



# DIVERSITY AND INCLUSION STRATEGY 2020–2023



# Contents

Forewords	2-3
Purpose	5
Profile: Phoebe Leach	6
Profile: Rachel Thomas	7
Our diversity and inclusion statement	8
Our diversity and inclusion leadership structure	8
Profile: Claudio Rising	9
Our employee network groups	10-11
Profile: Jignesh Patel	12
Profile: William Jarret-Kerr	13
Our 2020–2023 diversity and inclusion strategy	14-17
Profile: Adam Cooper	18
Celebrating success	19
What our 2019–2020 pay gap data tells us	20
Our pay gap data	21-27





# Forewords

## Group Chief Executive



Since our inception in 1990, Mace has been a company founded on the principle of ‘finding a better way’. That approach has been part of our DNA since we began, and it has driven us to constantly work to innovate and find new approaches to deliver for our clients and the communities we work in.

We have to be able to draw on a diverse range of experiences and expertise. Without fresh ideas and a broader perspective we will not progress and continue to be a successful and leading organisation.

That is why our diversity and inclusion strategy is so important to the Group Board and very personal to me. It is vital that we champion inclusion and diversity throughout the business; at all levels and in every corner of Mace.

### Our report

Earlier this year, Mace published an interim report including our gender and ethnicity pay gap figures for 2018 - 19. Due to challenges caused by Covid-19, we were not able to provide a full account of our diversity and inclusion strategy moving forward.

The interim report referenced a number of achievements that we have seen in the last 18 months, including the founding of two new independent diversity groups, Woman at Mace and Enabled at Mace, and our first ranking in the Top 150 of the UK’s Stonewall Equality Index.

In this report, we include the latest data on both ethnicity and gender pay performance, publishing it six months before the statutory reporting deadline, and explain our strategy for improving outcomes in this area moving forward.

I am pleased to report that the latest data shows a qualified improvement on our previous reporting period – we are beginning to make an impact and address the imbalances we face. However, it is clear there is still much more work to do in the future.

### The challenge

Our ambition is to be a truly inclusive and diverse organisation. To achieve this we face several structural challenges; such as the gender imbalance at the top

of the contracting market that we cannot overcome alone. That will take collaborative action from the entire sector, and I am proud that in my role as Skills Lead for the UK’s Construction Leadership Council that I can play a part in that effort.

Within Mace, we must do everything we can to address the issues that face women, people from different ethnic backgrounds and other minority groups. We want to be an organisation where all forms of prejudice are proactively challenged by all of our colleagues, and where everyone feels able to be themselves in their workplace.

Following the Black Lives Matters protests which spread across the globe in May 2020, myself and other colleagues from the Group Board attended a number of events led by EDIN, our ethnic diversity and inclusion network, in which we listened to a number of moving personal accounts from colleagues at Mace about prejudice that they had faced in their day-to-day lives. These issues are important and we must not be afraid to speak out against racism.

We must all work on our behaviours, both conscious and unconscious, from the top to the bottom of the organisation. We cannot do this overnight but we must strive to do so everyday if we are to make a genuine impact.

### Our strategy

Later this year, Mace will be announcing a new business strategy and re-affirming our purpose and priorities as an organisation. Key to that will be a focus on working with all of our colleagues to reach their true potential – and for many colleagues that requires us to proactively ensure that they do not face prejudice in their workplace or their development journey at Mace.

In the following pages, you will see how we plan to make that a reality. Our new diversity and inclusion strategy is designed to address change at all levels, from the Group Board down, and to effect real change on the lives of our colleagues.

This must be our collective effort. The Group Board can set the direction, but unless we all work together as one Mace team, we will not achieve our ambitions. I would ask everyone at Mace to read this report, and go out and discuss it with your colleagues, your clients and your suppliers. We want to open up this conversation, empower people to challenge prejudice wherever they see it. If we all take responsibility, we will be able to drive positive outcomes for everyone. A diverse and inclusive Mace is one that is well placed to lead our sector forward and to succeed in the future.

A handwritten signature in black ink, appearing to read 'Mark Reynolds'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Mark Reynolds**  
Group Chief Executive

## Deputy Chairman



Our company was founded and built on exceptional people, and our colleagues continue to be our greatest asset. Above all, creating an inclusive culture isn't just the right thing to do; but we also recognise that it will enable us to unlock the potential of our talented colleagues, improve the performance of individuals and teams and positively impact business results.

This year, we're resetting what inclusion means at Mace. We're introducing a robust three-year strategy, setting new targets with clear action, and moving accountability to everyone – it should be part of everything we do and should be everyone's responsibility.

Throughout this report we showcase some of the actions we have taken so far on diversity and inclusion and highlight the future commitments that will help us realise our ambitions. Across Mace we are making a concerted effort to increase the diversity of our workforce, but our latest data shows that it's not enough and that we need to increase our efforts to make a substantial positive impact.

A handwritten signature in black ink, appearing to read 'Mark Holmes'.

**Mark Holmes**  
Deputy Chairman and accountable board member for diversity and inclusion

## Group HR Director



Our strategy will see us take a global focus and approach to build on our strong foundations of what inclusion and diversity means at Mace. We will do this by improving our governance, enhancing education, revitalising our entire approach and refreshing how we communicate with our people.

We have four enduring Mace values that guide our behaviours and we will continue to ensure everyday inclusion into our daily actions to accelerate the pace of change. With the right behaviours, we'll be turning our words into actions and sparking our colleagues to be collaborative, curious and embrace their entrepreneurial spirit.

Building on those four values, we have outlined six pillars in this document that will shape our approach to diversity and inclusion over the next three years.

With the support of the Group Board, through visible and accessible leadership, we are driving the agenda across all levels of the business. Harnessing the fantastic efforts of the Mace team, our networks and allies, we intend that next year will represent a significant step change in equality, diversity and inclusion across our business and industry for the better.

A handwritten signature in black ink, appearing to read 'Florence Hayden'.

**Florence Hayden**  
Group Human Resources Director

# Purpose

Mace’s ambition is to be an organisation that champions diversity and inclusion in every market, sector and geography we work in.

We want to create an inclusive culture across our business, where everyone who works for Mace knows that they can bring their whole self to work, every day.

We are very aware that – although we have seen successes over the last two years – there is much more progress to be made.

This strategy outlines our ambitious new approach to inclusion and diversity at Mace and explains how we will deliver it over the next three years.

It also includes our gender and ethnicity pay gap data for 2019/2020, six months ahead of our statutory reporting deadline.

In the future we plan to publish this data as soon as we are able to do so after each reporting period.

## About our pay gap data

Back in April 2017 new UK regulations came into force which required all companies which employ over 250 people to disclose their gender pay and bonus gaps. We subsequently released our first Gender Pay Gap Report in April 2018. Since then, we’ve also started to voluntarily report our ethnicity pay and bonus gaps too.

Mace acknowledges that there is a discrepancy between men and women’s average remuneration in the UK, and between people with and without other protected characteristics.

By continuing to collect and report data comparing colleagues with protected characteristics to those without, we will be able to make the right decisions to create a more diverse and balanced workforce.

Protected characteristics were introduced through the Equality Act 2010 and refer to a personal characteristic that is protected by law. These characteristics are: age, disability, gender, gender identity, marital status, pregnancy or maternity status, race, religion and belief, sex or sexual orientation.

## Definitions

**Equality** is ensuring individuals or groups of individuals are treated fairly regardless of their protected characteristics. Equality is not about treating everyone the same, but 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.



Creating opportunities for our people to excel has always been one of our core values. These opportunities come in many forms, but irrespective of the opportunity, it's the people who seek them out and fully grasp them that benefit the most. There are few better ambassadors for this proactive approach than Phoebe Leach.

In 2017, having risen through the ranks at Mace, Phoebe was given the opportunity to lead a project to build an emergency school in response to the Grenfell Tower fire. After leading her team to success, Phoebe was nominated for a Women in Construction and Engineering (WICE) award, securing a place as a finalist among some of the most esteemed women in our industry.

With an eye on her next development opportunity, Phoebe enrolled onto Mace's Developing our Future programme, knowing that she would be completing the course during her maternity leave. Setting her expectations from the outset, she worked closely with the team to create a flexible system that allowed her to complete the course in a way that suited her unique needs.

“

**The support I've received during my career at Mace has been tremendous. From the guidance given by Group Board members during my WICE submission to the understanding and flexibility that helped me continue my personal development during my maternity leave, Mace's people have been supporting me every step of the way. Most recently, I was given the opportunity to step up and lead our residential and regeneration project management and design team; it's a new challenge, but shows that you can still take parental leave, come back and continue to progress your career.**

”

**PHOEBE LEACH**  
ASSOCIATE DIRECTOR, CONSULTANCY



**I wanted to be part of a team that is authentic and true to what it delivers. As soon as I started my new role at Mace, I joined Mace's Pride at Mace network group and took a position in the group's steering committee. Being part of Pride at Mace has been important for me because I found a sense of friendship and real camaraderie. In an industry not yet well known for diversity, Mace is placing diversity, inclusion and authenticity right at the heart of what we're doing.**



**RACHEL THOMAS**  
ASSOCIATE DIRECTOR, HEALTH, SAFETY & WELLBEING



Seeking an opportunity at a company that values diversity and equality, Rachel Thomas joined the Health, Safety & Wellbeing team at Mace in the Spring of 2018. Initially wanting to move away from the built environment industry, Rachel was drawn back when it soon became clear that Mace was moving to challenge biases and empower the LGBT+ community.

Now one of Mace's most praised health and safety specialists and works on some of the UK's most complex construction projects, Rachel opens up the conversation to encourage inclusivity and promote the benefits of diversity.

Taking on a leading role in the Pride at Mace network, Rachel hopes that people across Mace can find a safe harbour in the network group and are given the courage to be themselves. Rachel is a transgender woman and having a network of support at Mace helped her through an important part of her journey. The Pride at Mace network has worked to create a platform to empower the LGBT+ community and helped everyone join the diversity conversation.



## Our diversity and inclusion statement

Mace was founded in the pursuit of a better way – and that remains a core part of our DNA today. In order to be able to consistently deliver the world’s most innovative and inspiring projects and programmes, we must be able to draw on a broad range of backgrounds, perspectives, thoughts, experiences and expertise.

To do that we must be the employer of choice and a great place to work. We want Mace to be an environment where the best and most talented people want to join, stay and develop their careers. That means we must ensure that equality, diversity and inclusion are a core part of how we operate at every level of the business – it cannot be a ‘nice to have’.

Mace welcomes everyone who shares our Mace values, regardless of their age, belief, disability, ethnicity, gender identity, maternity status, marital status, pregnancy, religion, sex or sexual orientation. We must do everything we can to stamp out prejudice wherever we find it; and to ensure that every colleague feels empowered to be themselves every day.

It is not enough, however, just to aim to create a diverse and inclusive workplace at Mace itself. Our industry has long faced challenges attracting a diverse range of candidates for roles – and so we must all work together collectively to improve the image of the entire global engineering and construction sector.

## Our diversity and inclusion leadership structure

Our 2022 Business Strategy outlines the plan for Mace to become a place where people thrive and meet their full potential, where different ideas are valued and rewarded.

Supporting our strategy is our Diversity and Inclusion Steering Committee, established in 2018, which plays a key role in driving change and fostering an inclusive environment for all.

### THE MACE GROUP EXECUTIVE BOARD

Mace’s Diversity and Inclusion Strategy is agreed and led by the Group Executive Board and overseen by Mark Reynolds, our Group Chief Executive.

### PEOPLE AND TALENT BOARD

Mace’s People and Talent Board is responsible for strategic oversight and governance of people matters at Mace, including the Diversity and Inclusion Strategy. It is chaired by Mark Holmes, our Deputy Chairman.

### DIVERSITY AND INCLUSION STEERING COMMITTEE

Mace’s Diversity and Inclusion Steering Committee meets every two months and is responsible for embedding the Mace Diversity and Inclusion Strategy. It monitors and evaluates progress on our objectives and reports back to the People and Talent Board. Membership includes the leaders of each of Mace’s employee network groups, alongside leaders from each of our Engines.



Having joined Mace in 2013, Claudio has supported a number of iconic projects and clients to develop health, safety and wellbeing best practice. After gaining qualifications and progressing his career in London, when the opportunity arose, Claudio relocated to Atlanta, Georgia in 2017 with his husband, Barry.

Before his move to North America, Claudio had begun working with colleagues to start the Pride at Mace employee network. A passionate advocate for inclusion and diversity, Claudio has helped to grow the network to connect colleagues and allies across North America.

As well as improving behaviours and attitudes towards health, safety and wellbeing, Claudio has been collaborating with clients to rethink inclusion and diversity too, with some now inspired to create their own Pride networks for their people.

“

**When I joined Mace, I always felt heard, seen and valued. I want our people, wherever they are based, to feel like they can bring their true selves to work and feel accepted for who they are. Through Pride at Mace, we're continuing that conversation and creating inclusive cultures across the business. Mace is leading the way, and not just supporting our people but our clients too, to see the value in diversity.**

”

# CLAUDIO RISING

SENIOR HEALTH, SAFETY & WELLBEING MANAGER, OPERATE

## Our employee network groups

Alongside our leadership and strategy, we have a growing number of colleague-led network groups. Playing a vital role in creating an inclusive culture and environment, our established network groups give our people a voice to make change, as well as creating a community of like-minded individuals and allies to champion a different perspective.

Working together, our networks are all employee driven and diligent about making a positive impact. All sponsored and supported by a Group Board member, our networks create a space for our people to share their perspective and inform our decision making for the better. Together, they work to raise awareness, promote change and highlight the challenges our people can face in their day to day lives, inside and outside of work.

### Women at Mace

The Women at Mace network drives positive changes within the business to create an environment for women to succeed and achieve their full potential, remove the barriers to success and narrow the gender pay gap within Mace.

Women at Mace provides a forum to share experiences, knowledge and ideas to drive awareness and understanding of challenges that women can face. Raising the profile of the business benefits of having a gender balanced workforce, the network, champions role models and creates development and networking opportunities. Open to all colleagues regardless of sex or gender identity, the growing network is working closely with departments to ensure Mace is a place for women to thrive.

### Pride at Mace

Established in September 2017, Pride at Mace was our first network, collaborating with the business to enhance our environment to enable LGBT+ employees to reach their full potential. Open to members of the LGBT+ community and allies, the network's vision is to build a progressive and inclusive workplace

where everyone can feel comfortable being themselves every day and to be proud of who they are.

Championing the LGBT+ agenda, Pride at Mace has created a thriving and growing community of allies and ambassadors across our global business. The network is creating a safe and welcoming environment for

all employees who identify as LGBT+, and have most recently played a vital role in Mace joining the Stonewall Workplace Equality Index. Using insights from our Index results, Pride at Mace will continue to act as a voice for our LGBT+ employees and drive change by continuing to educate, raise awareness and up-skill our people.





## Ethnic Diversity and Inclusion Network (EDIN)

EDIN aims to bring a range of Mace colleagues together, with the priority being to raise awareness of the challenges faced by different ethnic communities and nationalities, to provide support and to find solutions

to create a progressive workforce. EDIN helps to address barriers relating to racial equality and ethnic diversity and to challenge unconscious bias and behaviours to encourage a more inclusive environment for all.



EDIN celebrates the ethno-cultural backgrounds of all our people so we can all be our authentic selves, both professionally and personally, with zero tolerance of discrimination against race, ethnic origins or nationality.

In light of recent events across the globe, the network has chaired several successful Mace discussion events, titled ‘Loud and Clear’, where our people of different races, nationalities and ethnicities can be seen, heard, recognised and supported by the Group Board. Collaborating within the business, our supply chain partners and wider industry, the network aims to create a more accepting industry of different cultures, while embracing the skills and knowledge that people of different backgrounds can bring to the table.

## Enabled at Mace

Our newest network, Enabled at Mace formed in early 2020 to raise awareness and remove barriers around disability, neurodiversity and other impairments. Welcoming those with and without impairments, carers and allies, the network provides a platform for its members to influence our business culture to create an accessible, supportive and inclusive workplace for all.

The network has clear goals and objectives to support current and future colleagues to reach their full

potential and remove any barriers they may face. This year, Enabled are focusing on increasing the awareness of, and educating us all, on dyslexia and hearing loss so that we can all better support our colleagues.

## Mace Military Network

The network was originally formed to create a social space for our growing community of ex-military and Reservist colleagues. Now, it provides a dedicated support structure for colleagues, while also raising the profile of military skills and experience across the business.

We’re incredibly proud of our growing ex-military community and are committed to supporting and valuing veterans, Reservists and our Cadet Force volunteers. The skill of those with military backgrounds is unique, bringing a new perspective of ideas and experiences to Mace.

From signing the Armed Forces Covenant to recently achieving the Defence Employer Recognition Scheme (ERS) Gold standard, the Mace Military Network has been a driving force in offering support and guidance to the wider military and veteran’s community based on personal experiences and helping new starters make the transition to civilian life.

“

**When we were first sharing ideas about establishing a diversity network, I was overwhelmed with the positive response from my colleagues and senior leaders. I knew that this was going to be a long-term commitment and that change doesn't happen overnight, but I'm incredibly proud of the progress we've made and the positive impact we're having across Mace and the industry.**

”

**JIGNESH PATEL**  
ASSISTANT PROJECT MANAGER, CONSULTANCY

Jignesh Patel first joined the Mace team through an industrial placement year whilst studying at UCL. He later came back onto our Graduate Development Programme, and through his passion and commitment, is now an Assistant Project Manager in Mace's Public Estates team working on some of the UK's most ambitious public projects and programmes.

But hard work and dedication to his projects is not everything that Jignesh is achieving every day at Mace. He sits on the committee of the well-established Ethic Diversity Inclusion Network (EDIN), a group that supports and opens up the conversation about diversity in construction.

Jignesh worked with a passionate team of employees to set up the network in 2018, setting out a vision, a clear strategy and objectives. Alongside the other founding members of the network, they have been empowered to break down barriers to diversity, challenge unconscious bias and encourage everyone to act inclusively.

Jignesh is at the forefront of helping to transform Mace as a company that works for everybody, bringing a forward-looking and innovate approach to the network, as well as the way in which he delivers his projects. His ambitions make him a role model and an inspiring young leader for others.



After graduating from university when the recession hit, William found himself at the gates of the Royal Military Academy in Sandhurst, where he trained to become an Officer in the Royal Engineers.

His military career saw him take on intensive leadership training, leading troops in Kenya, Canada, Jordan, Germany, Afghanistan and more. After numerous deployments and having served across the world, William wrapped up his career as a Captain at the Royal School of Military Engineering.

Finding a new career as a civilian was a challenge, where William noticed the lack of support in industry for ex-military personnel. In his job search, it became increasingly important to be working for a company he could believe in and be proud of.

Upon joining Mace, it became apparent how valuable and transferrable his leadership skills and training would be. After joining Mace, William and others created the military network, initially as a social network. Since then, Mace's Military network has evolved to become a dedicated support network to help new starters make the transition to civilian life, as well as hosting charity events and supporting Mace to continue to raise the bar, recently being awarded the Defence Employer Recognition Scheme (ERS) Gold Award from the Ministry of Defence.



“

**My transition to civilian life wasn't as straight forward as I had anticipated – which is exactly why I created the network to help others on that journey. I wanted to push Mace to see the value in ex-military personnel, as well as provide a platform to support others. Now, we're a growing network with awards and successes under our belt, but most importantly, we're championing the diversity of thought, where different backgrounds, ideas and experiences are valued**

”

**WILLIAM JARRET-KERR**  
ASSOCIATE DIRECTOR, CONSULTANCY

# Our 2020 – 2023 diversity and inclusion strategy

In this report we highlight the key activities that are already taking place across the business to address diversity and inclusion. Over the next 12 months, we are introducing several new commitments to ensure we continue to make progress on diversity and inclusion and realise our ambitions.

Since 2018 we have significantly increased our efforts to understand our challenges and design our approach to tackling these. We've listened, learnt and have developed a comprehensive strategy and action plan to create a balanced and diverse workforce.

Our refreshed three-year Diversity and Inclusion strategy has a number of strategic aims, informing the six pillars that guide and build our work towards creating an inclusive environment where everyone can be their authentic self and reach their full potential.

- Become an industry leader and influencer to create an exceptional end to end experience for our current and future colleagues.
- Work collaboratively with our partners to promote diversity and inclusion in the places we deliver our services.

- Improve our diversity and inclusion capability for our people and create robust and transparent processes, policies and systems across Mace.
- Use evidenced based insights, data and experience to progress our diversity and inclusion commitments.
- Recognise the importance of allies in making the transition to a more inclusive Mace.

Creating a truly diverse and inclusive workforce is at the top of our agenda. Not only will it support greater understanding, broader and more agile thinking, it will create stronger, more productive relationships between colleagues and with our clients – helping us build a better perspective.

We want to engage, develop and inspire all our people regardless of age, gender, ethnicity, sexuality or disability. Creating a diverse workforce and an inclusive environment isn't just the right thing to do, it benefits all our people and our bottom line. Building on current achievements and future commitments, we are moving in the right direction and have made significant progress in developing our strategy and delivering against our goals – but there is still more to be done.

## Pillar 1: One Mace team – recruit and develop

We will continue to build a 'One Mace' team of world-class diverse talent, eliminating bias at every stage of the recruitment process and investing in developing all of our talent.

### We will do so by:

- Auditing each stage of talent management to ensure equality, diversity and inclusivity
- Attracting, hiring and inspiring the best diverse and talented team

### Our 2020–2021 actions and measures:

- Audit, develop and improve our recruitment processes in full to eliminate bias at every stage
- Audit, develop and improve our talent management process to eliminate bias at every stage
- Support our recruitment and talent teams through enhanced anti-discrimination and disability awareness training
- Develop and implement a disability recruitment action plan



# Our 2020 – 2023 diversity and inclusion strategy

## Pillar 2: Inclusive leadership

We will inspire our leaders to deliver our purpose and live our values; ensuring that Mace’s leadership culture has diversity and inclusion at its core.

### We will do so by:

- Consistently using our Behaviours for Success framework to promote inclusivity and outstanding performance
- Ensuring Mace is a great place for all to work and develop

### Our 2020–2021 actions and measures:

- Everyone at Mace must have annual SMART inclusive objectives set as part of their performance review
- All people leaders will have access to inclusive leadership and mentoring development opportunities
- Our most senior leaders will be accountable for delivering success – our balance scorecards will include the measures outlined in Pillar 4 – targets

## Pillar 3: Operational excellence

We will set the foundations for our people to thrive through anti-discriminatory and inclusive policies, process and operations.

### We will do so by:

- Auditing and taking action to ensure application and outcomes of our policies, processes and systems are free of bias
- Ensuring all colleagues are seen, heard and recognised so they have a great Mace experience

### Our 2020–2021 actions and measures:

- Launch a data collection campaign to gather rich data to establish our equality, diversity and inclusion baseline
- Launch a business-wide review and analysis of:
  - Our policies and procedures
  - Existing HR tools and systems
  - Our employee relations data, decisions and outputs

- All HR inputs throughout the Mace employee lifecycle

As we work to inspire future generations and continuously develop our culture, we must firstly have the foundations in place to support our people to thrive. In this pillar, we’re taking it back to basics by re-evaluating our policies and processes, tools and systems we have in place to ensure we can become the industry leader that we aspire to be.

If bias or potential for bias is found, all outputs will be reviewed, with clear development plans created and actioned to make improvement and eliminate bias.

# Our 2020 – 2023 diversity and inclusion strategy

## Pillar 4: Targets

We will use our data and key business metrics to drive and embed ambitious diversity and inclusion standards across Mace.

### We will do so by:

- Adopting targets that are ambitious, regularly reviewed and reported
- Taking values-led actions to achieve our KPIs
- Using insights to continuously improve performance

### Our 2020–2021 actions and measures:

- Improve our gender and ethnicity pay gap by at least 5% year on year
- Once we have established our baseline data, in year 1, we will:
  - Increase the number of employees who identify as disabled by baseline +5%
  - Increase the number of new hires from black and ethnic minority backgrounds by baseline +5%

- Improve our gender diversity by increasing the number of female new hires by baseline +5%
- Increase diversity at our most senior levels by increasing the number of diverse new hires at Associate Director grade and above by baseline +5%

The first step we must take is to establish our baselines and for that, we need data. Currently, our Mace team choose voluntarily whether or not to disclose personal information, such as ethnicity, disability or sexuality. To refine our strategy and actions, we must find ways to improve the ways in which we capture this data.

Using these insights, throughout 2020 – 2021, we will be assessing all of our company policies, procedures and systems to enable the business better to support all employees with effective processes that use inclusive language and are free of bias.

## Pillar 5: People and culture

We will develop our people, behaviours and culture to become a recognised employer of choice for equality, diversity and inclusion.

### We will do so by:

- Ensuring all our colleagues are seen, heard and valued
- Identifying and developing diverse outstanding talent
- Creating exceptional employee experiences to attract and retain diverse talent

### Our 2020–2021 actions and measures:

- Make progress and meet our targets and measures, as set out in Pillar 4
- Improve our annual engagement survey results and Net Promoter Score (NPS) year on year
- Gain and maintain accreditations in equality, diversity and inclusion recognised industry standards, reporting progress through our governance channels

Our one Mace team have knowledge and experience and they also all bring their unique perspective and ambition. Mace people share a common drive to succeed, an enthusiasm for their work, and a passion for providing exceptional service to our clients and communities.

We have a growing number of employee network groups, playing a vital role in enhancing our inclusive environment. Our network groups provide support for our people, are working to raise awareness and remove any barriers that some colleagues may face.



# Our 2020 – 2023 diversity and inclusion strategy

## Pillar 6: Governance

We reinforce accountability and increase reporting through our diversity and inclusion governance structures.

### We will do so by:

- Continuously monitoring and reviewing our progress through the Diversity and Inclusion Steering Committee and our People & Talent Board reporting to the Group Executive Board
- Supporting our leadership teams and Engines for Growth to outperform their balance scorecards and meet their diversity targets

### Our 2020–2021 actions and measures:

- For all senior leadership hires at grade Associate Director and above, we will strive to have a diverse shortlist for interview
- As a minimum, we develop our preferred supplier lists (PSL) with recruitment organisations that are members of Recruitment & Employment Confederation (REC) and can demonstrate evidence of strong equality, inclusion and diversity practices
- Improve our standing in the Stonewall UK Workplace Equality Index
- Maintain our Disability Confident employer status
- Maintain our Race at Work Charter status

**UNDERPINNING OUR SIX PILLARS  
IS COMMUNICATION – IN WHICH WE  
CREATE ENGAGING, ACCESSIBLE AND  
INCLUSIVE COMMUNICATIONS THAT  
WELCOME AND INSPIRE ALL OUR  
PEOPLE TO BE THE BEST WE CAN BE.**



**Everyone's experience of dyslexia is different, and it's a hidden disability that others can't always see. Until fairly recently, I didn't even know I had it myself. I left the military and joined Mace to seek new challenges, and work on projects with a lasting legacy – and through my involvement with Enabled at Mace, I'm proud to be paving the way to normalise technology and tools that can supports others like myself, removing the stigma of disabilities and impairments.**



**ADAM COOPER**  
SENIOR PROJECT MANAGER, CONSULTANCY



Acting inclusively is one of our core behaviours at Mace, and Adam is certainly a role model for championing it.

Adam's passion for diversity and inclusion first sparked whilst in the British Army serving as a Royal Engineer, deployed to different territories across the world. As well as gaining qualifications, a degree and a Masters in his time in the military, he also became an advocate for inclusivity, acting as an Equality, Diversity and Inclusion Advisor.

It was whilst studying that Adam discovered he was dyslexic. Dyslexia is a permanent condition that affects how people learn to read, spell or write, but this never held Adam back.

Recently connecting with our disability network, Enabled at Mace, Adam has found technology that supports him in his role at Mace. Alongside the network, Adam is now working to learn more about dyslexia and continue to uncover innovative technology and tools that can help support others too.

Enabled at Mace's aim is to create a truly accessible and inclusive workplace, and with the help of champions like Adam, that vision will be realised.



# Celebrating success

At Mace we are very aware that there is still more work to do to create a more inclusive and diverse environment, both in our company and the wider sector. We believe that we have come a long way in the last three years and we have a lot to celebrate:

## Memberships and awards

In 2019 we became Stonewall Diversity Champions, and undertook their Workplace Equality Index assessment, leaping into the Top 150 with our first submission. This is a great achievement and has given us areas of focus for the coming year to breakdown any barriers our LGBT+ employees may face.

Alongside this, we have also recently been named as a Top 10 employer by the 2020 British LGBT Awards, the only company from our industry currently in the Top 10.

This year, we joined the UK Government Disability Confident Scheme to committed status and were also awarded the Defence Employer Recognition Scheme (ERS) Gold Award from the Ministry of Defence. Most recently, we gained our Race at Work Charter status, all of which reaffirm our commitments and further ignite our future aspirations.

## Our policies

We are conscious that some of our policies require a review, which is one of our commitments for 2020–2021. We have already addressed some of the gaps, including the introduction of a policy regarding reasonable adjustments and a transitioning at work policy.

## Our talent pipeline

In 2019, we signed the UK Government Social Mobility Pledge, representing our commitment to increasing opportunities and mobility for people from disadvantaged backgrounds across the UK.

We're already seeing a positive increase in our graduate and apprenticeship intake to become more socially mobile. We hope that by increasing our outreach and by eliminating barriers in our recruitment processes, we can continue to inspire, nurture and support young talent within the industry.

We have a breadth of development and training opportunities for our people, including our successful executive development programmes to develop our future leaders, in which 45% of our recent cohort was female.

Our Women of the Futures programme focusses on enabling our top female talent to unlock their full potential. Since its launch, over half of the participants have been promoted.

## Our communication and engagement

We work hard to ensure that Mace's communications and engagement approach is inclusive. This is reflected both in our day to day communications; both internally and externally; as well as providing a regular focus on our diversity and inclusion activity.

Our networks play a key role in engaging with our people on these issues. Throughout the year we celebrate awareness days across Mace, working to educate colleagues and share personal stories.

## Our culture and training

Last year, we launched our Behaviours for Success framework to the business. This guides the expectations of us all in not just what we do, but how we do it. One of our core behaviours is 'acts inclusively', setting the standard that everyone is treated with respect, in a fair and consistent manner.

Our award-winning mandatory Mace Manager development programme is designed to support our managers to lead, develop and inspire their teams. The programme is continuously revised to reflect best practice and includes a greater emphasis on inclusive leadership.

## Our supply chain

To create a legacy for the communities we live and work in, we are proactively increasing our outreach to our clients, supply chain and partners to share our knowledge and experiences.

So far, we've supported a supply chain partner to launch their own LGBT+ community network and hope to increase our knowledge sharing in the future.

## Talent acquisition

Our divisional CEOs have oversight of all new offers of employment and internal promotions within their divisions and are fully supportive of the drive to create a more diverse pipeline of great talent. Although this is a longer-term challenge, we're making steps in the right direction to bring more women and diversification into the industry.

# What our 2019–2020 pay gap data tells us

We are publishing this year's pay gap data six months in advance of our statutory reporting deadline. In the future, we will aim to publish it as soon as possible each year to provide an up to date view of our progress.

This year, our mean gender pay gap was 34.7%, a noticeable improvement on last year's results of 37.3%. Our historic data shows that we have not moved the dial significantly in the last three years; but this is nevertheless a step in the right direction.

We have also seen the number of women at Mace increase, now accounting for 30.7% of our workforce in the UK, up from 29% in 2018–19. This is incremental progress, but it sets a clear foundation to build on in the future.

The number of women joining our Graduate Development Programme now stands at 38%, with women also representing 37% of our Apprentice and Trainee intake, which is an increase on previous years. Women also accounted for 34% of all promotions last year, up from 32% in 2018–19, and we've seen an increase in the representation of women in our upper quartiles.

Increasing the number of women and diversifying our senior leadership across the business is a key piece of the puzzle in creating a gender balanced workforce. By continuing to invest in future generations and emerging talent, we hope to see a steady increase in the number of talented women and individuals starting and continuing to develop their careers with us.

As a result of the global coronavirus pandemic, this year Mace made the difficult decision not to pay annual bonuses to our colleagues. We know how much this has impacted our people, but it was a necessary action to ensure the business remained resilient against the effects of the pandemic.

The data shows that our mean bonus gap has increased to 66.48% from 61.6% compared to last year. However, due to low percentage of people receiving a bonus this provides limited insight.

As well as our gender pay gap, this is the third year we are voluntarily sharing our ethnicity pay and bonus gap data. There is a much smaller gap for the ethnicity pay gap compared to that recorded for gender. This year, our mean ethnicity pay gap has reduced to 24.4%, and our median gap remains closely the same at 27.7%.

Our ethnicity pay gap is a result of a limited diversity across the more senior roles at Mace. As well as a focused effort on ensuring we recruit women onto our emerging talent programmes, we have also been ensuring that we recruit from different backgrounds too.

Over 28% of our 2019 Graduate Development Programme intake identify as being from an ethnic minority background (27% in 2018), and a further 22% of our Apprentices and Trainees identify as the same, which is consistent with last year's data.

As we continue to extend our outreach in schools and universities, and continuously raise awareness of unconscious bias, we hope to see this representation continue to steadily increase.

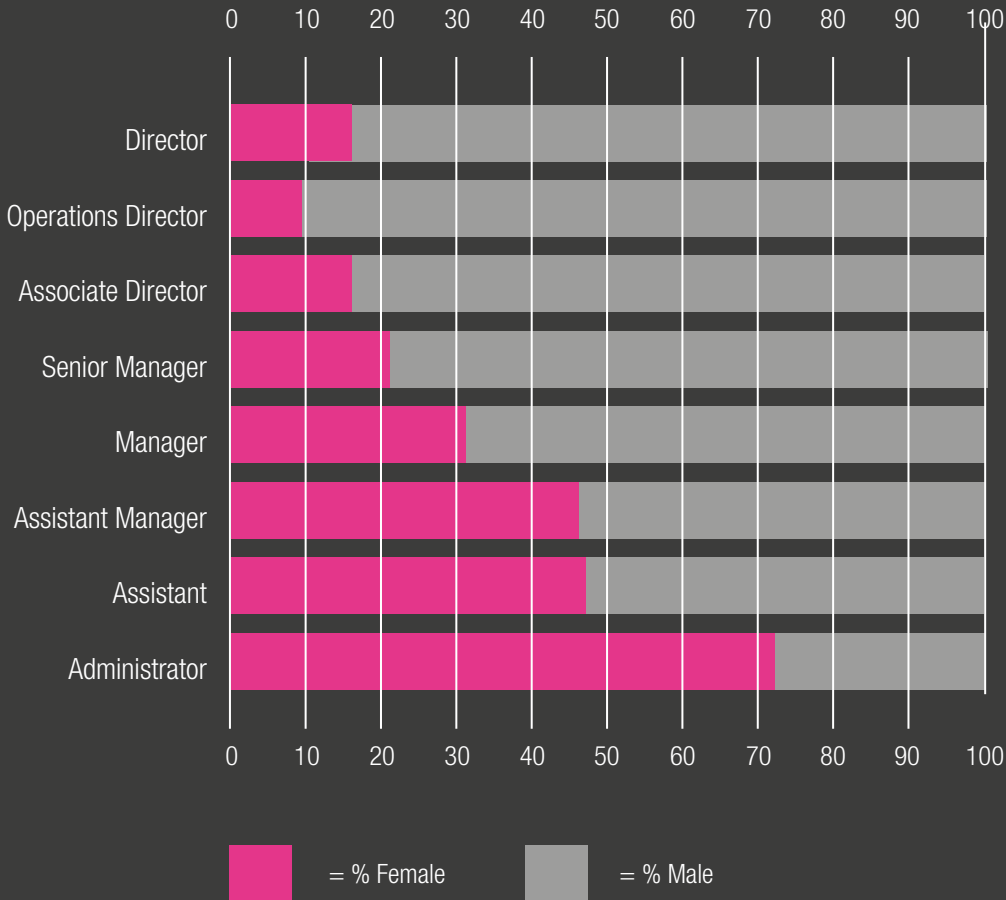
Currently our data surrounding ethnicity is limited, we will improve that position this year as one of our key actions is to embark upon engaging across Mace global to capture all colleague data. We know that by being authentic, demonstrating our continued commitment to equality, diversity and inclusion and reporting on our ethnicity pay gap data we will encourage our Mace team to share their personal data so we can continue to take the right actions in addressing pay reporting challenges.



# Our pay gap data at a glance

## GENDER PROFILE BY GRADE

As at 5 April 2020

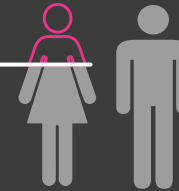


**3,298**  
UK employees

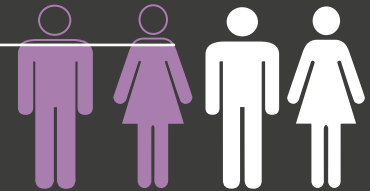
**31%**  
of our UK employees are women



**34%**  
mean gender pay gap



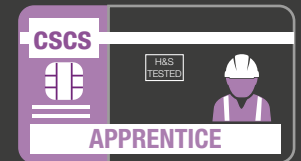
**24%**  
mean ethnicity pay gap



**38%**  
of Graduate Development Programme are women



**30%**  
of our Apprentices and Trainees identify as being from a ethnic minority background

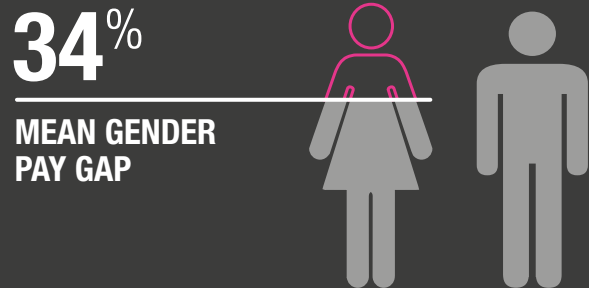


# Mace Group (which includes subsidiaries) statutory disclosure

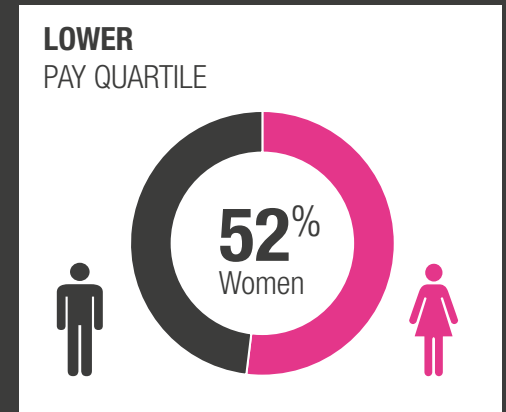
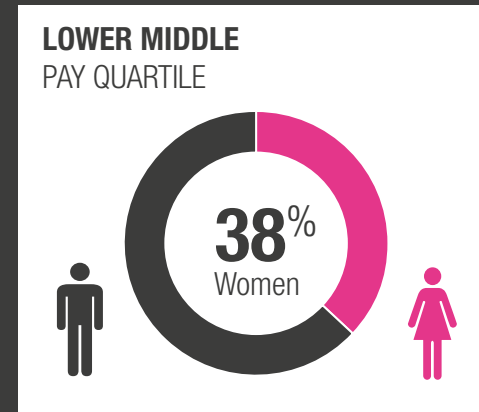
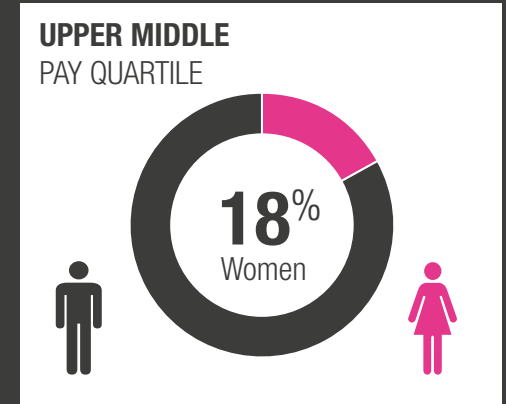
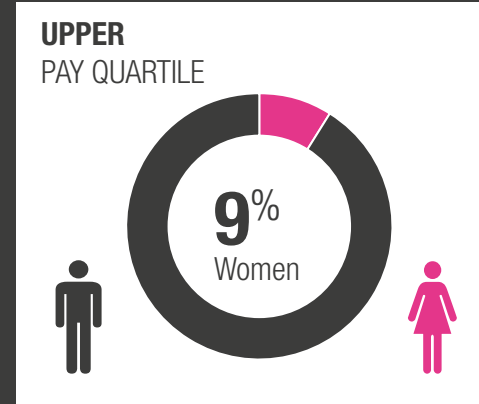
As at 5 April 2020

PAY GAP	2016/17	2017/18	2018/19	2019/20
% Mean	36.8	34.6	37.3	34.5
% Median	44.6	39.4	39.6	40.0

BONUS GAP	2016/17	2017/18	2018/19	2019/20
% Mean	52.7	57.3	61.6	66.5
% Median	42.1	33.3	33.3	48.0
% Males receiving bonus	51	43	54	1.2
% Females receiving bonus	48	46	55	0.1



## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



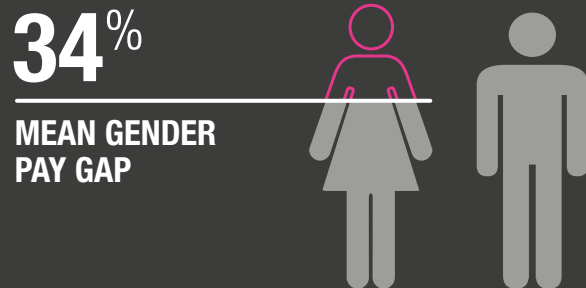
# Mace Ltd

## statutory disclosure

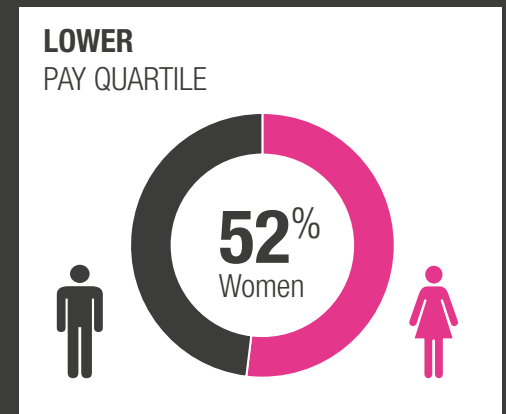
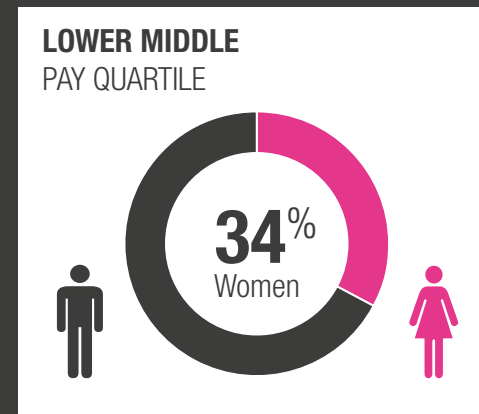
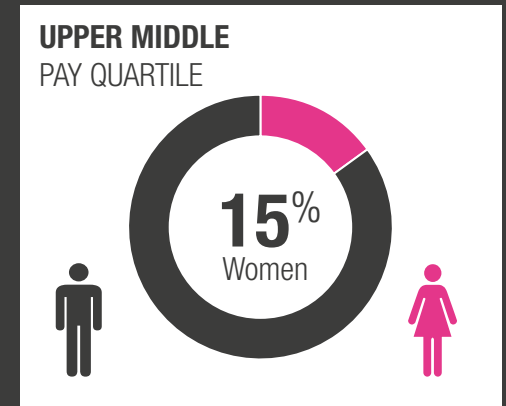
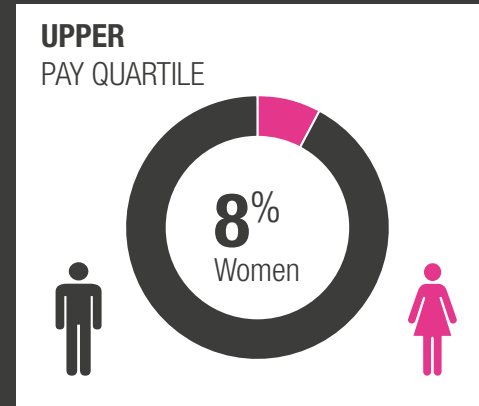
As at 5 April 2020

PAY GAP	2016/17	2017/18	2018/19	2019/20
% Mean	34.5	33.0	35.2	33.5
% Median	39.9	37.2	37.5	38.6

BONUS GAP	2016/17	2017/18	2018/19	2019/20
% Mean	49.1	55.4	60.2	66.5
% Median	33.3	33.3	33.3	48.0
% Males receiving bonus	51	42	55	1.27
% Females receiving bonus	50	47	60	0.12



### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE





# Mace Macro statutory disclosure

As at 5 April 2020

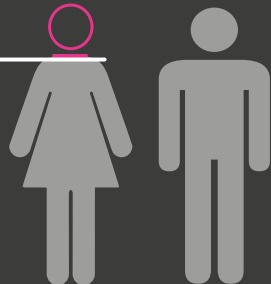
Mace Macro is a separate legal entity which employs more than 250 people, hence we are legally required to disclose their data separately.

PAY GAP	2016/17	2017/18	2018/19	2019/20
% Mean	23.6	22.0	24.0	18.2
% Median	10.3	6.9	9.7	1.0

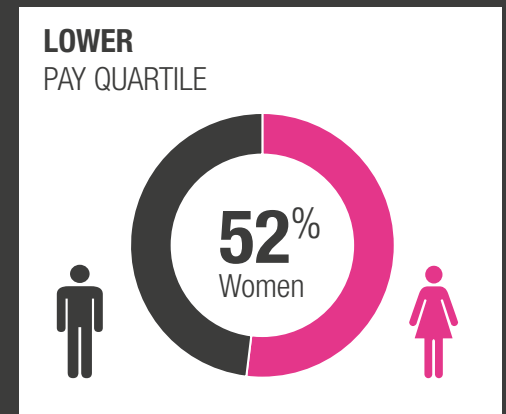
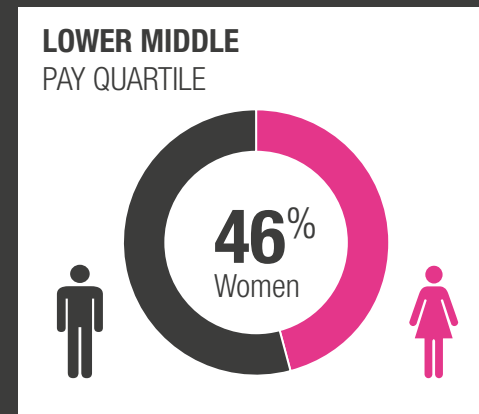
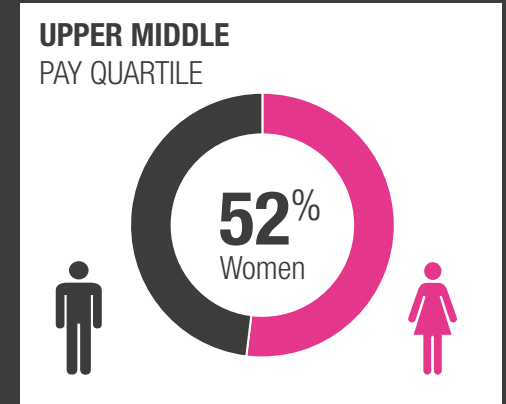
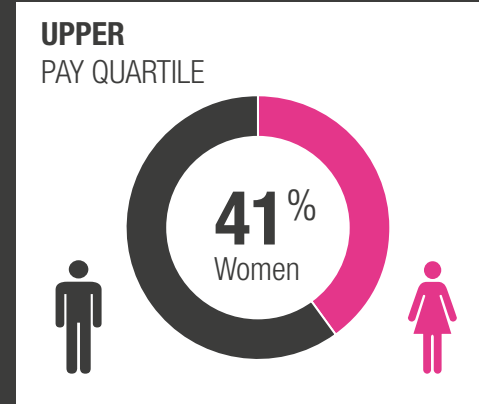
BONUS GAP	2016/17	2017/18	2018/19	2019/20
% Mean	57.3	64.3	66.2	N/A
% Median	37.5	0.0	27.7	N/A
% Males receiving bonus	51	57	34	0
% Females receiving bonus	40	41	28	0

18%

MEAN GENDER  
PAY GAP



## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE

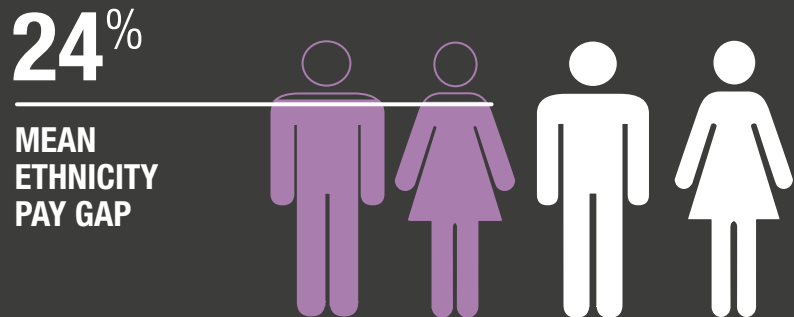


# Mace Group Ethnicity disclosure

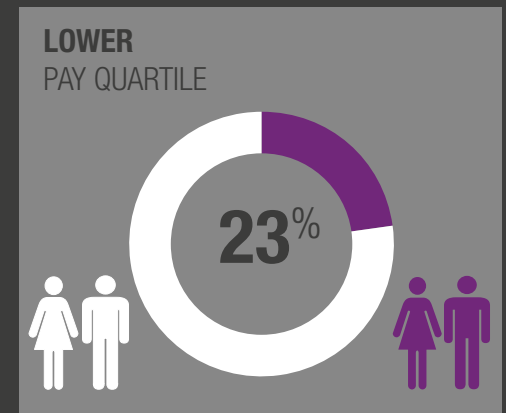
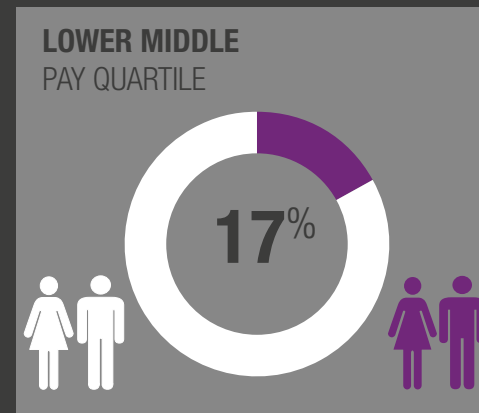
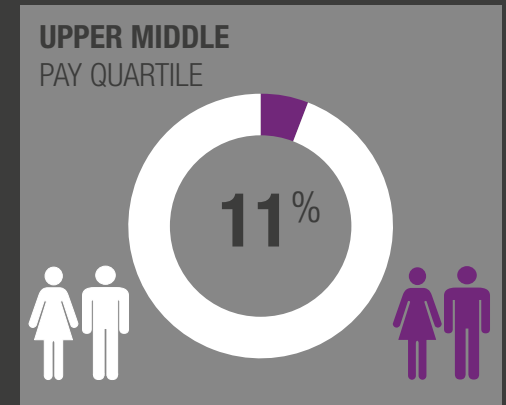
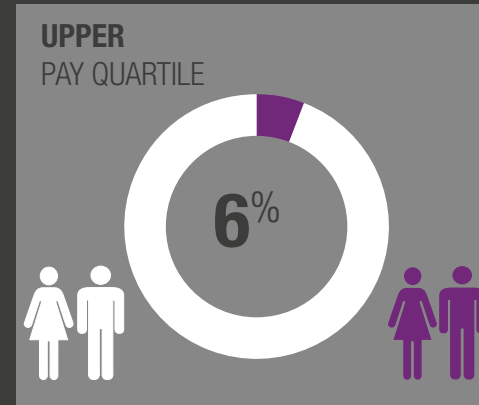
As at 5 April 2020

PAY GAP	2017/18	2018/19	2019/20
% Mean	24.6	28.2	24.4
% Median	26.6	27.2	27.7

BONUS GAP	2017/18	2018/19	2019/20
% Mean	43.4	52.8	-70.2
% Median	33.3	33.3	-20.0
% White receiving bonus	46	60	1
% Other receiving bonus	40	49	1



## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



# Mace Ltd

## Ethnicity disclosure

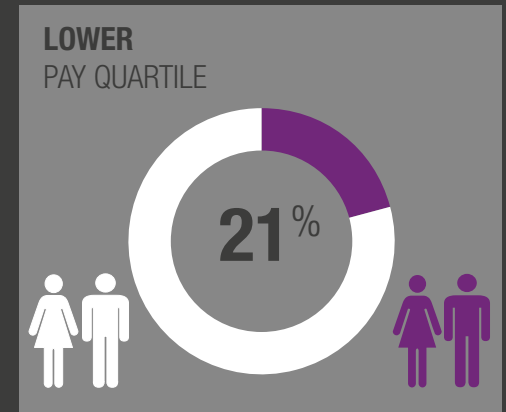
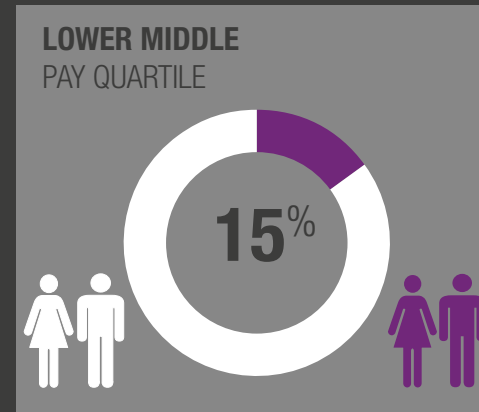
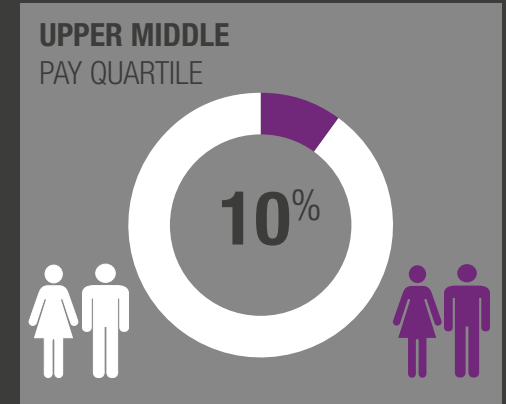
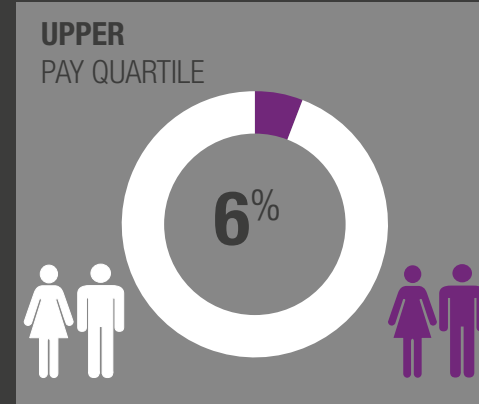
As at 5 April 2020

PAY GAP	2017/18	2018/19	2019/20
% Mean	22.6	24.8	21.5
% Median	24.4	24.1	24.7

BONUS GAP	2017/18	2018/19	2019/20
% Mean	35.6	52.6	-70.2
% Median	33.3	33.3	-20.0
% White receiving bonus	45	61	1
% Other receiving bonus	38	55	1



### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE





# Mace Macro

## Ethnicity disclosure

As at 5 April 2020

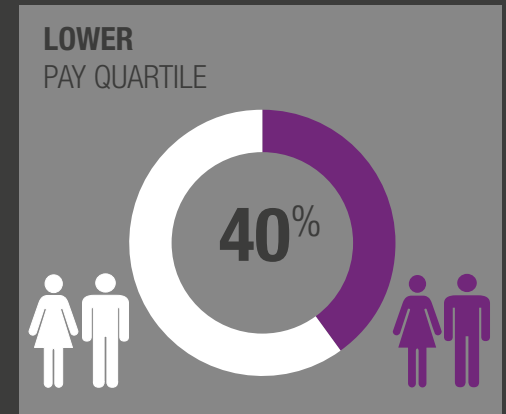
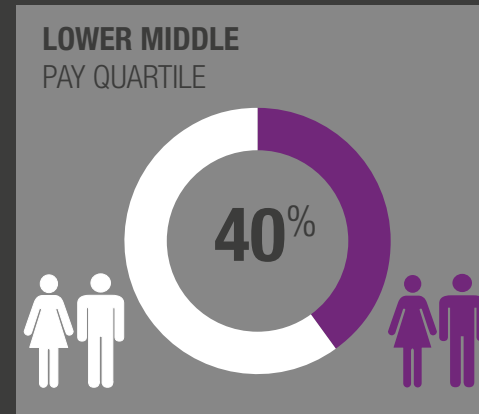
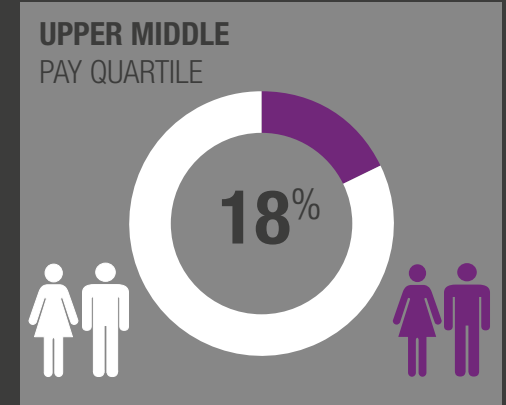
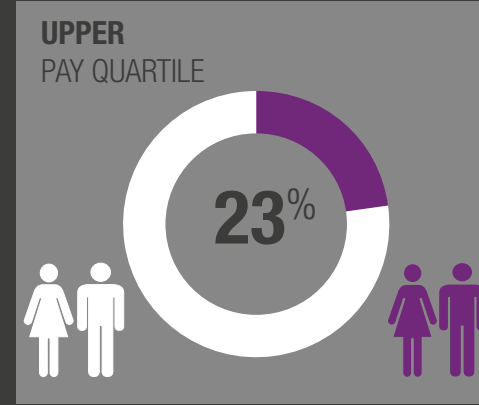
Mace Macro is a separate legal entity which employs more than 250 people, hence we are legally required to disclose their data separately.

PAY GAP	2017/18	2018/19	2019/20
% Mean	18.6	27.3	25.6
% Median	15.5	21.9	17.0

BONUS GAP	2017/18	2018/19	2019/20
% Mean	78.5	49.1	N/A
% Median	37.1	33.7	N/A
% White receiving bonus	52	41	0
% Other receiving bonus	53	17	0



### PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



**Mace**

155 Moorgate  
London EC2M 6XB  
+44 (0)20 3522 3000

[www.macegroup.com](http://www.macegroup.com)  
[info@macegroup.com](mailto:info@macegroup.com)