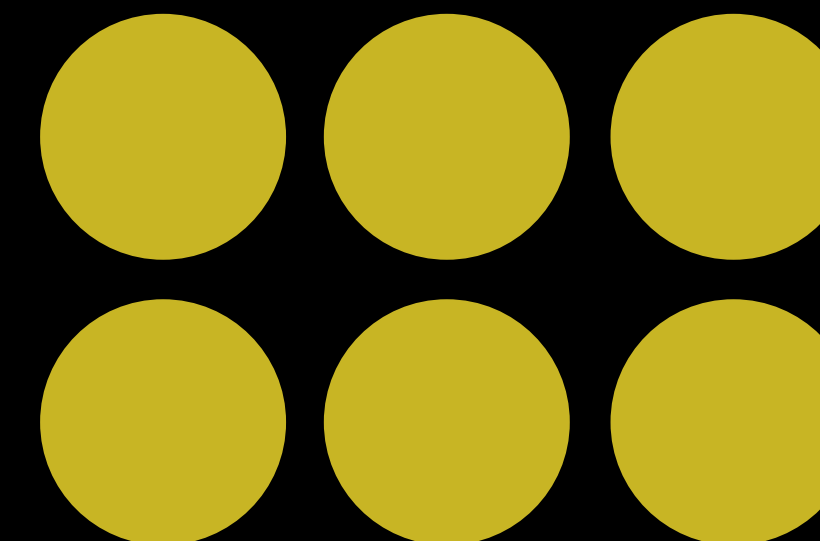
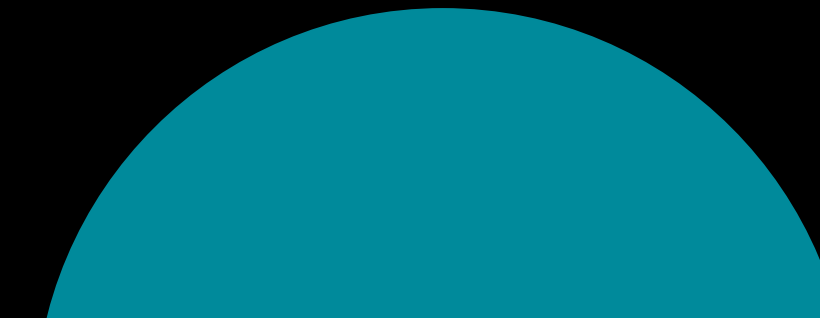
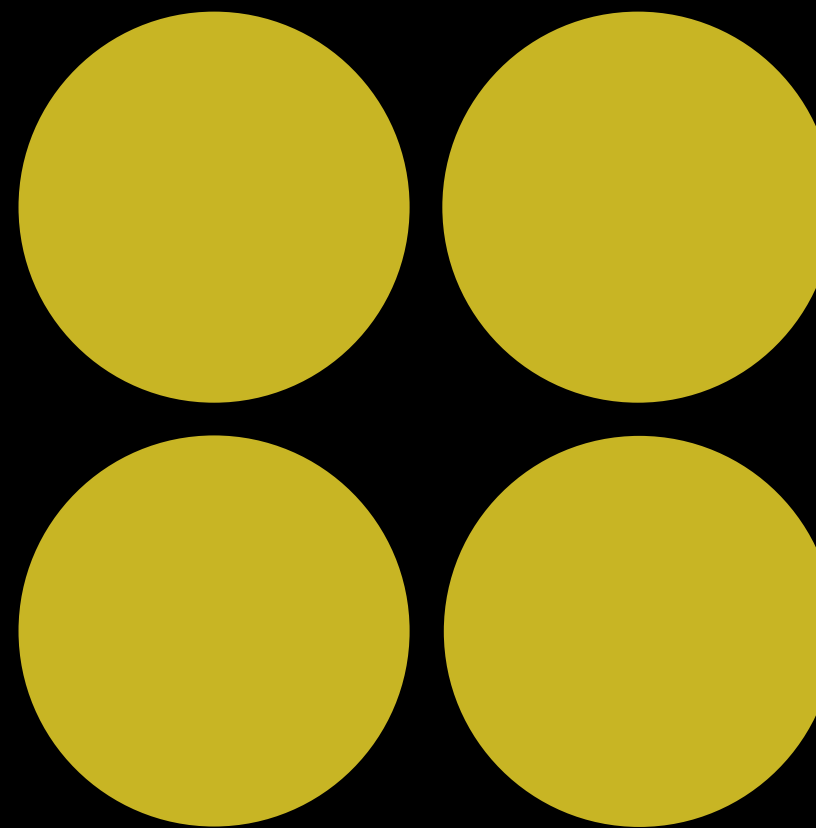
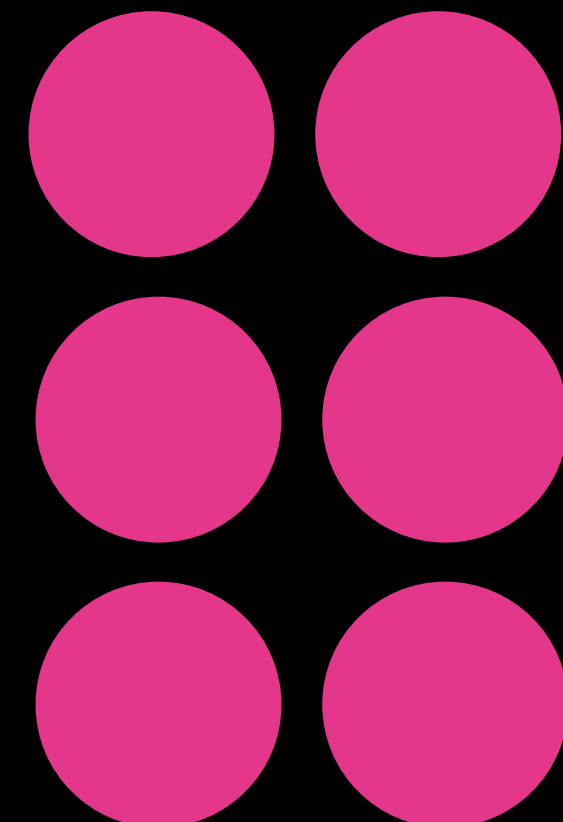
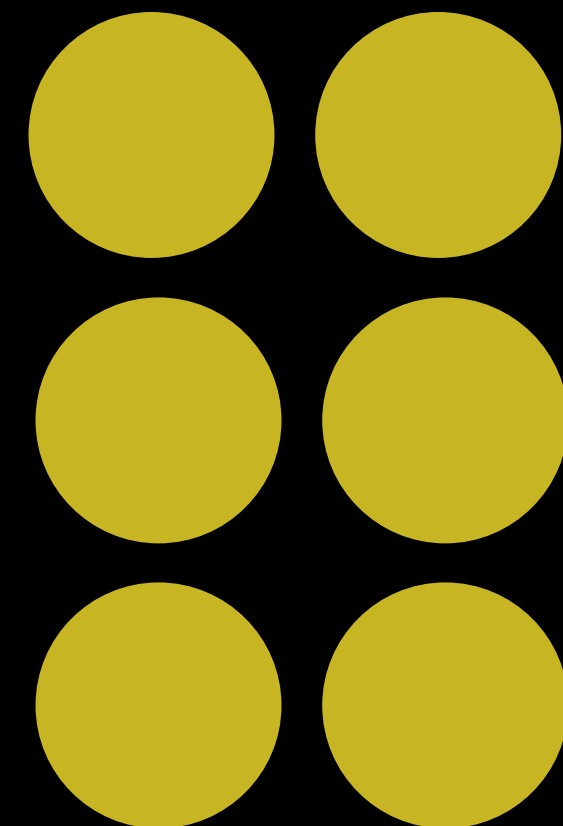
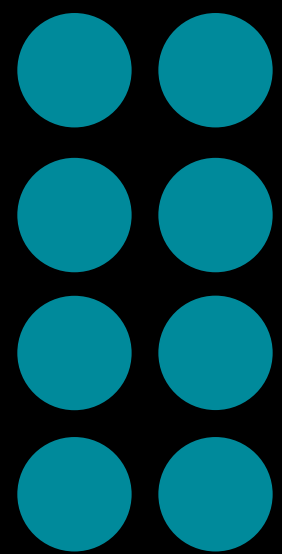


INCLUSION

Pay Gap Report 2023-2024





GROUP CHAIRMAN AND CHIEF EXECUTIVE STATEMENT



We know that a diverse team can have a powerful impact. Bringing different perspectives, skills, voices and cultures to the table sparks innovation and creativity. At the heart of being an inclusive employer is a sense of belonging, which is the driving force behind our commitment to diversity. Only when everyone feels seen, heard and valued, will we achieve our ambition to be the most inclusive employer in our industry, underpinned by a workplace environment that encourages us to challenge each other to think differently and support one another.

This September marks one year since we launched our refreshed Equality, Diversity, and Inclusion (EDI) strategy, which outlines our roadmap to becoming the most inclusive employer in our industry. Our daily actions and behaviours shape our culture, driving us forward on our journey to becoming the global programme and project delivery consultants and construction experts. While we've still got a way to go towards reaching our 2026 EDI goals, we're pleased with the tangible progress we've made to date.

That progress isn't just captured in this data – numbers can never represent the true picture of an organisation – but we're clear that the policies we've introduced and goals we've set ourselves are making a difference and driving change.

In this report you can read about our performance against the gender and ethnicity pay gaps across our UK Engines in detail, but the headlines are that we've achieved our 10% reduction target for our median gender pay gap at Group level and across each of our Engines, and are successfully attracting ethnically diverse colleagues who are at the start of their careers into our business, building a strong pipeline to grow and progress within our company. While there is still work to do, especially around increasing representation at senior levels, we're proud of what we've achieved this year and are motivated to continue to move the dial.

Our journey so far

In September 2023, we launched our refreshed Equality, Diversity and Inclusion (EDI) strategy, setting ourselves a new set of ambitious targets guided by three strategic objectives: 1) Attract, develop and retain talented diverse people. 2) All colleagues have a voice and are valued. 3) Our leaders champion our inclusive culture and behaviours.

This past year, we've collaborated with our leadership, colleagues, supply chain strategic partners, and our Employee Resource Groups to ensure our efforts are impactful and drive meaningful change.

Legislative changes in the UK required all organisations to implement changes to their paternity leave policies effective April 2024. We leveraged this opportunity to introduce additional updates to our wider family-friendly policies, offering neonatal leave, expanding the scope of our pregnancy loss to miscarriages before the 24th week of pregnancy and enhancing our carer's leave benefit. The response from our UK colleagues was overwhelmingly positive.

We were thrilled to have been awarded the Clear Assured Gold Standard this year, a significant milestone reflecting the collective effort of our teams and our commitment to seamlessly integrating EDI into our everyday operations. What ultimately helped get us to gold was our comprehensive integration of

EDI principles into our activities, particularly our recruitment processes, and dedication to continuous learning and commitment to inclusion through an intersectional lens. Throughout our four years of working with Clear Assured, we have completed 104 tasks, and 35 of our Talent Acquisition colleagues have completed the Inclusive Hiring programme. One key takeaway from this accreditation is that it showcases the importance of time; it takes time for actions and initiatives to embed into standard practice and create a noticeable impact. Mace is the fifth construction sector organisation to reach gold.

We've seen a significant increase in female applicants having tweaked the language used in our job adverts and are successfully attracting more ethnically diverse talent to the business as well.

Our leaders play a key role in helping drive change and shape our culture. As a data-led organisation, we recognise the importance of having easily accessible, real-time insights to hand, to help inform our decisions as leaders and ensure alignment with our strategic goals. Our new and improved leadership dashboards are providing leaders with better insight into our talent population and offer clear guidance on how our business EDI goals translate to team level. We are also close to launching a new enterprise leadership programme that will focus on inclusive leadership.

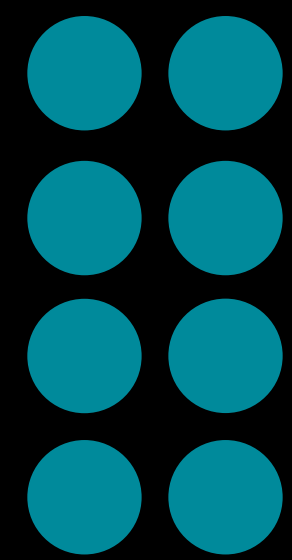
Reflecting on our performance

We have a lot to be proud of this year and are looking forward to seeing our current and upcoming initiatives making an impact.

Our latest Pulse survey took place in July 2024, in which we asked colleagues questions to help measure our progress against the findings from previous surveys and ensure our actions are having a meaningful impact on their employee experience. 83% of Mace colleagues around the world feel they can be themselves at work and feel able to discuss their health and wellbeing with their manager if needed. We are thrilled that 90% of colleagues feel their manager treats them fairly and with respect as we know the important role managers play in shaping our collective culture at Mace.

Thank you to everyone at Mace who has contributed to the success we've seen in our inclusion pay gap data and our overall inclusive culture. Our ambition is to be the most inclusive employer in the industry, and it is the everyday actions of our colleagues that have the greatest impact.

Mark Reynolds
Group Chairman and Chief Executive



UNDERSTANDING OUR PERFORMANCE

This report includes our latest set of inclusion pay gap data for 2023/24. Between our 2019/20 pay gap data and the data published in this report for April 2023 to April 2024, our median gender pay gap across the whole of Mace's UK team has reduced every year, from 40% in 2019/20 to 26.2% today – an overall improvement of 34.6%. Similarly, our median ethnicity pay gap has reduced from 27.7% in 2019/20 to 22% today - an overall improvement of 20.4%.

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 third year, we're also publishing our data by all three of our entities which directly employ Mace colleagues, providing a more transparent breakdown of our performance in different areas of the business. By reporting on these three legal UK entities, we can build a more comprehensive picture of the progress we've made and how far we have left to go. In addition to publishing the data per entity, we also include the combined data on Mace Group in which we report our pay gap 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

At Mace, we have an ambition to be the most inclusive employer in our industry; we seek to drive change and ensure all our colleagues feel their voices are heard and they are able to bring their whole selves to work. It is because of this ambition that we set ourselves a high target of a 10% annual improvement on all pay gap measures.

At a Group level in 2023/24, we attained a 10.6% reduction in our median gender pay gap, exceeding our 10% target, and saw our mean gender pay gap reduce from 27.8% to 24.8%. 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 29.3% to 26.2%.

Our Consult Engine improved their mean gender pay gap by 7.2% from 19.8% in 2022/23 to 18.3% in 2023/24. The median gender pay gap decreased by 13.2% from 21% in 2022/23 to 18.2% in 2023/24. We are seeing more female representation throughout this part of the business, with gender parity in our lower quartiles as well as an increase in women in our upper quartiles.

Our Construct Engine made significant progress in 2023/24 achieving an 11.4% reduction in the median gender pay gap, and a 9.2% reduction in the mean gender pay gap. While we recognise that the 35.5% median pay gap and 33.5% mean pay gap indicate we still have considerable work to do to close the gender pay gap, our progress against the annual 10% target this year indicates that our efforts are having

an impact. Increasing female representation at the senior levels within our Construct Engine continues to be a strategic focus for us in 2024 and beyond, and we will continue to work closely with our leadership and talent teams to drive further progress against this goal.

This year's gender pay gap results show positive progress against our targets and indicate that our efforts to attract and retain diverse talent are helping to make an impact. We are committed to furthering our collaborative efforts towards continuing to build an inclusive and supportive environment for all our colleagues, both in the UK and across our Global Hubs. Our leaders and line managers, supported by our HR teams continue to work together to improve attraction and retention of diverse talent across our business.

Ethnicity pay gap

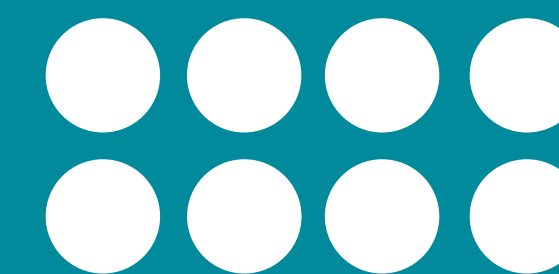
While 87.5% of our colleagues declared their ethnicity in 2023/24, the missing data means we continue to work with an incomplete picture of our workforce. This makes understanding our ethnicity pay gap more challenging. Our median ethnicity pay gap reduced marginally by 1.8% from 22.5% in 2022/23 to 22% in 2023/24, and attained a similar reduction of the mean pay gap of 1.5% from 24.4% in 2022/23 to 24% in 2023/24.

We know that the attraction of ethnically diverse talent and closing the ethnicity pay gap will be slower to progress and requires change to be driven over time. While there has been little change at a Group level in terms of representation of ethnically diverse colleagues, representation at entry level grades increased by 55%, from

36.1% in 2022/23 to 56% in 2023/24. While this will increase the pay gap in the short term it is also reflective of our efforts to attract early talent and build a strong pipeline for growth and progression within the business, which is expected to support our progress towards increasing representation of ethnically diverse colleagues in our senior roles in the long term.

Our Construct Engine attained a 9.7% reduction in the median ethnicity pay gap, increasing representation of ethnically diverse colleagues at all levels except at the most senior level in the business.

We launched our refreshed Equality, Diversity, and Inclusion strategy in September 2023, outlining ambitious targets to drive forward our inclusion agenda, including committing to increasing representation of women and ethnically diverse colleagues at senior roles in the business. This strategy keeps us accountable and steers our efforts around inclusion activity towards achieving our targets by 2026. Underpinning all of this is our ongoing effort to continue building on our inclusive culture – ensuring all our colleagues can bring their whole selves to work – and driving wider change within our industry.



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 three areas of our business. In this report, you'll find eight 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:

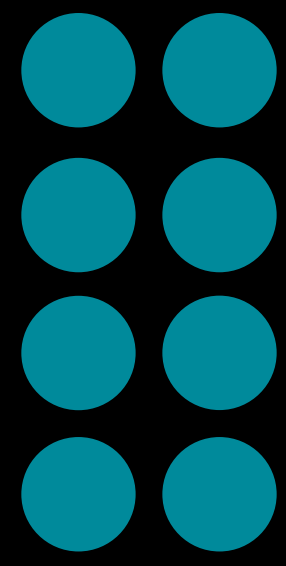
Mace Group: This data set reflects all of our 4,560 UK colleagues across all Engines and is the most accurate representation of our combined corporate performance.

Mace Limited: This data includes all of our 290 UK colleagues employed at Mace Limited – the majority of these colleagues work in our Group Partners functions, as well as a small number of major projects which don't sit elsewhere.

Mace Consult Limited: This data includes all of our 2,636 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 1,632 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.

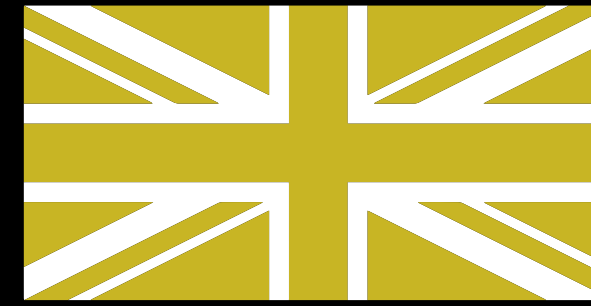
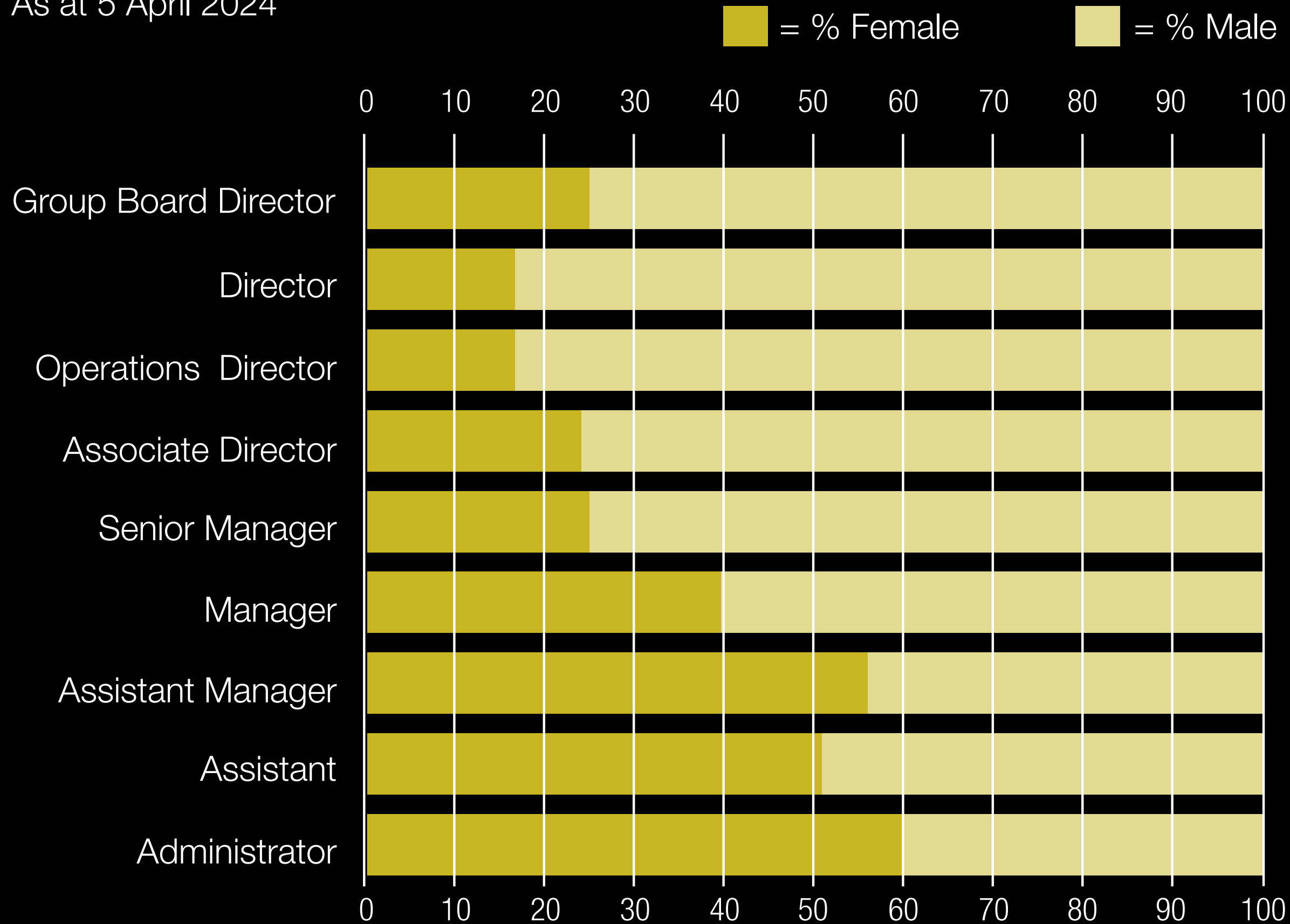
This data is accurate as of 5 April 2024.



OUR PAY GAP DATA AT A GLANCE

Gender profile by grade

As at 5 April 2024

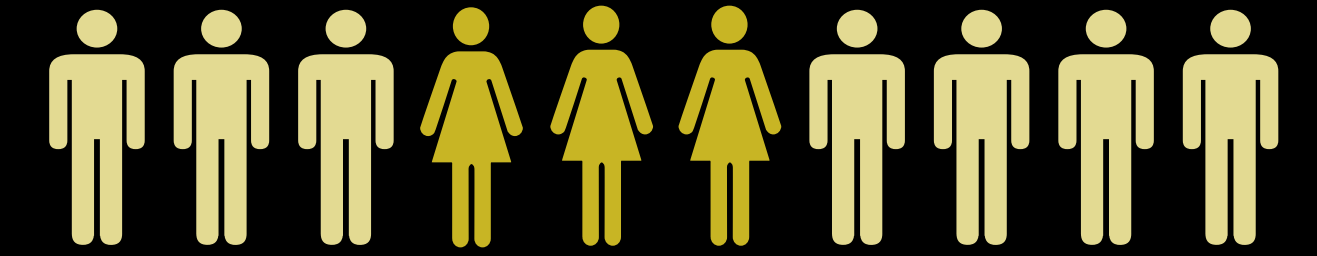


4,560

UK employees

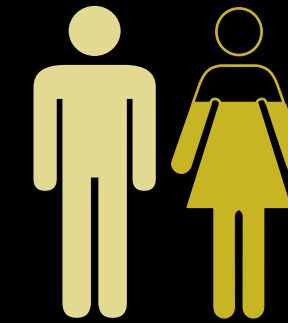
33%

of our UK employees are women



25%

Mean gender pay gap



24%

Mean ethnicity pay gap

UK Graduates

46%

are female

UK Apprentices

37%

are female

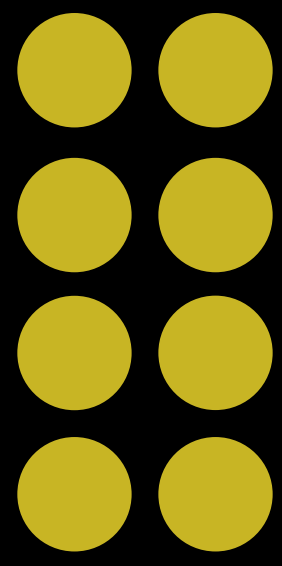
54%

are from an ethnic minority background

26%

are from an ethnic minority background

100% of our UK graduates have shared their ethnicity data
100% of our UK apprentices have shared their ethnicity data



MACE GROUP

VOLUNTARY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2024

Pay gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	37.3	34.5	31.2	27.7	27.8	24.8
% Median	39.6	40.0	36.4	31.6	29.3	26.2

Bonus gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	61.6	66.5	51.7	49.2	51.4	46.7
% Median	33.3	48.0	40.0	42.9	33.3	33.3
% Males receiving bonus	54	1.2	25	63.9	59.7	65.5
% Females receiving bonus	55	0.1	15	58.2	54.7	60.5

In alignment with the current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. This means the gap does not take into account non-binary colleagues or other identities



24.8%

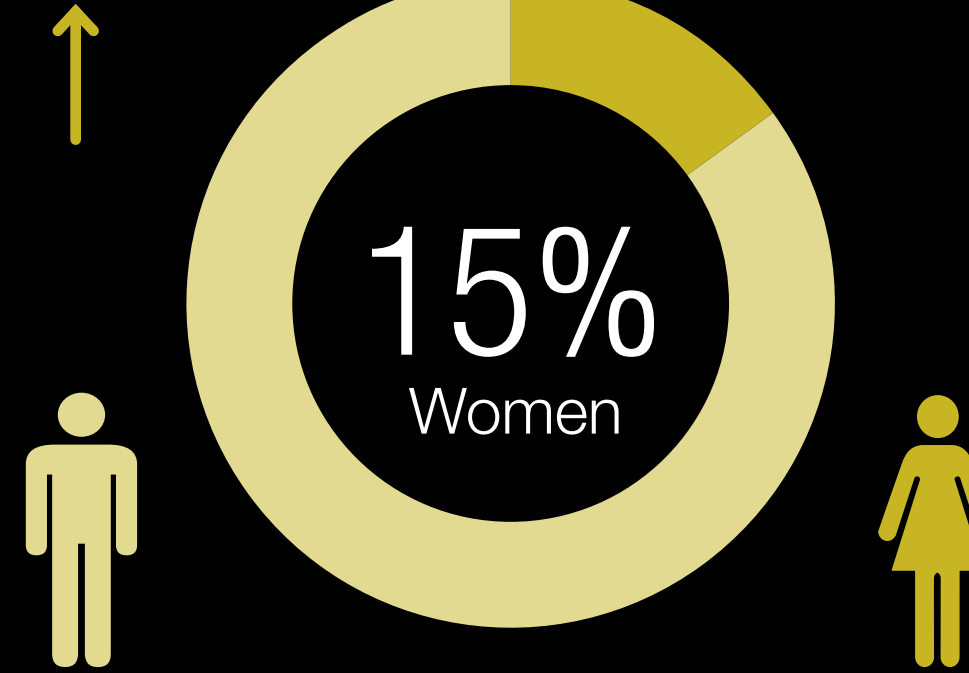
Mean gender pay gap

10.7%

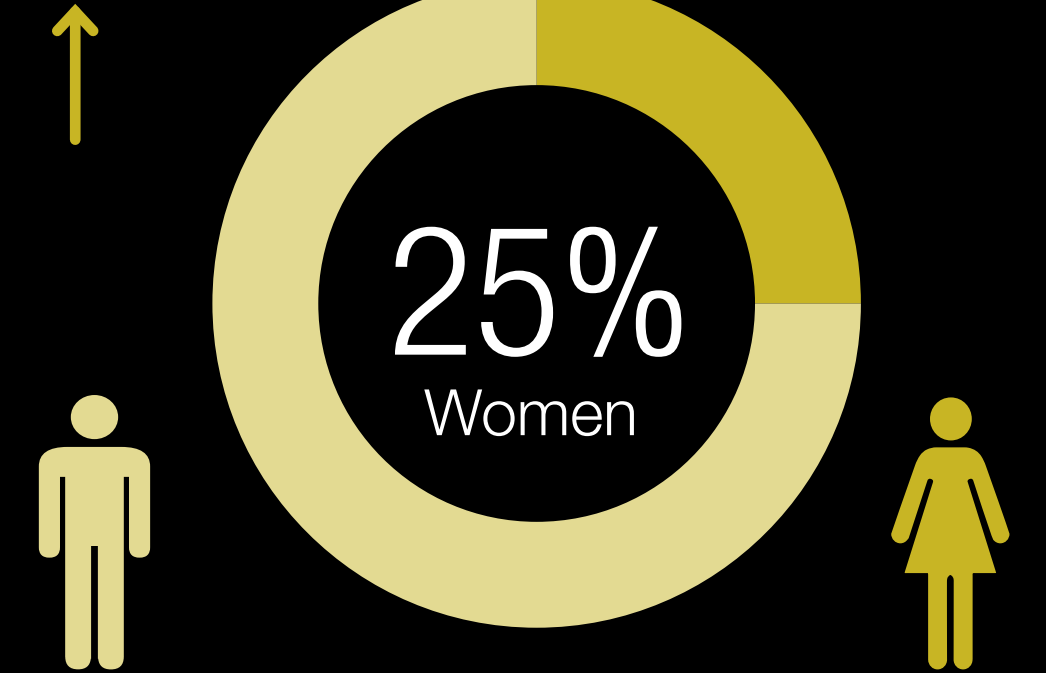
Improvement on 2022/23

Proportion of employees in each pay quartile

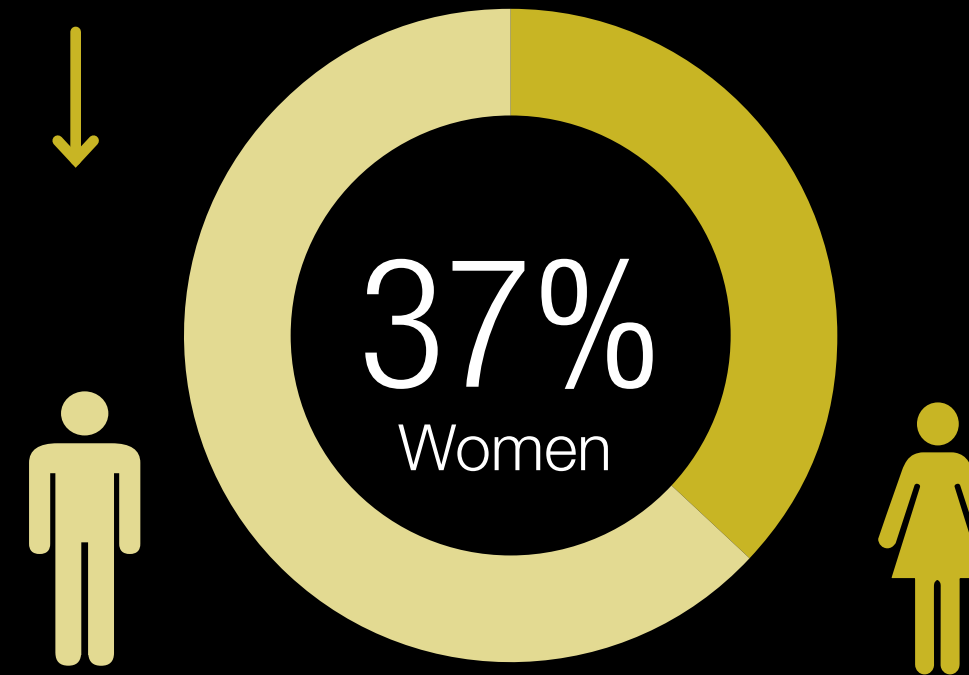
Upper pay quartile



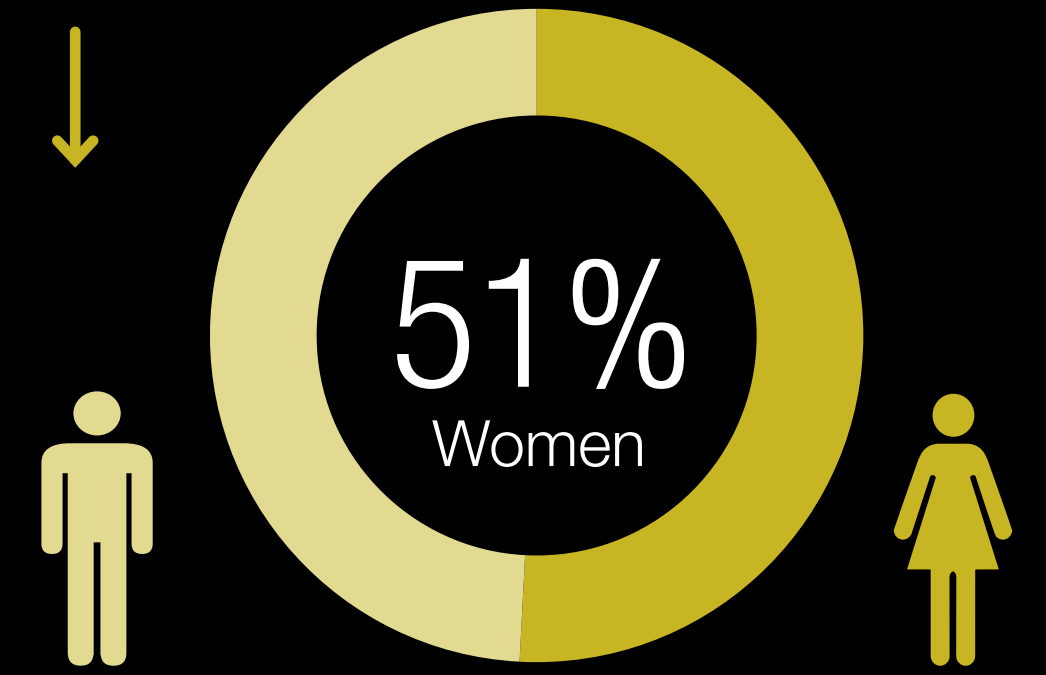
Upper middle pay quartile

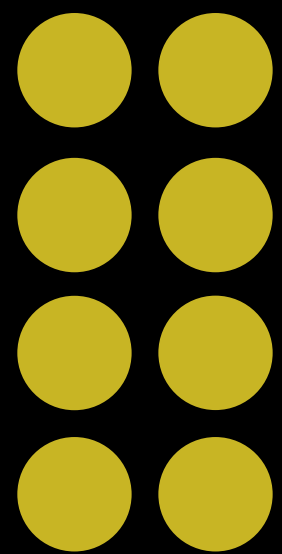


Lower middle pay quartile



Lower pay quartile





MACE LTD

STATUTORY DISCLOSURE

As at 5 April 2024

Pay gap	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	35.2	33.5	30.4	19.3	20	20.3
% Median	37.5	38.6	34.9	24.1	23.9	21.3

Bonus gap	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	60.2	66.5	52.9	7.4	6.1	37.8
% Median	33.3	48.0	40.0	44	24.7	33.3
% Males receiving bonus	55	1.27	26	73.8	84.9	79
% Females receiving bonus	60	0.12	17	72.8	80.2	76.5

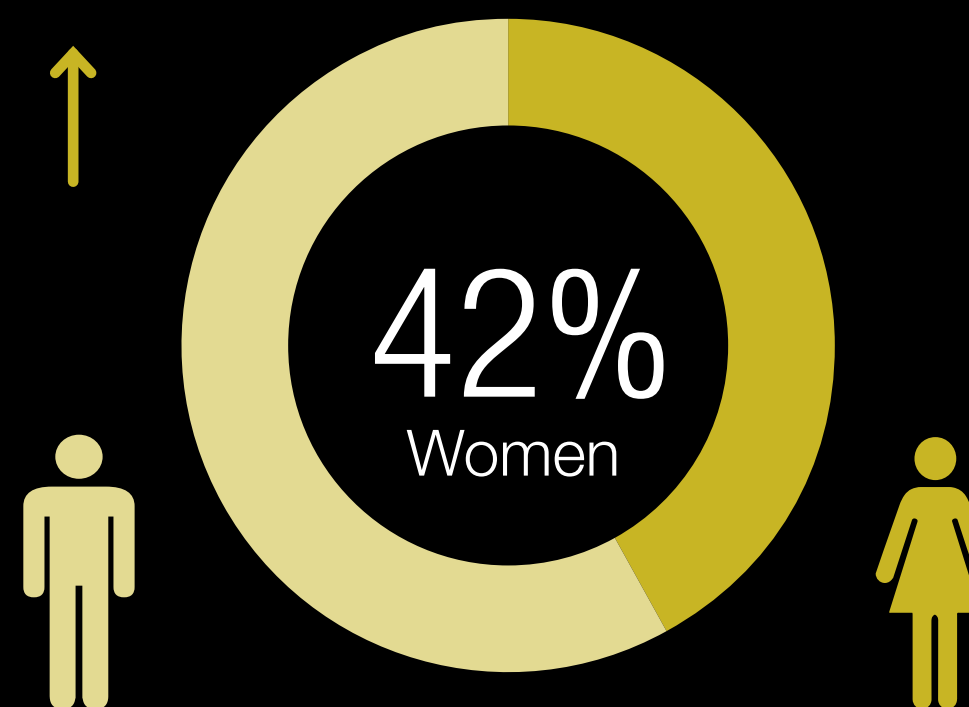
In alignment with the current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. This means the gap does not take into account non-binary colleagues or other identities



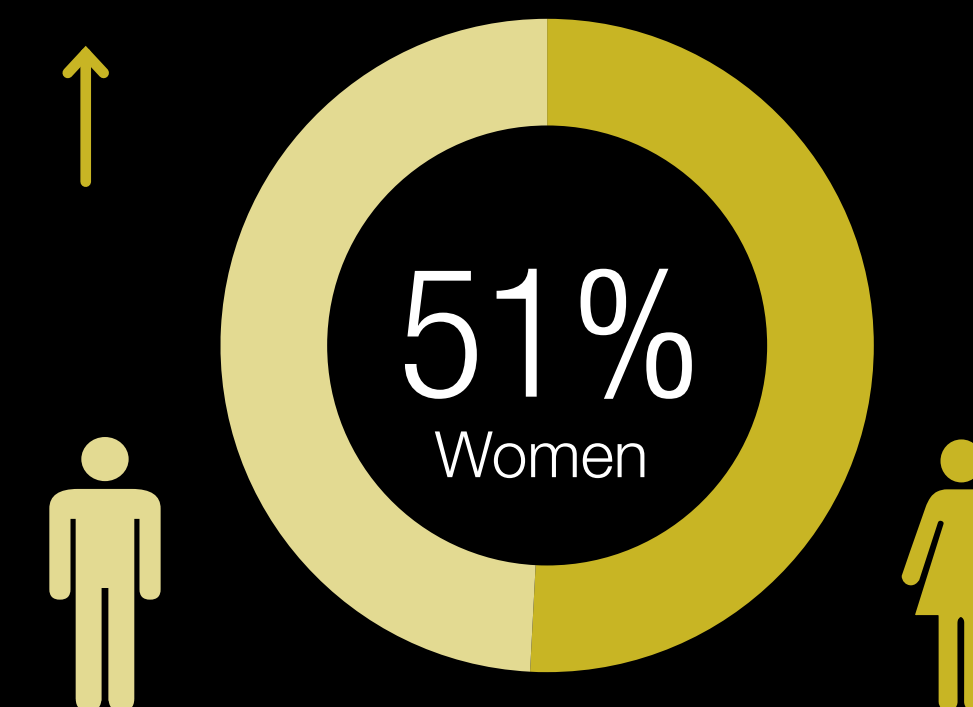
1.3%
Regression on 2022/23

Proportion of employees in each pay quartile

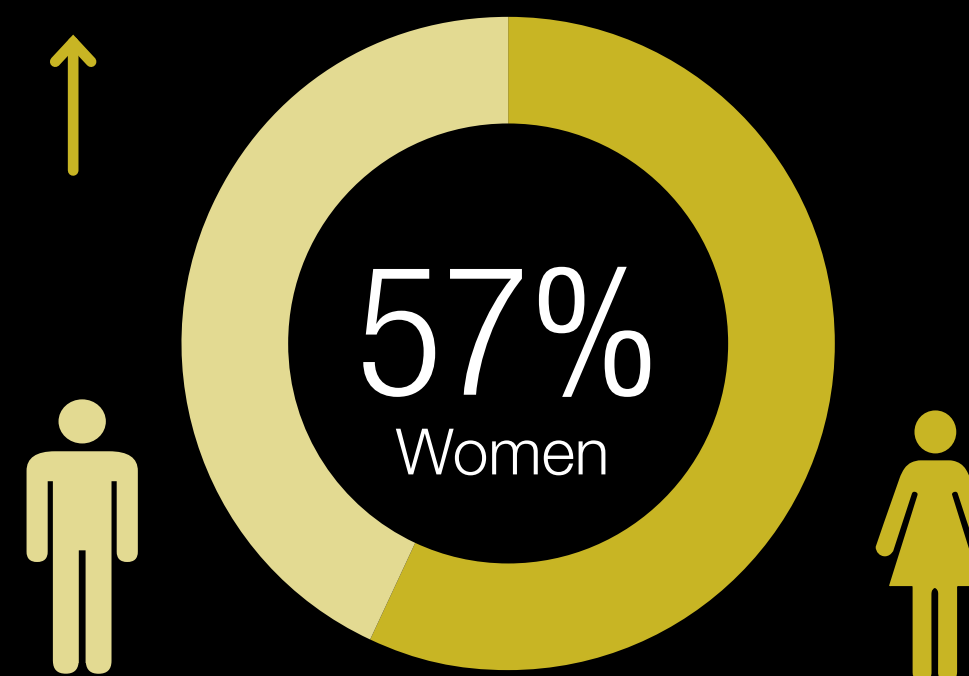
Upper pay quartile



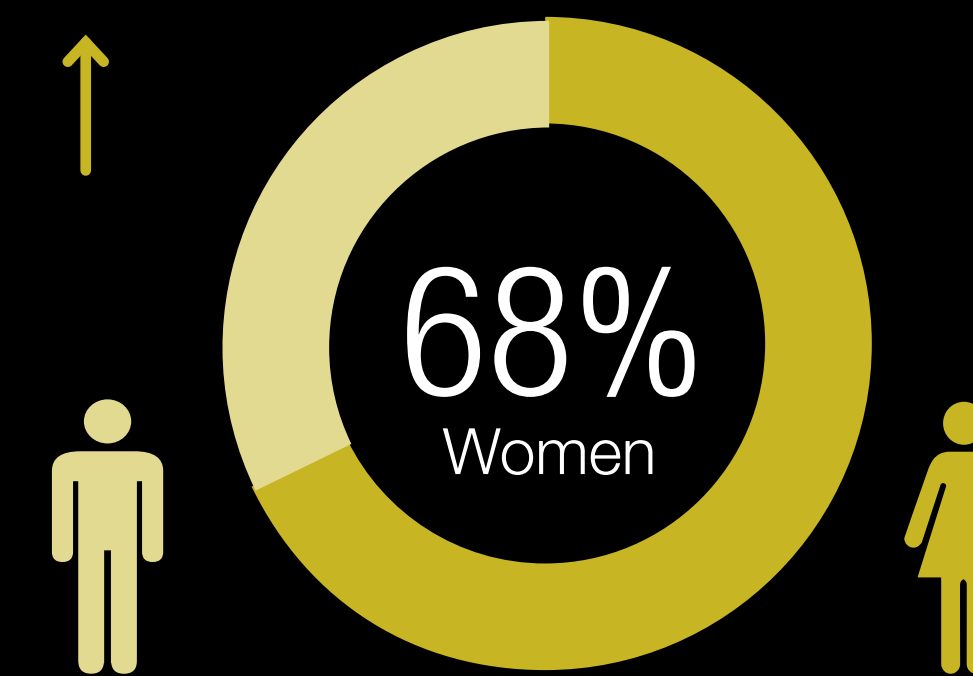
Upper middle pay quartile

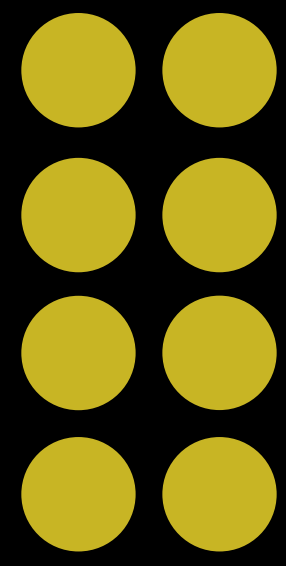


Lower middle pay quartile



Lower pay quartile





CONSULT

STATUTORY DISCLOSURE

As at 5 April 2024

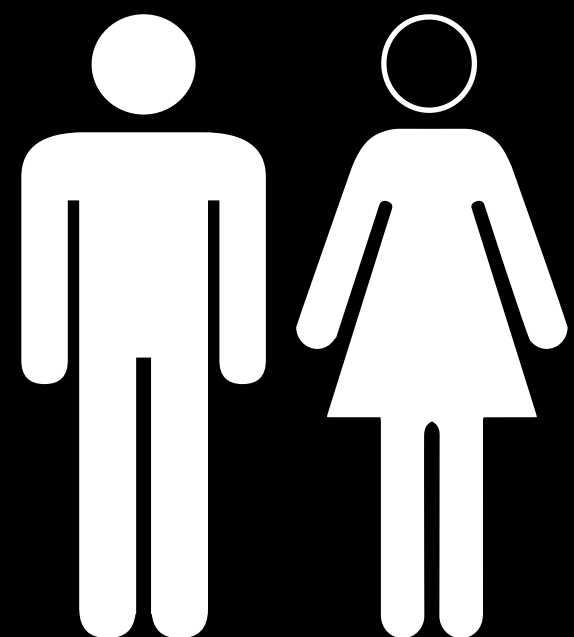
Pay gap

	2021/22	2022/23	2023/24
% Mean	20.2	19.8	18.3
% Median	22.8	21	18.2

Bonus gap

	2021/22	2022/23	2023/24
% Mean	39.5	34.4	26.9
% Median	27.9	20	21
% Males receiving bonus	52.5	53	60.3
% Females receiving bonus	47.6	49.5	56.4

In alignment with the current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. This means the gap does not take into account non-binary colleagues or other identities



18.3%

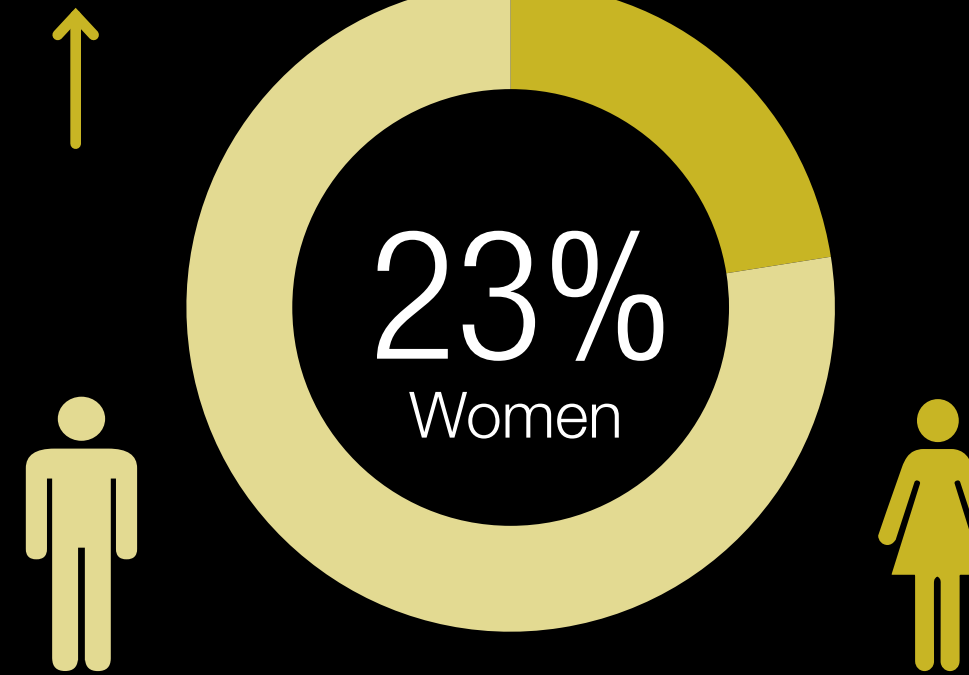
Mean gender pay gap

7.2%

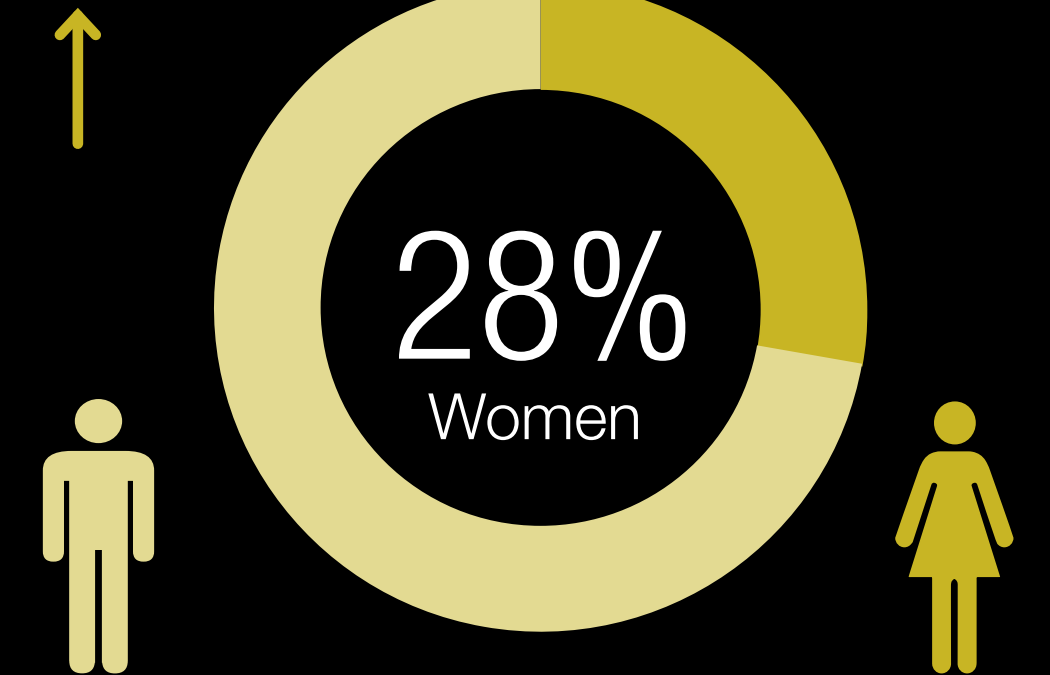
Improvement on 2022/23

Proportion of employees in each pay quartile

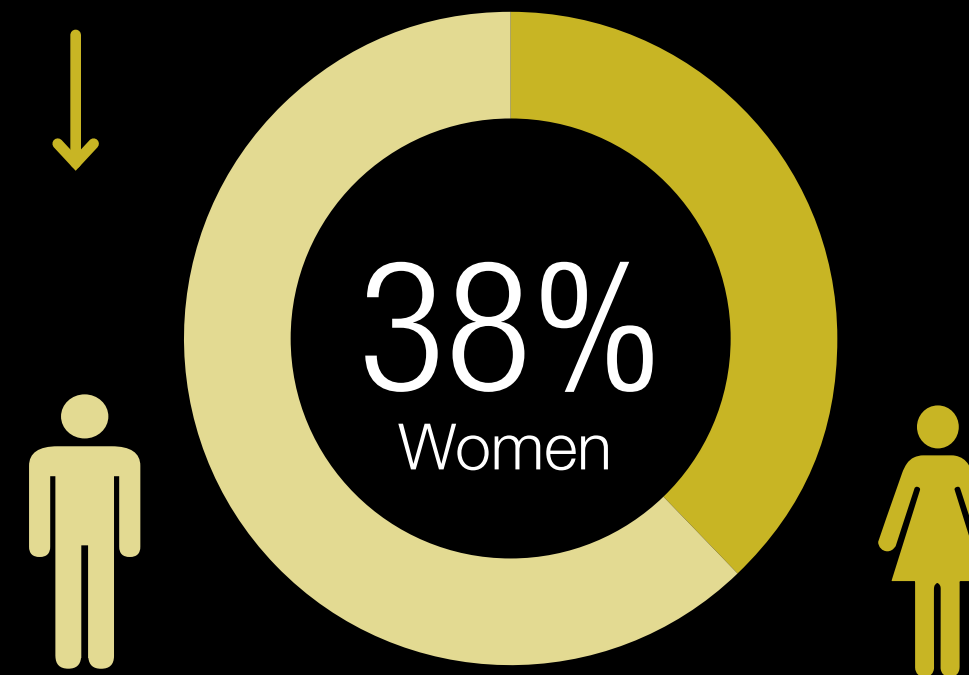
Upper pay quartile



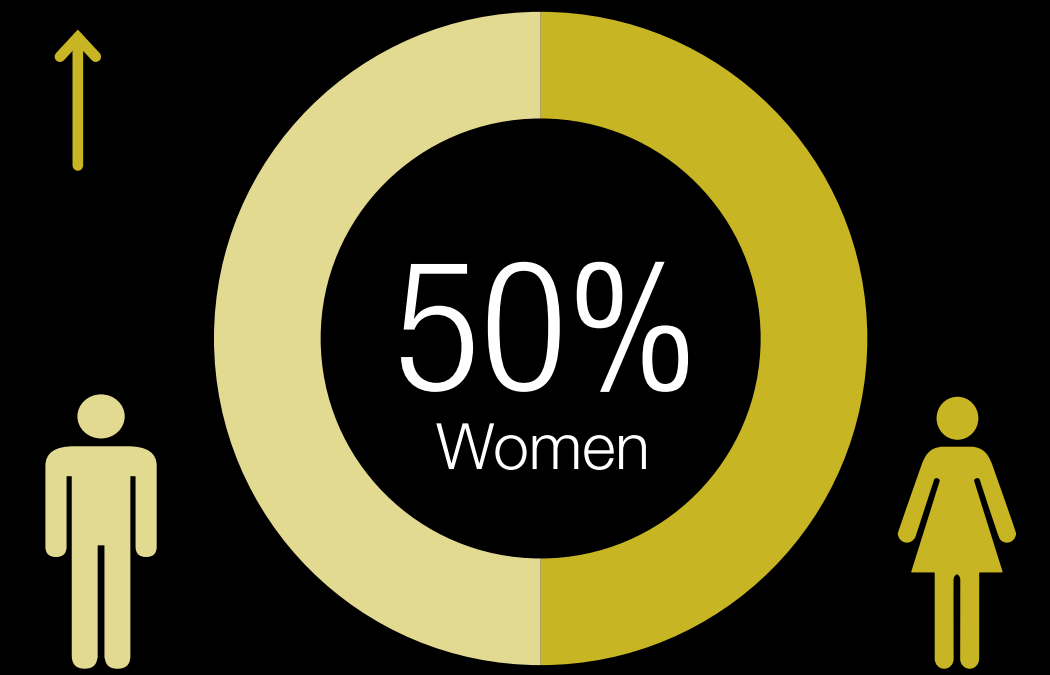
Upper middle pay quartile

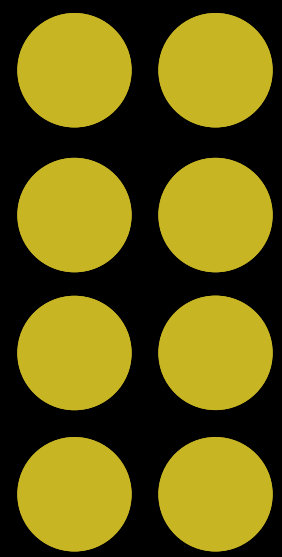


Lower middle pay quartile



Lower pay quartile





CONSTRUCT

STATUTORY DISCLOSURE

As at 5 April 2024

Pay gap

	2021/22	2022/23	2023/24
% Mean	37.5	36.9	33.5
% Median	40.2	40.1	35.5

Bonus gap

	2021/22	2022/23	2023/24
% Mean	67.8	69.6	58.9
% Median	50	50	37.5
% Males receiving bonus	78.5	68.8	71.1
% Females receiving bonus	77.4	64.2	63.1

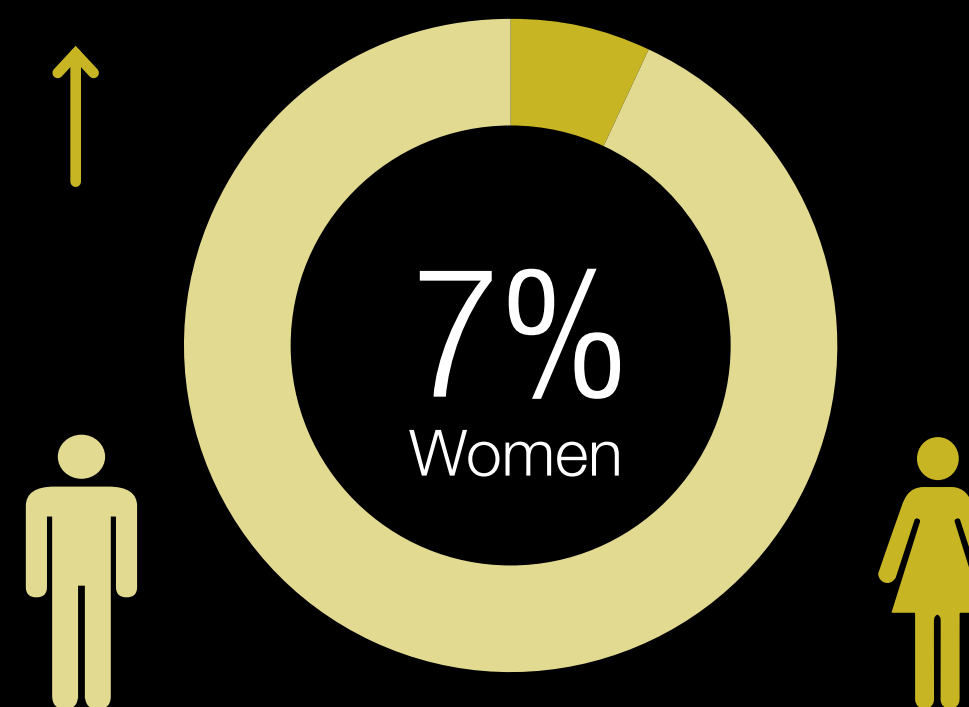
In alignment with the current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. This means the gap does not take into account non-binary colleagues or other identities



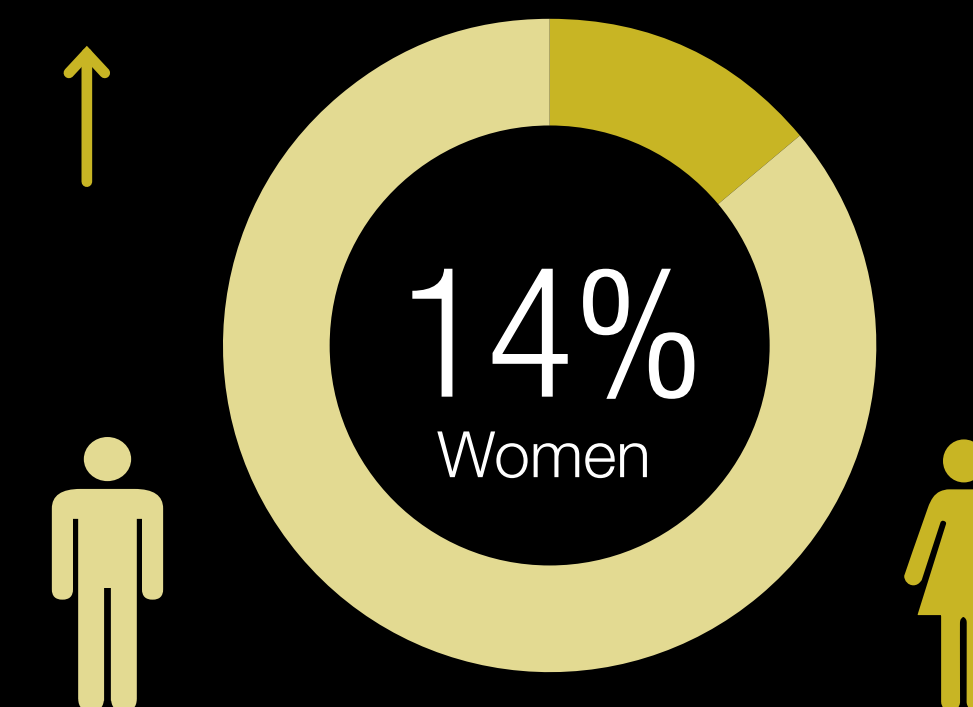
9.2%
Improvement on 2022/23

Proportion of employees in each pay quartile

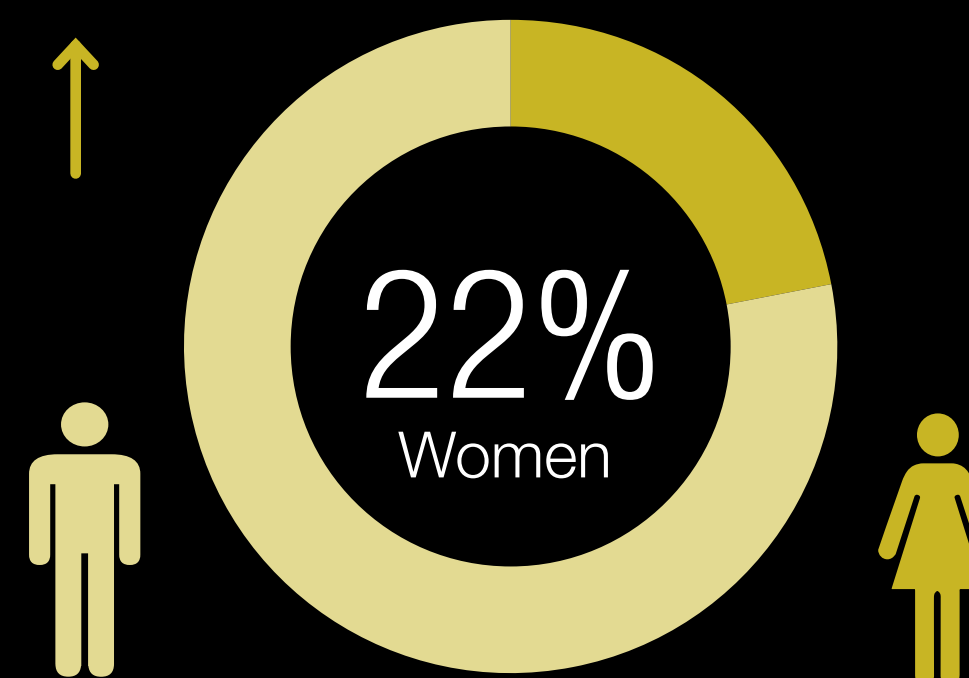
Upper pay quartile



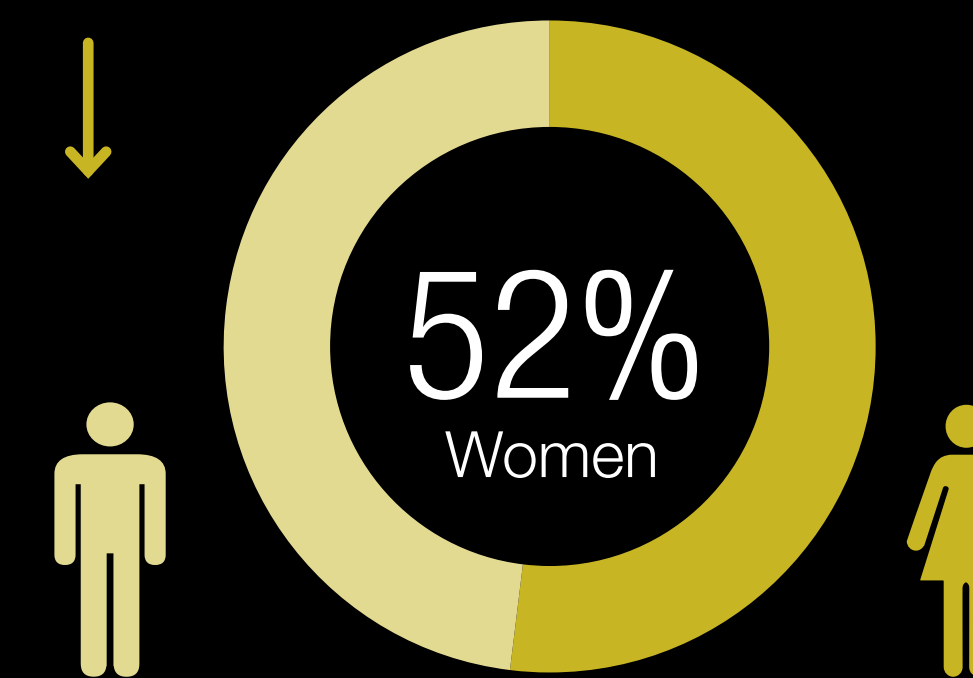
Upper middle pay quartile

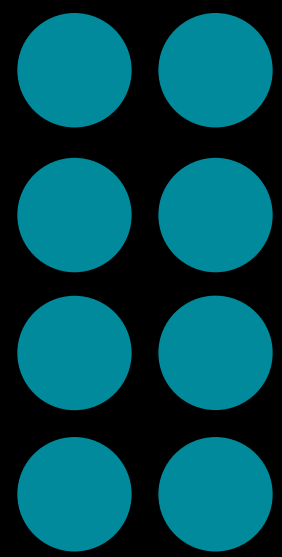


Lower middle pay quartile



Lower pay quartile





MACE GROUP

ETHNICITY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2024

Pay gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	28.2	24.4	24.2	25.3	24.4	24
% Median	27.2	27.7	29.0	24.7	22.5	22

Bonus gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	52.8	-70.2*	43.1	51	50.3	56
% Median	33.3	-20.0*	40.0	33.3	33.3	28
% White receiving bonus	60	1*	26	67	62.8	67.7
% Ethnic colleagues receiving bonus	49	1*	15	51.8	48.8	54.6

* 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%

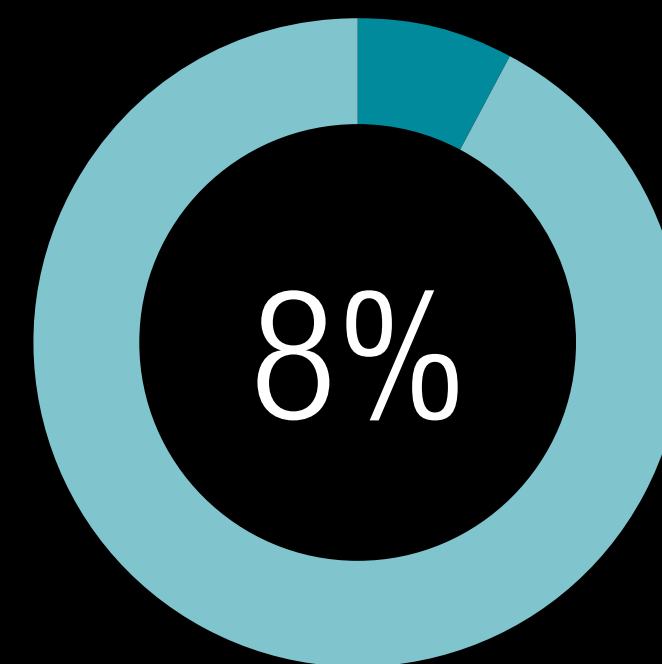
Mean ethnicity pay gap

1.5%

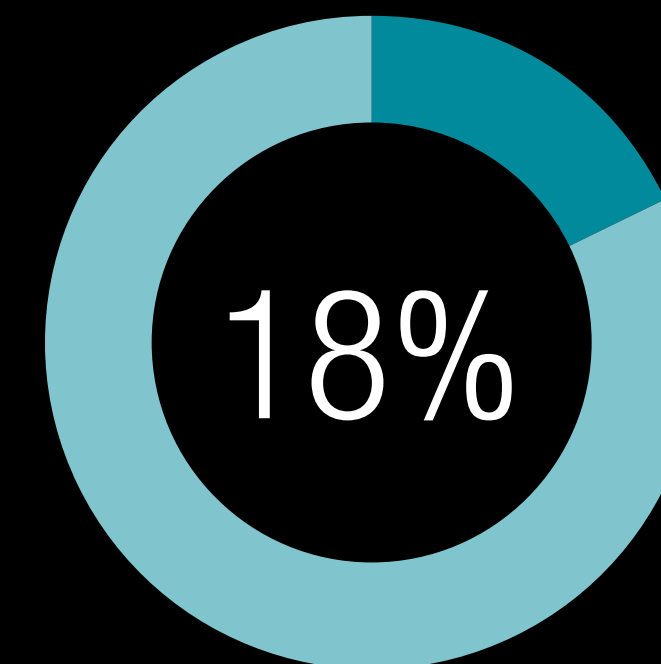
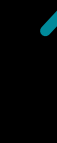
Improvement on 2022/23

Proportion of employees in each pay quartile

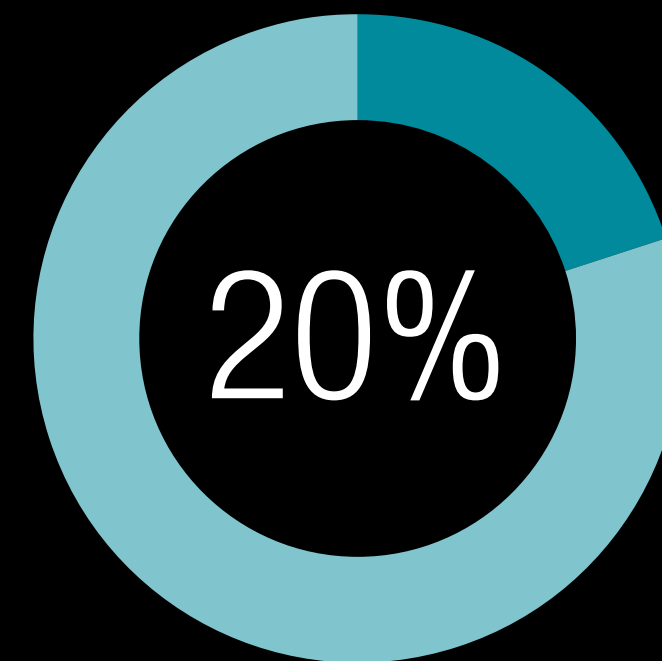
Upper pay quartile



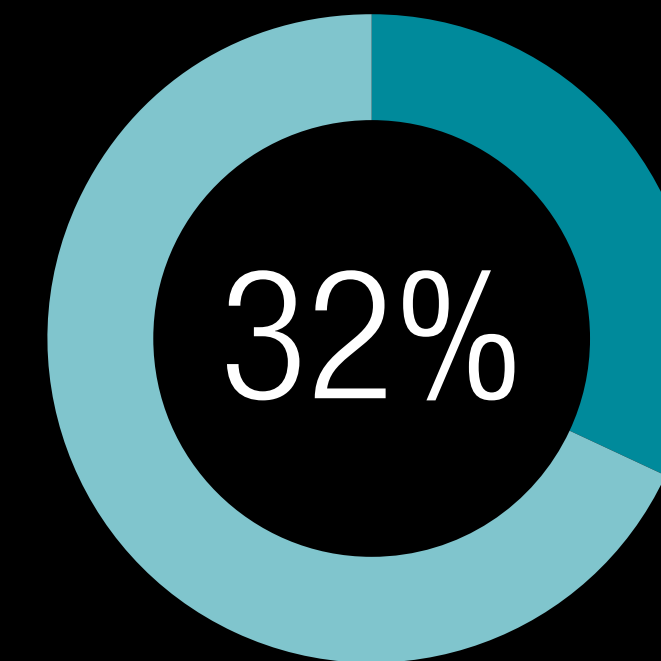
Upper middle pay quartile



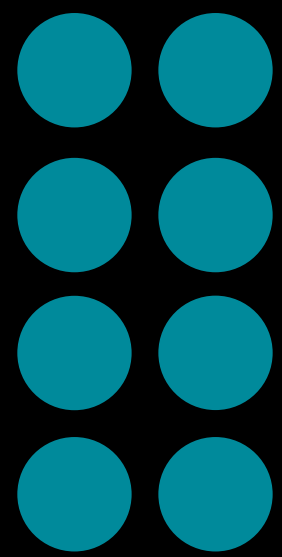
Lower middle pay quartile



Lower pay quartile



87.5% of our colleagues have shared their ethnicity data



MACE LTD

ETHNICITY DISCLOSURE

As at 5 April 2024

Pay gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	24.8	21.5	21.5	31.0	26.8	38.7
% Median	24.1	24.7	25.5	22.5	21.3	29.1

Bonus gap

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
% Mean	52.6	-70.2*	43.2	65.6	63.6	64
% Median	33.3	-20.0*	40.0	49.5	64.7	60
% White receiving bonus	61	1*	27	80.9	88.2	82
% Ethnic colleagues receiving bonus	55	1*	17	62.8	78.2	71

* 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.

38.7%

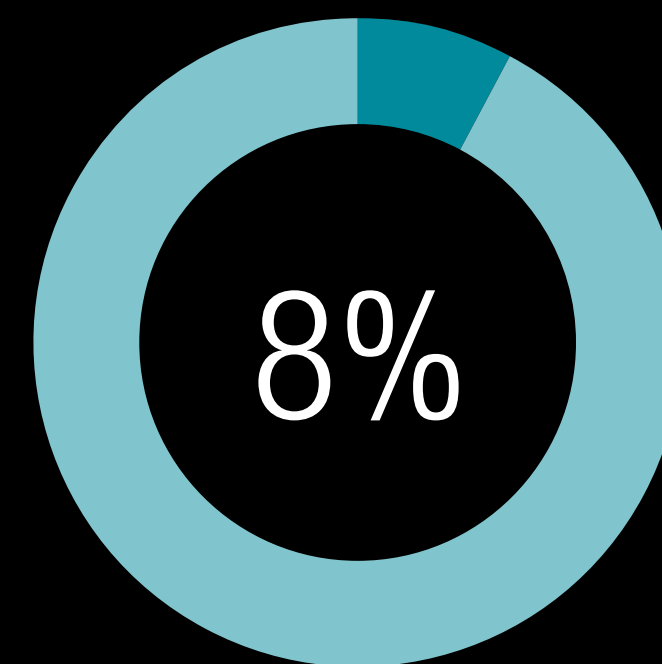
Mean ethnicity pay gap

44.2%

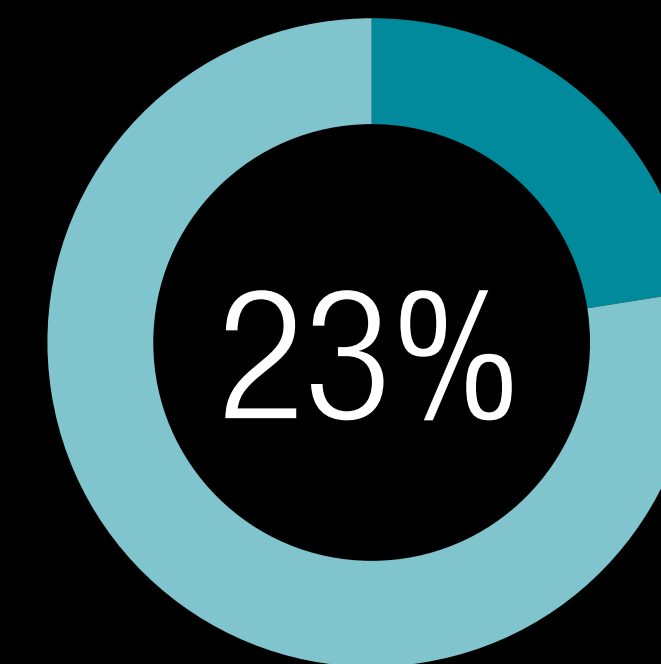
Regression on 2022/23

Proportion of employees in each pay quartile

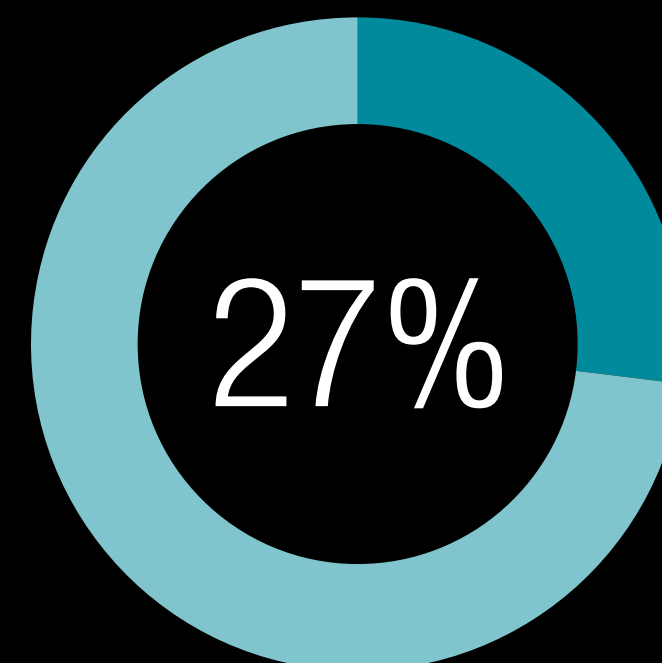
Upper pay quartile



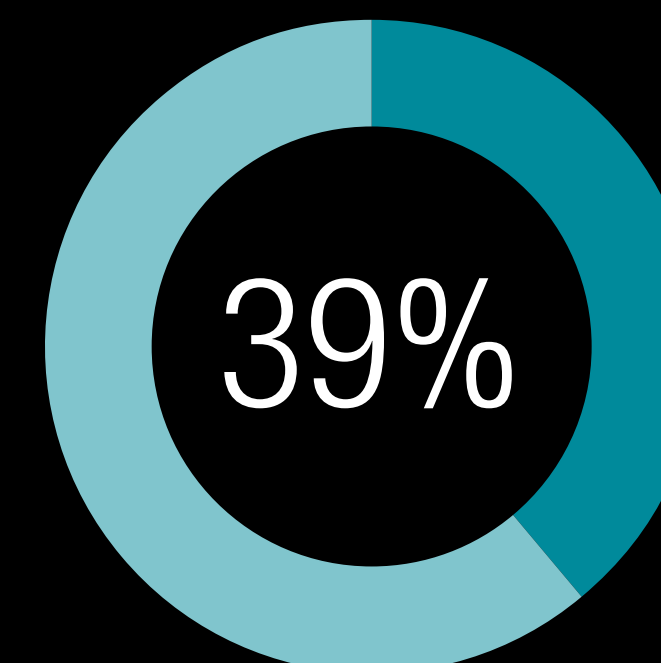
Upper middle pay quartile

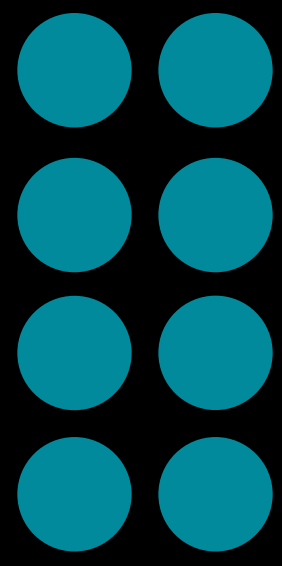


Lower middle pay quartile



Lower pay quartile





CONSULT

ETHNICITY DISCLOSURE

As at 5 April 2024

Pay gap

	2021/22	2022/23	2023/24
% Mean	14.7	14.5	16.4
% Median	15.8	14.4	16.3

Bonus gap

	2021/22	2022/23	2023/24
% Mean	-1.0	8.1	35.9
% Median	29.6	0	19.5
% White receiving bonus	55.9	56.3	63
% Ethnic colleagues receiving bonus	40.8	42.2	49.8

16.4%

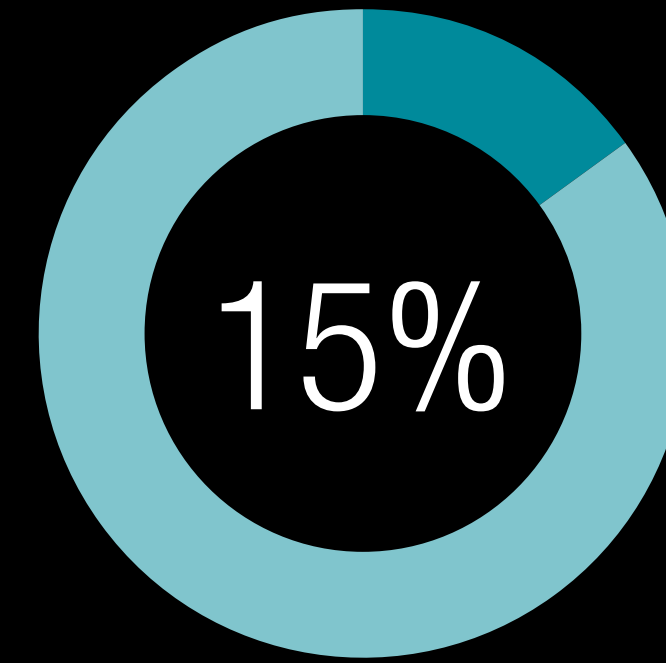
Mean ethnicity
pay gap

12.8%

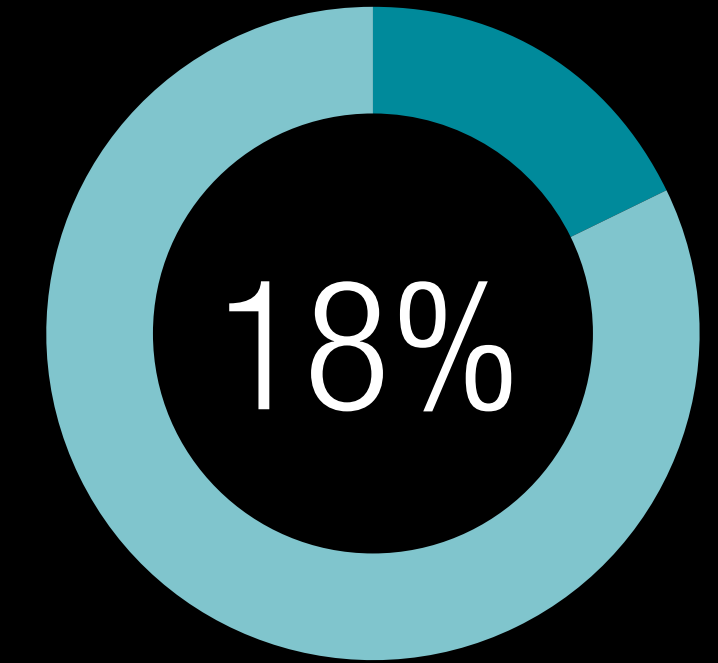
Regression
on 2022/23

Proportion of employees in each pay quartile

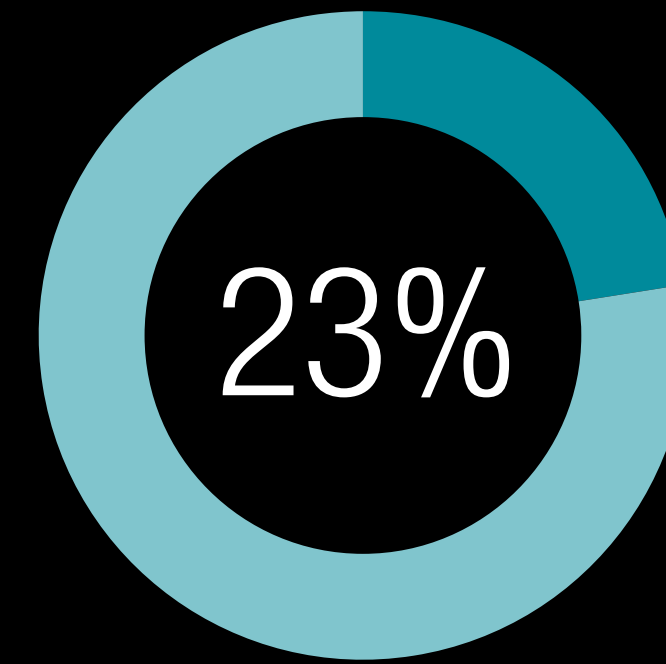
Upper
pay quartile



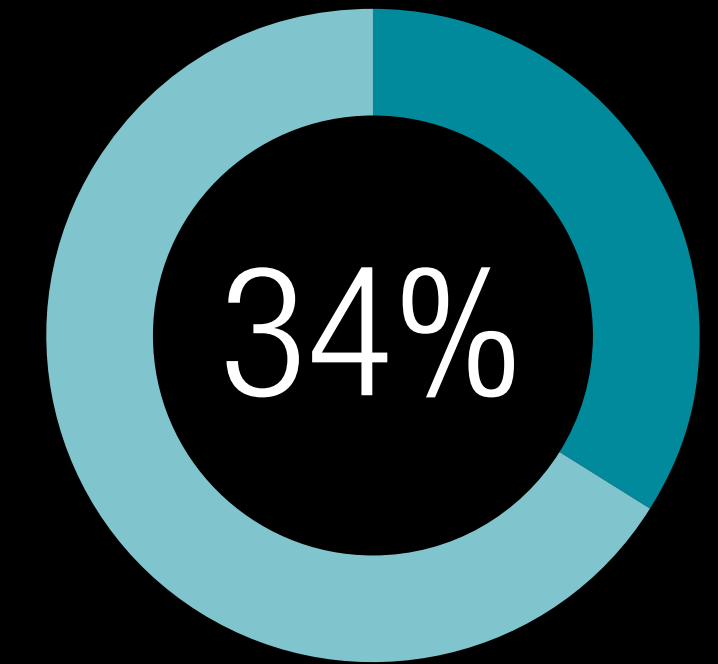
Upper middle
pay quartile

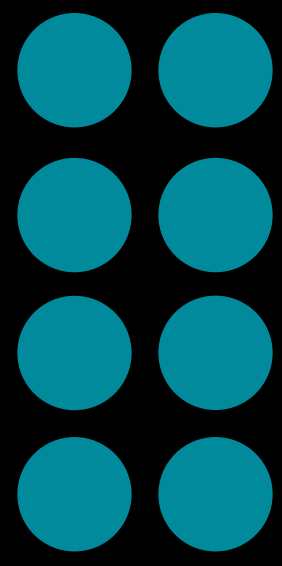


Lower middle
pay quartile



Lower
pay quartile





CONSTRUCT

ETHNICITY DISCLOSURE

As at 5 April 2024

Pay gap

	2021/22	2022/23	2023/24
% Mean	26.6	27.1	28.1
% Median	23.8	26.4	23.8

Bonus gap

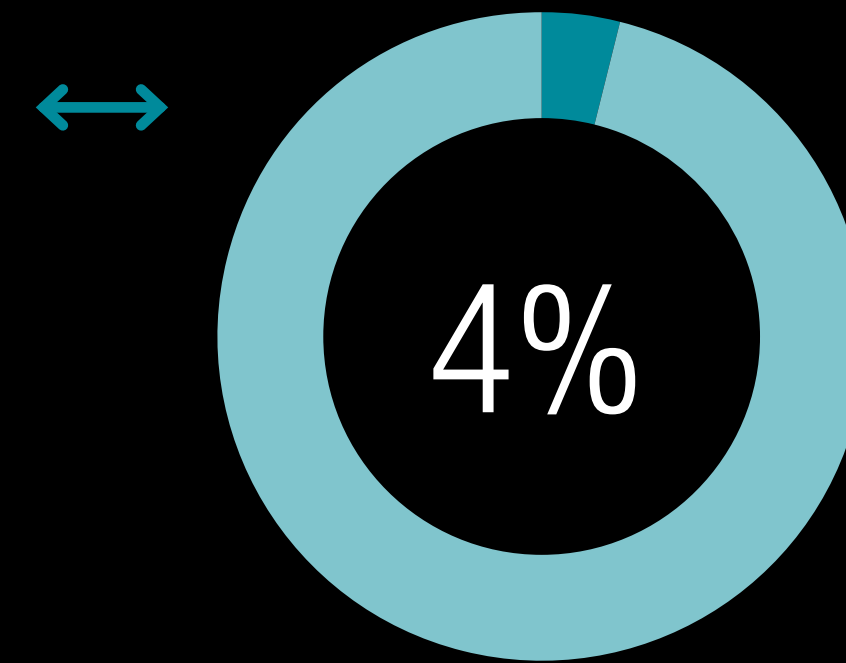
	2021/22	2022/23	2023/24
% Mean	61.6	57.2	63
% Median	33.3	40	42
% White receiving bonus	81.3	72	72.3
% Ethnic colleagues receiving bonus	71.7	60.1	61.7

28.1
Mean ethnicity
pay gap

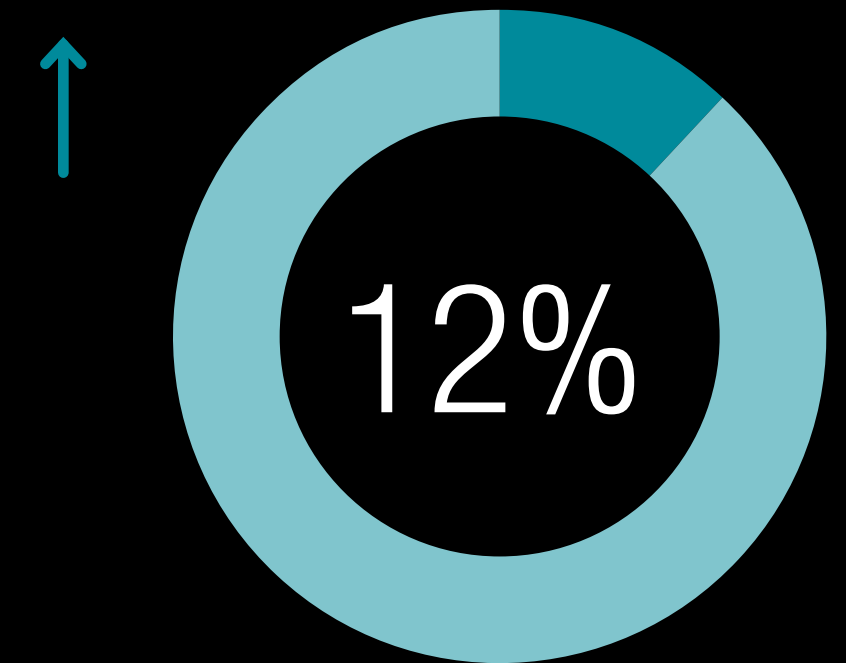
3.7%
Regression
on 2022/23

Proportion of employees in each pay quartile

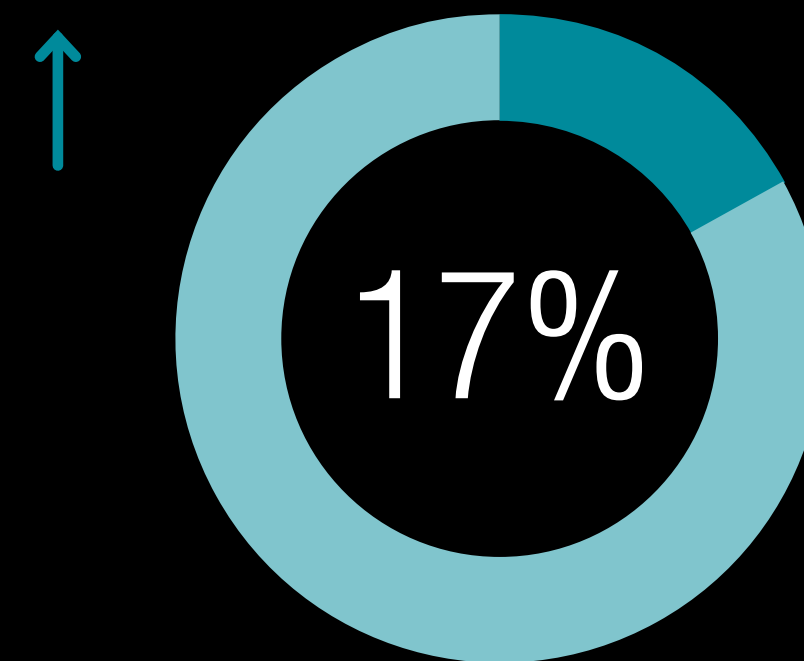
Upper
pay quartile



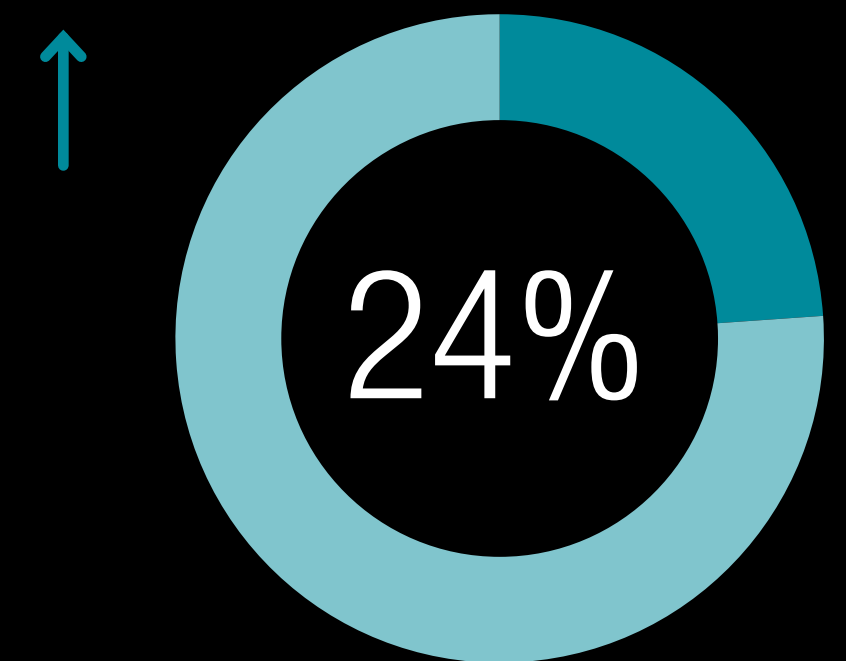
Upper middle
pay quartile



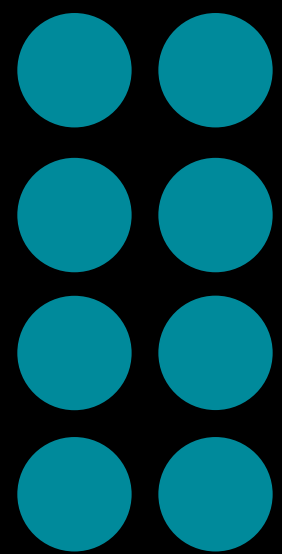
Lower middle
pay quartile



Lower
pay quartile



87.3% of our Construct colleagues have shared their ethnicity data



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.

