

INCLUSION

Pay Gap Report



GROUP CHAIRMAN AND CHIEF EXECUTIVE STATEMENT



Wherever we work in the world, we know that our teams deliver the best work when they are able to draw on a rich and diverse range of expertise, perspectives, skills, experience and thinking.

2023 marks the mid-way point of Mace's 2026 Business Strategy, and an important milestone on our journey to be one of the world's leading consultancy and construction companies.

Diversity and inclusion is at the heart of that strategy, embedded in our Group-level performance measures and borne out through our values; as well as our new behaviours, which we launched in 2022.

This year also marks the final year of our 2020–23 Diversity and Inclusion Strategy. Launched during the COVID pandemic, we shared our original strategy with the industry as well as published internally. It is an important time, then, to reflect on our successes and the areas where we still have room for improvement.

Between our 2019/20 pay gap data and the data published in this report for April 2022 to April 2023, our median pay gap across the whole of Mace's UK team has reduced every year, from 40% in 2019/20 to 29.3% today – an overall improvement of 26.8% over the life of the strategy.

Similarly, our median ethnicity pay gap has reduced over the past three years from 27.7% to 22.5% – an overall improvement of 18.8%.

That positive trajectory has been achieved through some exceptionally hard work across our Consult, Construct, Operate and Group Engines – a combined collective effort between our leaders, managers and colleagues to diversify our thinking, recruit from a broader pool of talent and ensure that career progression at Mace happens in a fair and transparent way.

This year's performance

It is fair to say that our ambition of 10% improvement each year on all pay gap measures has been challenging to achieve. In 2022/23, we attained a 7.3% reduction in our median gender pay gap, falling slightly short of our 10% ambition, and this year we saw our 'mean' gender pay gap slip back up by a tiny percentage point of 0.2% (from 27.7% to 27.75%).

That does not change our intent and compared to the 'median' average, the 'mean' average is more easily swung by changes at the upper and lower ends of the pay scales. A review of the data in detail shows that our mean average was impacted by a number of changes this year that counteracted some of the progress we have made more broadly – changes to the profile of our Operate engine due to contract appointments and TUPE processes, as well as senior female numbers changing following the shift to the new entities and employees moving to those entities.

Regardless of the detail, the reality is that it shows that we have more to do. We've achieved a lot of the 'easier' change – although no change is ever truly easy! – the route to continuing to deliver equality and inclusion at Mace will get harder, rather than easier, as we work to address some of the deep-rooted structural inequality that affects our entire industry.

There is more detail on the breakdown of our Engines' specific performance over the page.

Reflecting on our performance

So, we have plenty to be proud of – but it's clear that we've got more to do.

We are very proud of the work we've done across the business to continue to drive change within our culture, and the results of our latest employee engagement and wellbeing survey show that on this measure, we're performing well.

Our latest Pulse survey took place in July 2023, and we asked a number of questions exploring people's attitudes and feelings about how diverse and inclusive we are as an organisation.

83% of Mace colleagues around the world feel that they can be themselves at work, just over three quarters of people feel that managers within Mace value diversity and act inclusively and 80% of people feel that the business is becoming more diverse and inclusive. Probably the most impressive statistic is that 92% of our colleagues felt their manager treated them fairly and with respect.

That performance has been driven by our diversity and inclusion strategy, which outlined six areas of focus – recruitment and development, leadership, operational measures, targets and our culture and governance. Against each of these areas of focus, over the past three years, we've introduced measures to drive performance. That includes unconscious bias training for everyone who works for Mace, more diverse recruitment and promotion processes and refreshed family-friendly policies.

Other initiatives include the global introduction of the Sunflower Scheme, which supports people with hidden disabilities, and we were particularly proud to be the first construction company globally to do so. We have continued investment and promotion of our Employee Resource Groups, our six employee-led networks, who work tirelessly to make Mace a more accessible and inclusive place to work for everyone.

Looking towards the future

Later this month, we will be launching a refreshed Equality, Diversity and Inclusion strategy (EDI) that will build on our achievements and lessons to support our colleagues and continue to drive forward inclusion and diversity across Mace. That new strategy will include new objectives and more ambitious goals – including, for the first time, setting measures for our supply chain.

As we continue to grow across the globe and with every project or programme we take on, there are opportunities and challenges that we must address.

We know Mace people must feel personally empowered to support their colleagues and drive the positive change we all are striving to achieve. It's not something the Board or the leadership can do alone – it's a collective effort.

I look forward to sharing our new EDI strategy with you soon and working with everyone, our colleagues, clients and supply chain partners, to make Mace the most inclusive and diverse company in our sector.

Mark Reynolds
Group Chairman and Chief Executive

UNDERSTANDING OUR PERFORMANCE

This report includes our latest set of inclusion pay gap data for 2022/23. Between our 2019/20 pay gap data and the data published in this report for April 2022 to April 2023, our median gender gap across the whole of Mace's UK team has reduced every year, from 40% in 2019/20 to 29.3% today – an overall improvement of 26.8% over the life of the strategy. Similarly, our median ethnicity pay gap has reduced over the past three years from 27.7% to 22.5% – an overall improvement of 18.8%.

Organisations in the UK are only required to publish gender pay gap data a year after the relevant reporting period – but we know that until we understand our performance we can't drive change effectively. That's why we've made a commitment to publish our data early, and to voluntarily include our ethnicity pay gap data at the same time.

For the second year, we're also publishing our data by all four of our Engines which directly employ Mace colleagues – giving a more transparent breakdown of our performance in different areas of the business. As each Engine is its own legal entity in the UK, we can build a more comprehensive picture of the progress we've made and how far we have to go. In addition to publishing our entity data, we also include in our pay gap report the combined data (Mace Group) voluntarily.

With all of this data, we must be mindful that our reporting is shaped by UK statutory requirements and does not tell the full story of our wider global business.

Gender pay gap

It is fair to say that our ambition of 10% improvement each year, on all pay gap measures, has been challenging to achieve.

At a Group level in 2022/23, we attained a 7.3% reduction in our median gender pay gap, falling slightly short of our 10% ambition, and this year we saw our 'mean' gender pay gap slip back by a tiny percentage point from 27.7% to 27.75%. Our median gender pay gap – which reflects a more equal spread of our remuneration, as it is less impacted by high-earning outliers – saw a reduction from 31.6% to 29.3%.

By Engine, the data shows that our Consult business improved their mean gender pay gap by 2.3% from 20.2% in 2021/22 to 19.8% in 2022/23, which maintains our comparable position with our peers. Our operate business increased its mean gender pay gap by 91%, from 15.2% to 29%. The median gender pay gap increased from -1.9% to 17.2%. The smaller number of UK employees in our Operate engine means that pay gap data has been impacted by contract appointments and TUPE processes.

The picture in our Construct Engine shows that we have made marginal improvements on our mean gender pay gap but we still have further to go – there was a 1.7% improvement from 37.5% in 2021/22 to 36.9% in 2022/23. The median gender pay gap has remained stagnant at 40.1%.

These results highlight that further work and attention is necessary. Whilst we have been proactively maintaining our strategic focus on

diversity and inclusion in 2022, and recognising there has been good collaboration, we require greater energy and focus across our Engines, Mace's Diversity and Inclusion Steering Committee (DISC) and our leadership teams to further improve attraction and retention of diverse talent within all our Engines. Construct have created a D&I group to focus on the particular challenges in their sectors to be implemented in the coming months and year.

Ethnicity pay gap

On our ethnicity pay gap, understanding our data remains more challenging due to smaller sample sizes, but it's clear that at Group and Engine levels we are making progress on reducing the pay gap. We've seen a reduction in our median pay gap from 24.7% to 22.5% and our mean pay gap has decreased marginally from 25.3% to 24.4%.

Overall we've seen our second year of increased diversity across most of our ethnicity pay quartiles at Group level, and Engine level – which is positive news. At Engine level, Operate's ethnicity pay gap was again influenced by the smaller numbers of colleagues and the new contract wins and TUPE arrangements.

We are launching our refreshed Equality, Diversity & Inclusion (EDI) strategy in September 2023, and are committed to continuing to build on our inclusive culture, ensuring all our colleagues can confidently be their whole selves at work – supported by an inclusive leadership community – both internally and with our strategic supply chain partners.

How we're reporting this year

Due to changes in Mace's corporate structure – designed to increase transparency and accountability – we can report detailed gender and ethnicity pay gap data for four areas of our business.

In this report, you'll find ten sets of infographics, as well as an overview page that includes our group performance on the main measures.

These reports include gender and ethnicity gap data and pay quartile breakdowns for:

Mace Group: This data set reflects all of our 4,552 UK colleagues across all Engines, and is the most accurate representation of our combined corporate performance

Mace Limited: This data includes all of our 441 UK colleagues employed at Mace Limited – the majority of these colleagues work in our Group and Commercial Services function, as well as a small number of major projects which don't sit elsewhere.

Mace Consult Limited: This data includes all of our 2,546 UK Consult colleagues, who support clients across the UK and internationally with project and programme management for some of the most complex and iconic projects in the world. It does not include Consult colleagues employed outside of the UK.

Mace Construct Limited: This data covers all 1,323 UK employees of Mace's Construct Engine, one of the leading UK contractors and construction management organisations, working with clients to deliver new homes, offices and mixed-use projects across the UK.

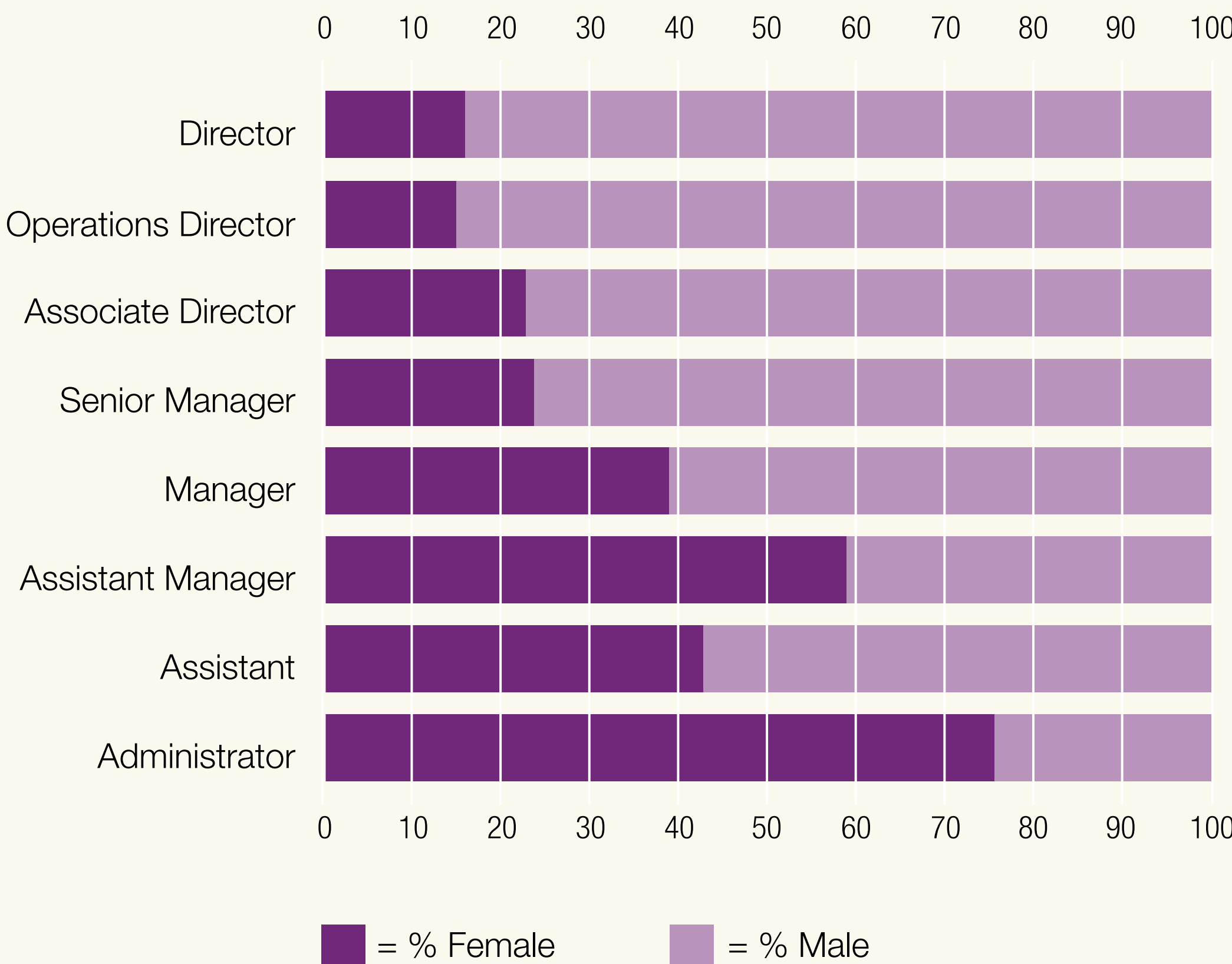
Mace Operate Limited: Finally, this data reflects the performance of our Operate Engine, which includes 242 colleagues in the UK, working to provide facilities management consultancy and front-line services to organisations around the world. It does not include any Operate colleagues employed outside of the UK.

This data is accurate as of 5 April 2023.

OUR PAY GAP DATA AT A GLANCE

Gender profile by grade

As at 5 April 2023

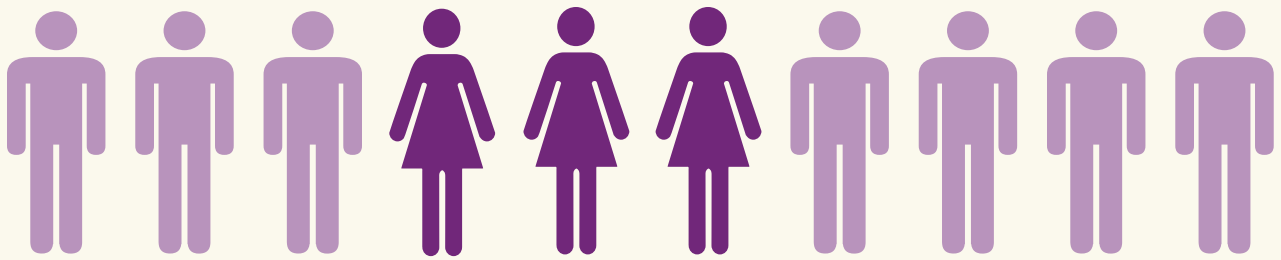


4,552

UK employees

33%

of our UK employees are women



28%

Mean gender
pay gap



24%

Mean ethnicity
pay gap

UK Graduates

40%

are female

40%

are from an
ethnic minority
background

UK Apprentices

32%

are female

25%

are from an
ethnic minority
background

MACE GROUP

VOLUNTARY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2023

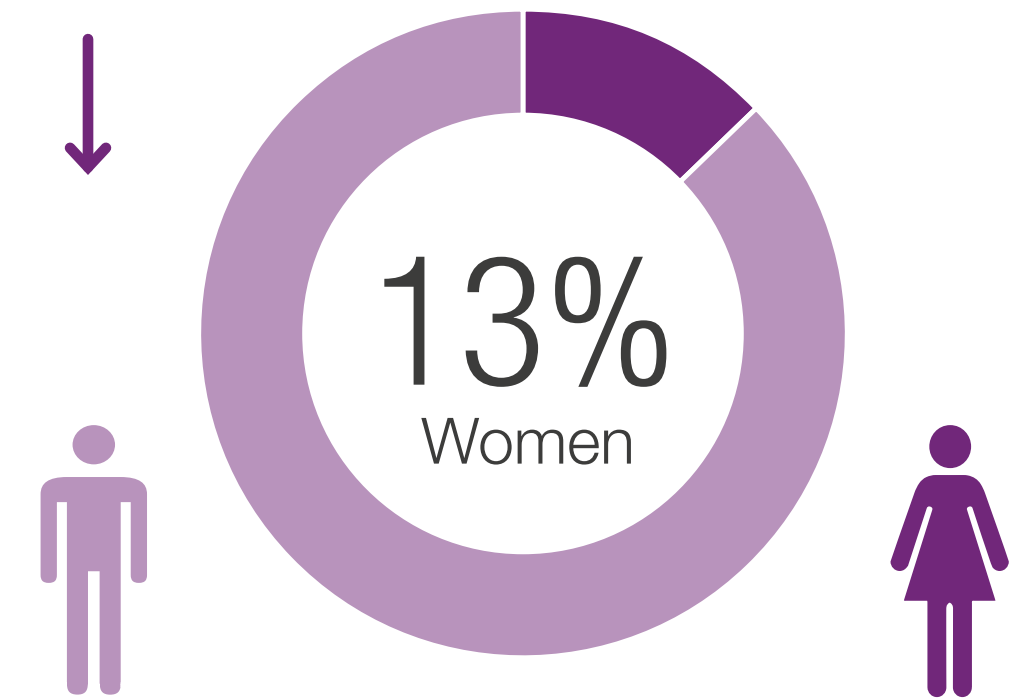
Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	37.3	34.5	31.2	27.7	27.8
% Median	39.6	40.0	36.4	31.6	29.3

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	61.6	66.5	51.7	49.2	51.4
% Median	33.3	48.0	40.0	42.9	33.3
% Males receiving bonus	54	1.2	25	64	60
% Females receiving bonus	55	0.1	15	58	55

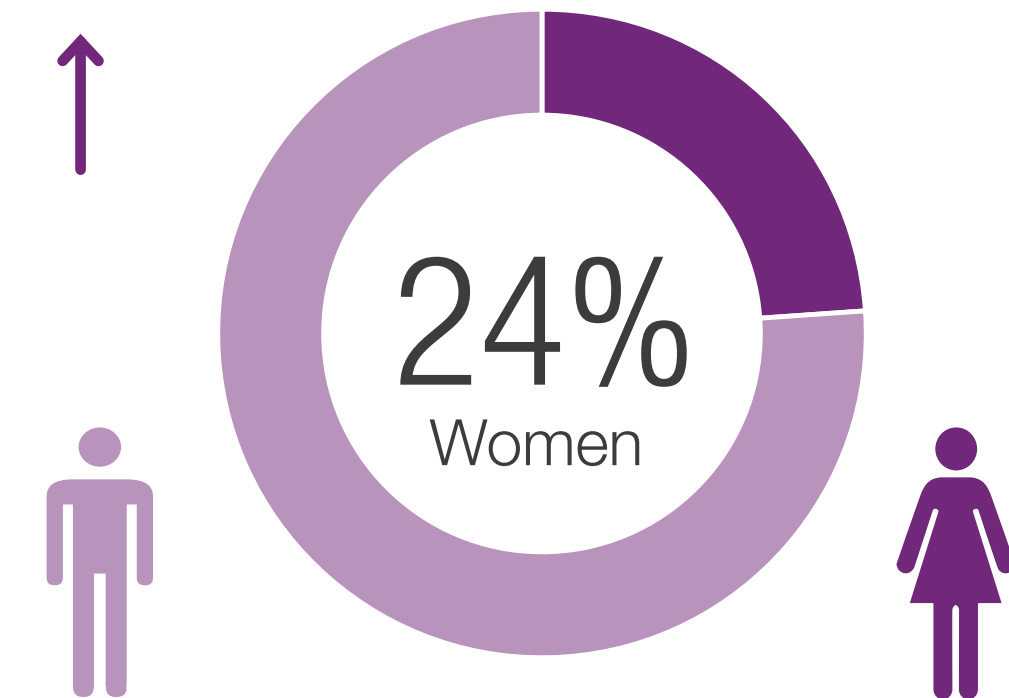


Proportion of employees in each pay quartile

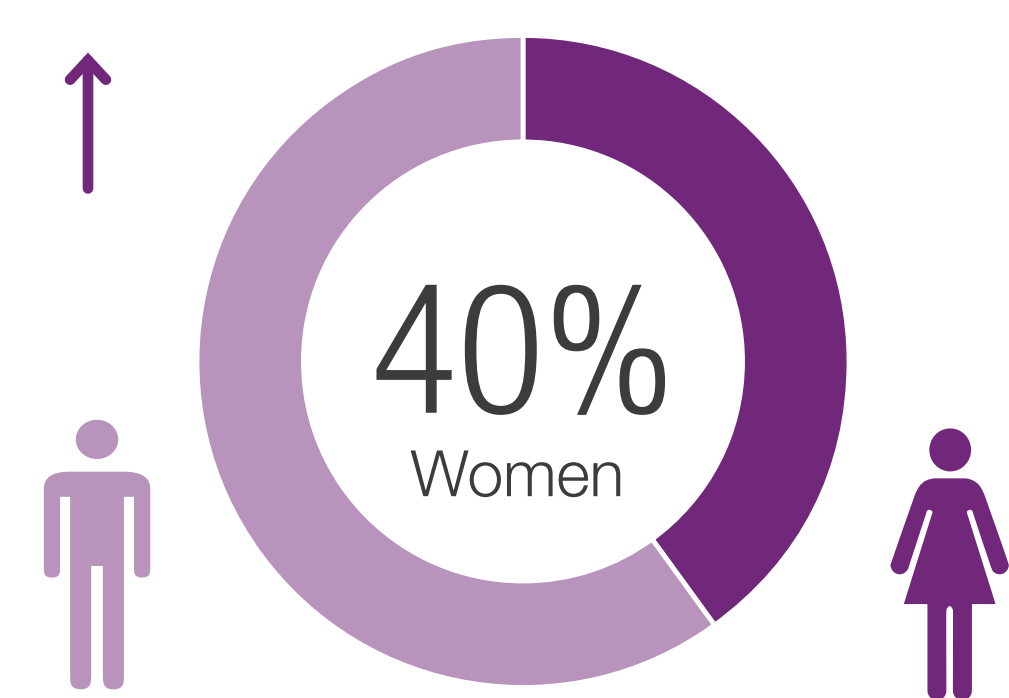
Upper pay quartile



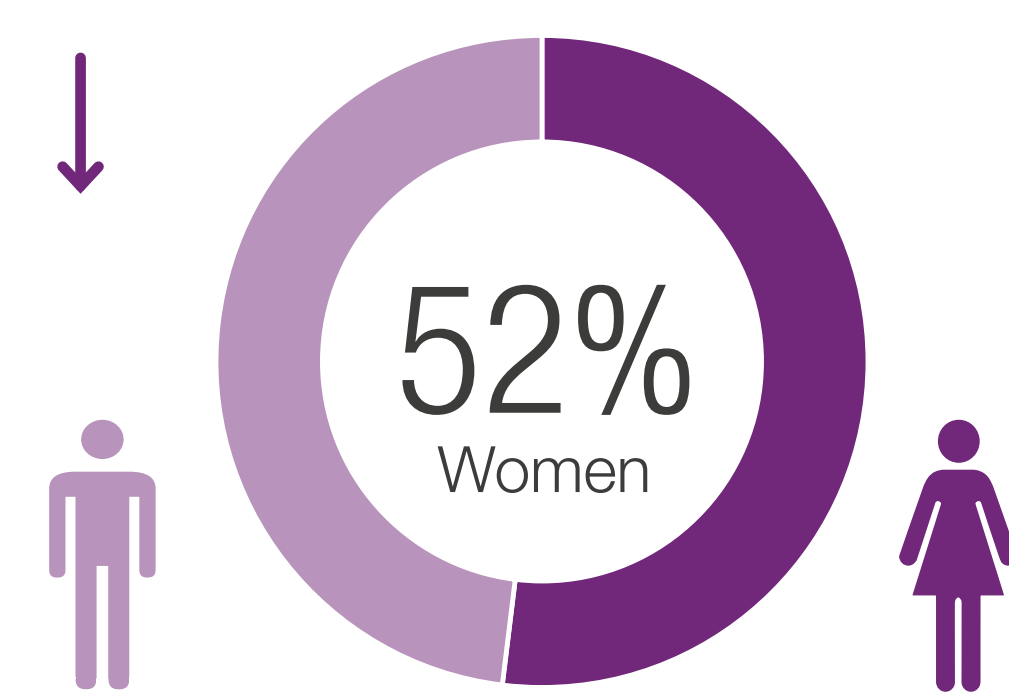
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



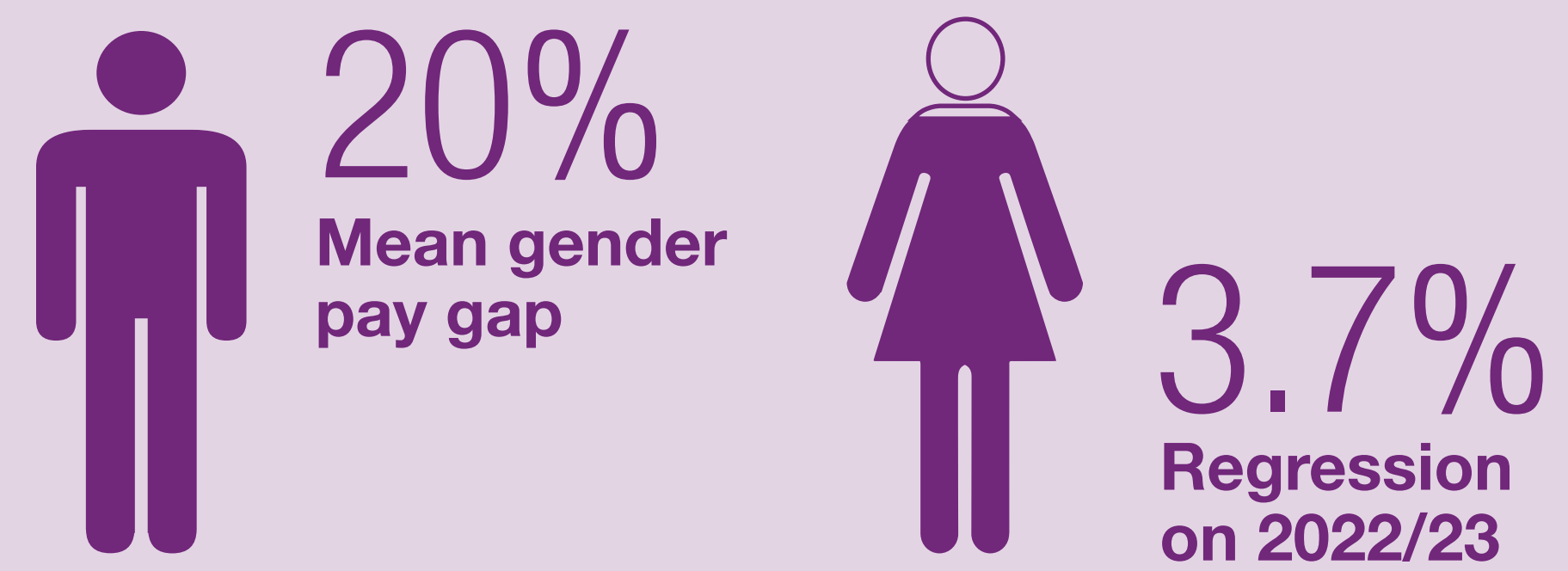
MACE LTD

STATUTORY DISCLOSURE

As at 5 April 2023

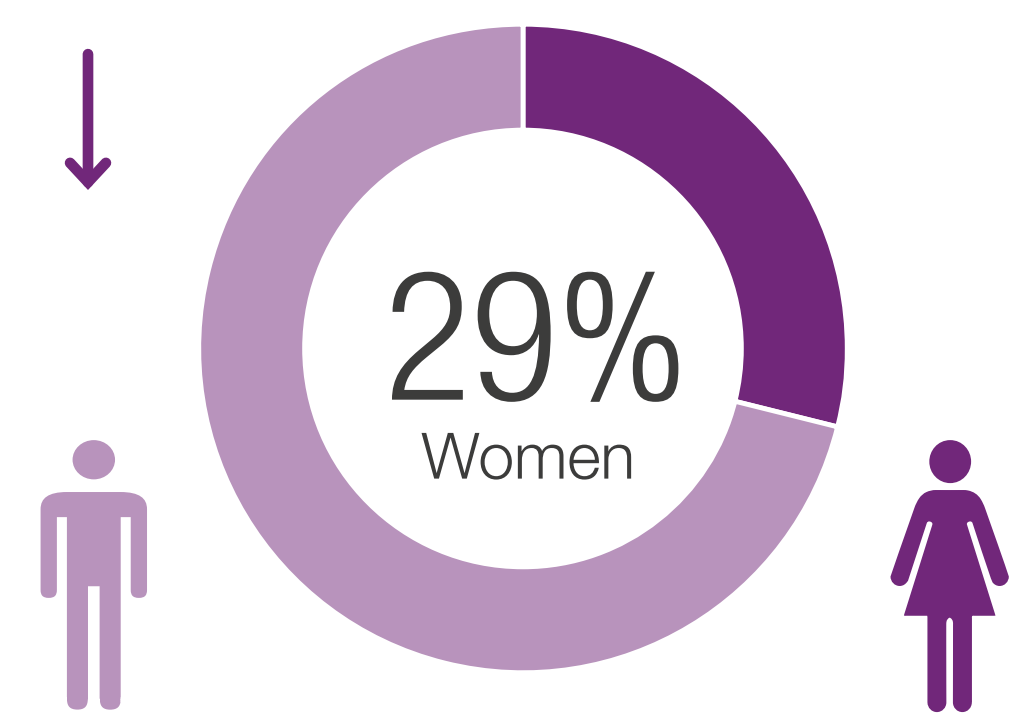
Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	35.2	33.5	30.4	19.3	20
% Median	37.5	38.6	34.9	24.1	23.9

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	60.2	66.5	52.9	7.4	6.1
% Median	33.3	48.0	40.0	44	24.7
% Males receiving bonus	55	1.27	26	74	85
% Females receiving bonus	60	0.12	17	73	80

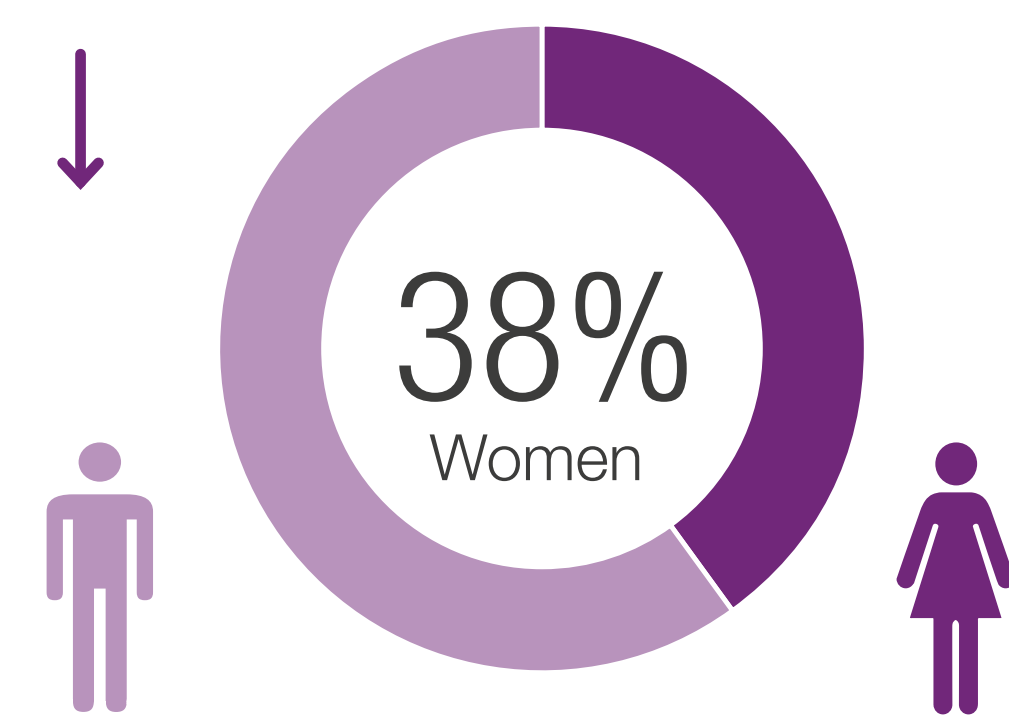


Proportion of employees in each pay quartile

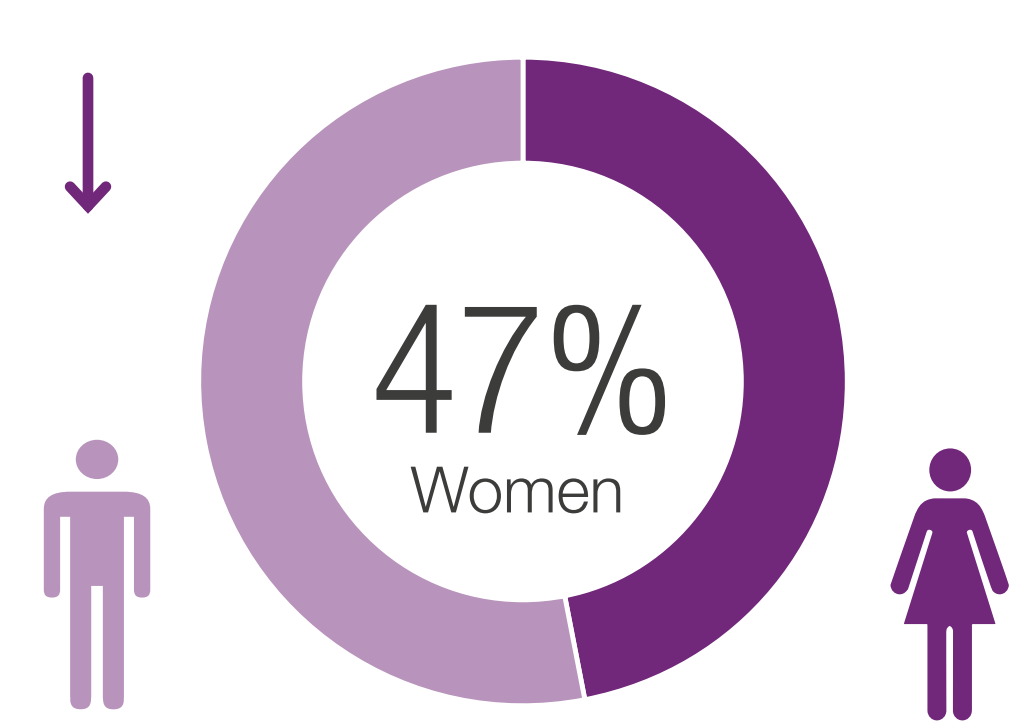
Upper pay quartile



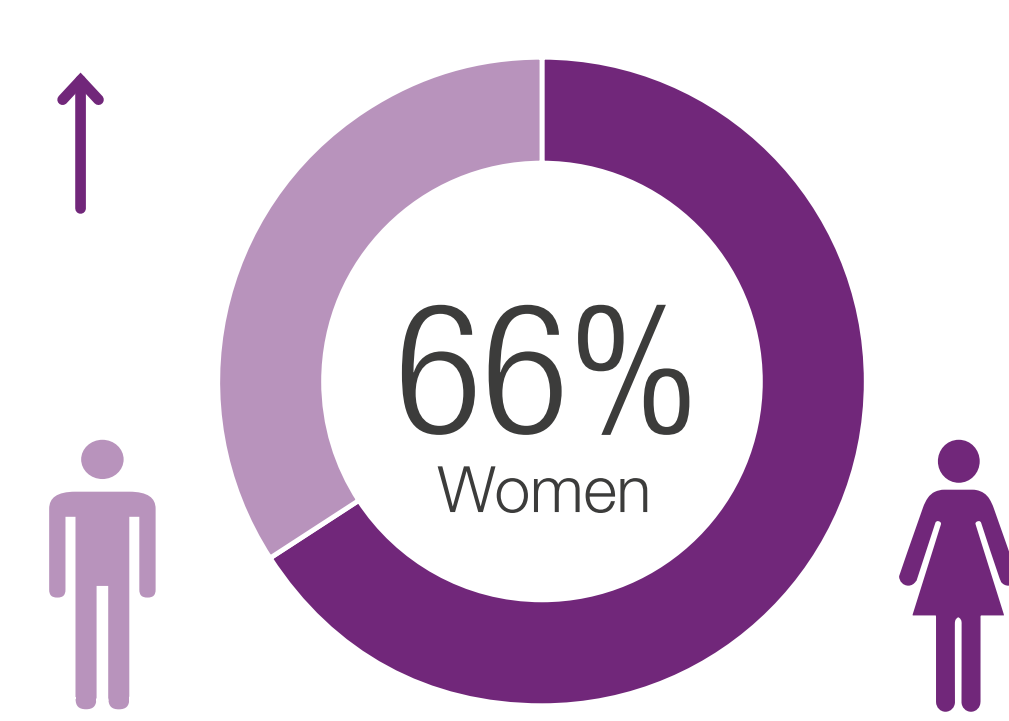
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



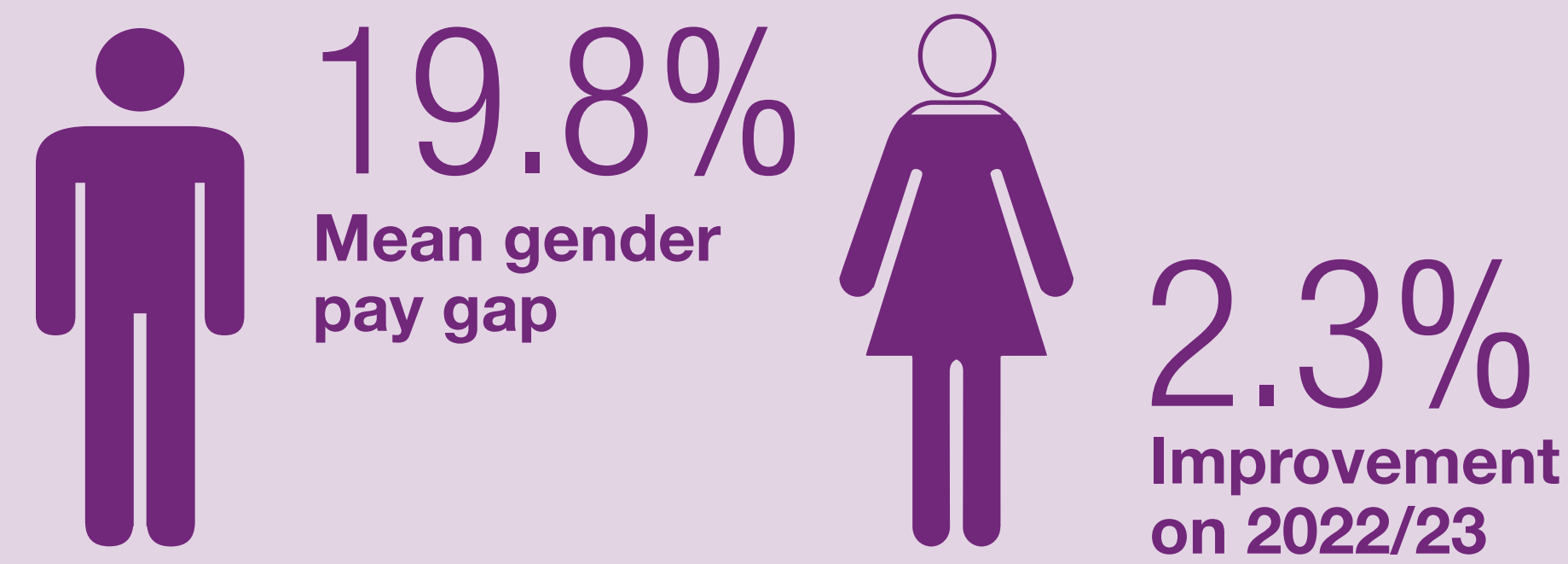
CONSULT

STATUTORY DISCLOSURE

As at 5 April 2023

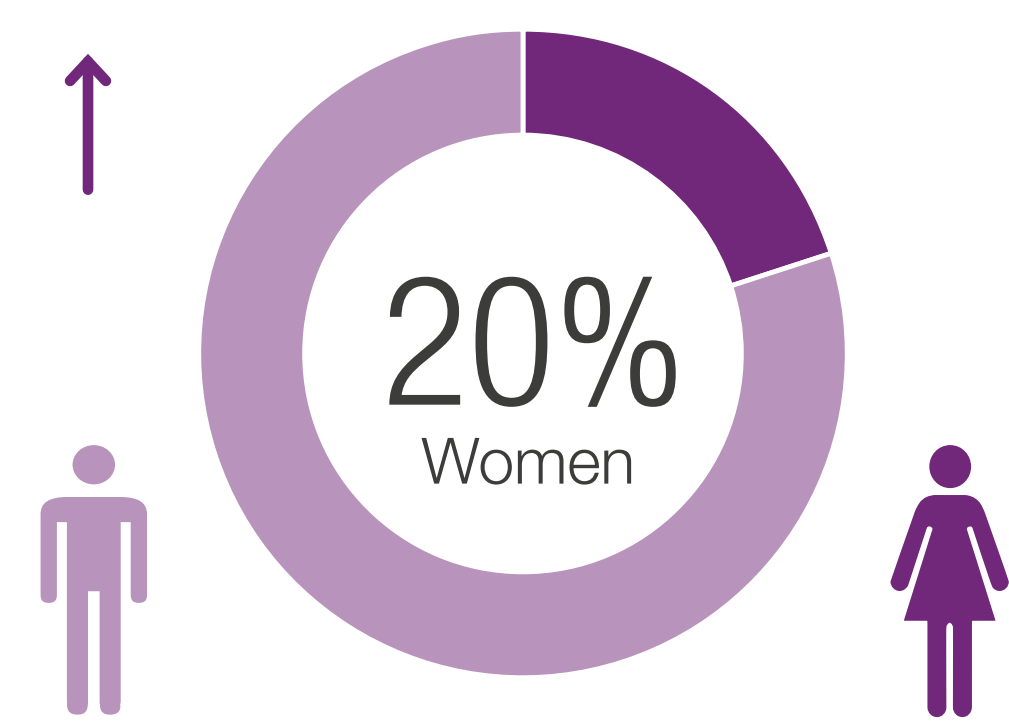
Pay gap	2021/22	2022/23
% Mean	20.2	19.8
% Median	22.8	21

Bonus gap	2021/22	2022/23
% Mean	39.5	34.4
% Median	27.9	20
% Males receiving bonus	53	53
% Females receiving bonus	48	50

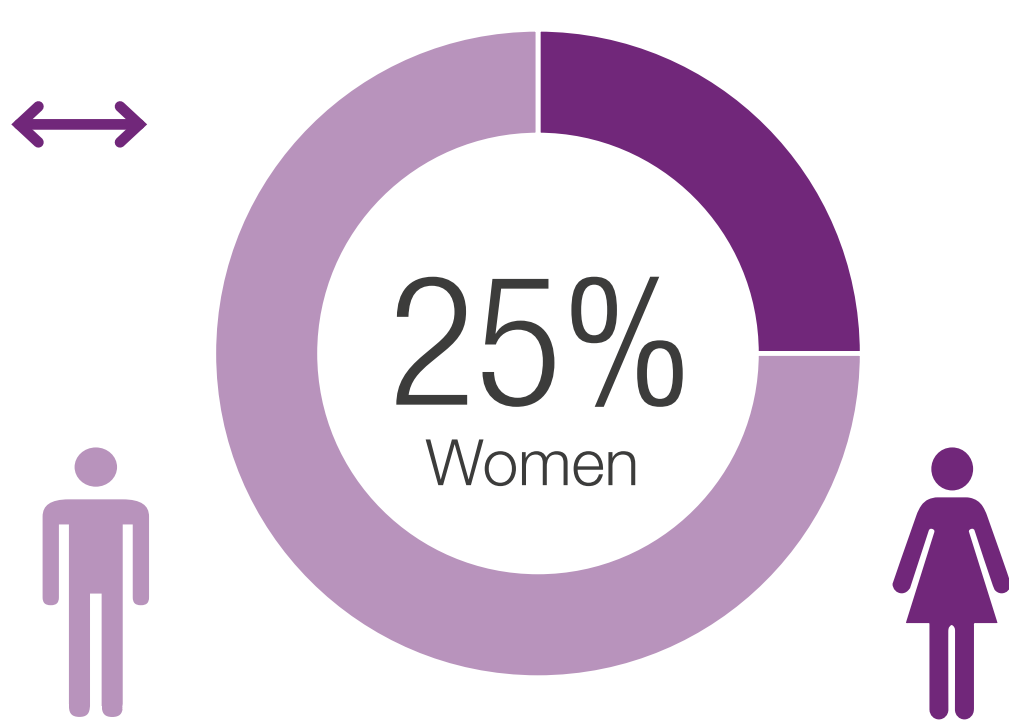


Proportion of employees in each pay quartile

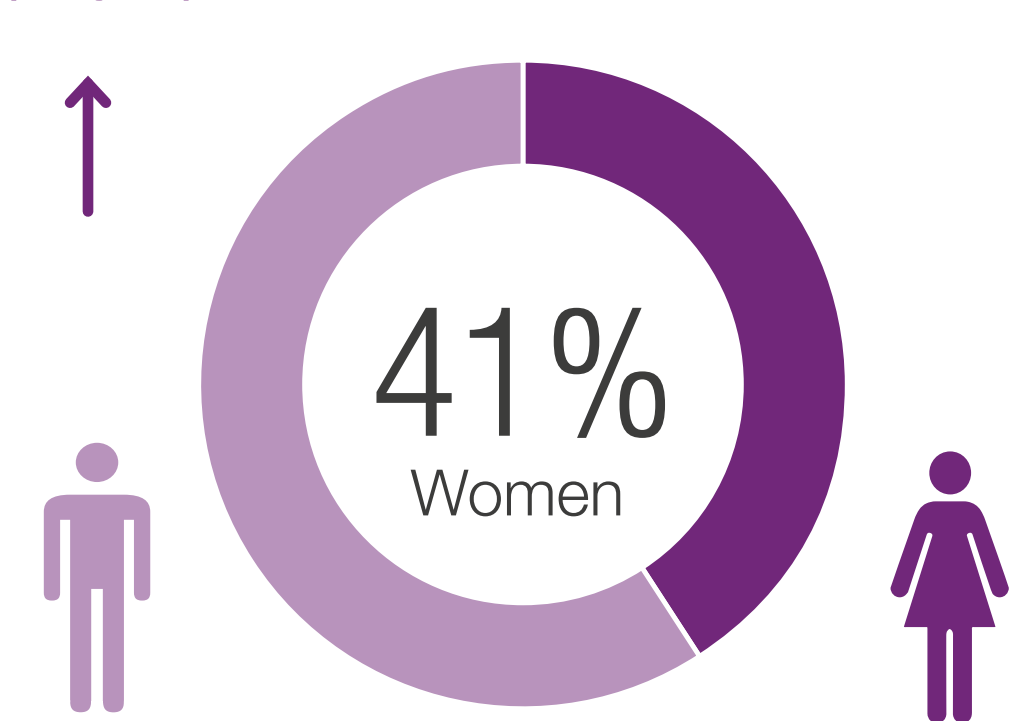
Upper pay quartile



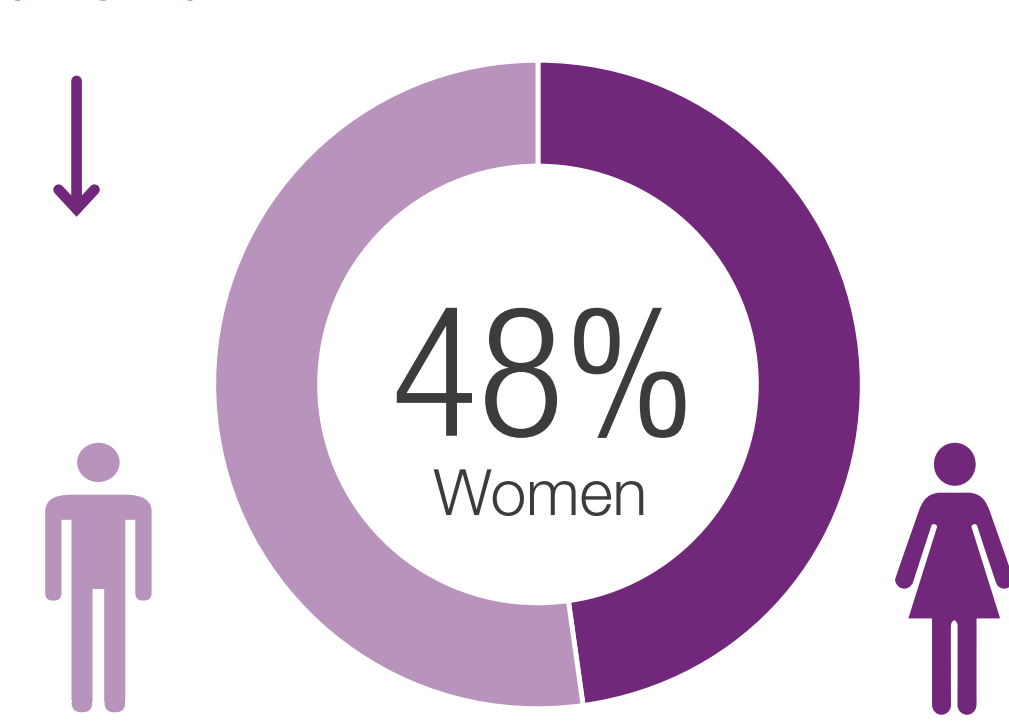
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



CONSTRUCT

STATUTORY DISCLOSURE

As at 5 April 2023

Pay gap

	2021/22	2022/23
% Mean	37.5	36.9
% Median	40.2	40.1

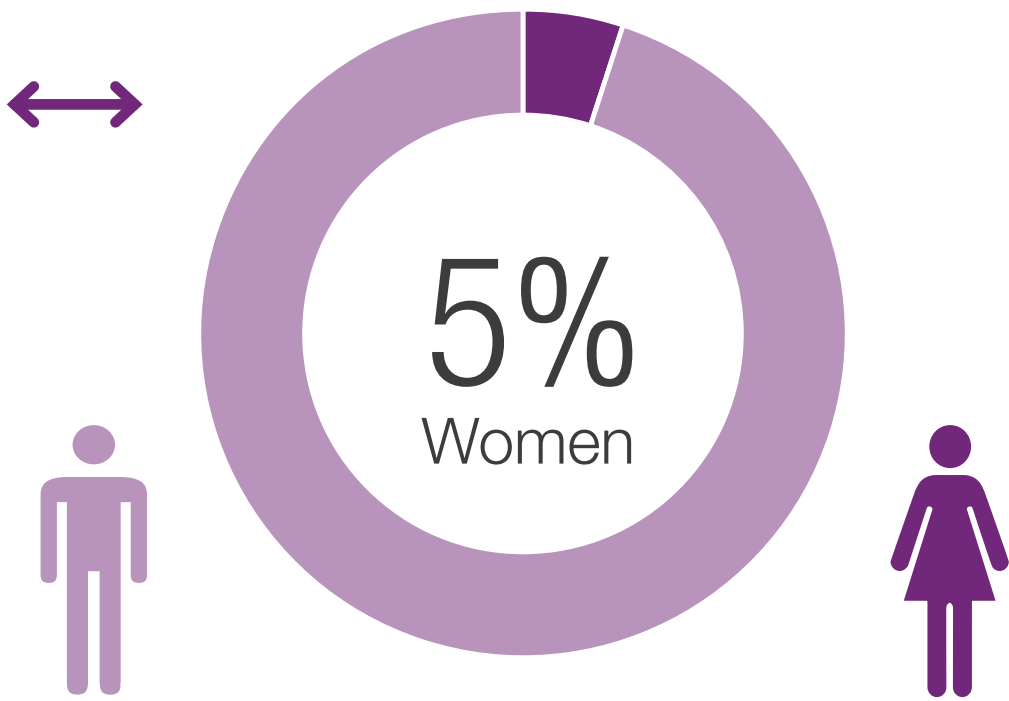
Bonus gap

	2021/22	2022/23
% Mean	67.8	69.6
% Median	50	50
% Males receiving bonus	79	69
% Females receiving bonus	77	64

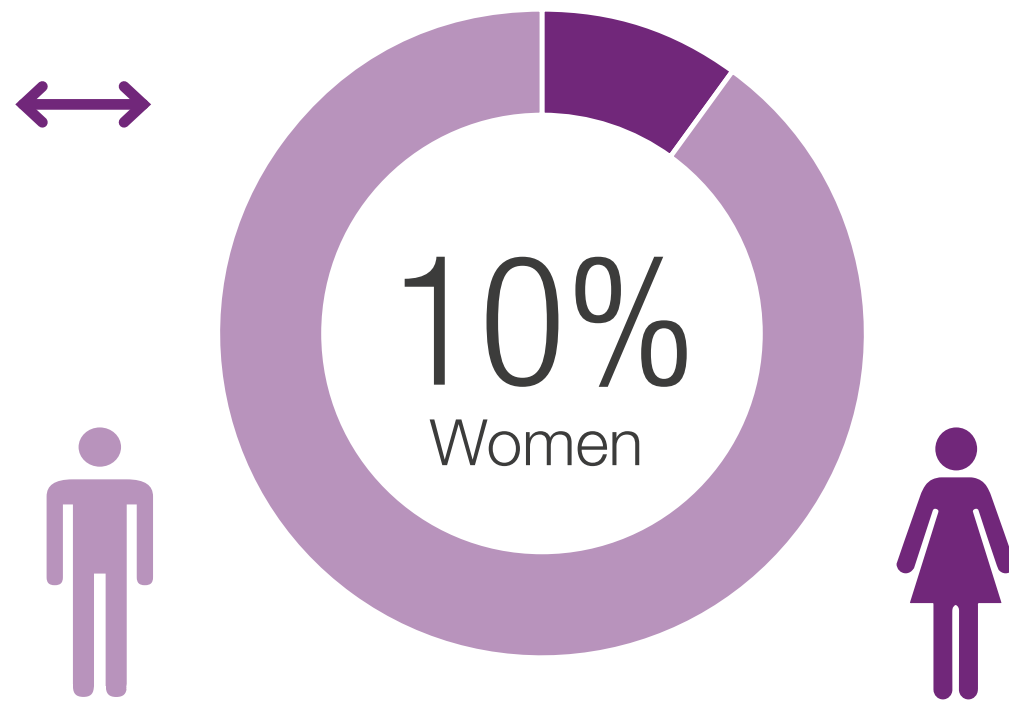


Proportion of employees in each pay quartile

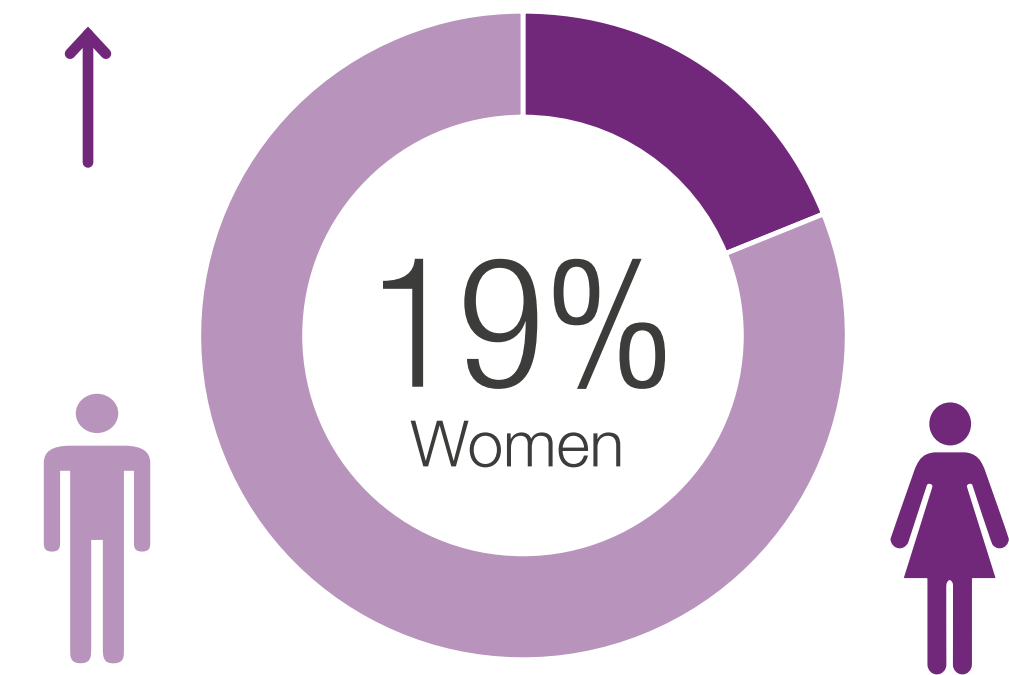
Upper pay quartile



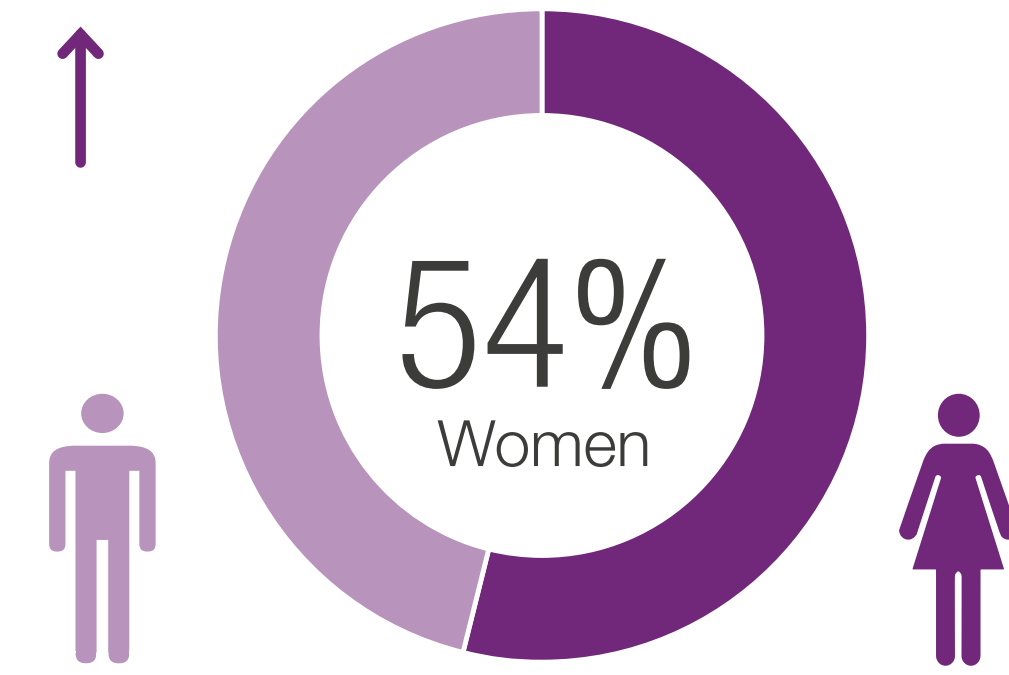
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



OPERATE

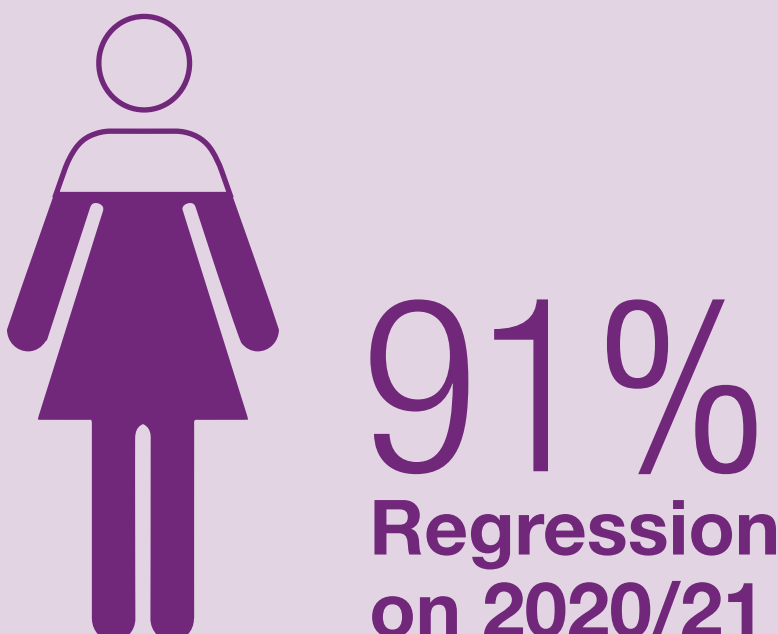
VOLUNTARY DISCLOSURE

As at 5 April 2023

Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	24.0	18.2	16.5	15.2	29
% Median	9.7	1.0	2.9	-1.9	17.2

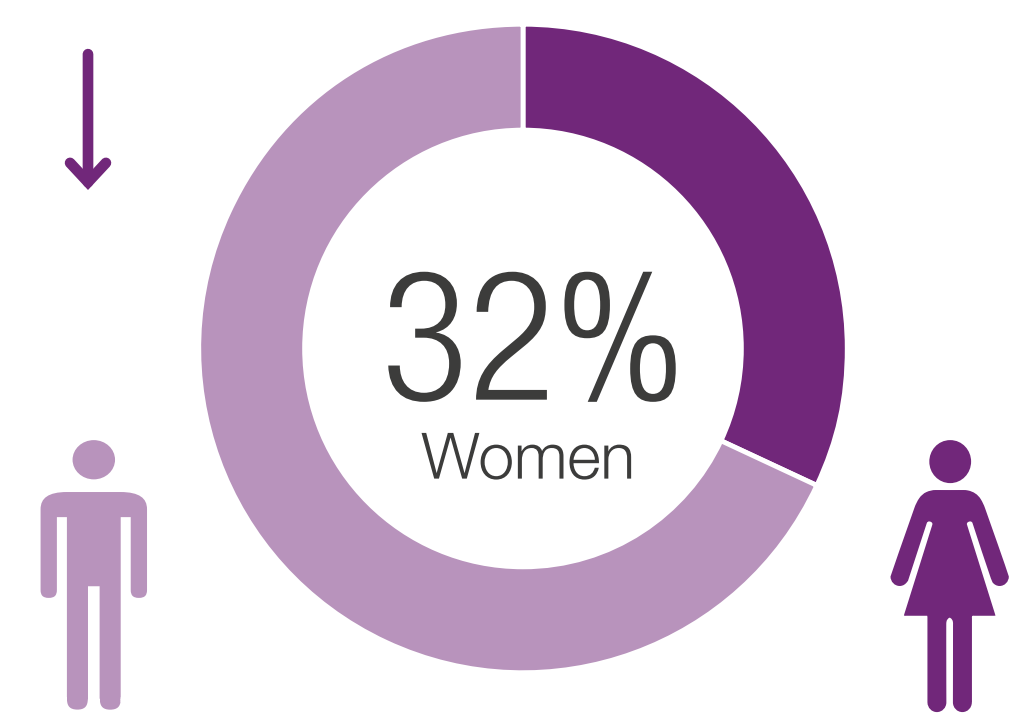
Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	66.2	N/A	13.1	54.2	-24.1
% Median	27.7	N/A	13.1	11.5	-20
% Males receiving bonus	34	0	4	55	24
% Females receiving bonus	2	0	2	52	28

* 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.

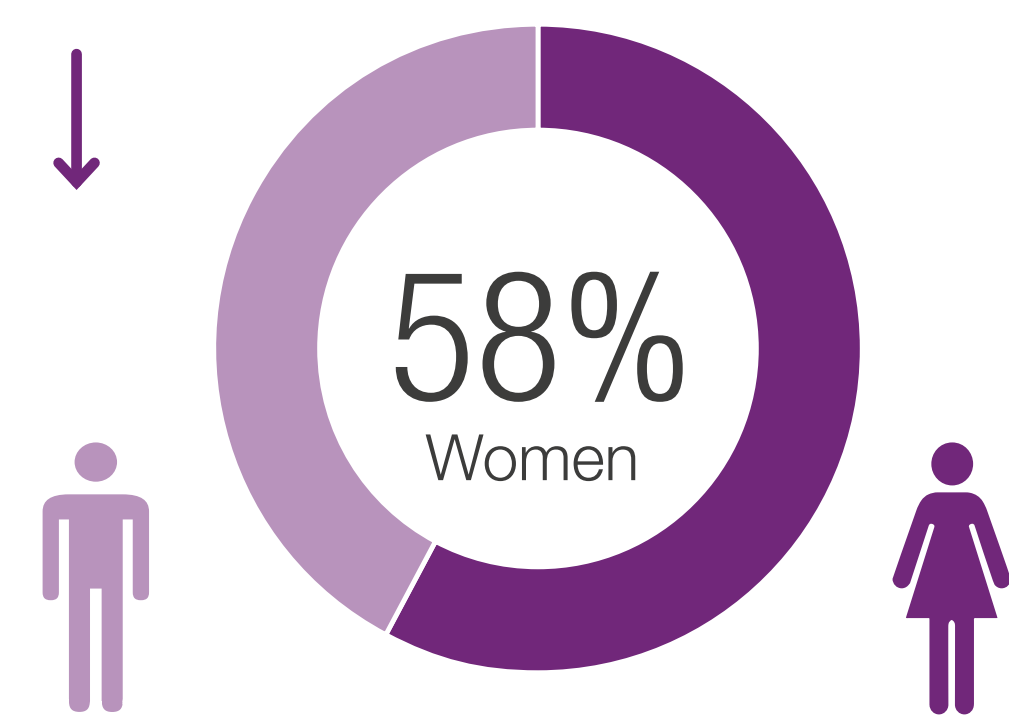


Proportion of employees in each pay quartile

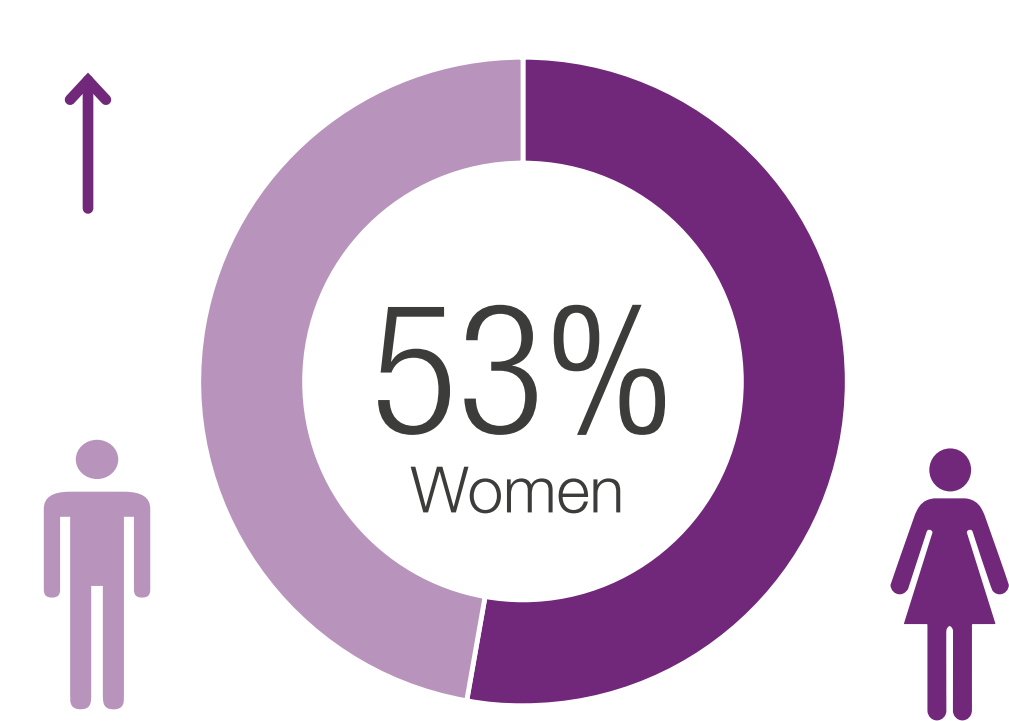
Upper pay quartile



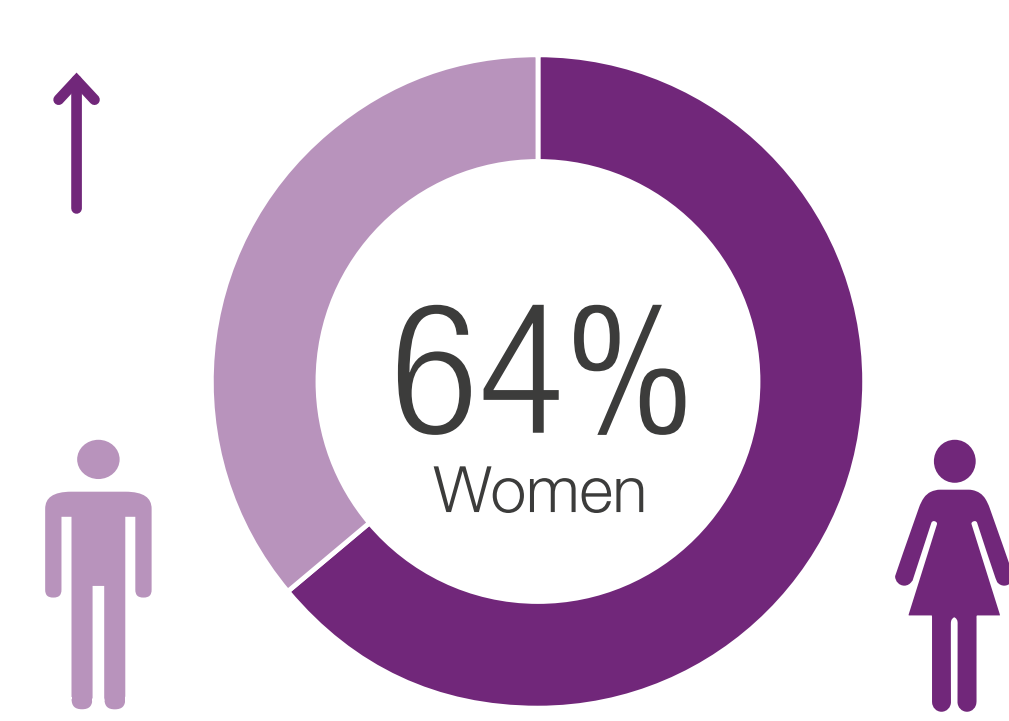
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



MACE GROUP

ETHNICITY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2023

Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	28.2	24.4	24.2	25.3	24.4
% Median	27.2	27.7	29.0	24.7	22.5

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	52.8	-70.2*	43.1	51	50.3
% Median	33.3	-20.0*	40.0	33.3	33.3
% White receiving bonus	60	1*	26	67	63
% Other receiving bonus	49	1*	15	52	49

* 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%

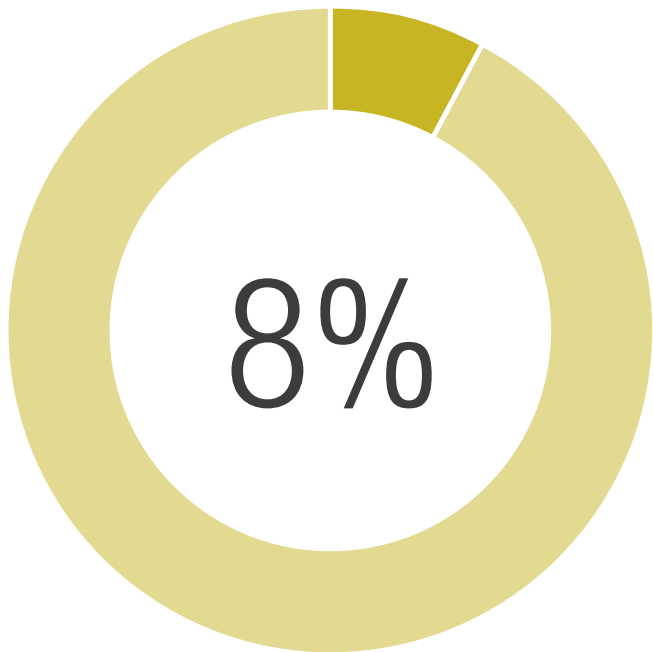
Mean ethnicity
pay gap

3.6%

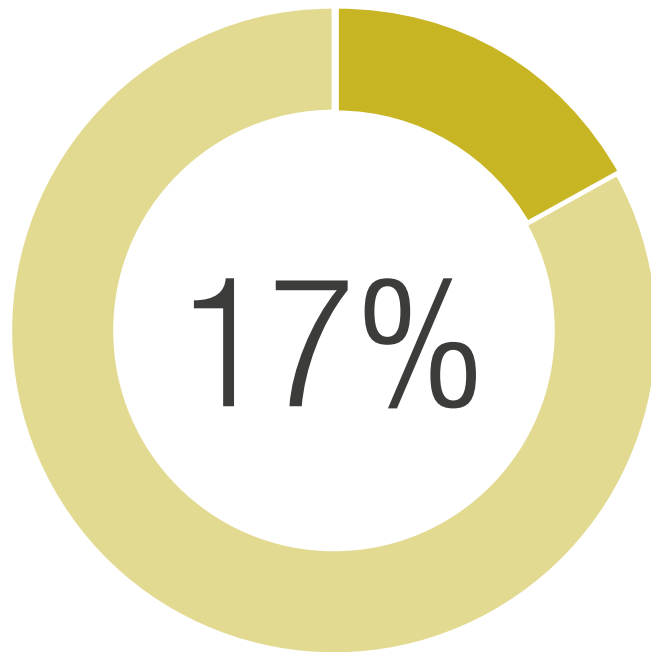
Improvement
on 2022/23

Proportion of employees in each pay quartile

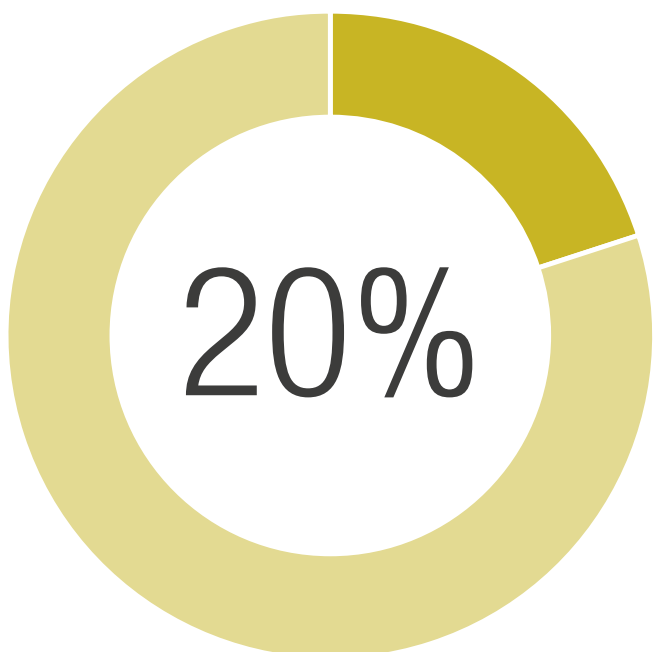
Upper
pay quartile



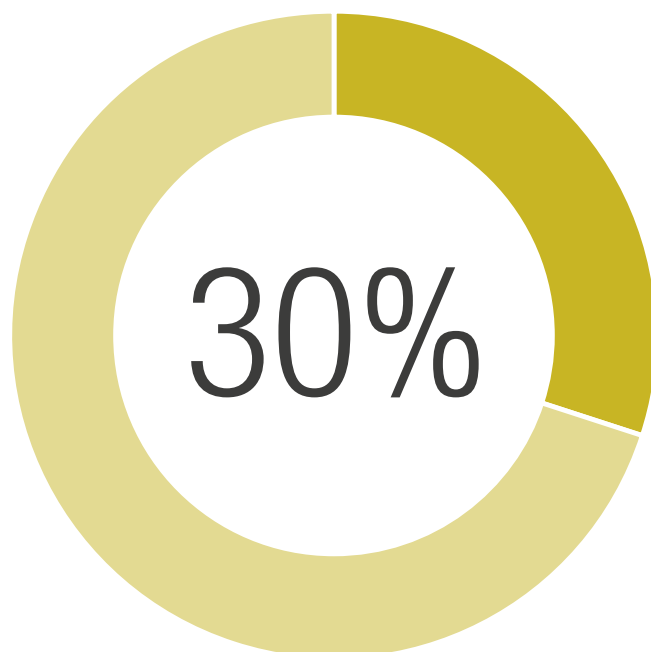
Upper middle
pay quartile



Lower middle
pay quartile



Lower
pay quartile



MACE LTD

ETHNICITY DISCLOSURE

As at 5 April 2023

Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	24.8	21.5	21.5	31.0	26.8
% Median	24.1	24.7	25.5	22.5	21.3

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	52.6	-70.2*	43.2	65.6	63.6
% Median	33.3	-20.0*	40.0	49.5	64.7
% White receiving bonus	61	1*	27	81	88
% Other receiving bonus	55	1*	17	63	78

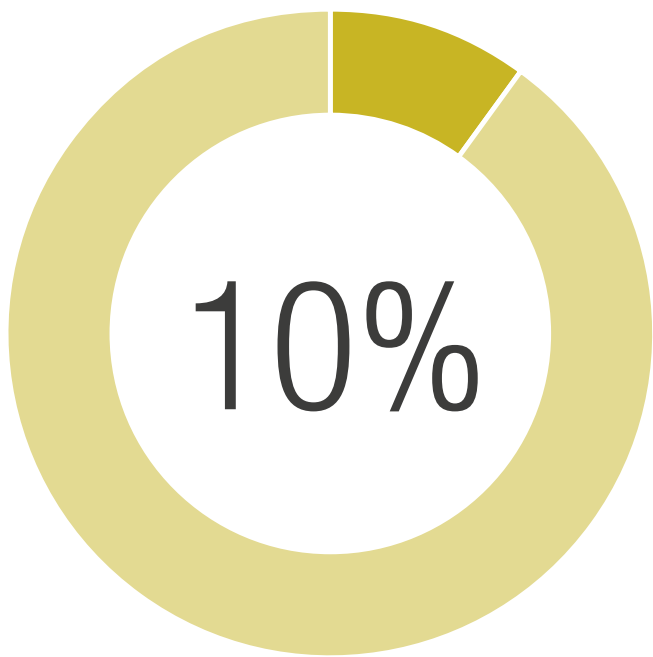
* As a result of the global coronavirus pandemic, during 2019-2020, Mace made the difficult decision to not pay annual bonuses to our colleagues. However, a limited number of colleagues received bonuses, but due to the low percentage this provides limited insight.

26.8%
Mean ethnicity
pay gap

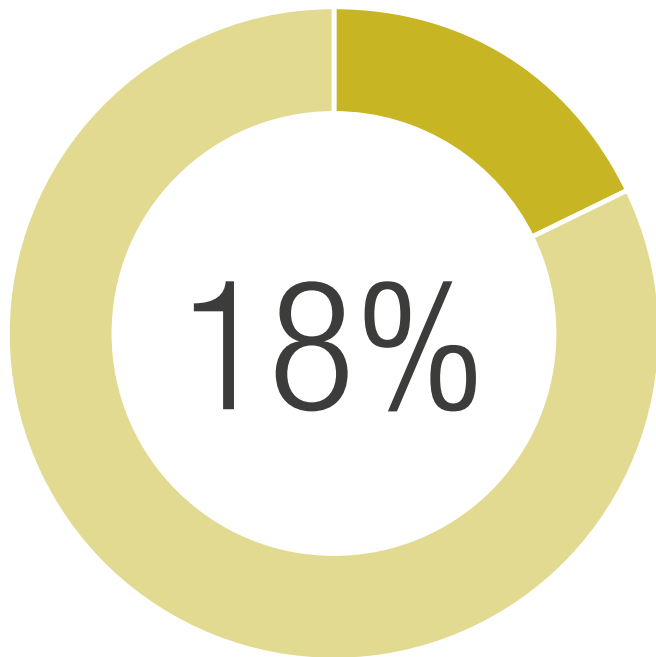
13.5%
Improvement
on 2022/23

Proportion of employees in each pay quartile

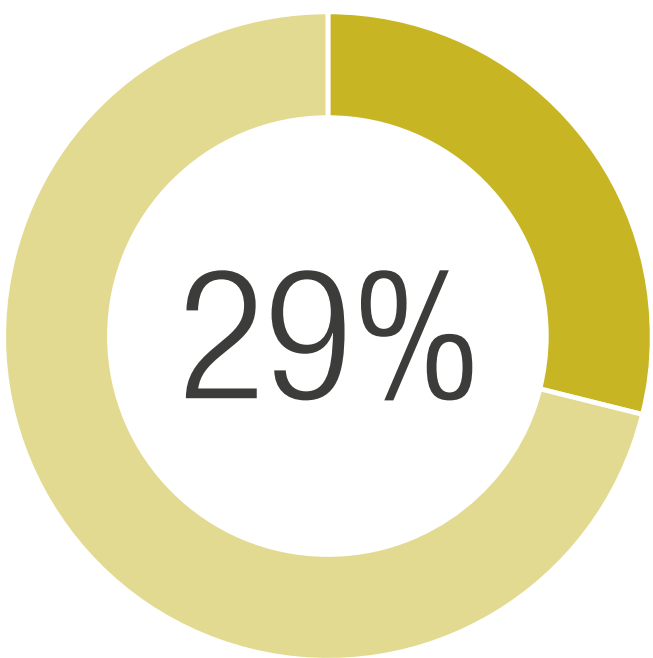
Upper
pay quartile



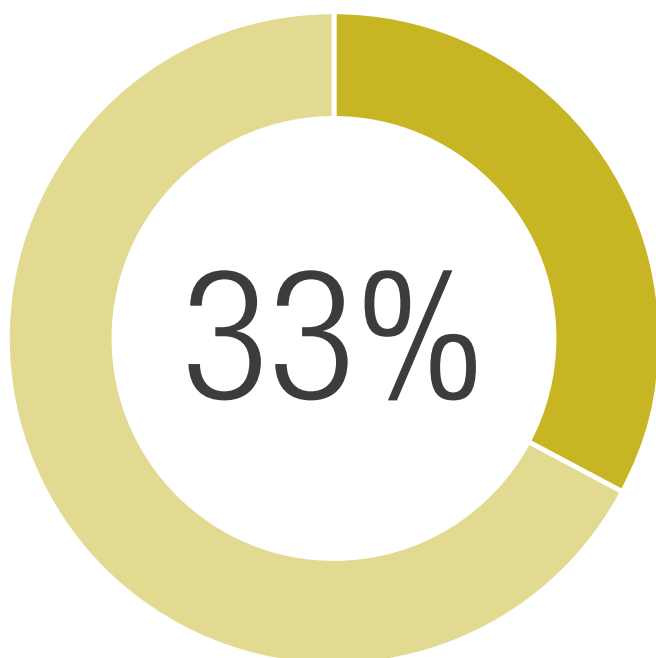
Upper middle
pay quartile



Lower middle
pay quartile



Lower
pay quartile



CONSULT

ETHNICITY DISCLOSURE

As at 5 April 2023

Pay gap	2021/22	2022/23
% Mean	14.7	14.5
% Median	15.8	14.4

Bonus gap	2021/22	2022/23
% Mean	-1.0	8.1
% Median	29.6	0
% White receiving bonus	56	56
% Other receiving bonus	41	42

14.5%

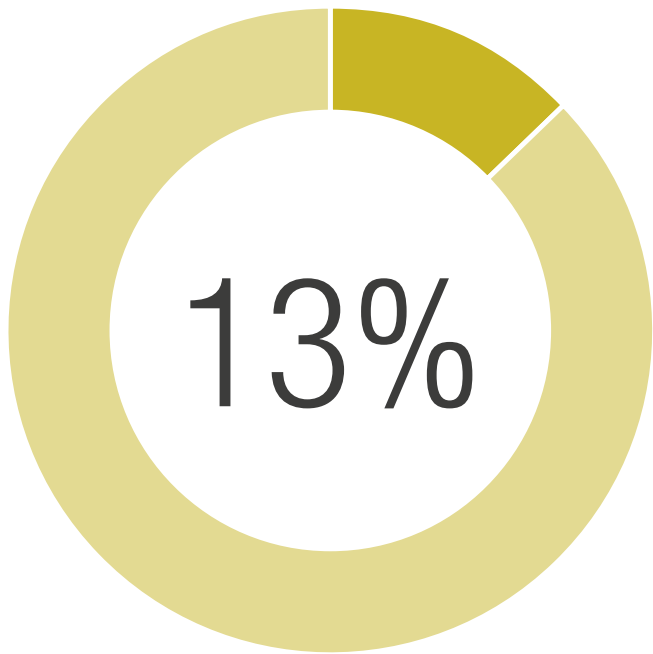
Mean ethnicity
pay gap

1.4%

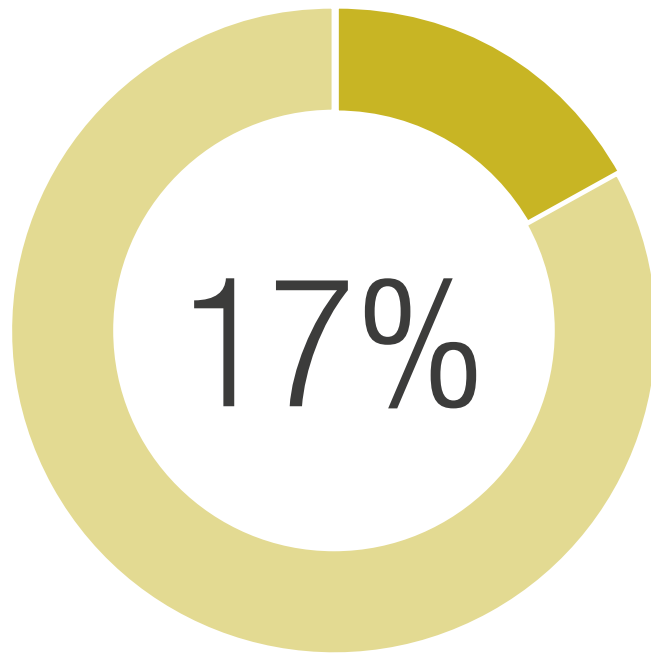
Improvement
on 2022/23

Proportion of employees in each pay quartile

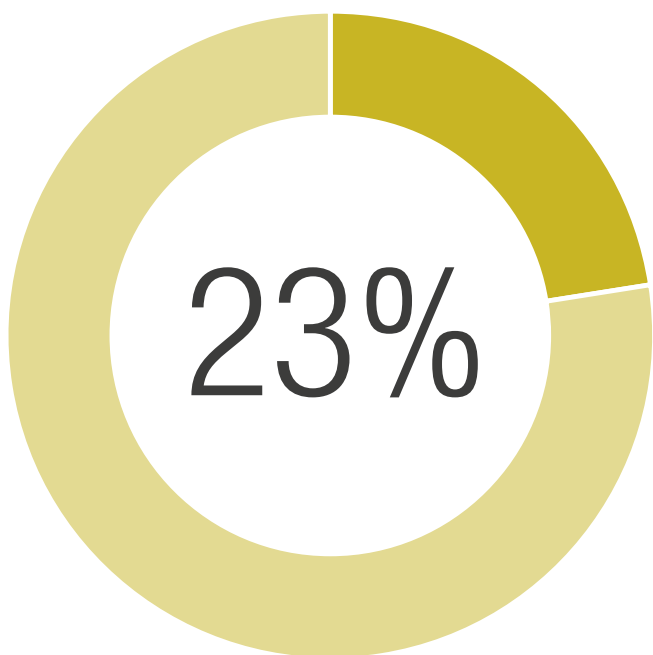
Upper
pay quartile



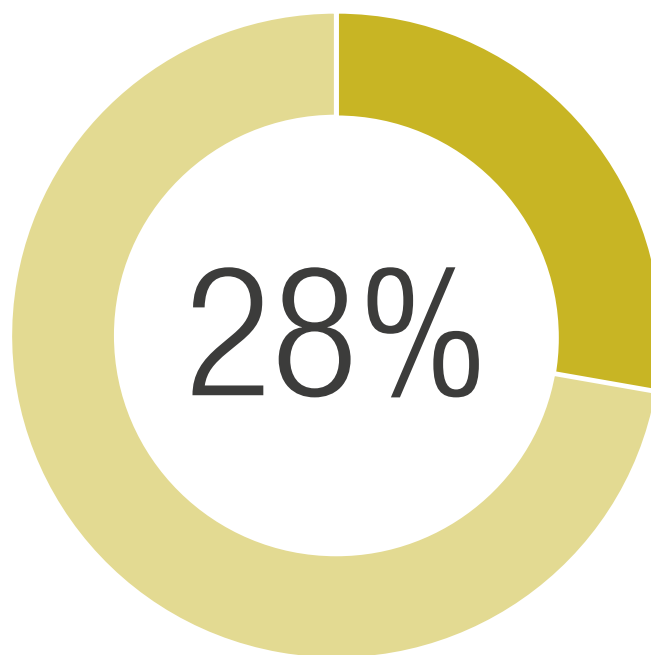
Upper middle
pay quartile



Lower middle
pay quartile



Lower
pay quartile



CONSTRUCT

ETHNICITY DISCLOSURE

As at 5 April 2023

Pay gap

	2021/22	2022/23
% Mean	26.6	27.1
% Median	23.8	26.4

Bonus gap

	2021/22	2022/23
% Mean	61.6	57.2
% Median	33.3	40
% White receiving bonus	81	72
% Other receiving bonus	72	60

27.1%

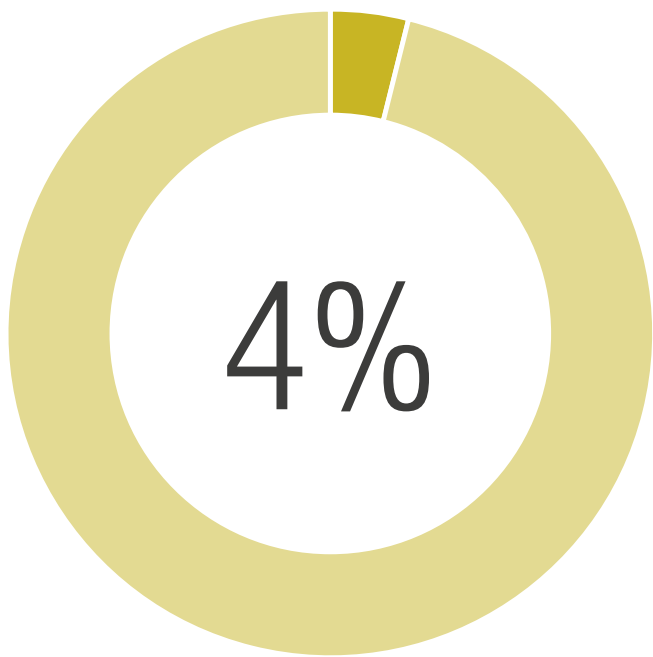
Mean ethnicity
pay gap

1.8%

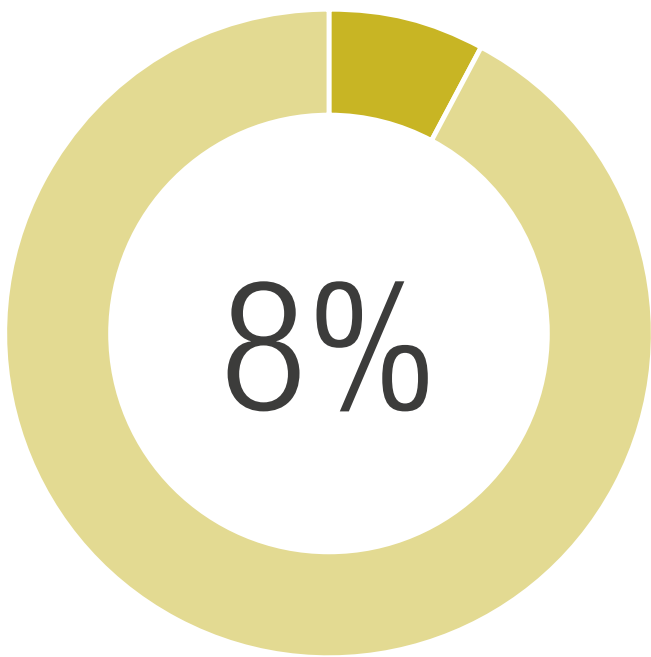
Regression
on 2022/23

Proportion of employees in each pay quartile

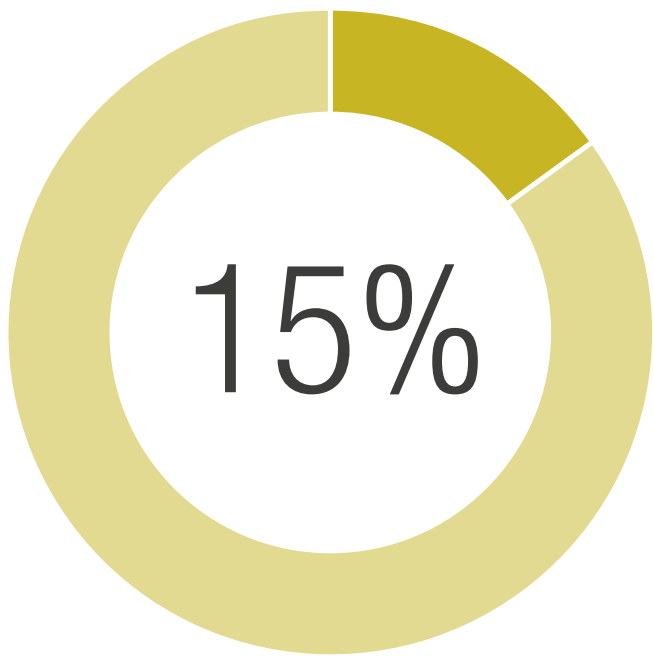
Upper pay quartile



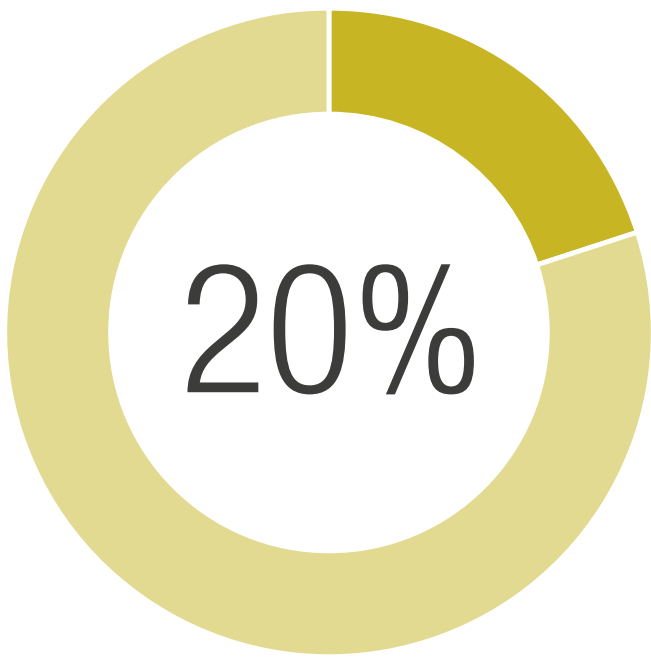
Upper middle pay quartile



Lower middle pay quartile



Lower pay quartile



OPERATE

ETHNICITY DISCLOSURE

As at 5 April 2023

Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	27.3	25.6	34.8	24.0	36.7
% Median	21.9	17.0	34.9	30.9	38.6

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23
% Mean	49.1	N/A*	51.9	61.6	41.6
% Median	33.7	N/A*	55.3	34.7	52.5
% White receiving bonus	41	0*	5	53	19
% Other receiving bonus	17	0*	2	53	34

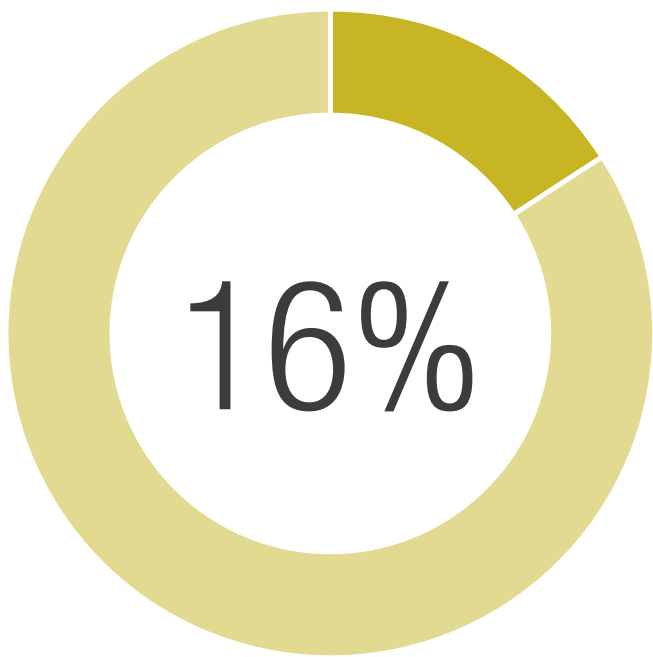
* As a result of the global coronavirus pandemic, during 2019-2020, Mace made the difficult decision to not pay annual bonuses to our colleagues. However, a limited number of colleagues received bonuses, but due to the low percentage this provides limited insight.

36.7%
Mean ethnicity
pay gap

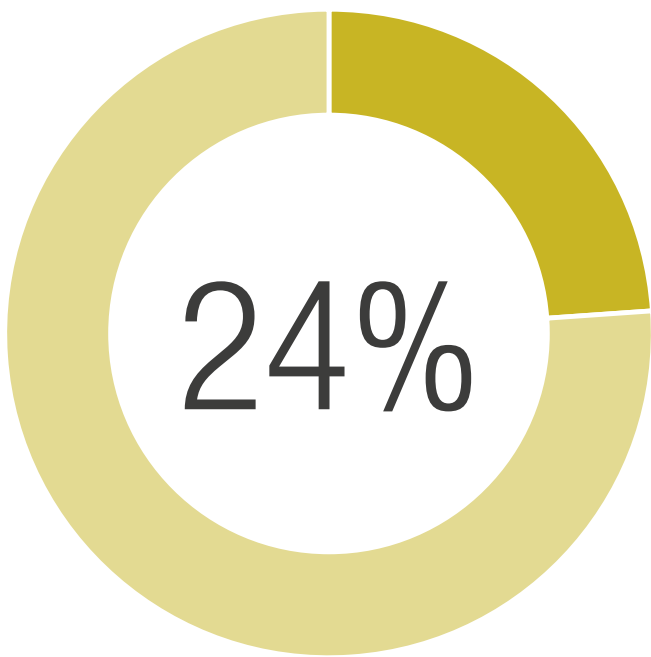
52.9%
Regression
on 2022/23

Proportion of employees in each pay quartile

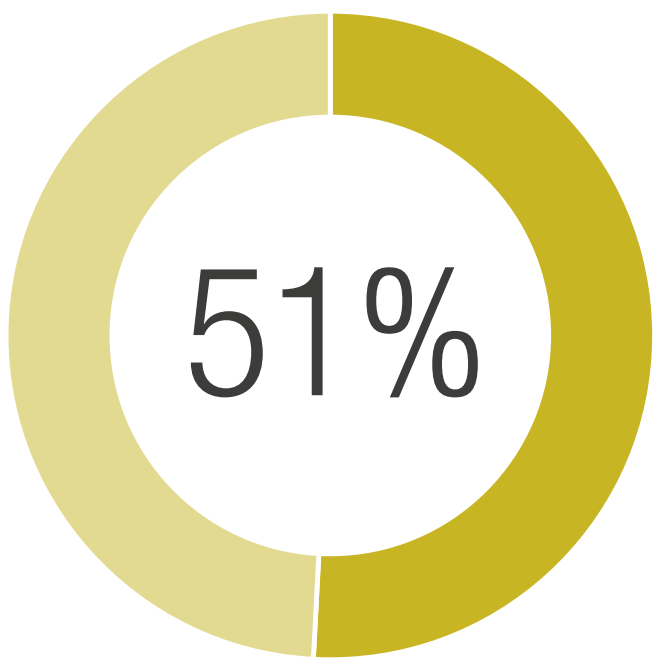
Upper
pay quartile



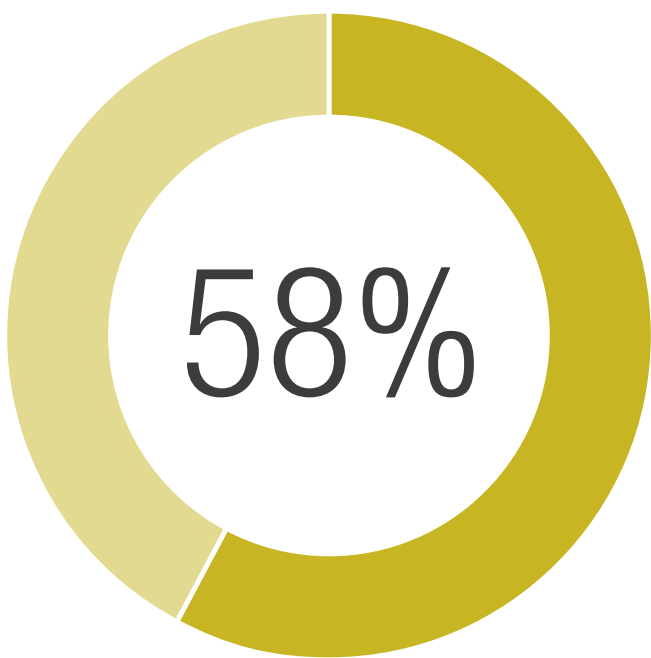
Upper middle
pay quartile



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.