

# INCLUSION

## Pay Gap Report



[macegroup.com](https://macegroup.com)

2021 - 2022

# GROUP CHAIRMAN AND CHIEF EXECUTIVE STATEMENT



**We are more successful in all that we do when we draw upon a genuinely diverse pool of talent and expertise. That is why we aim to be the most inclusive employer in our sector.**

**The built environment is an industry with huge potential for people of all backgrounds – and as our sector modernises and grows, and the challenges we face become more complex, our need for diverse talent and viewpoints only increases.**

Our aim is to be the most inclusive employer in our sector – and although we recognise we've still got a way to go, 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 ambitions we've set ourselves are making a real difference and driving change.

Overleaf, you can read more about our performance and understand how we're sharing our data this year – but the headlines are that we've achieved our 10% reduction target for our gender pay gap data at Group level, for the second year in a row, and on our ethnicity pay gap we've achieved it on one measure – the median pay gap – but we recognise that the mean average pay gap has increased and we've got plans in place to address that.

We're proud of what we've achieved so far – but we're not resting on our laurels.

## Our journey so far

In September 2020, Mace published our first Diversity and Inclusion Strategy, setting ourselves ambitious targets. Six months later, we upped our ambition, and strengthened those targets – in our 2026 Business Strategy.

During this reporting period (April 2021 to April 2022), we've worked collaboratively with our leadership teams, colleagues across the business and our supply chain to ensure that

we're proactively working to create a safe and welcoming environment for everyone who works for us – whether they're working on a construction site, consulting on a global infrastructure programme or delivering crucial frontline services on behalf of our facilities management clients.

Our six colleague-led network groups continue to make a tremendous contribution to our culture, providing crucial support networks and being 'critical friends' of our leadership teams to make sure that we're all pulling the right direction. In particular, we're proud that several groups now have international chapters supporting our growing regional hubs around the world.

One of our key drivers for retention and attraction of diverse talent has been transforming our policies to ensure we're providing as much support as possible to colleagues from all walks of life. We have refreshed our family-friendly maternity and paternity policies for the UK and are revising our global guidance to ensure that everyone is able to access and enjoy a range of benefits in their the local jurisdictions.

We also opened up our talent recruitment process, taking the significant step of reducing our academic entry requirements for our award-winning graduate and apprenticeship programmes. This is in recognition that people's expertise and potential isn't defined by their exam results and that inequality in society means that not everyone has access to the same opportunities.

We are pleased to report that through the wide range of initiatives that we have introduced to improve how we recruit, support and develop our people, we have delivered significant improvements in the diversity of our workforce – we are particularly proud that our graduate intake in 2022 included 50% of people from an ethnic minority background.

All of this work has led to continued recognition, particularly around our talent programmes, which we're very proud of. We were awarded Construction Services Employer of the Year at the BAME Apprenticeship Awards in 2021, ranked sixth in the RateMyApprenticeship Top 100 Apprenticeship Employers 2021-22 table (number one in the Construction, Property & Real Estate category) and achieved 53rd place in the RateMyPlacement Top 100 Undergraduate Employers 2021-22 table (second in the Real Estate category).

## Building towards a more inclusive world

As part of our 2026 Business Strategy, we set 'grow together' as one of Mace's three corporate priorities – representing a bold ambition to creating an organisation where everyone can be themselves at work.

We continue to adopt a data-led approach to driving change, sharing weekly updates on diverse recruitment and retention and encouraging responsibility across leadership teams, project teams and line managers for eradicating unconscious bias and driving change.

Mace's new behaviours – launched in summer 2022 – make it clear that it is everyone's responsibility to be curious, collaborate, contribute, and champion their colleagues; ensuring that wherever you work at Mace, you'll meet people who are dedicated to being inclusive and eradicating discrimination.

So thank you to everyone at Mace who has contributed to the success we've seen in our inclusion pay gap data to date. We know we've still got a way to go – but we're making real progress and I'm proud of everything we've achieved.

**Mark Reynolds**  
Group Chairman and  
Chief Executive

## Understanding our performance

Two years on from the publication of our diversity and inclusion strategy, this report includes our latest set of inclusion pay gap data – and we are proud to say that we’ve gone beyond our target around reducing our mean gender pay gap by 10% for the first time, achieving a 11.2% reduction, improving on our performance last year of just under 10%.

Organisations in the UK are only required to publish our 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 first time this year, we’re also publishing our data by all three 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 now its own legal entity in the UK, we can build a much more comprehensive picture of the progress we’ve made and how far we have to go.

At Group-level we’ve achieved a reduction in our mean gender pay gap of 11.2%, dropping from 31.2% in 2020/21 to 27.7%

in 2021/22. 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 more significant reduction of 13.18% from 36.4% to 31.6%.

By Engine, the data show that our Operate business – already performing well – reduced its mean gender pay gap by 7.9%, and for the first time actually had a negative median gender pay gap of -1.9%. In Consult, our first set of annual data shows a 20.2% mean pay gap, which puts us in a comparable position with our peers - a performance we are committed to improving over the next few years.

The picture in our Construct Engine shows we still have further to go. We recognise that a 37.5% mean pay gap and a 40.2% median pay gap isn’t good enough yet – but given that these numbers are largely in line with our wider Group performance in 2018/19, it does show that there has been progress.

Further improvement here will be a strategic focus for us in 2022 and beyond, and we’re working closely with Mace’s Diversity and Inclusion Steering Committee and our leadership teams to further improve attraction and retention of diverse talent within our Construct Engine.

On our ethnicity pay gap, understanding our data remains more challenging due to smaller sample sizes, but it’s clear that at Group-level are making some progress on reducing the pay gap. We’ve had seen a significant reduction in our median pay gap – of more than 14% gap – but our mean pay gap has increased slightly from 24.2% to 25.3%. That likely reflects that the data is being influenced by a small number of higher paid colleagues due to the smaller sample size.

Overall we’ve seen increased diversity across all ethnicity pay quartiles at Group level, which is great news – and at Engine level, although there’s a more mixed picture across our Engines and Mace Limited our first set of more detailed data has given us a clear benchmark to build upon in future years.

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. Internally, we are currently exploring how we capture and report effectively on our global pay gap performance.

## How we’re reporting this year

Due to changes in Mace’s corporate structure – designed to increase transparency and accountability – we can now 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 3,969 UK colleagues across all Engines, and is the most accurate representation of our combined corporate performance

**Mace Limited:** This data includes all of our 437 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 2,011 UK Consult colleagues, who are 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 1,244 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.

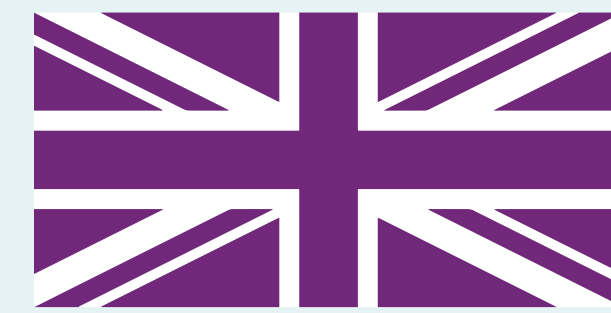
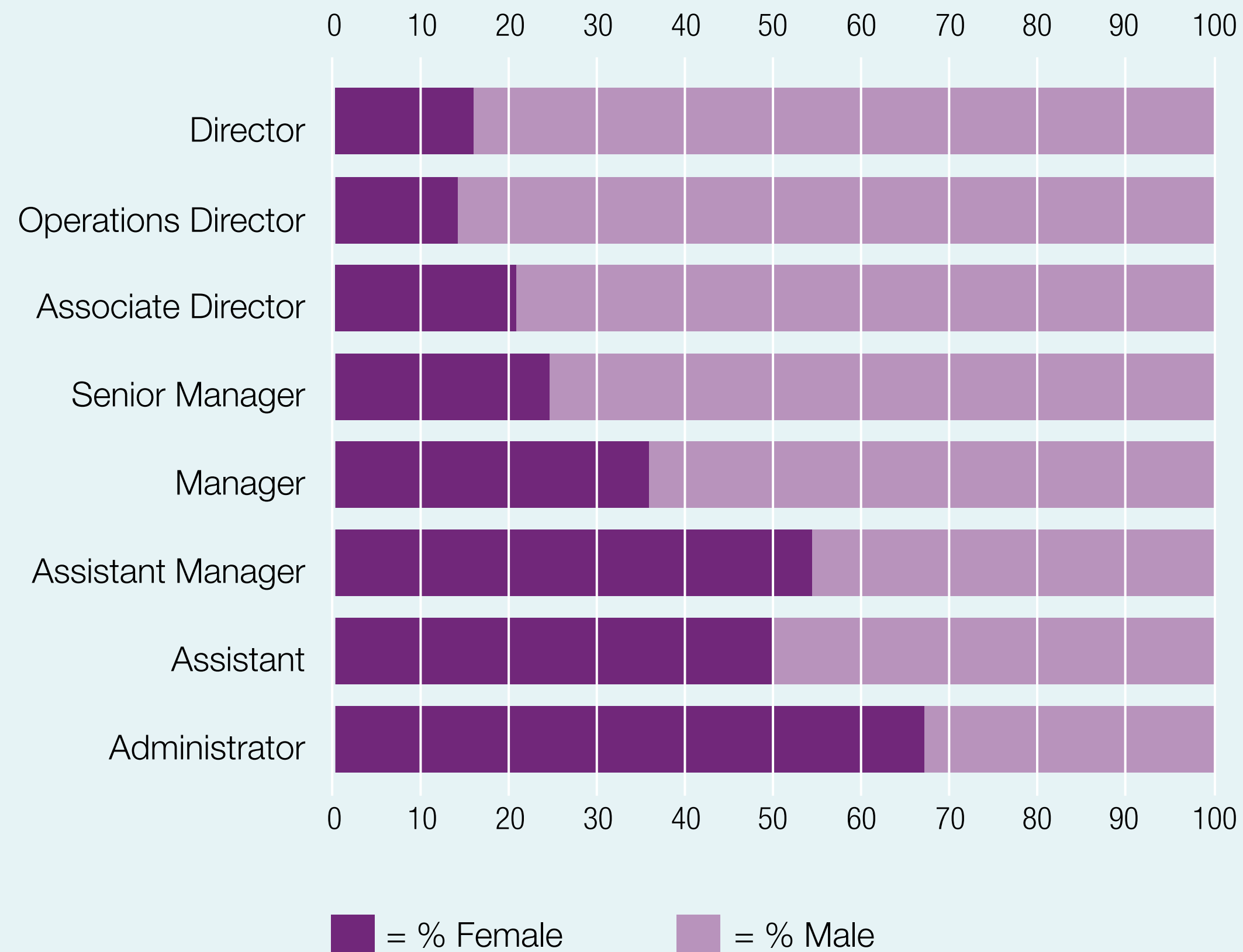
**Mace Operate Limited:** Finally, this data reflects the performance of our Operate Engine, which includes 277 colleagues in the UK, working to provide facilities management consultancy and front-line services to organisations around the world.

This data is accurate as of 6 April 2022.

# OUR PAY GAP DATA AT A GLANCE

## Gender profile by grade

As at 5 April 2022



3,969  
UK employees

32%  
of our UK employees are women



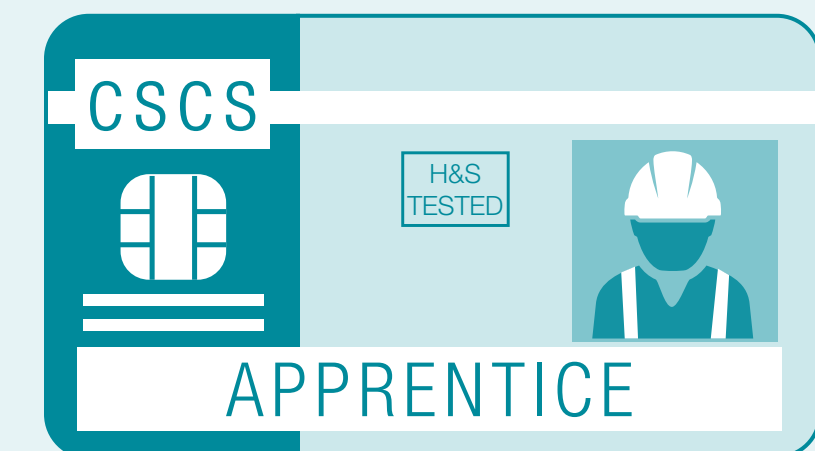
28%  
Mean gender pay gap

25%  
Mean ethnicity pay gap

37%  
of our current Graduates are women



23%  
of our Apprentices and Trainees identify as being from an ethnic minority background



# MACE GROUP

## STATUTORY DISCLOSURE

(which includes subsidiaries)

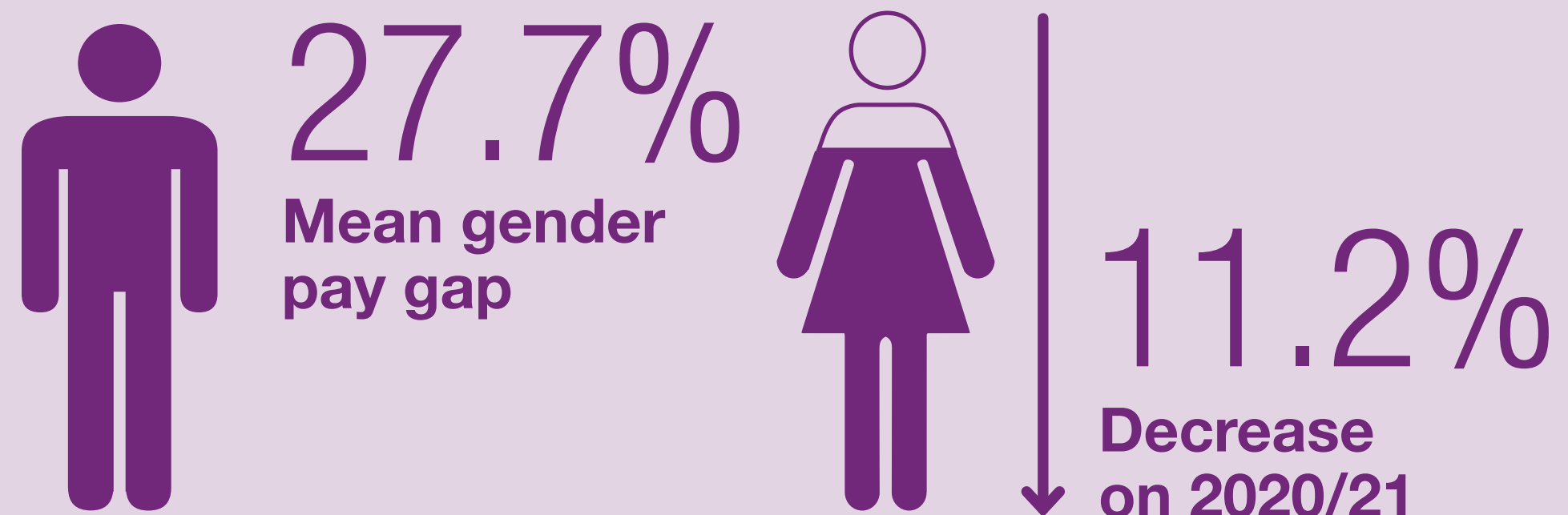
As at 5 April 2022

### Pay gap

	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	34.6	37.3	34.5	31.2	27.7
% Median	39.4	39.6	40.0	36.4	31.6

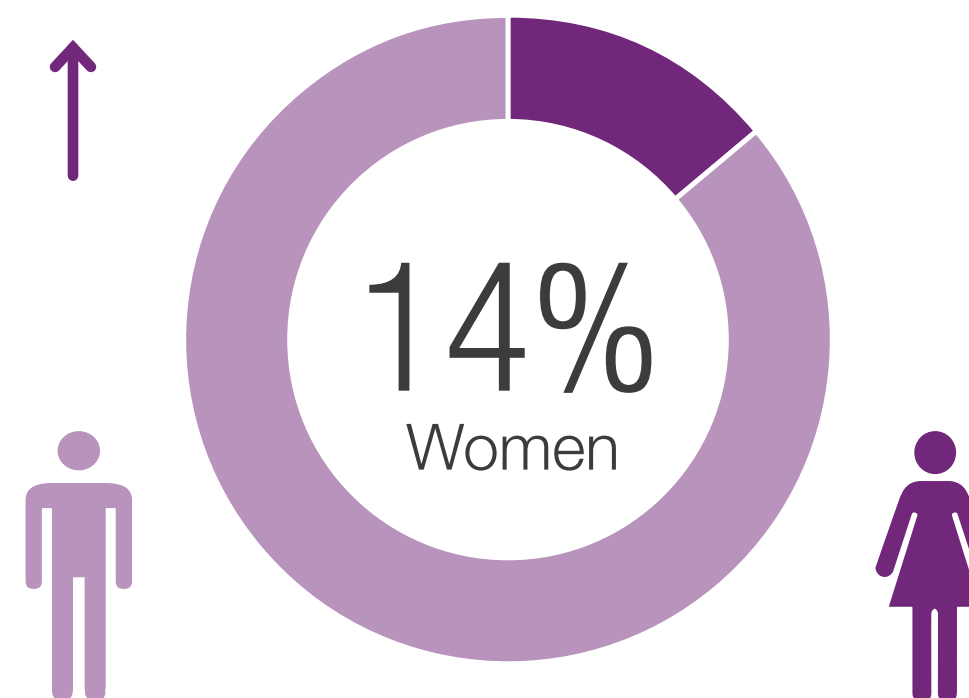
### Bonus gap

	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	57.3	61.6	66.5	51.7	49.2
% Median	33.3	33.3	48.0	40.0	42.9
% Males receiving bonus	43	54	1.2	25	64
% Females receiving bonus	46	55	0.1	15	58

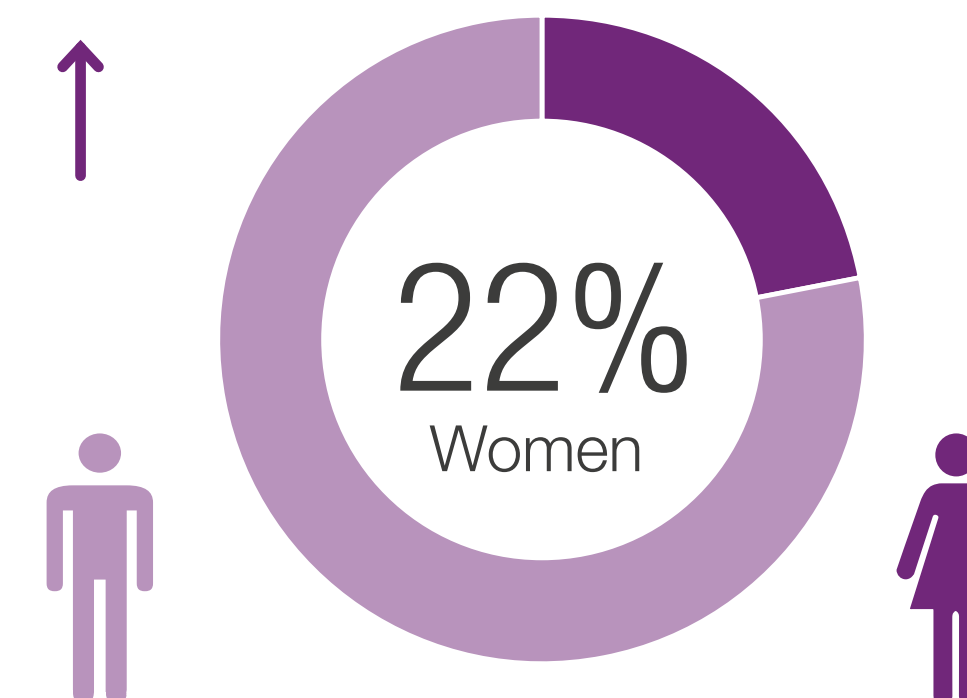


### Proportion of employees in each pay quartile

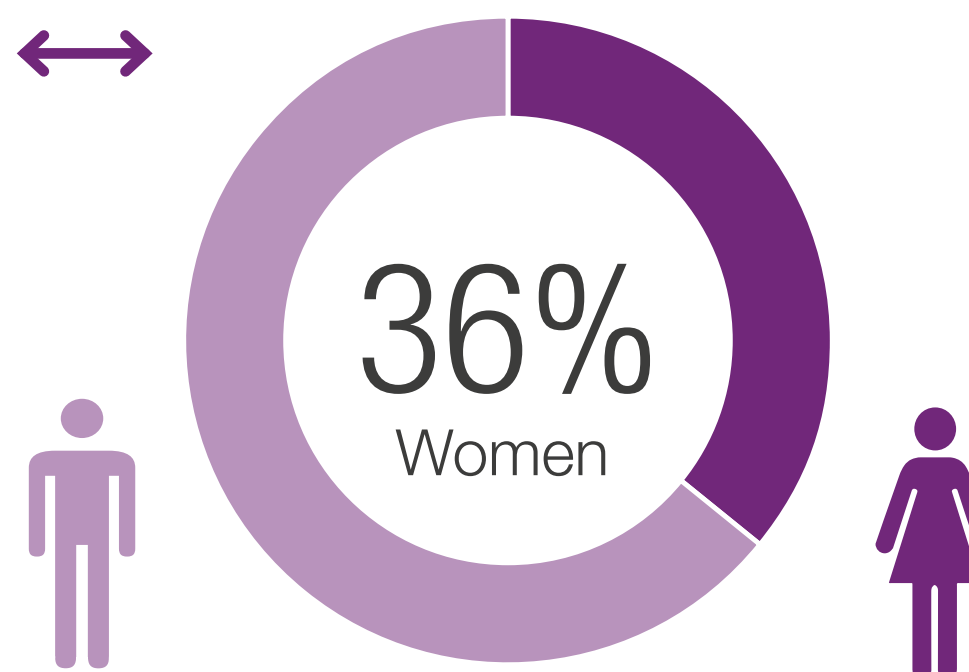
#### Upper pay quartile



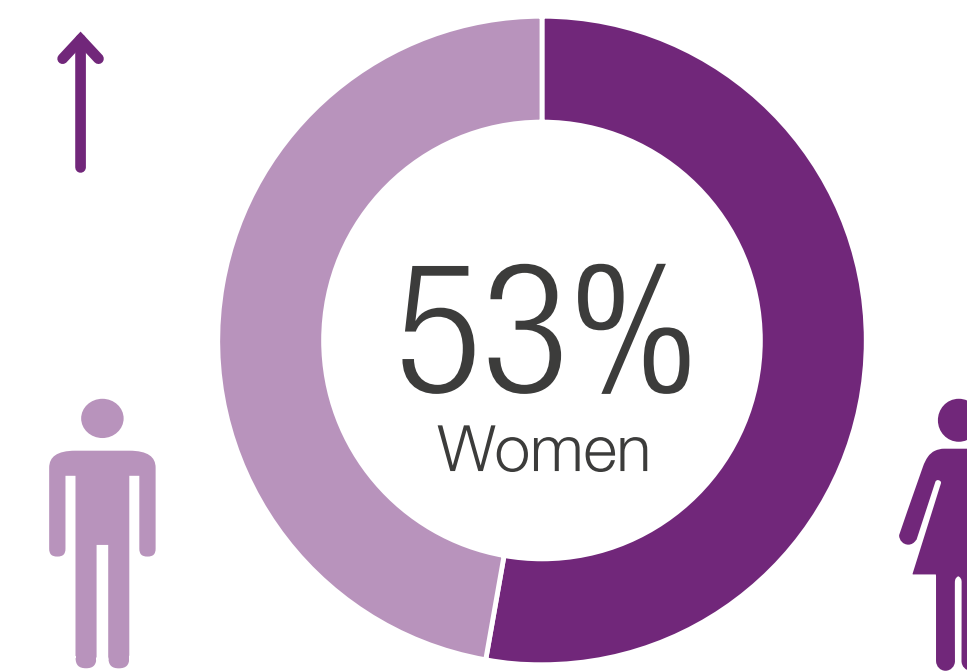
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



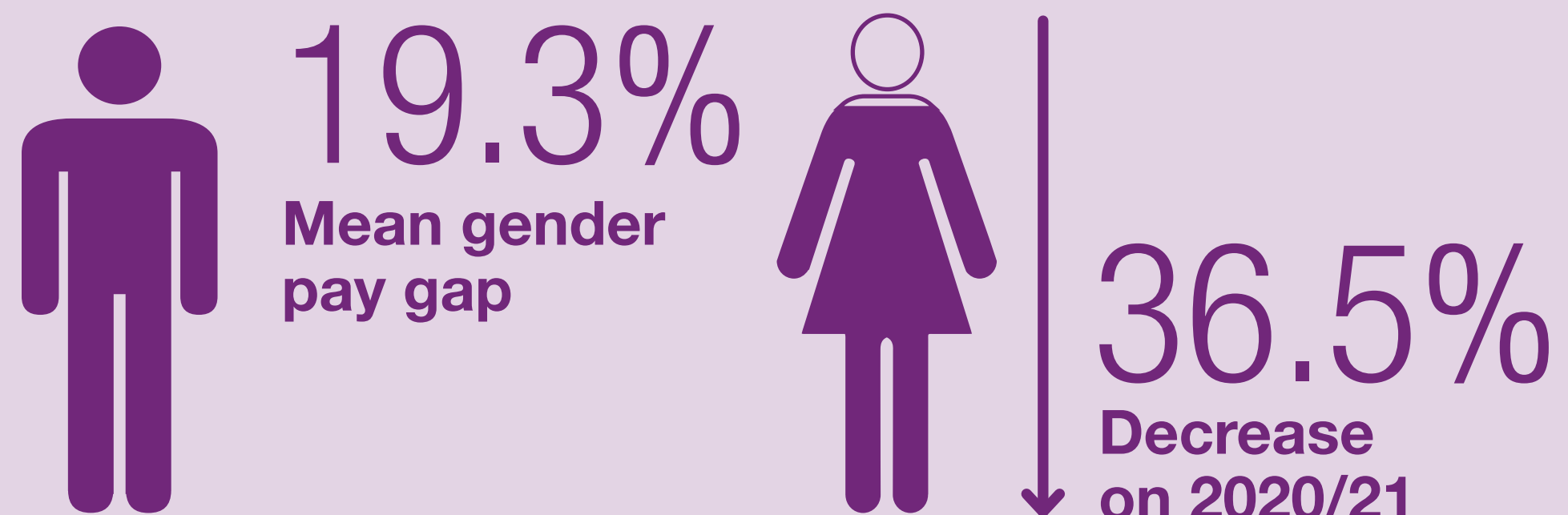
# MACE LTD

## STATUTORY DISCLOSURE

As at 5 April 2022

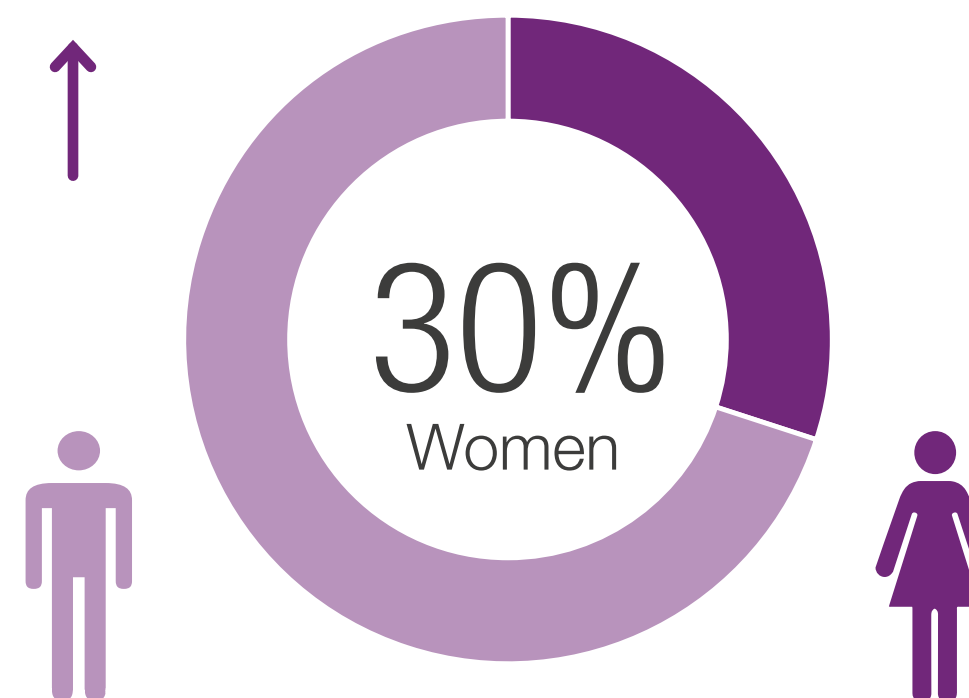
Pay gap	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	33.0	35.2	33.5	30.4	19.3
% Median	37.2	37.5	38.6	34.9	24.1

Bonus gap	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	55.4	60.2	66.5	52.9	7.4
% Median	33.3	33.3	48.0	40.0	44
% Males receiving bonus	42	55	1.27	26	74
% Females receiving bonus	47	60	0.12	17	73

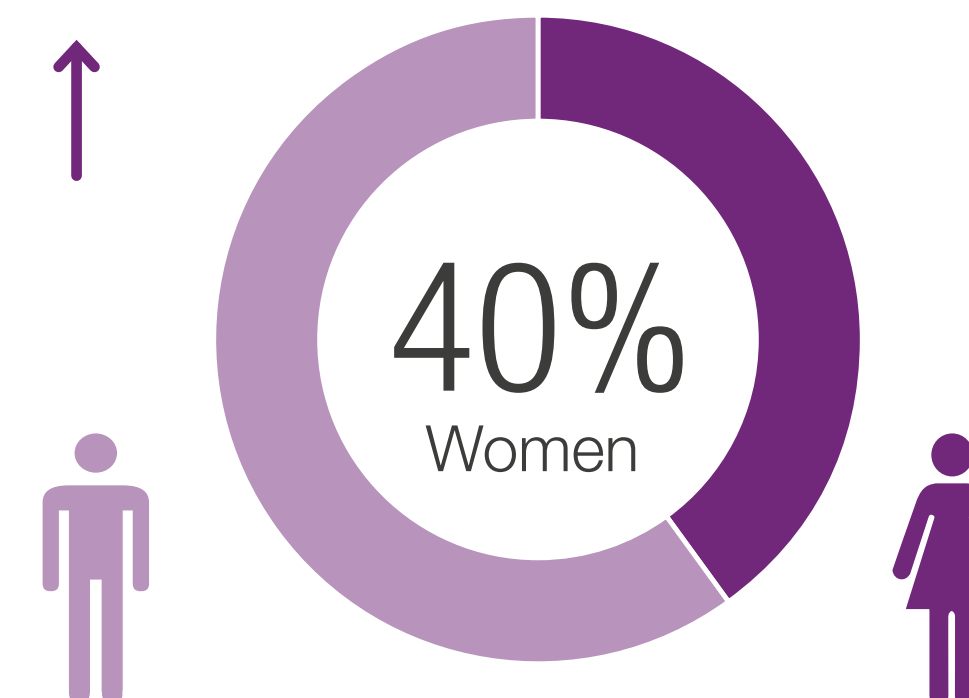


### Proportion of employees in each pay quartile

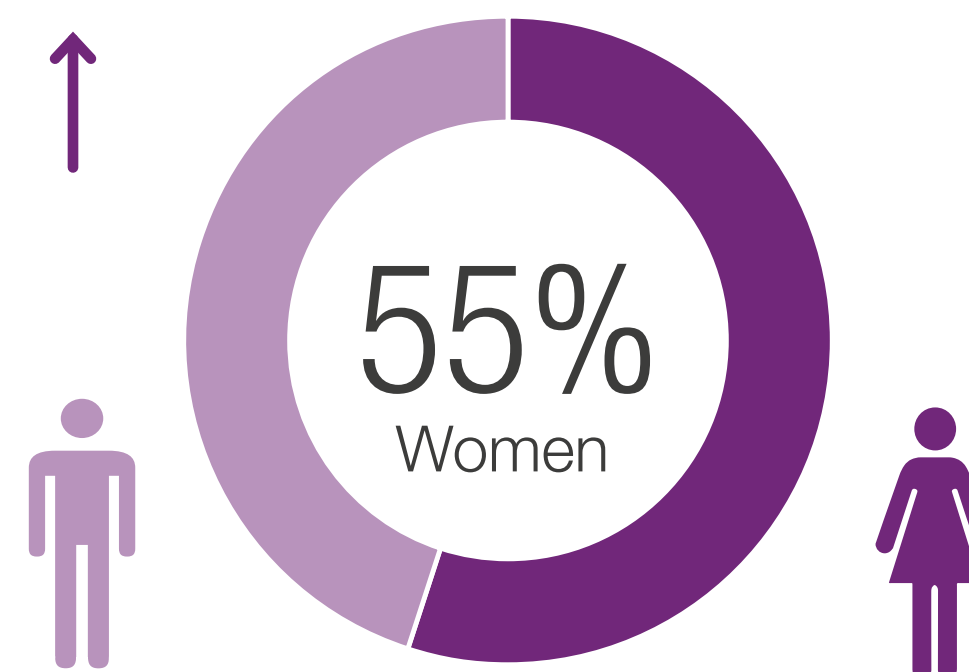
#### Upper pay quartile



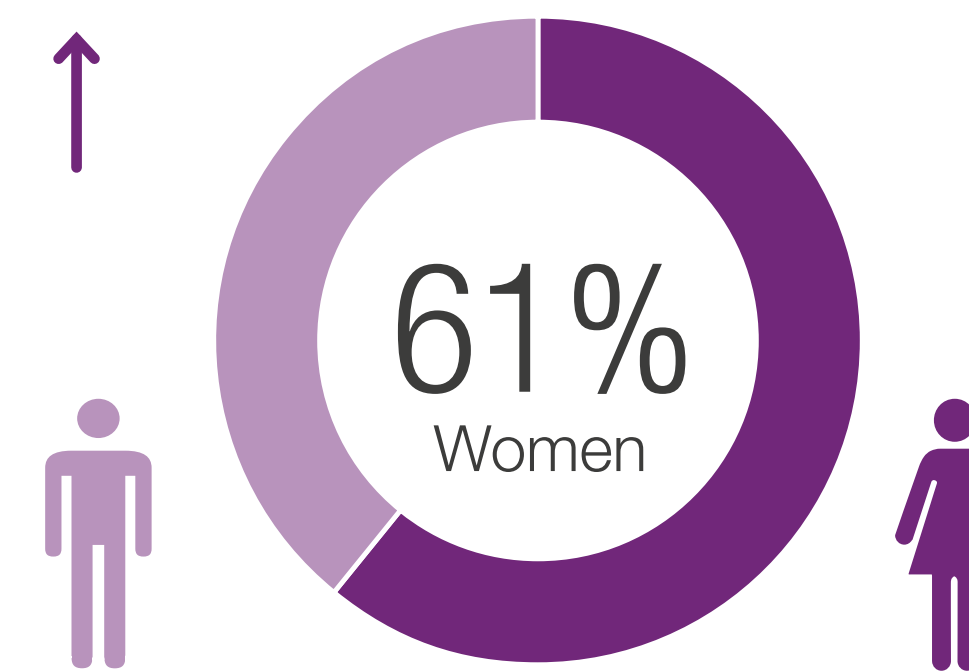
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



Significant changes to Mace Limited data this year reflect a change in headcount with colleagues moving into Mace Construct Ltd and Mace Consult Ltd.

# CONSULT

## STATUTORY DISCLOSURE

As at 5 April 2022

### Pay gap

	2021/22
% Mean	20.2
% Median	22.8

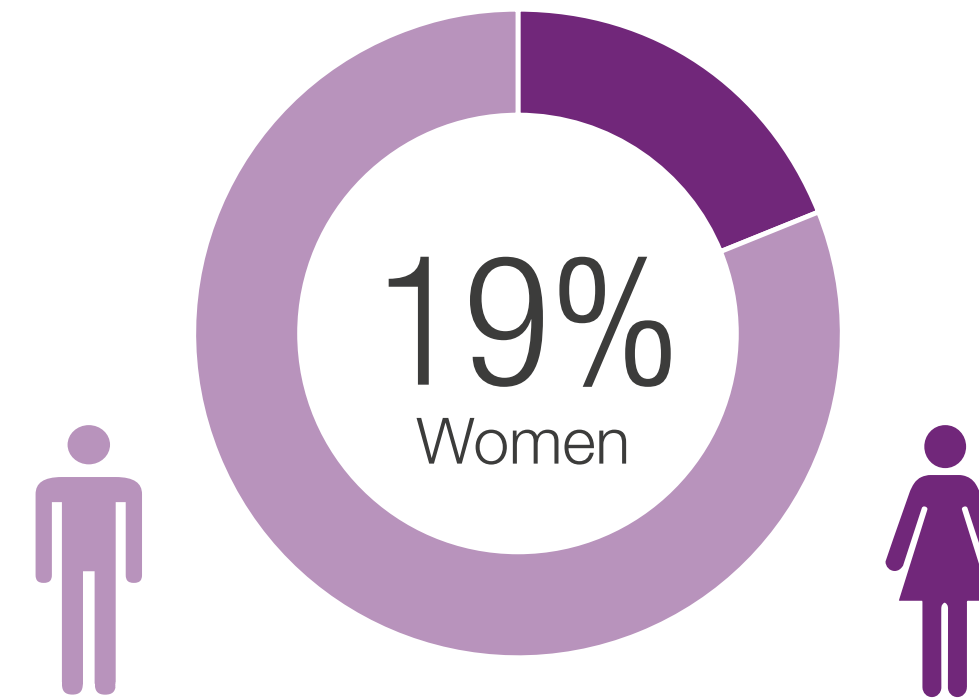
### Bonus gap

	2021/22
% Mean	39.5
% Median	27.9
% Males receiving bonus	53
% Females receiving bonus	48

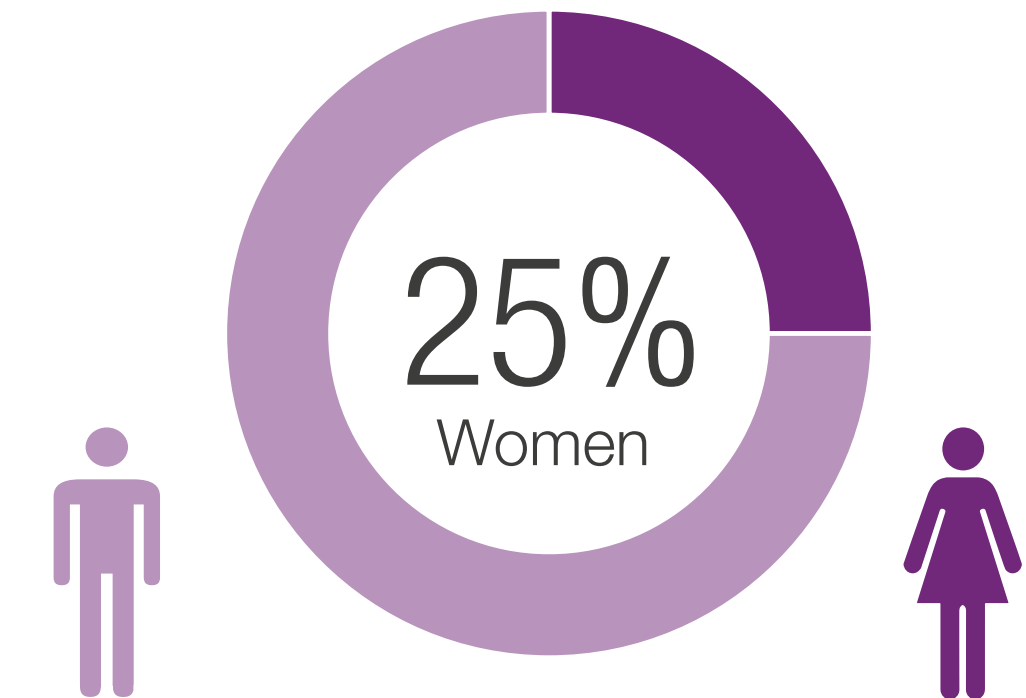


### Proportion of employees in each pay quartile

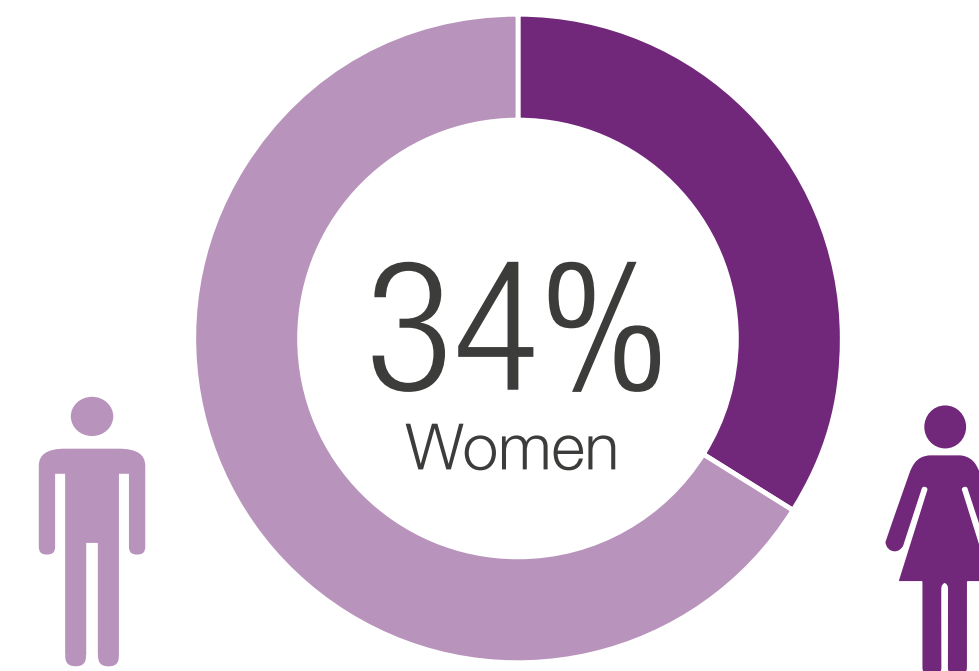
#### Upper pay quartile



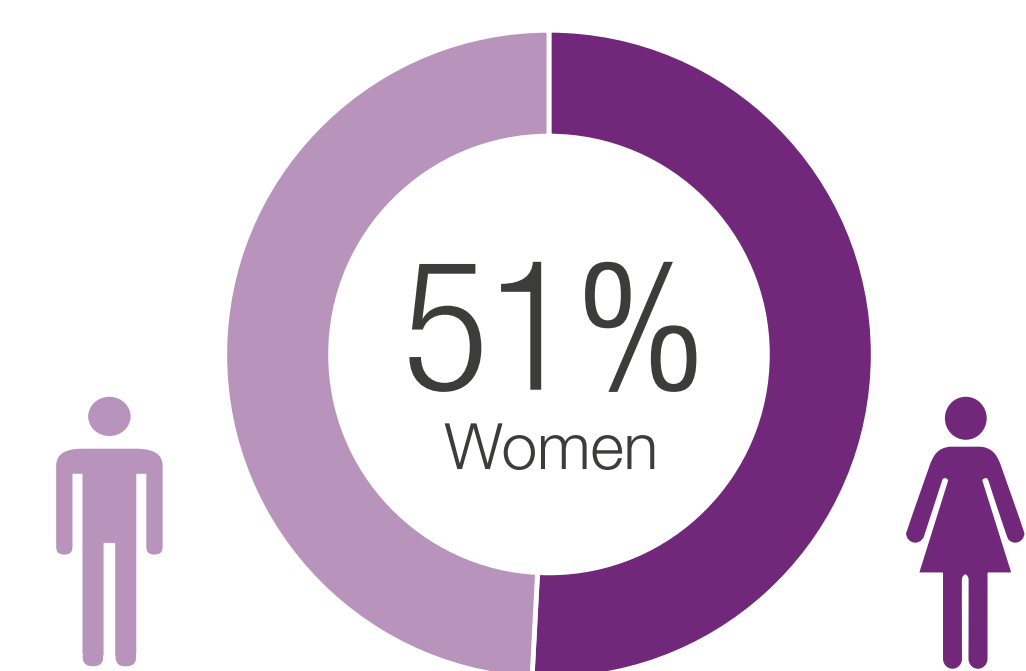
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# CONSTRUCT

## STATUTORY DISCLOSURE

As at 5 April 2022

### Pay gap

	2021/22
% Mean	37.5
% Median	40.2

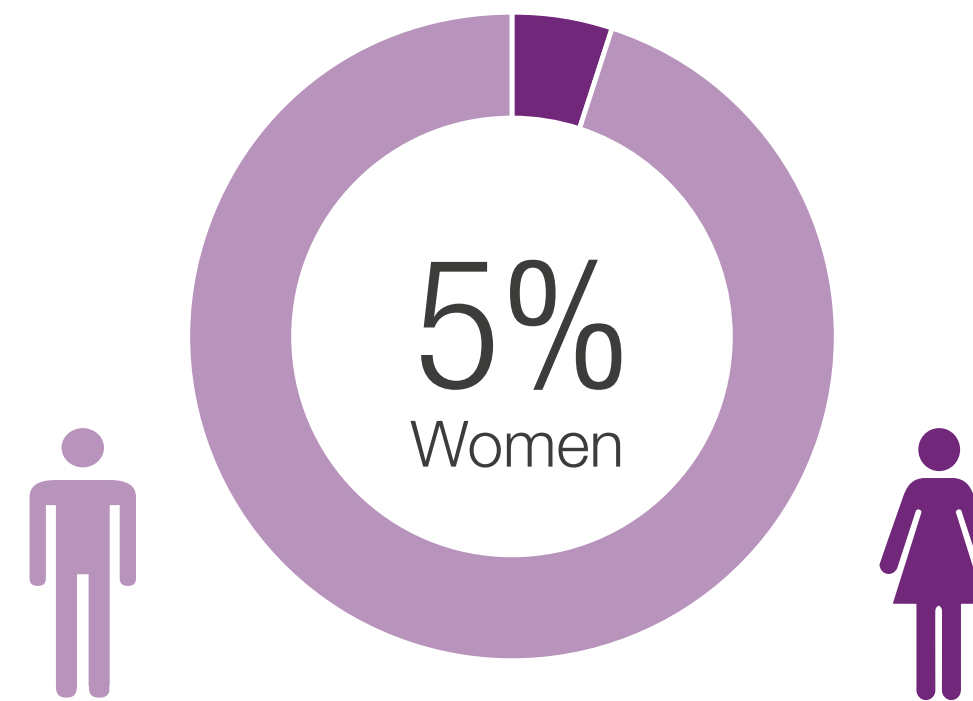
### Bonus gap

	2021/22
% Mean	67.8
% Median	50.0
% Males receiving bonus	79
% Females receiving bonus	77

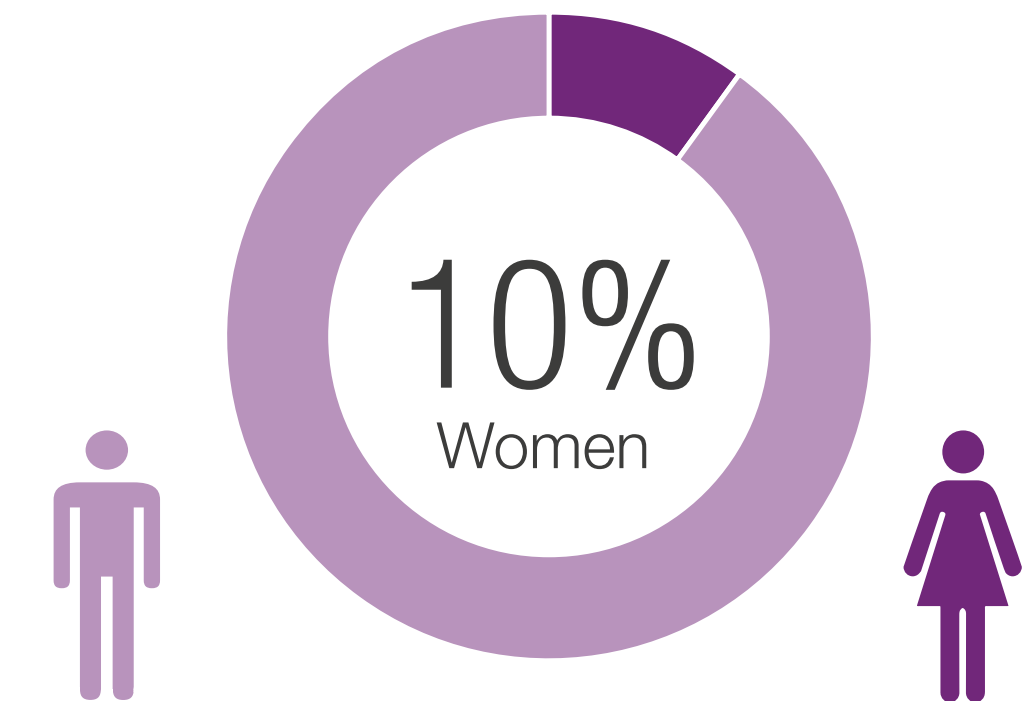


### Proportion of employees in each pay quartile

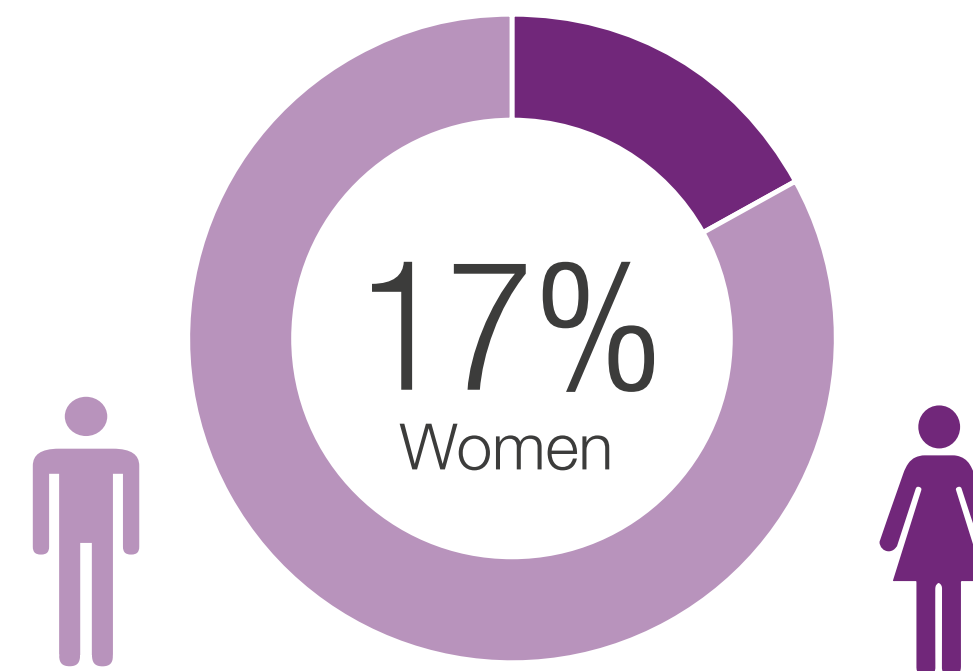
#### Upper pay quartile



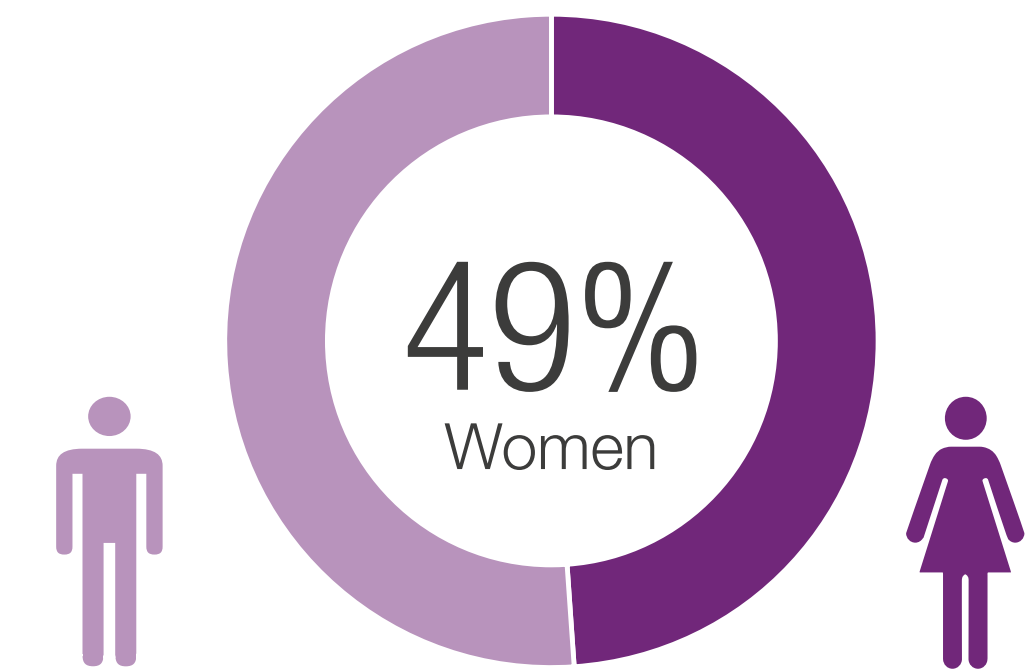
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile





# OPERATE

## STATUTORY DISCLOSURE

As at 5 April 2022

### Pay gap

	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	22.0	24.0	18.2	16.5	15.2
% Median	6.9	9.7	1.0	2.9	-1.9

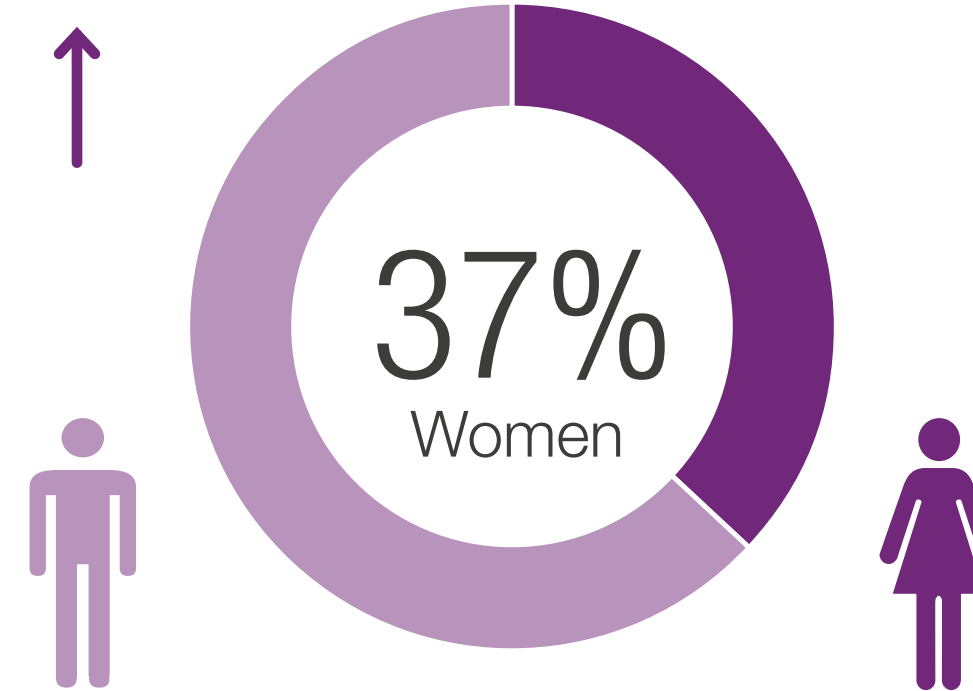
### Bonus gap

	2017/18	2018/19	2019/20	2020/21	2021/22
% Mean	64.3	66.2	N/A	13.1	54.2
% Median	0.0	27.7	N/A	13.1	11.5
% Males receiving bonus	57	34	0	4	55
% Females receiving bonus	41	2	0	2	52

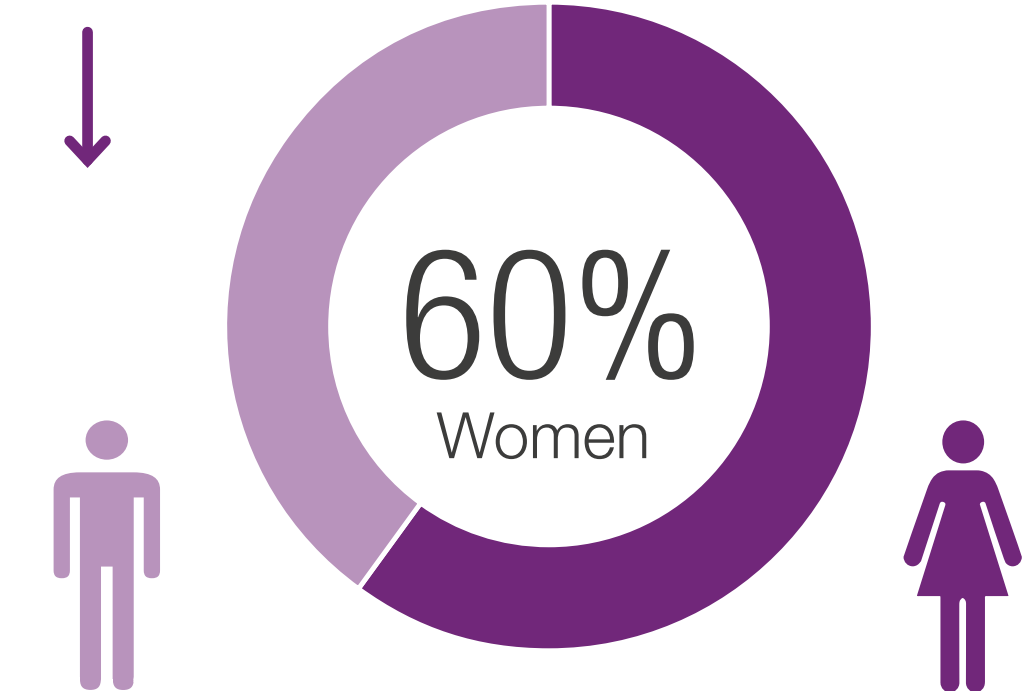


### Proportion of employees in each pay quartile

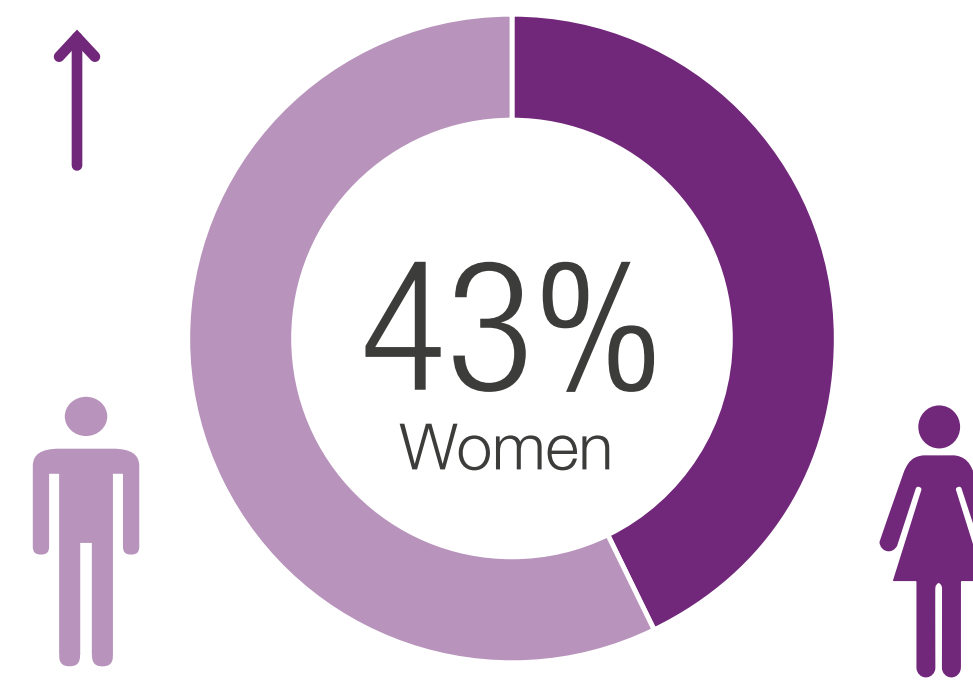
#### Upper pay quartile



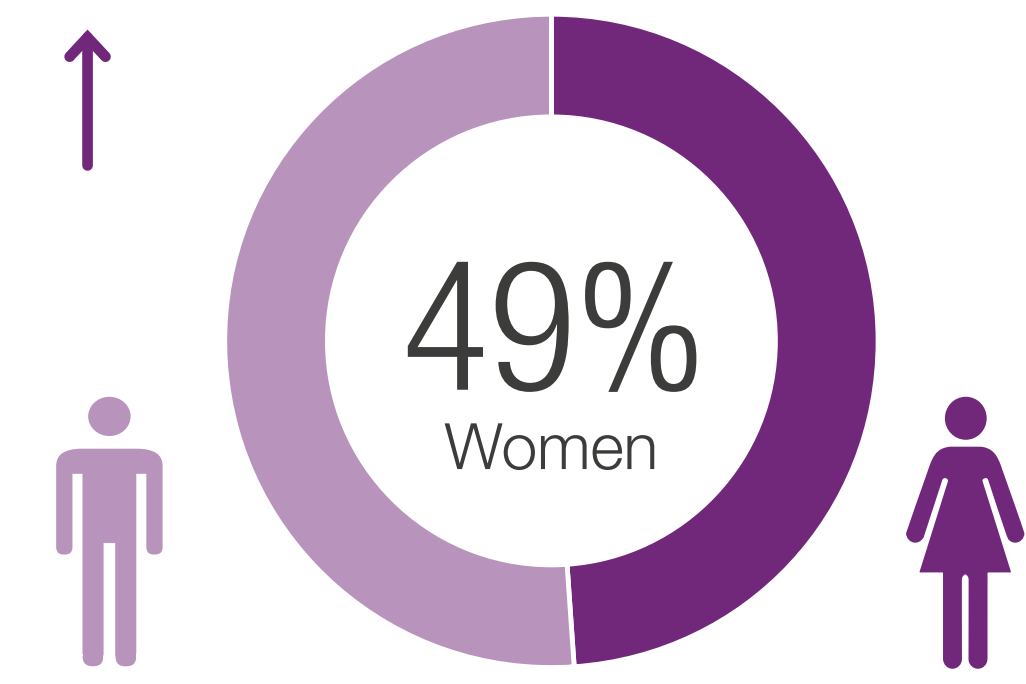
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# MACE GROUP

## ETHNICITY DISCLOSURE

(which includes subsidiaries)

As at 5 April 2022

### Pay gap

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

### Bonus gap

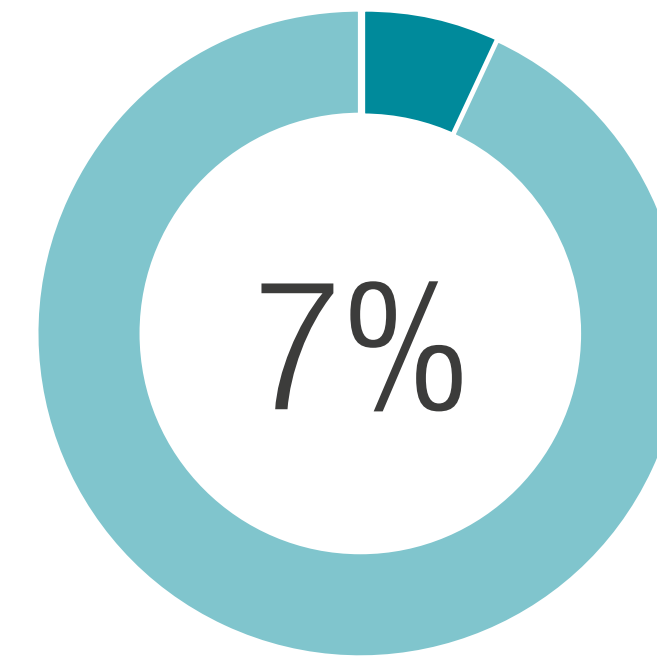
	2018/19	2019/20	2020/21	2021/22
% Mean	52.8	-70.2*	43.1	51
% Median	33.3	-20.0*	40.0	33.3
% White receiving bonus	60	1*	26	67
% Other receiving bonus	49	1*	15	52

\* 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.

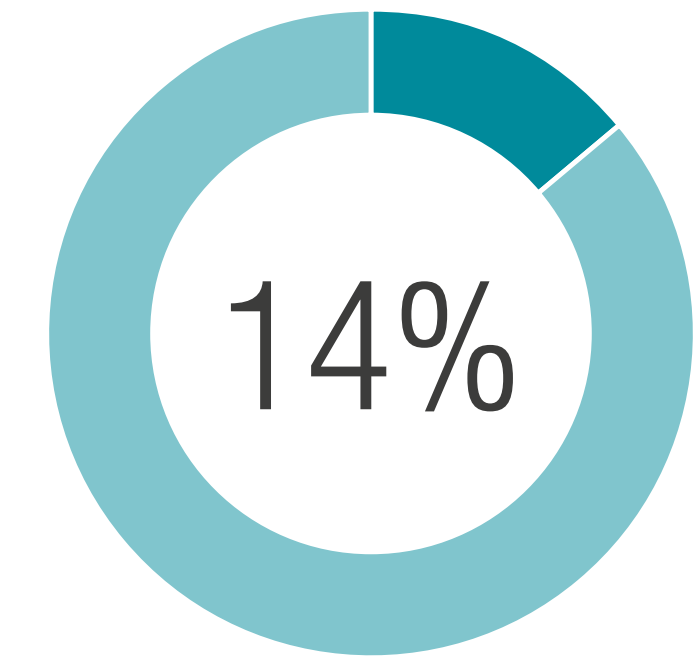
**25%**  
Mean ethnicity  
pay gap

### Proportion of employees in each pay quartile

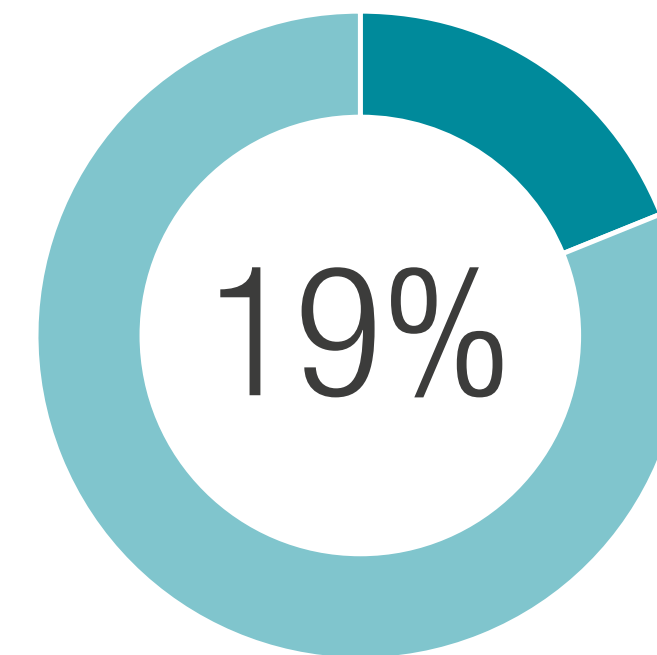
#### Upper pay quartile



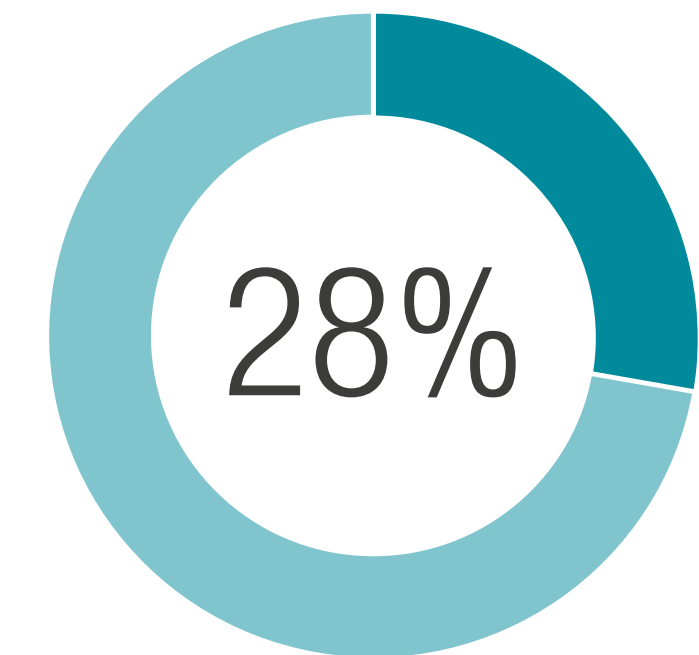
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# MACE LTD

## ETHNICITY DISCLOSURE

As at 5 April 2022

### Pay gap

	2018/19	2019/20	2020/21	2021/22
% Mean	24.8	21.5	21.5	31.0
% Median	24.1	24.7	25.5	22.5

### Bonus gap

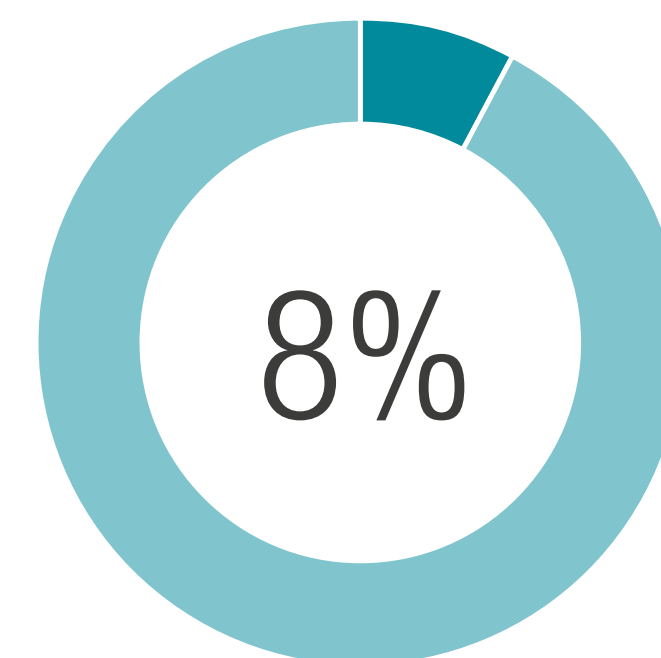
	2018/19	2019/20	2020/21	2021/22
% Mean	52.6	-70.2*	43.2	65.6
% Median	33.3	-20.0*	40.0	49.5
% White receiving bonus	61	1*	27	81
% Other receiving bonus	55	1*	17	63

\* 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.

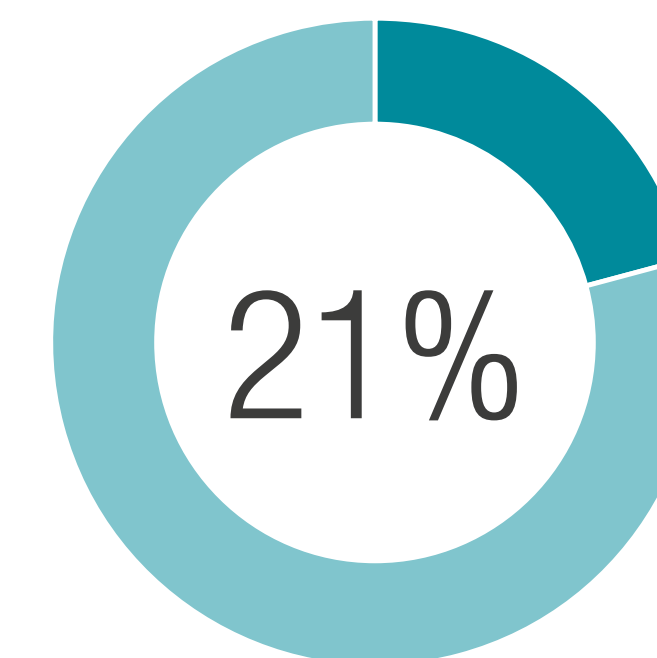
**31%**  
Mean ethnicity  
pay gap

### Proportion of employees in each pay quartile

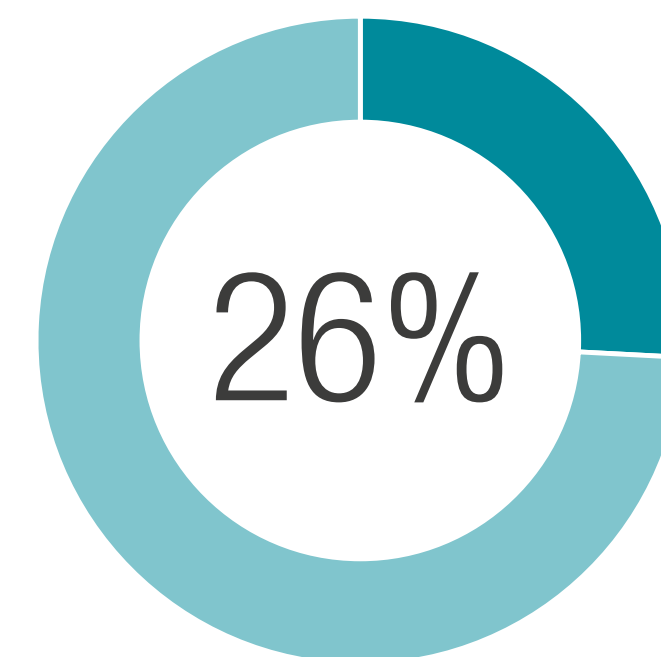
#### Upper pay quartile



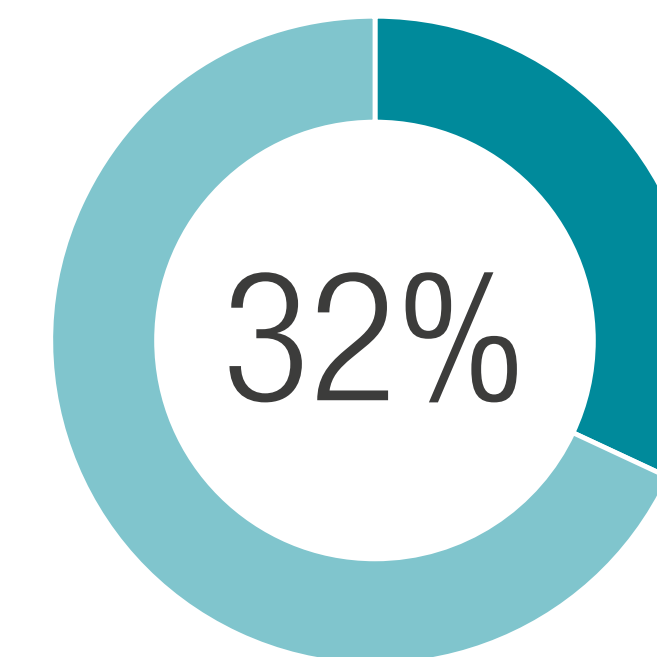
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



Significant changes to Mace Limited data this year reflect a change in headcount with colleagues moving into Mace Construct Ltd and Mace Consult Ltd.

# CONSULT

## ETHNICITY DISCLOSURE

As at 5 April 2022

### Pay gap

	2021/22
% Mean	14.7
% Median	15.8

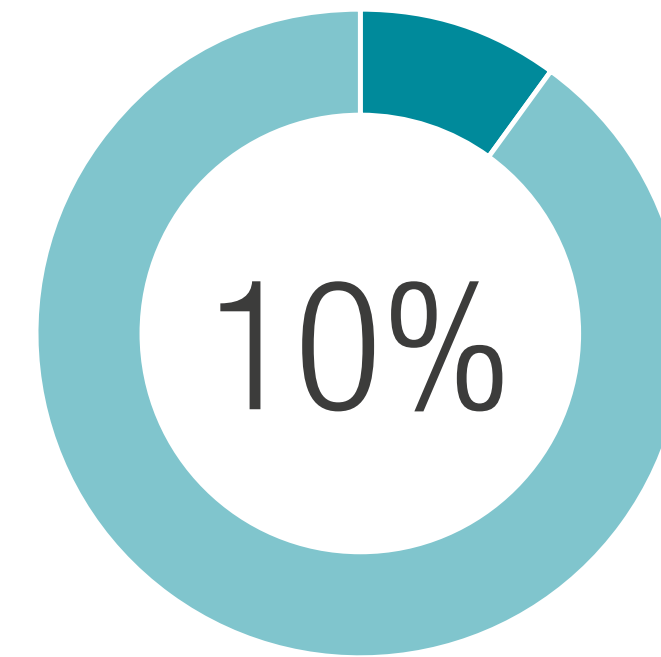
### Bonus gap

	2021/22
% Mean	-1.0
% Median	29.6
% White receiving bonus	56
% Other receiving bonus	41

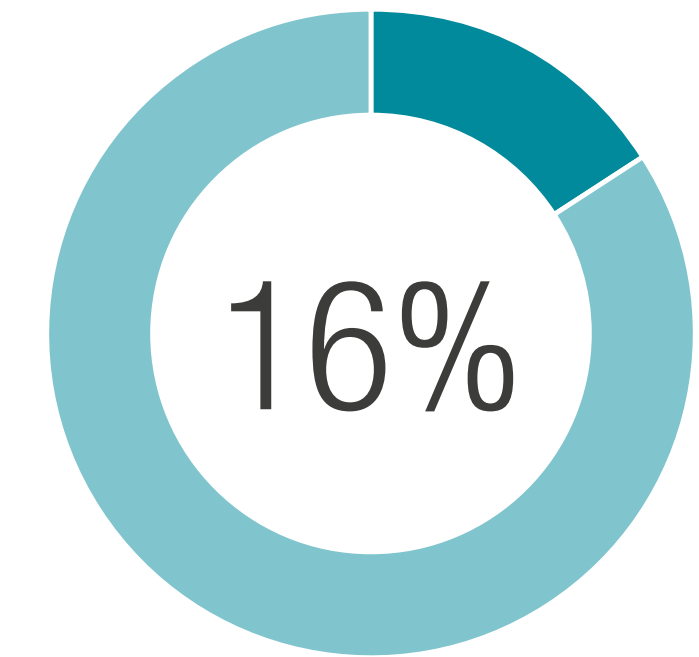
**15%**  
Mean ethnicity  
pay gap

### Proportion of employees in each pay quartile

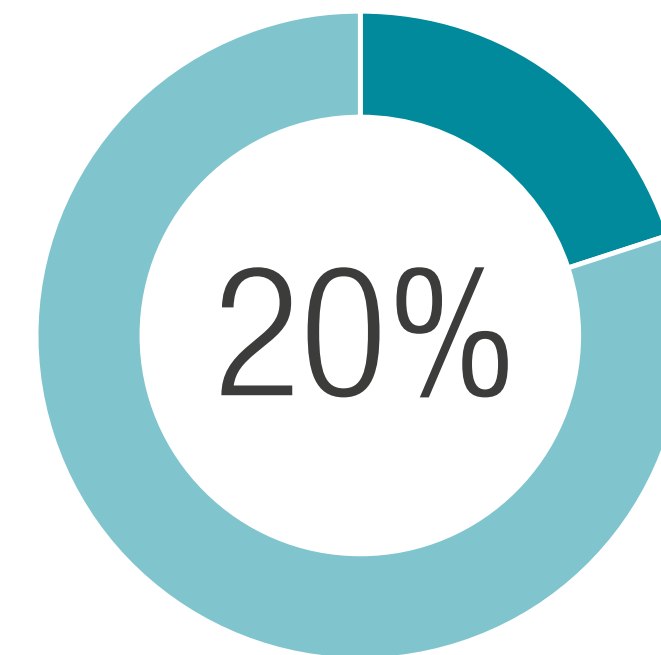
#### Upper pay quartile



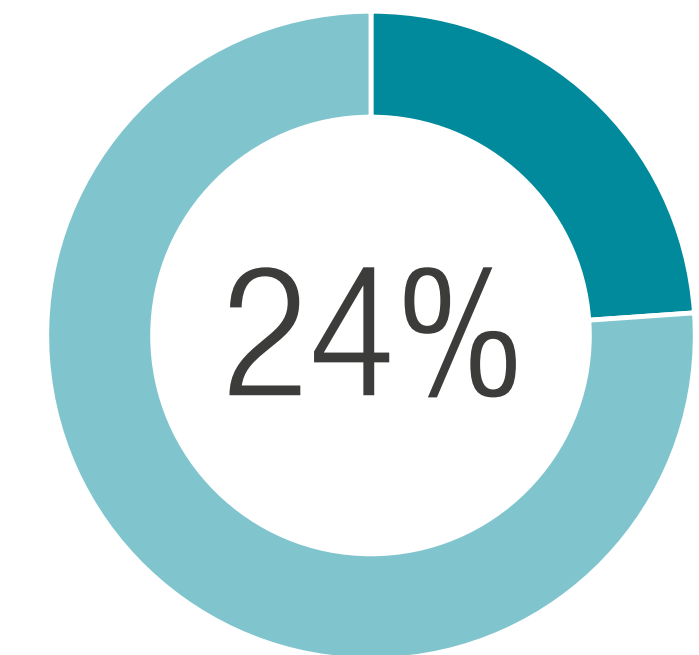
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# CONSTRUCT

## ETHNICITY DISCLOSURE

As at 5 April 2022

### Pay gap

	2021/22
% Mean	26.6
% Median	23.8

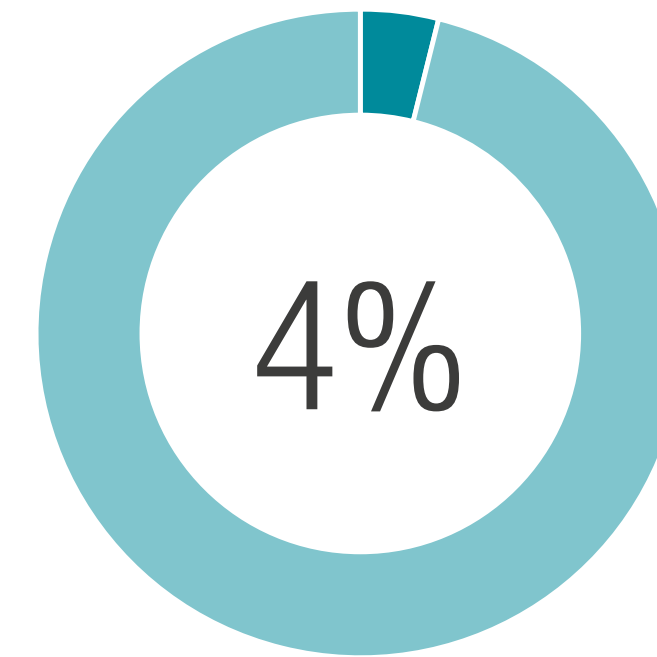
### Bonus gap

	2021/22
% Mean	61.6
% Median	33.3
% White receiving bonus	81
% Other receiving bonus	72

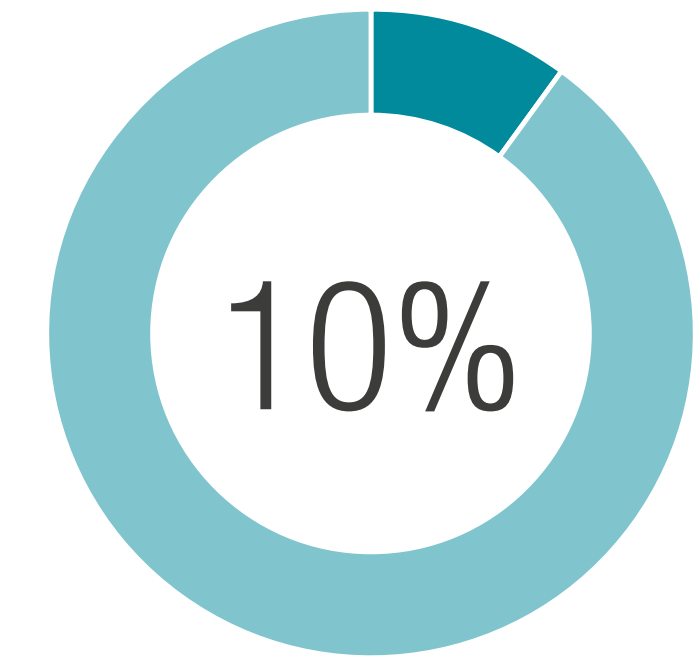
**27%**  
Mean ethnicity  
pay gap

### Proportion of employees in each pay quartile

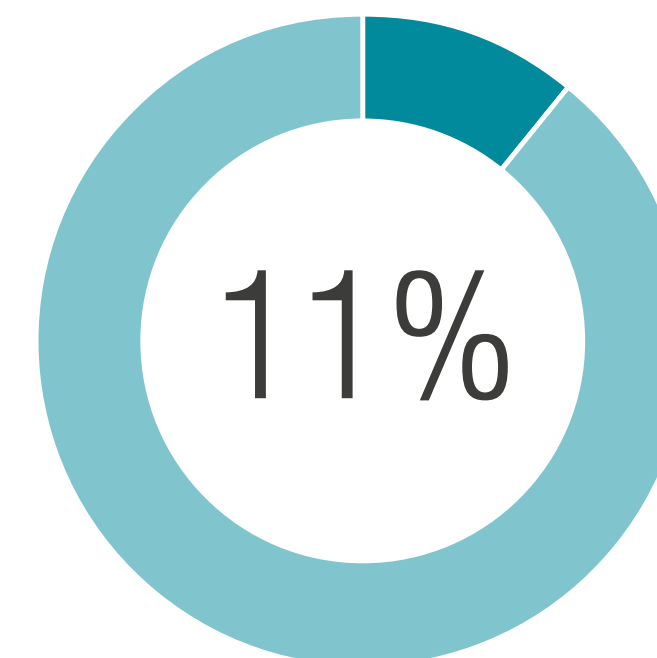
#### Upper pay quartile



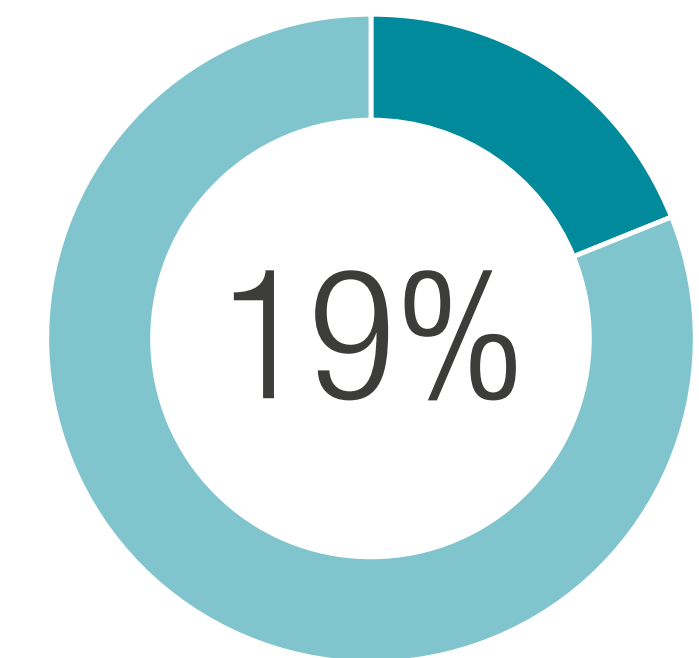
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# OPERATE

## ETHNICITY DISCLOSURE

As at 5 April 2022

### Pay gap

	2018/19	2019/20	2020/21	2021/22
% Mean	27.3	25.6	34.8	24.0
% Median	21.9	17.0	34.9	30.9

### Bonus gap

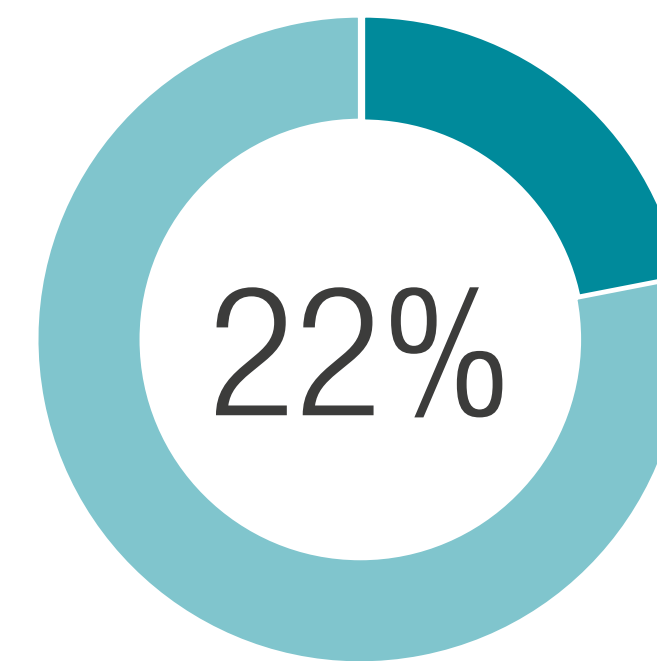
	2018/19	2019/20	2020/21	2021/22
% Mean	49.1	N/A*	51.9	61.6
% Median	33.7	N/A*	55.3	34.7
% White receiving bonus	41	0*	5	53
% Other receiving bonus	17	0*	2	53

\* 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.

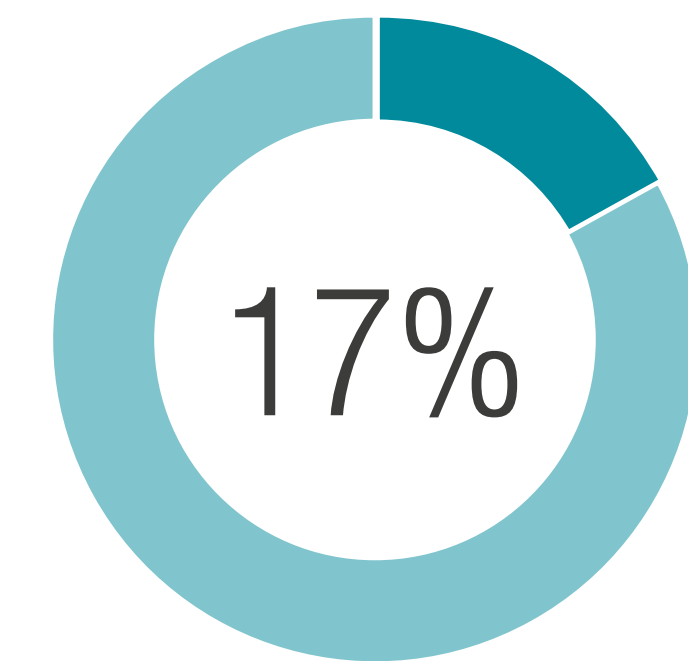
**24%**  
Mean ethnicity  
pay gap

### Proportion of employees in each pay quartile

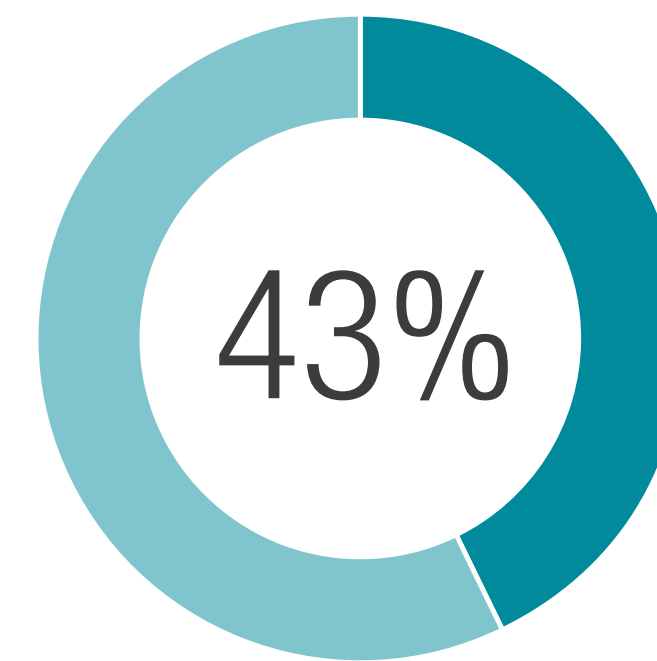
#### Upper pay quartile



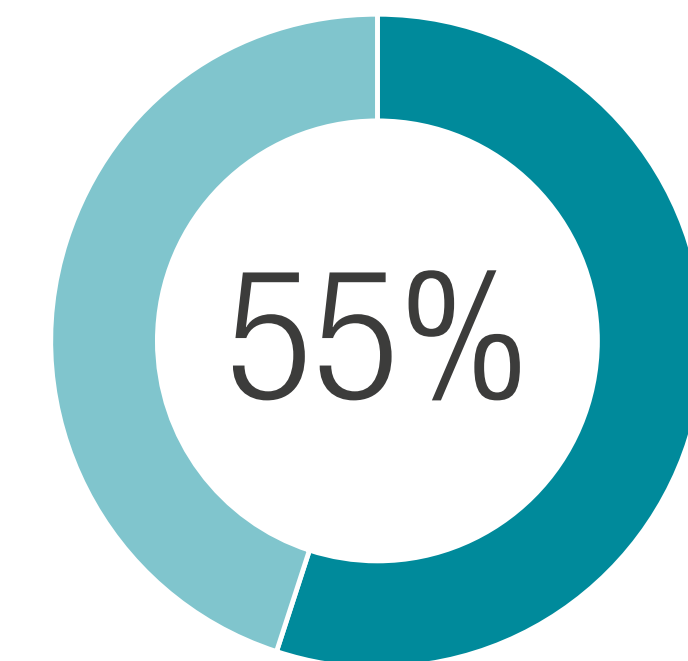
#### Upper middle pay quartile



#### Lower middle pay quartile



#### Lower pay quartile



# 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.