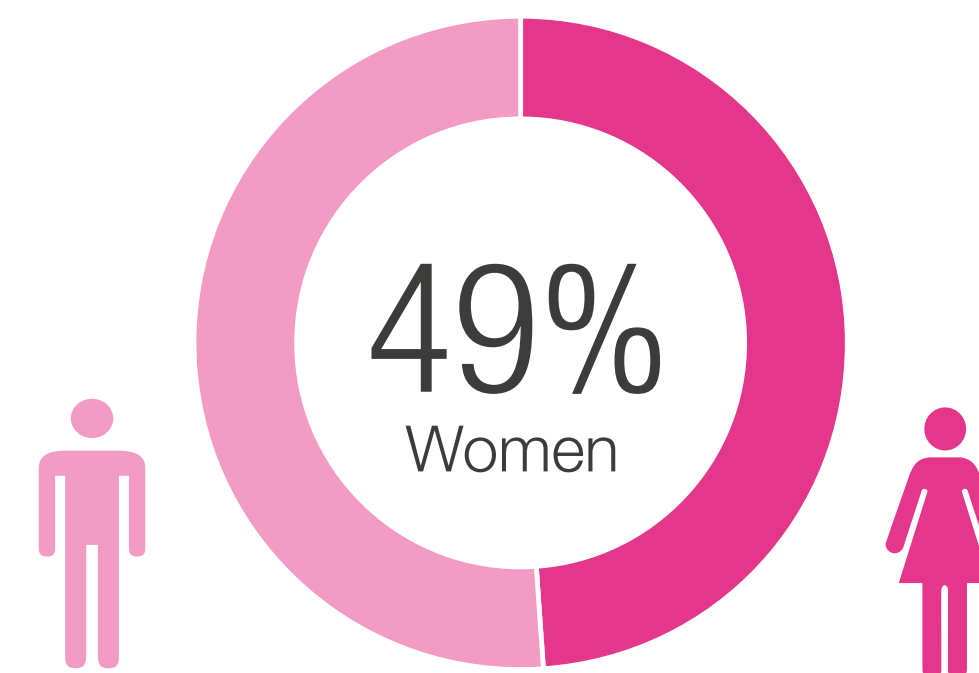
Upper pay quartile



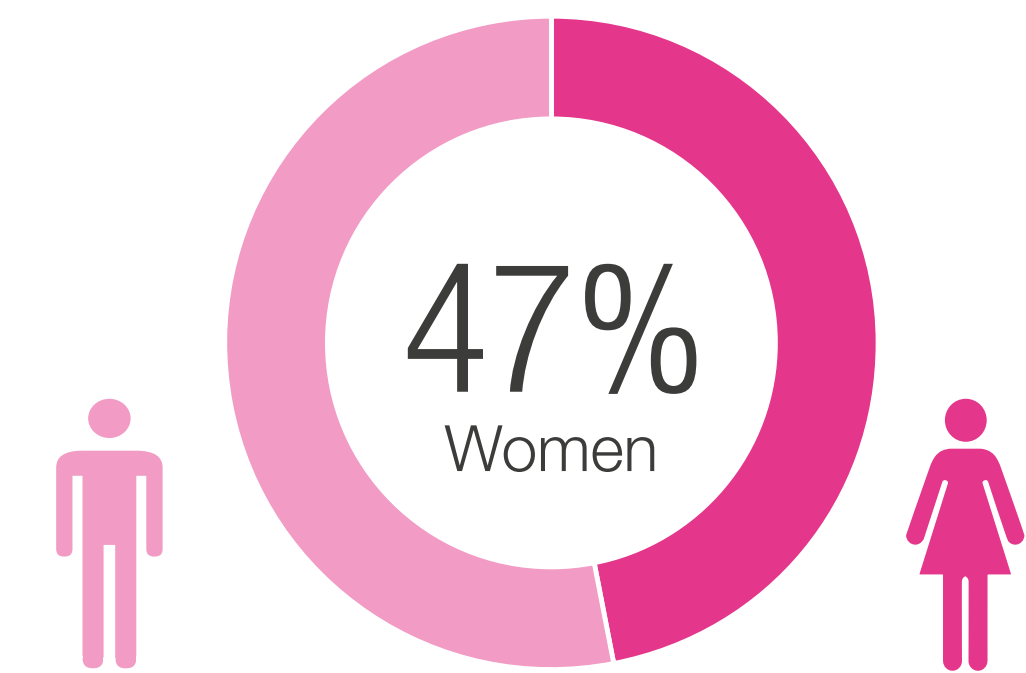
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



MACE GROUP

ETHNICITY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2021

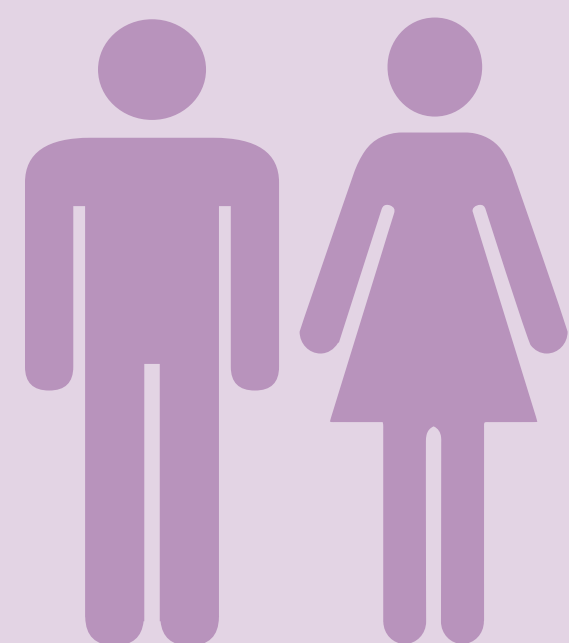
Pay gap

	2017/18	2018/19	2019/20	2020/21
% Mean	24.6	28.2	24.4	24.2
% Median	26.6	27.2	27.7	29.0

Bonus gap

	2017/18	2018/19	2019/20	2020/21
% Mean	43.4	52.8	-70.2*	43.1
% Median	33.3	33.3	-20.0*	40.0
% White receiving bonus	46	60	1*	26
% Other receiving bonus	40	49	1*	15

* As a result of the global coronavirus pandemic, during 2019-2020, Mace made the difficult decision to not pay annual bonuses to our colleagues. However, a limited number of colleagues received bonuses, but due to the low percentage this provides limited insight.

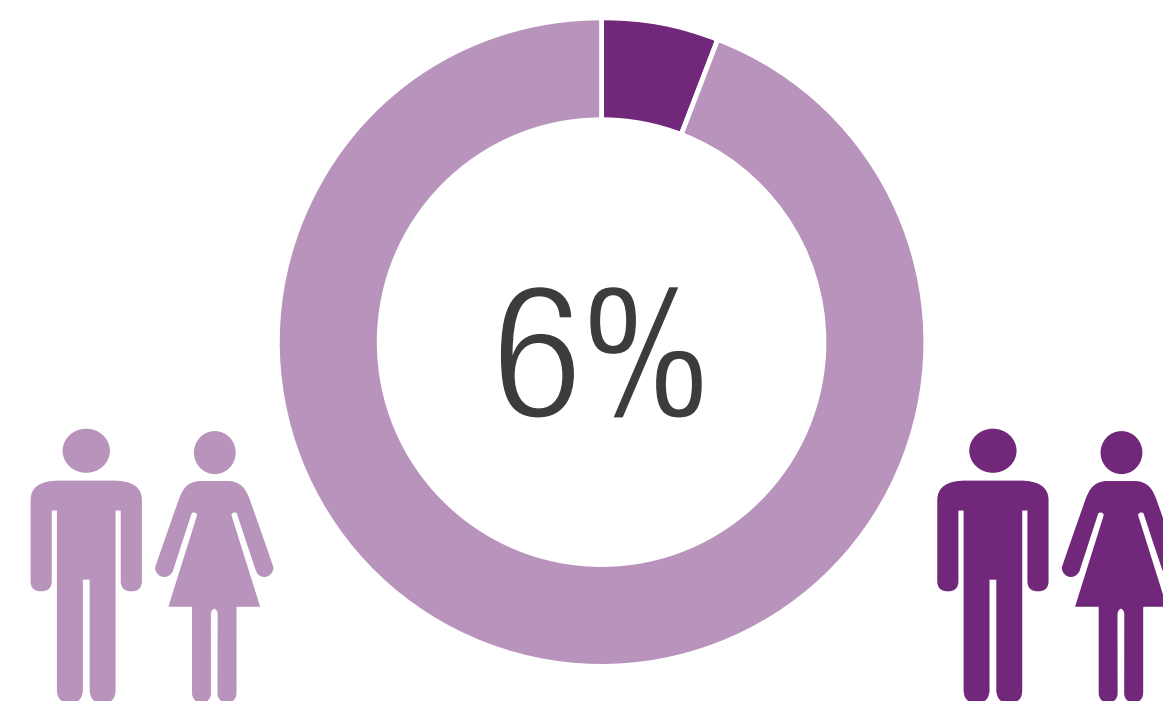


24%
Mean ethnicity
pay gap

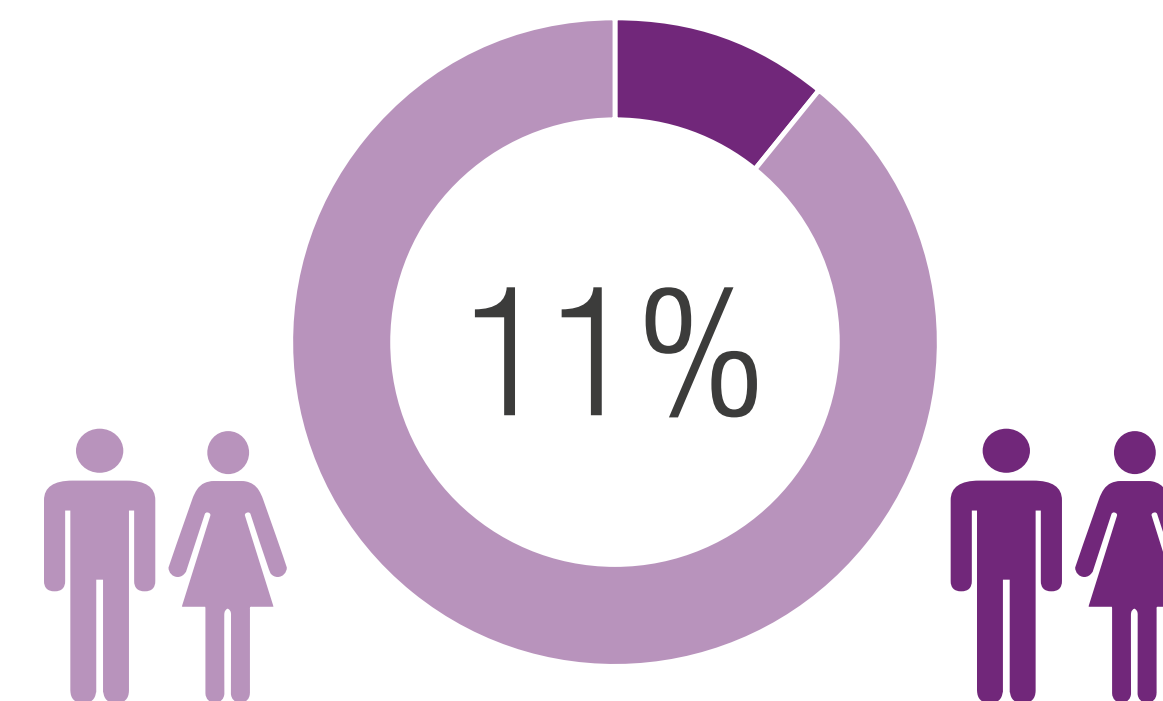


Proportion of employees in each pay quartile

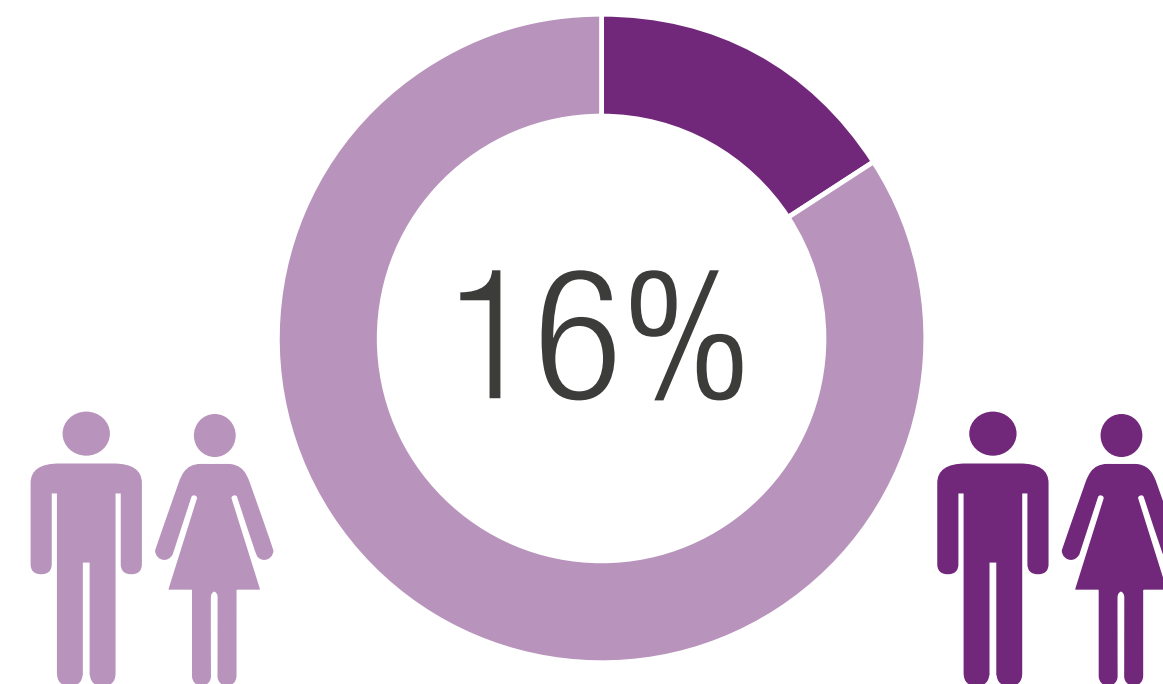
Upper pay quartile



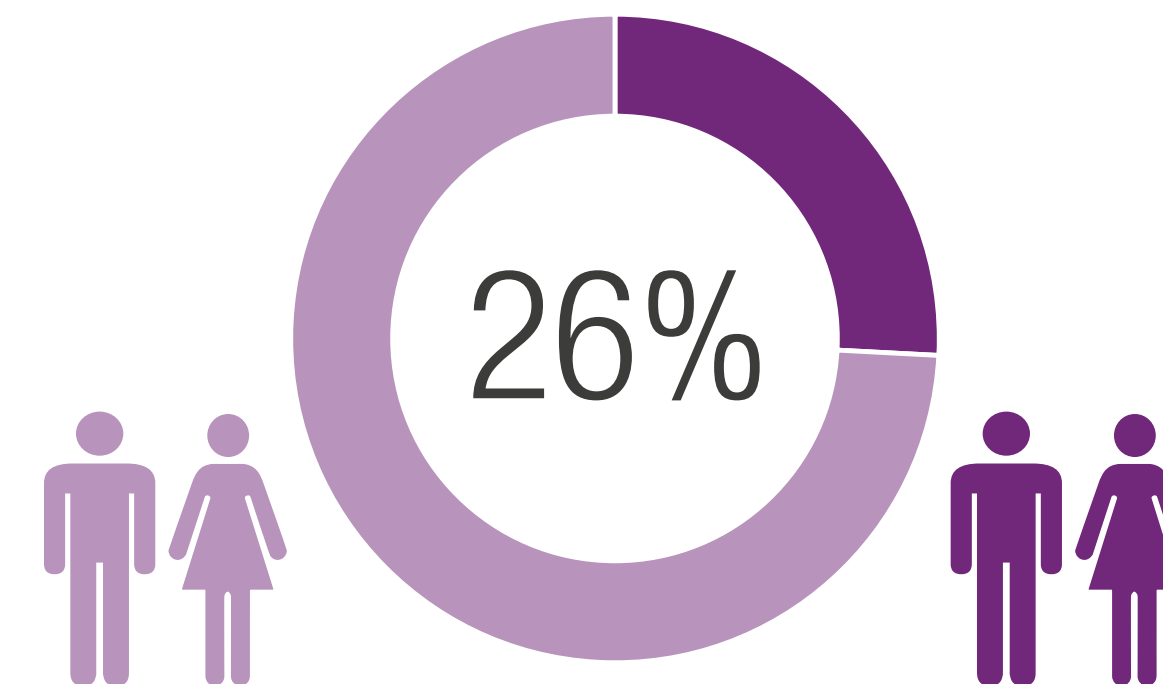
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



MACE LTD

ETHNICITY DISCLOSURE

As at 5 April 2021

Pay gap

	2017/18	2018/19	2019/20	2020/21
% Mean	22.6	24.8	21.5	21.5
% Median	24.4	24.1	24.7	25.5

Bonus gap

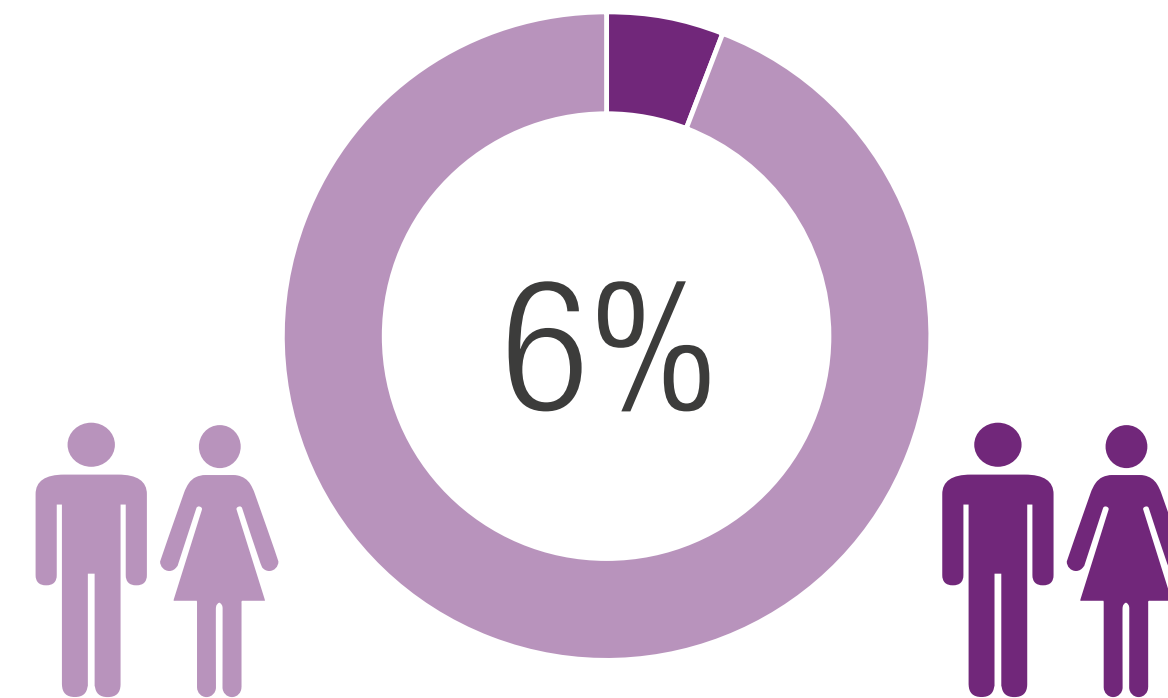
	2017/18	2018/19	2019/20	2020/21
% Mean	35.6	52.6	-70.2*	43.2
% Median	33.3	33.3	-20.0*	40.0
% White receiving bonus	45	61	1*	27
% Other receiving bonus	38	55	1*	17

* As a result of the global coronavirus pandemic, during 2019-2020, Mace made the difficult decision to not pay annual bonuses to our colleagues. However, a limited number of colleagues received bonuses, but due to the low percentage this provides limited insight.

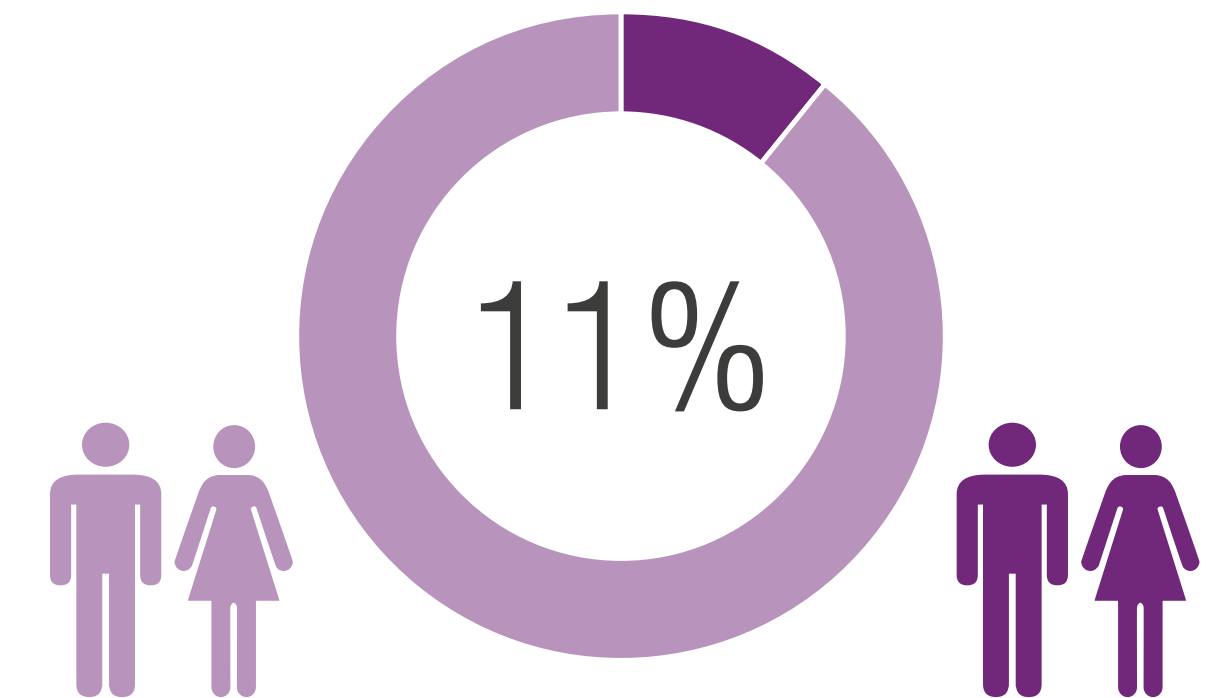


Proportion of employees in each pay quartile

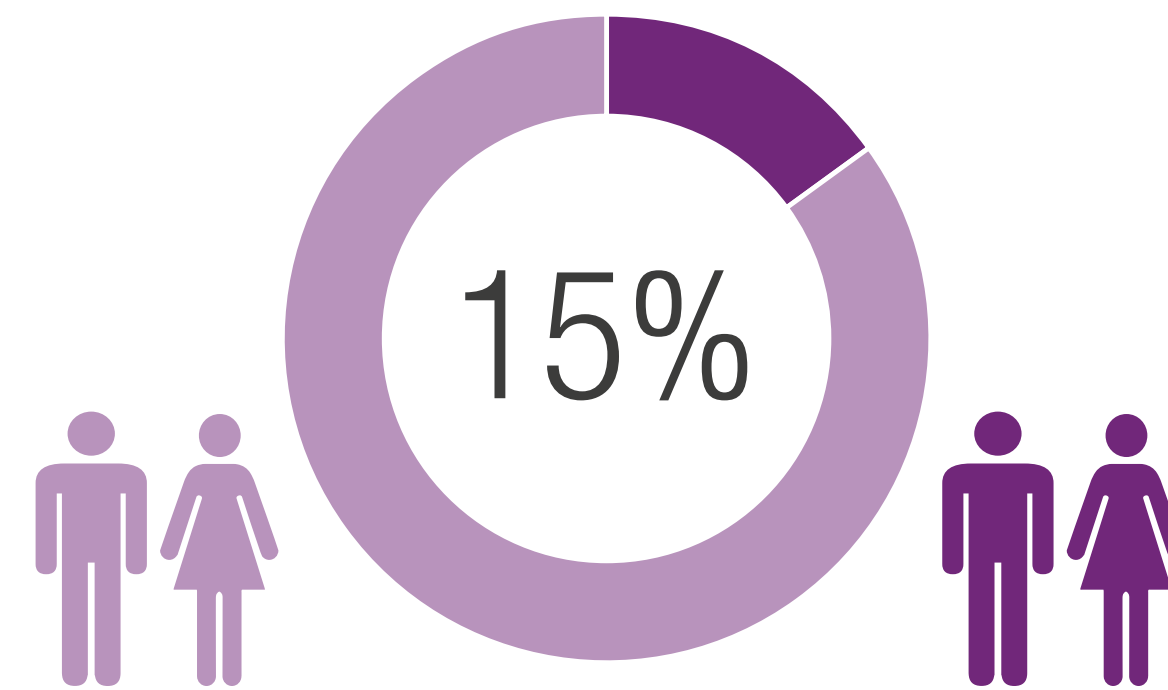
Upper pay quartile



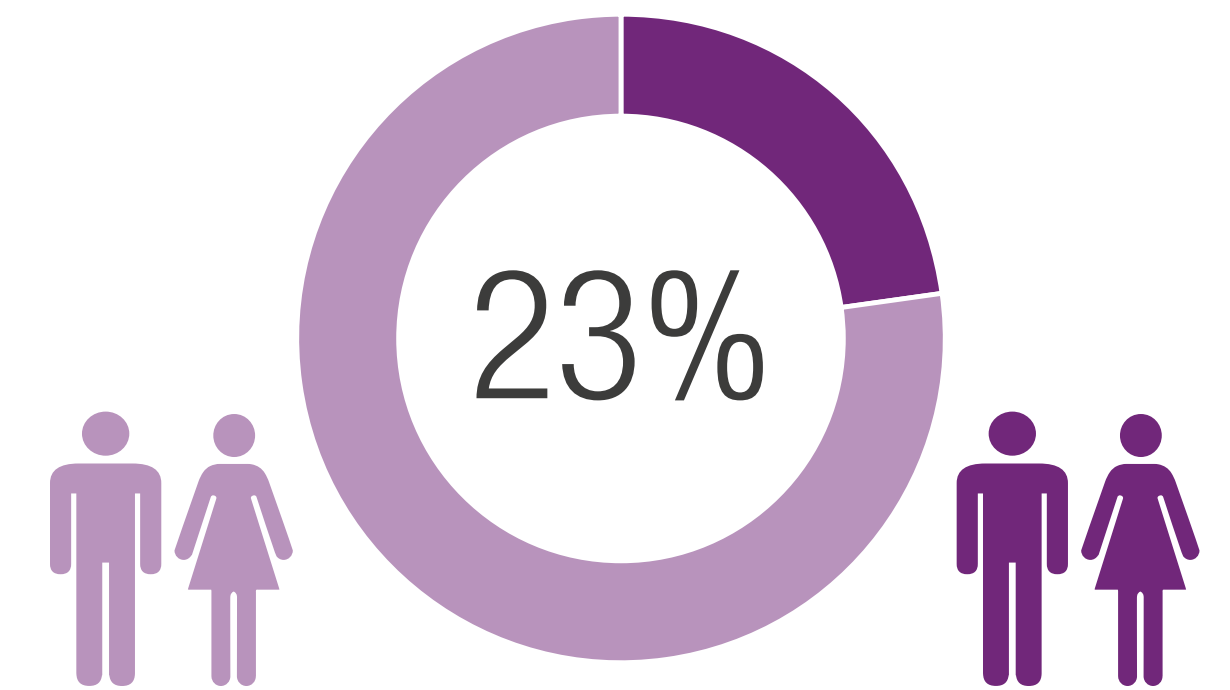
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



OPERATE

ETHNICITY DISCLOSURE

As at 5 April 2021

Pay gap

	2017/18	2018/19	2019/20	2020/21
% Mean	18.6	27.3	25.6	34.8
% Median	15.5	21.9	17.0	34.9

Bonus gap

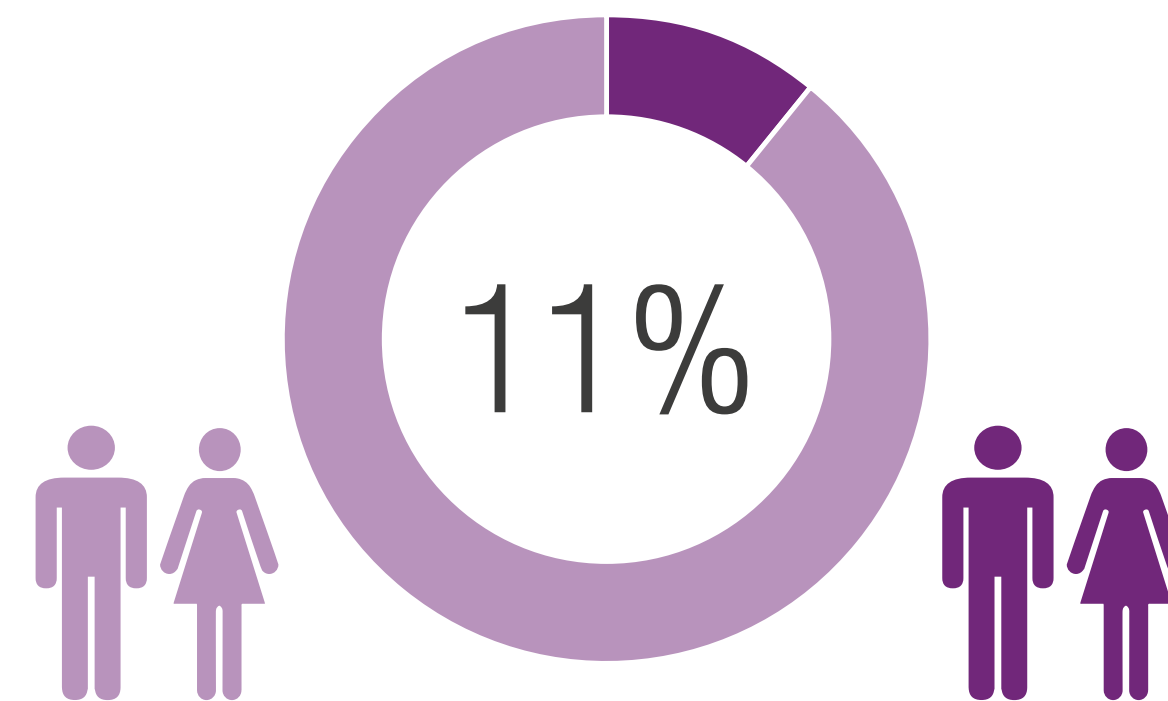
	2017/18	2018/19	2019/20	2020/21
% Mean	78.5	49.1	N/A*	51.9
% Median	37.1	33.7	N/A*	55.3
% White receiving bonus	52	41	0*	5
% Other receiving bonus	53	17	0*	2

* As a result of the global coronavirus pandemic, during 2019-2020, Mace made the difficult decision to not pay annual bonuses to our colleagues. However, a limited number of colleagues received bonuses, but due to the low percentage this provides limited insight.

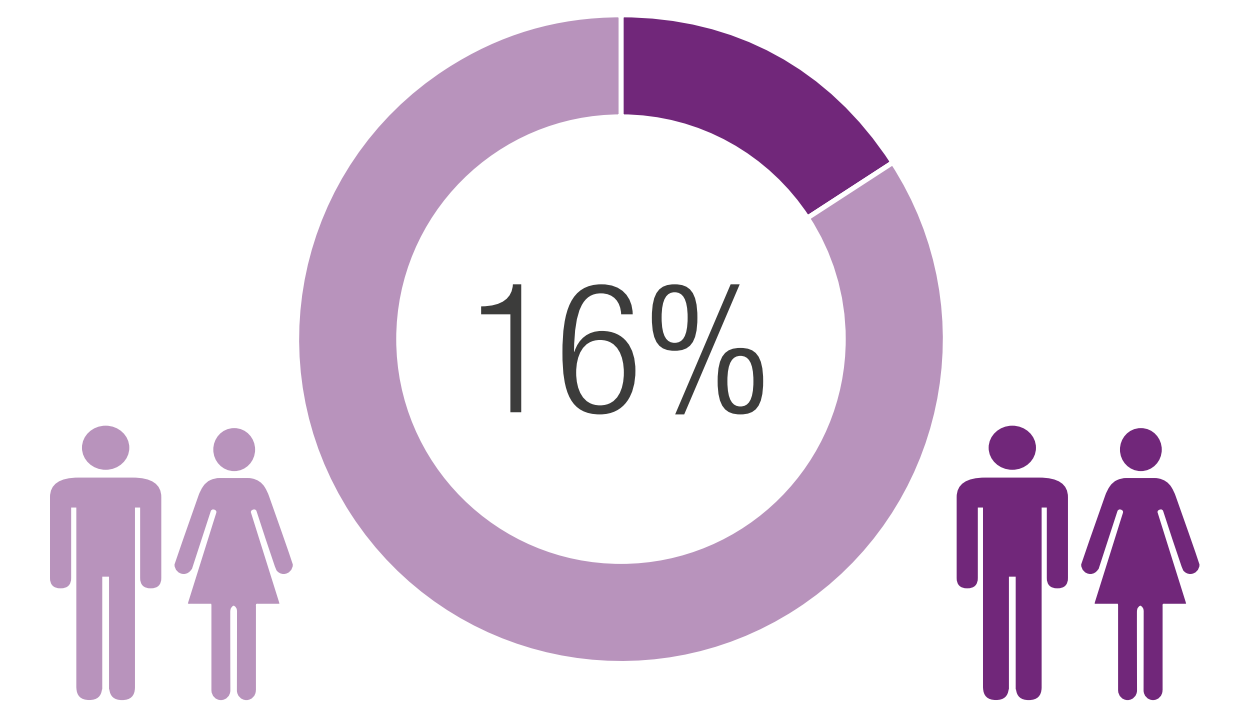


Proportion of employees in each pay quartile

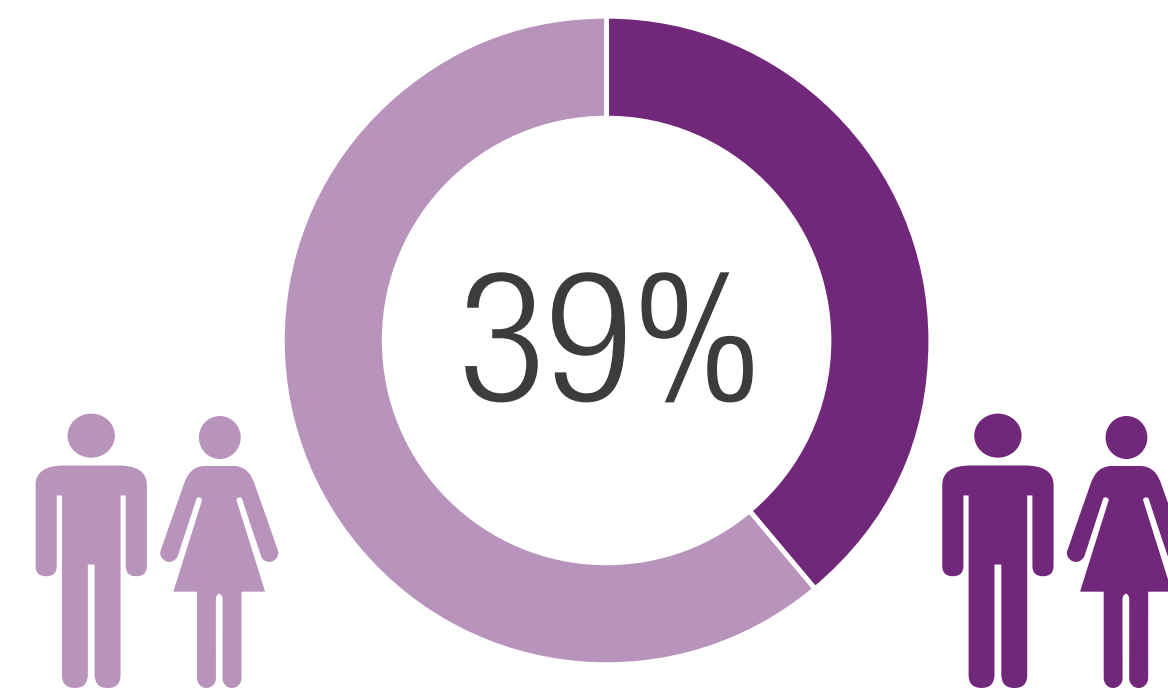
Upper pay quartile



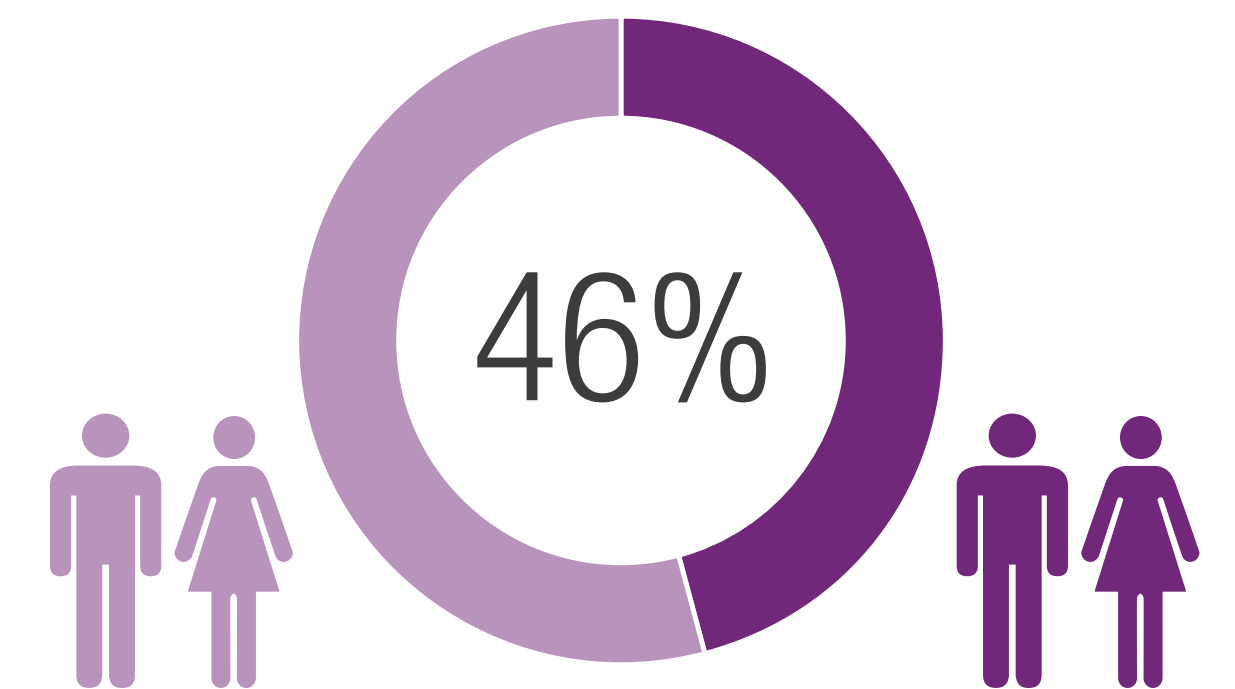
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



GLOSSARY

Equality is ensuring individuals or groups of individuals are treated fairly regardless of their protected characteristics. Equity is about making sure that all are given equal access to opportunities.

Diversity is what makes us different. Age, gender, ethnicity, religion, disability, sexual orientation, education, national background and life experiences, are all examples of differences.

Inclusion is what allows us to ensure that diversity is embraced – it is not enough just to recognise it. Inclusion harnesses and celebrates our diversity to the benefit and greater good of Mace, our colleagues and the wider industry.

Gender or ethnicity pay gaps show the difference in average earnings for men and average earnings for women, or the average earnings for white people compared to ethnic minorities, across the whole of an organisation. They are expressed in terms of a comparison between one group and another's average hourly rates of pay.

Gender and ethnicity bonus pay gaps show the difference in average annual bonus payments for men and average bonus payments for women, or the average annual bonus payment for white people compared to ethnic minorities, across the whole organisation. They are expressed in terms of a comparison between one group and another's average annual bonus payment.

Equal pay means that individual men and women must get the same pay for doing equal work. The right to equal pay has been a contractual right under UK law since the 1970s. Under the Equality Act 2010 it is also unlawful to discriminate (both directly and indirectly) against employees because of their race.

The mean average is the total sum of all payments divided by the total number of employees.

The median average is the midpoint of the set of data.