



# INCLUSION PAY GAP REPORT 2018-19



# Group Chief Executive statement



Embracing diversity and inclusion, as well as seeking out diverse ranges of experiences and knowledge, is critical for Mace to continue to keep finding a better way to deliver on behalf of our clients. We have welcomed new ways of working across our entire business and must continue to do so to build on our success and remain a disruptive company.

That's the message that my Group Board colleagues and I have been pushing across our business. We have aimed to lead by example, ensuring we have all completed our unconscious bias training and setting out our expectations for all Mace people to follow.

This year, we had hoped to be publishing a wider diversity and inclusion report, sharing some of the progress we have made, outlining our inclusion strategy and profiling some of the leading figures across Mace who are helping to make this a reality. But due to the current coronavirus pandemic, we have made the decision to share an interim report, and later this year we will provide a wider report to outline our plans and commitments with updated data.

In the last two years, Mace has come a long way on diversity and inclusion; driven in part by the fantastic employee networks that have been set up by our people to ensure that all voices in the company can be heard and make a positive impact.

Since making this a focus of our business, we have leapt into the top 150 of Stonewall's UK Workplace Equality Index, been shortlisted for the top 10 'inclusive employer' award at the British LGBT Awards and made significant strides in driving unconscious bias training across the entire organisation, with 85% of all employees having completed the training course. We've hosted some hugely impactful events, opening up the doors to fantastic people who are leading this agenda across our sector and beyond

Sadly, we have not made progress in all areas. It is clear from our relatively stable gender pay gap figures that we have not been as successful in combatting gender diversity at Mace as we could hope for. We had aimed to make significant progress against our previous year's figures, and so it is disappointing that our gender pay gap has remained largely stable over the last 12 months.

It's important to remember that the gender pay figures are a lagging indicator; the figures contained in this report are already 12 months out of date. Since April 2019, we have made a number of key changes and we are pleased to say that our latest data shows that, since then, the figures for the last nine months running up to January 2020 are improving, but again not at the rate we would like. We'll be sharing this new data, along with our plans to improve, with you all soon.

We always knew this would be difficult, and it is clear that many of the structural problems affecting our sector – the gender imbalance at the top of the contracting market, for example – will take time, hard work and focus for us to change, and after the coronavirus pandemic, I am sure we will face different challenges too.

In light of this, we still hope to make a number of significant changes this year that we hope will help to drive further progress. We will also be proactively working with our peers across the sector, utilising my role as Skills Lead with the Construction Leadership Council, to continue to help create a more diverse pipeline of talent, helping to address the industry-wide imbalances that have limited much of our progress to date.

We want Mace to be one of the most diverse and inclusive organisations to work for, not just in the built environment sector. To make that ambition a reality will take hard work, and we must all redouble our efforts to do so.

A handwritten signature in black ink, appearing to read 'Mark Reynolds', with a long horizontal flourish underneath.

**Mark Reynolds**  
Group Chief Executive

# Definitions

**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 an individual 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.

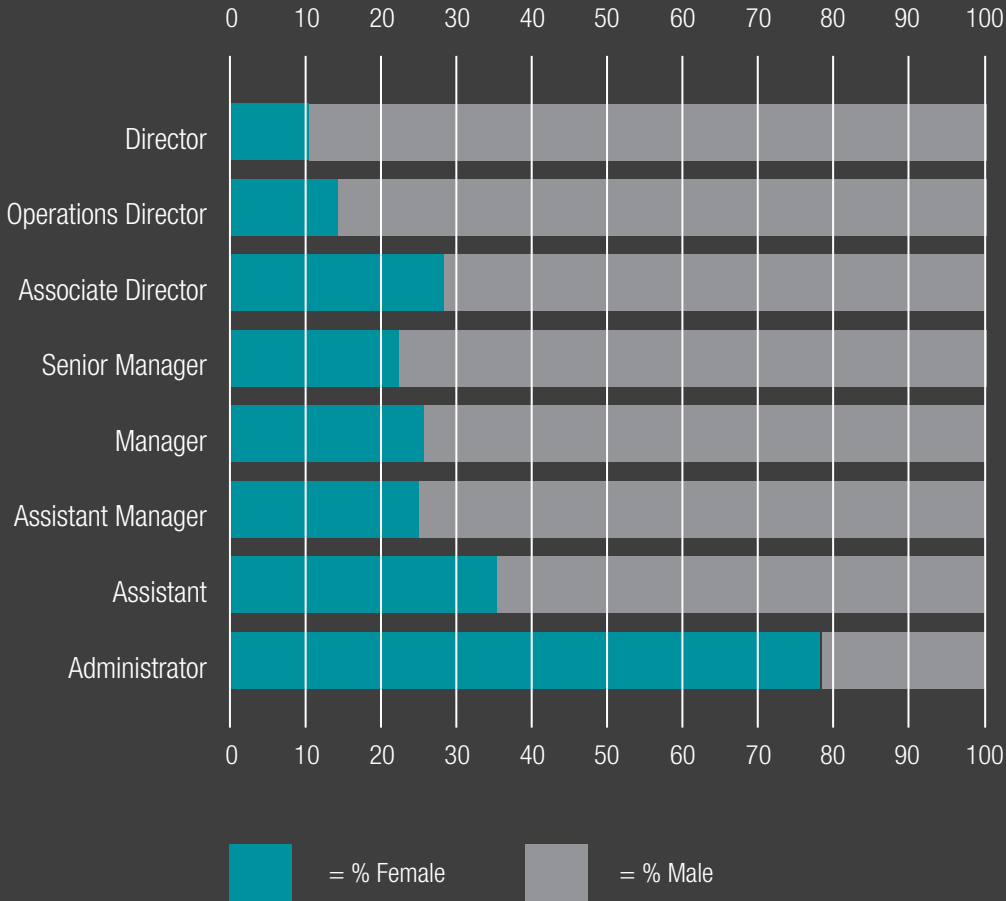
**The median average** is the midpoint of the set of data.



# At a glance

## GENDER PROFILE BY GRADE

As at 5 April 2019



**3,551**  
UK employees

**29%**

of our UK employees are women

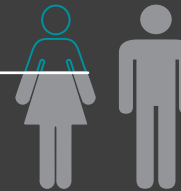


**55%**

of women received a bonus

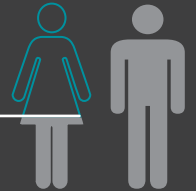
**37%**

mean gender  
pay gap



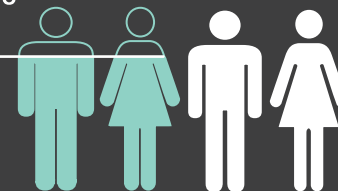
**62%**

mean gender  
bonus gap



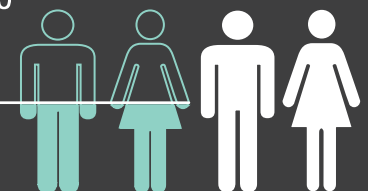
**28%**

mean  
ethnicity  
pay gap



**53%**

mean  
ethnicity  
bonus gap



# Mace Group (which includes subsidiaries) statutory disclosure

As at 5 April 2019

PAY GAP	2016/17	2017/18	2018/19
% Mean	36.8	34.6	37.3
% Median	44.6	39.4	39.5

BONUS GAP	2016/17	2017/18	2018/19
% Mean	52.7	57.3	61.6
% Median	42.1	33.3	33.3
% Males receiving bonus	51	43	54
% Females receiving bonus	48	46	55

## PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



**55%**

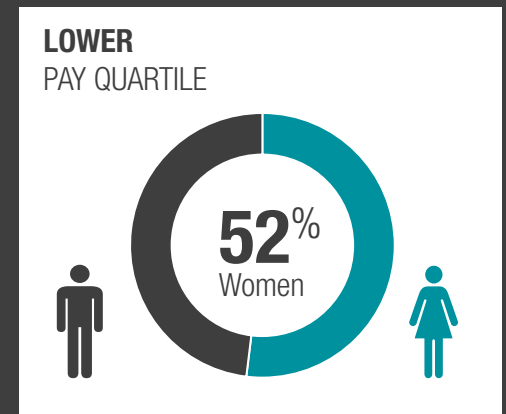
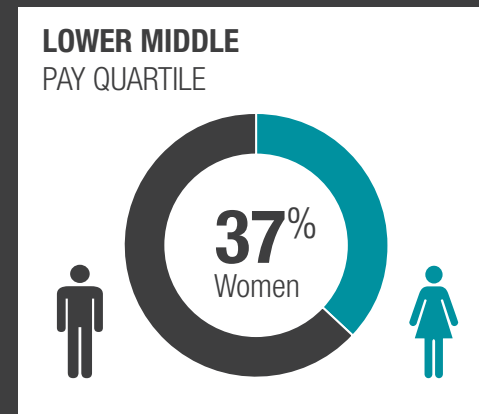
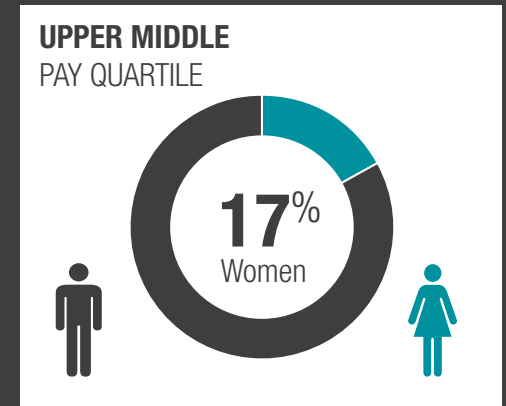
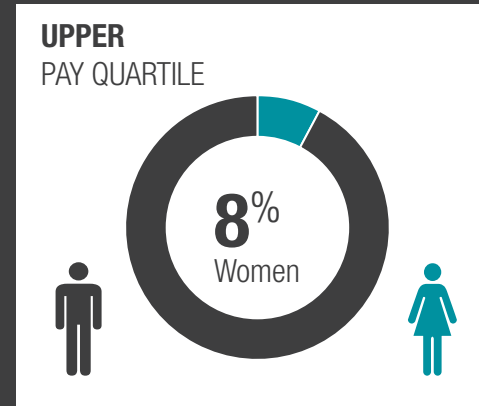
of female employees received a bonus



**54%**

of male employees received a bonus

## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



# Mace Ltd

## statutory disclosure

As at 5 April 2019

PAY GAP	2016/17	2017/18	2018/19
% Mean	34.5	33.0	35.2
% Median	39.9	37.2	37.5

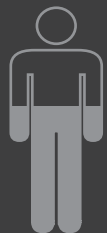
BONUS GAP	2016/17	2017/18	2018/19
% Mean	49.1	55.4	60.2
% Median	33.3	33.3	33.3
% Males receiving bonus	51	42	55
% Females receiving bonus	50	47	60

### PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



**60%**

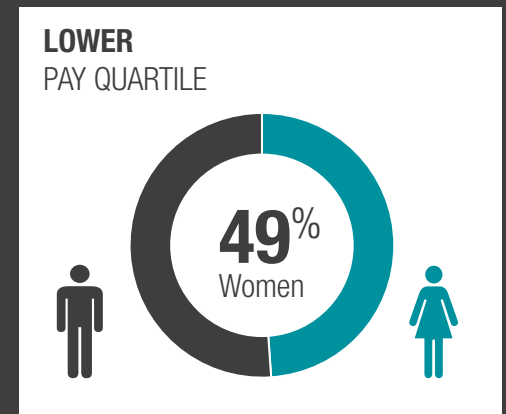
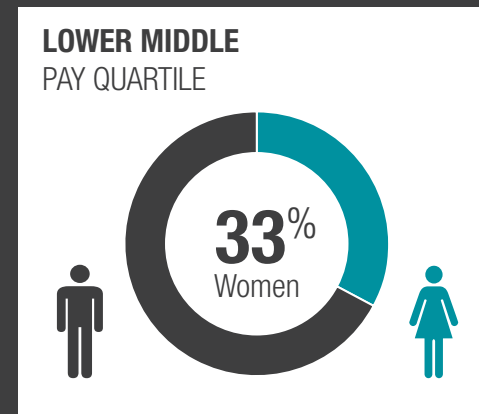
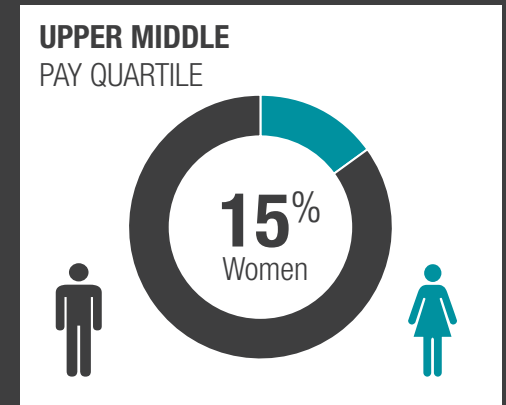
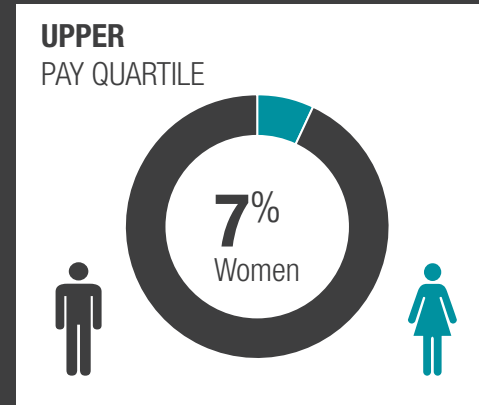
of female employees received a bonus



**55%**

of male employees received a bonus

### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



# Mace Macro statutory disclosure

As at 5 April 2019

Mace Macro is a separate legal entity which employs more than 250 people, hence we are legally required to disclose this data separately.

PAY GAP	2016/17	2017/18	2018/19
% Mean	23.6	22.0	24.0
% Median	10.3	6.9	9.7

BONUS GAP	2016/17	2017/18	2018/19
% Mean	57.3	64.3	68.0
% Median	37.5	0.0	27.7
% Males receiving bonus	51	57	34
% Females receiving bonus	40	41	28

## PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



**28%**

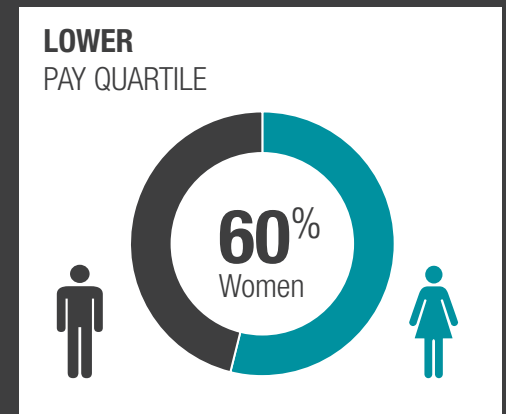
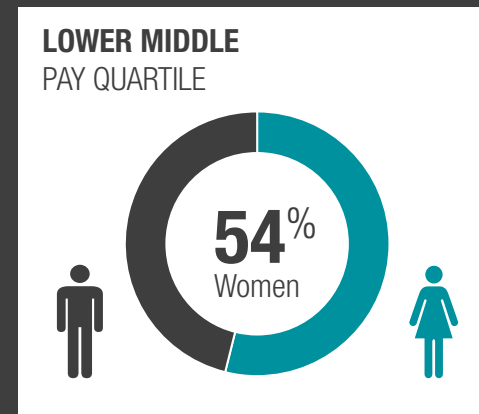
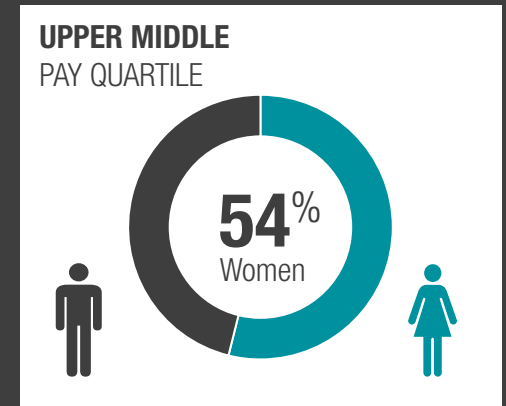
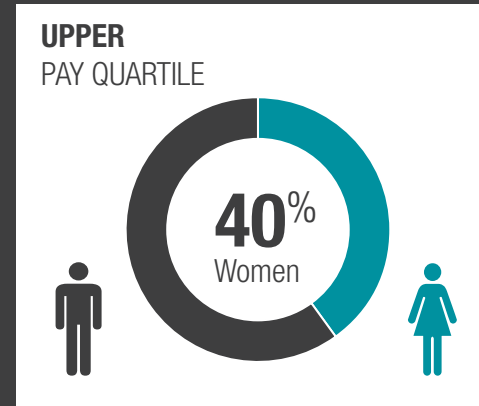
of female employees received a bonus



**34%**

of male employees received a bonus

## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



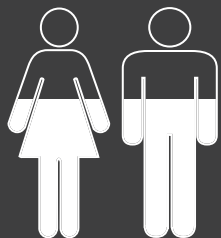
# Mace Group Ethnicity disclosure

As at 5 April 2019

PAY GAP	2017/18	2018/19
% Mean	24.6	28.2
% Median	26.6	27.2

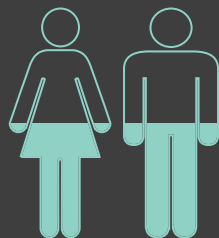
BONUS GAP	2017/18	2018/19
% Mean	43.4	52.8
% Median	33.3	33.3
% White receiving bonus	46	60
% Other receiving bonus	40	49

## PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



**60%**

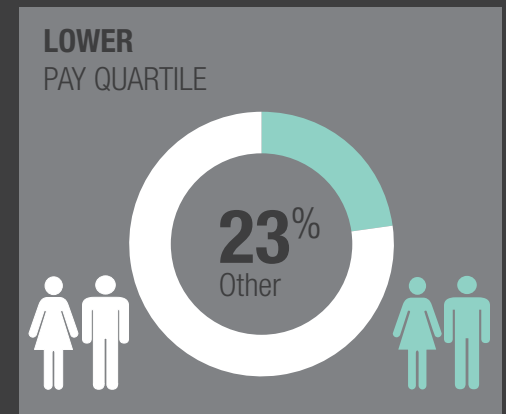
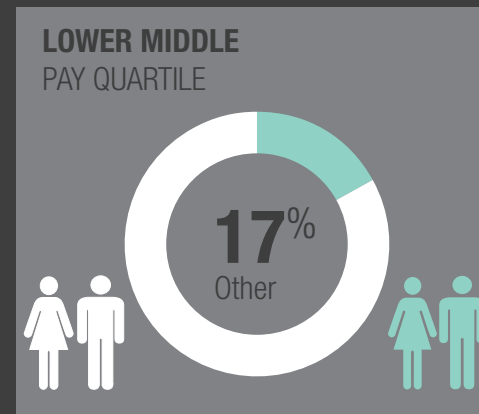
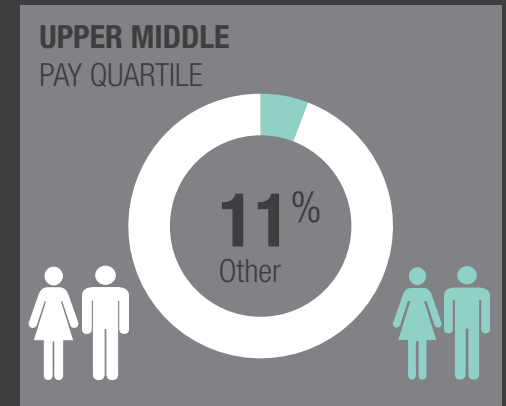
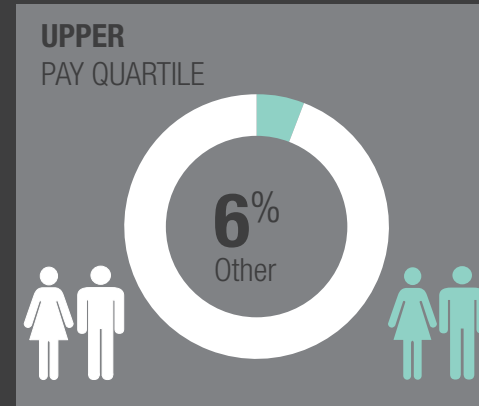
of white employees received a bonus



**49%**

of other employees received a bonus

## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE





# Mace Ltd

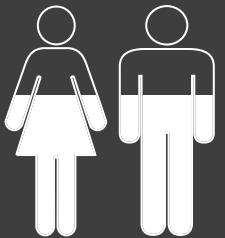
## Ethnicity disclosure

As at 5 April 2019

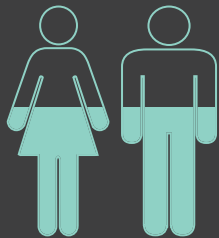
PAY GAP	2017/18	2018/19
% Mean	22.6	24.8
% Median	24.4	24.1

BONUS GAP	2017/18	2018/19
% Mean	35.6	52.6
% Median	33.3	33.3
% White receiving bonus	45	61
% Other receiving bonus	38	55

### PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT

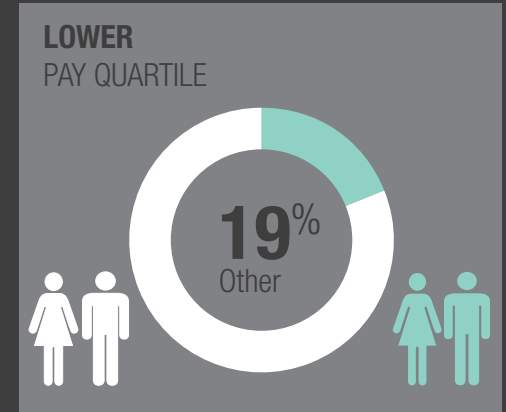
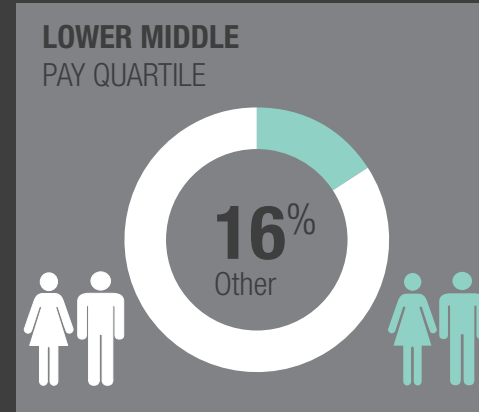
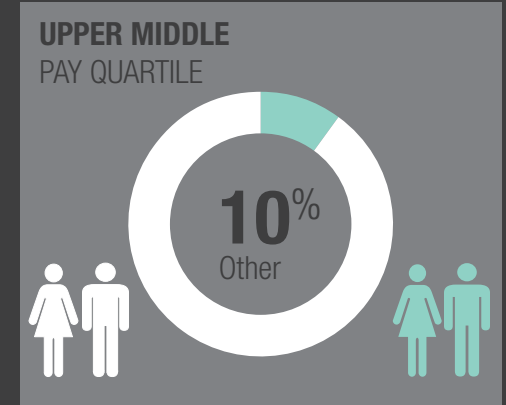
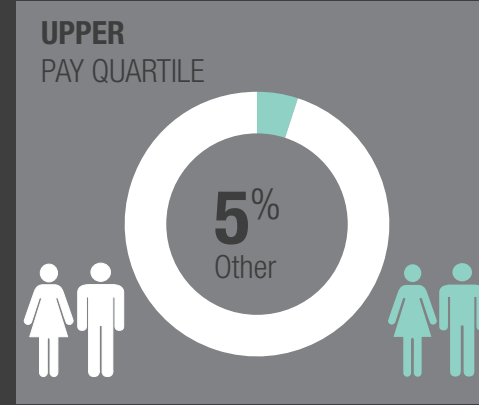


**61%**  
of white employees received a bonus



**55%**  
of other employees received a bonus

### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



# Mace Macro

## Ethnicity disclosure

As at 5 April 2019

Mace Macro is a separate legal entity which employs more than 250 people, hence we are legally required to disclose this data separately.

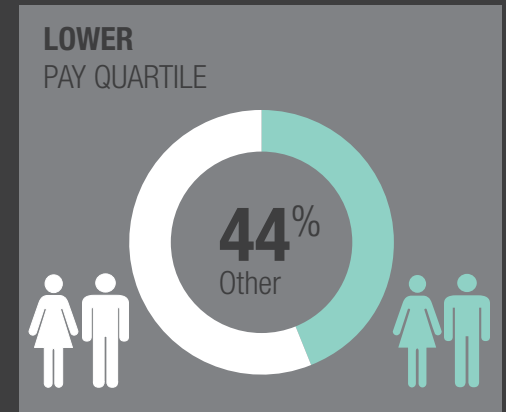
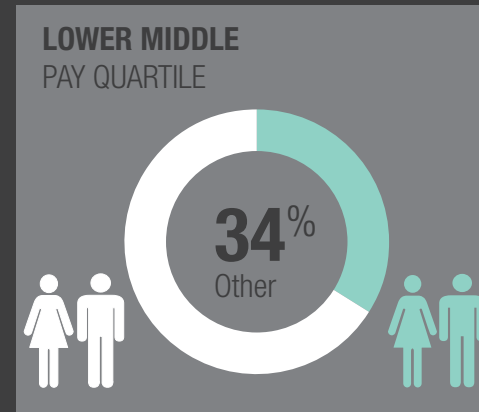
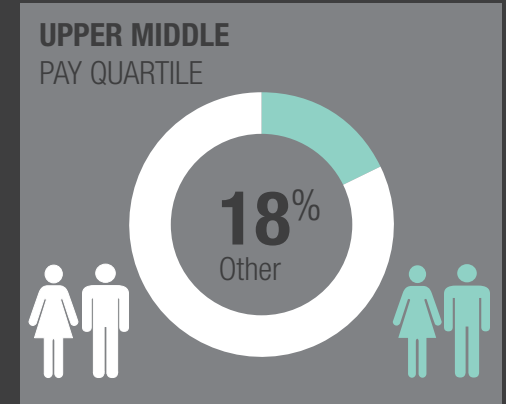
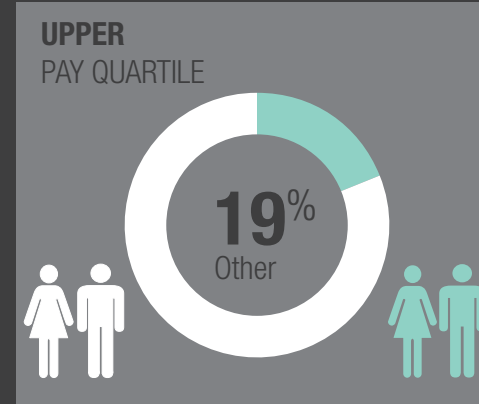
PAY GAP	2017/18	2018/19
% Mean	18.6	27.3
% Median	15.5	21.9

BONUS GAP	2017/18	2018/19
% Mean	78.5	49.1
% Median	37.1	33.7
% White receiving bonus	52	41
% Other receiving bonus	53	17

### PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



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