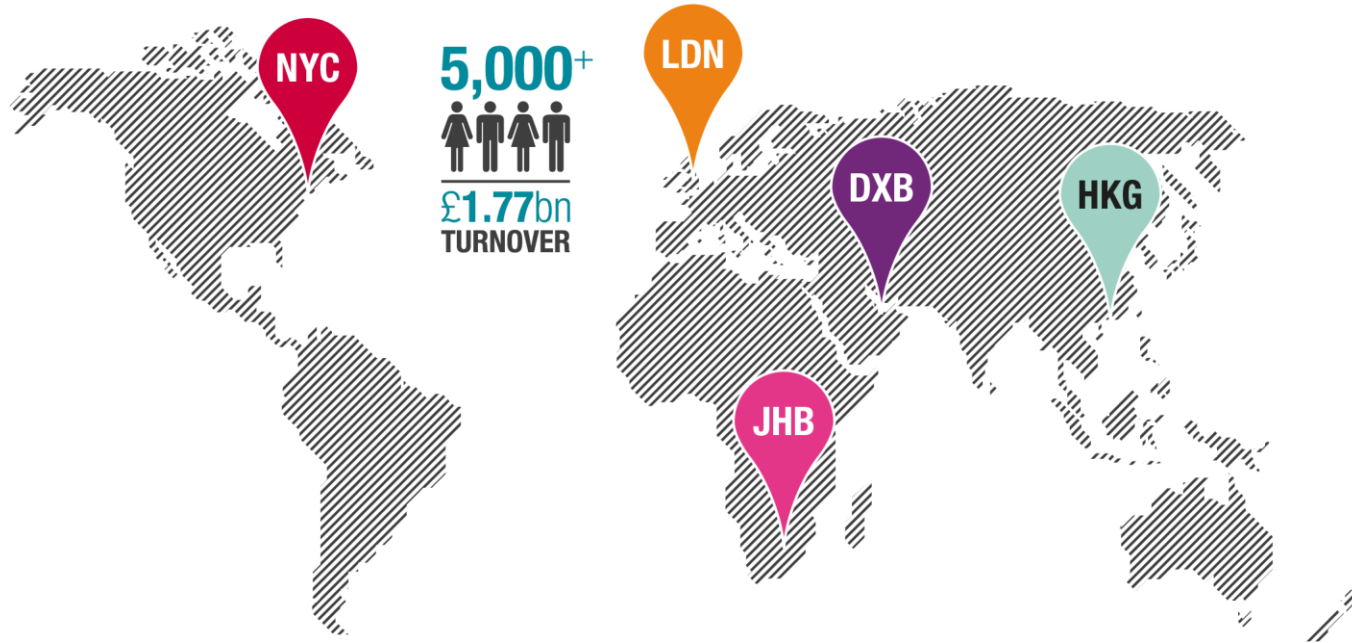


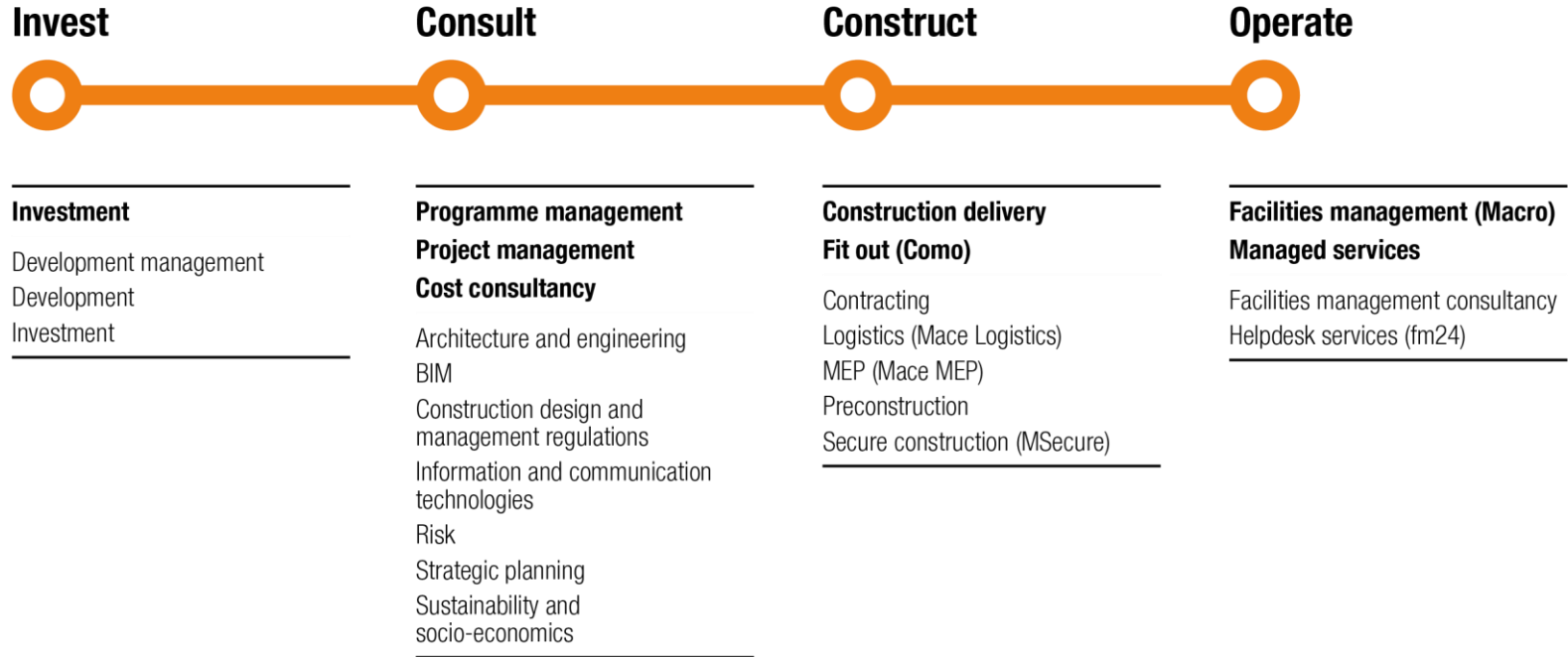


Our gender diversity journey

Tracey Locke
Group People Director

Global presence





Why is gender diversity important to us?



- **Right thing to do**
- **Business critical**
- **Our clients' expectations**
- **Innovation**
- **Scarce talent**

- **Data collection**
 - ❖ Demographics
 - ❖ Leavers
 - ❖ Promotions
 - ❖ Perceptions
 - ❖ Salaries
 - ❖ Talent Programmes
- **Improved maternity and paternity benefits in the UK**

- **Create a strategy**
 - ❖ Attraction
 - ❖ Retention
 - ❖ Development

Results – demographics since 2013



- Director increased by 1.7% (5 to 9)
- **Operations Director decreased by .4% (11 to 13)**
- Associate Director increased by 3% (25 to 47)
- Senior Managers increased by 5% (71 to 132)
- Manager increased by 1% (238 to 276)

❖ Overall increase of 786 people

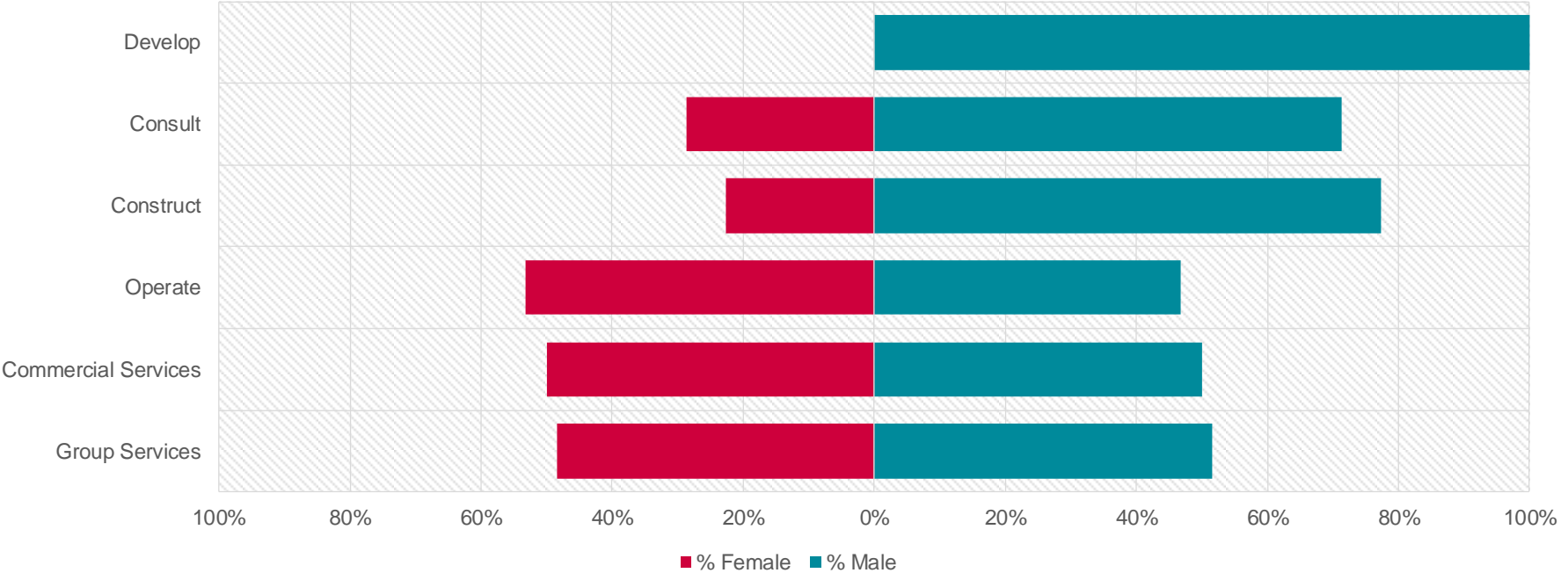
Gender Recruitment Data

Assistant Manager grade and above – Construction & Consultancy

	Quarter 1		
	Female	Male	% of Female
Shortlisted	54	446	10.8%
Submissions	29	163	15.10%
Interviews	26	169	13.30%
Offers	10	73	12%
Starters	8	54	12.90%

	Quarter 2		
	Female	Male	% of Female
Shortlisted	58	468	11%
Submissions	31	250	11%
Interviews	28	192	12.7%
Offers	15	125	10.7%
Starters	18	91	16.5%

Starters by Business Area and Gender
(12 months to June 2016)



Graduate Development Programme Applications



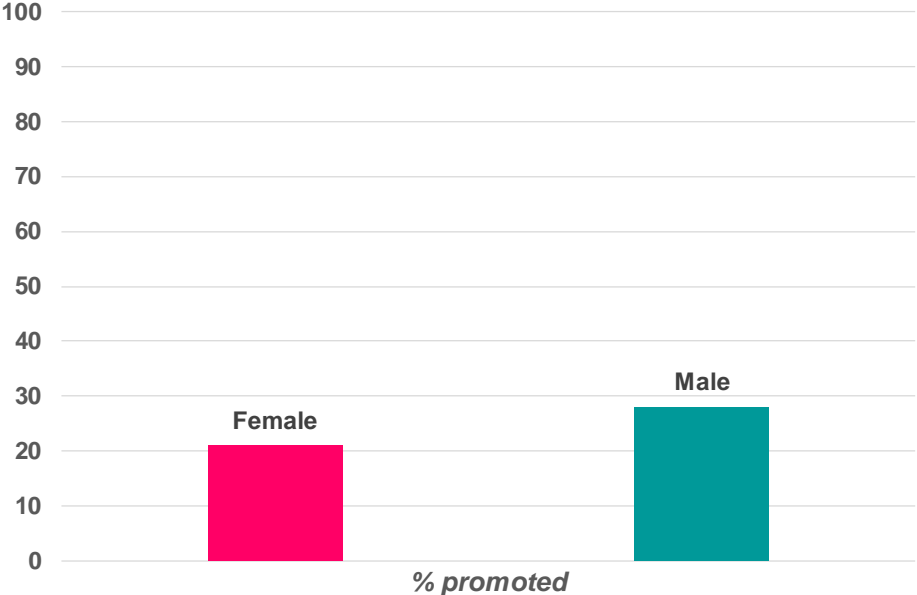
2016 Applications	Female	Male	Total	% Female
Applications	443	1,179	1,622	27.31%
Offers Made	30	45	75	40.00%
% Successful Applicants	6.77%	3.82%	4.62%	
Starters				
% Offers Accepted				
Leavers during Programme	-	-	-	-

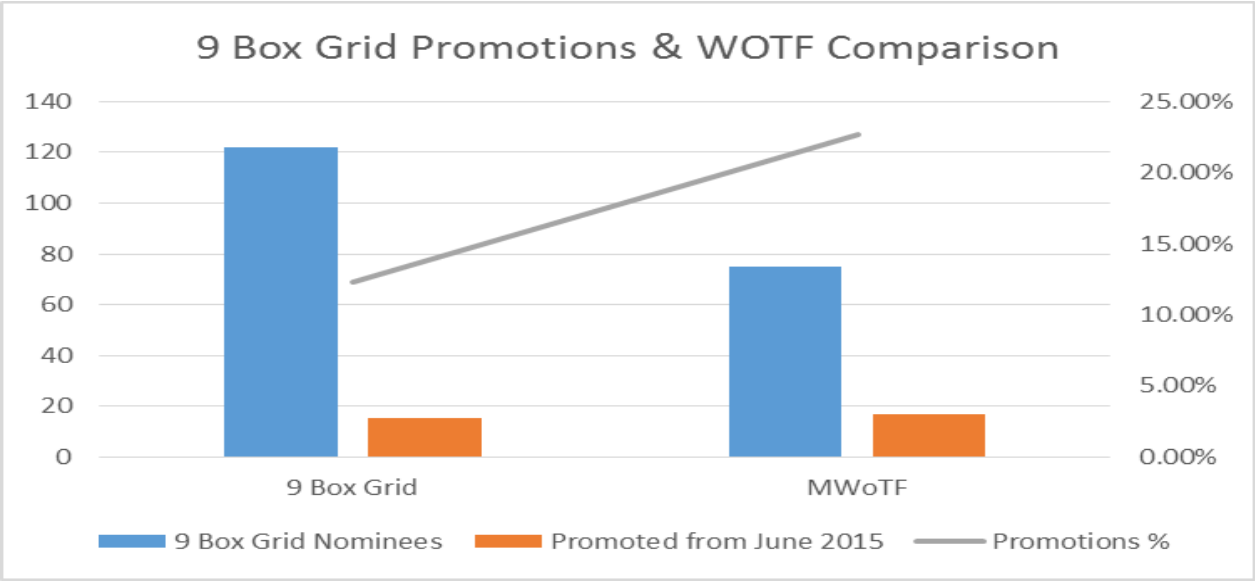
2014 Applications	Female	Male	Total	% Female
Applications	278	837	1,115	24.93%
Offers Made	25	42	67	37.31%
% Successful Applicants	8.99%	5.02%	6.01%	
Starters	20	38	58	55.56%
% Offers Accepted	80.00%	90.48%	86.57%	34.48%
Leavers during Programme	1	4	5	20.00%

2015 Applications	Female	Male	Total	% Female
Applications	633	1,697	2,330	27.17%
Offers Made	27	53	80	33.75%
% Successful Applicants	4.27%	3.12%	3.43%	
Starters	23	48	71	32.39%
% Offers Accepted	85.19%	90.57%	88.75%	
Leavers during Programme	1	1	2	50.00%

2013 Applications	Female	Male	Total	% Female
Applications	-	-	-	
Offers Made	12	43	55	21.82%
% Successful Applicants				
Starters	11	36	47	23.40%
% Offers Accepted				
Leavers during Programme	3	7	10	30.00%

Relative proportion of male/female promotions





NB: Although 75 commenced the programme 54 graduated and the above represents promotions as a % of graduates.

Cohort 3

Application Process	Female	Male	Total	% Female
Eligible to Apply	18	54	72	25.00%
Submitted Applications	14	47	61	22.95%
Successful Applications	8	26	34	23.53%
% Successful Applicants	57.14%	55.32%	55.74%	

Cohort 1

Application Process	Female	Male	Total	% Female
Eligible to Apply	24	234	258	9.30%
Submitted Applications	20	102	122	16.39%
Successful Applications	3	25	28	10.71%
% Successful Applicants	15.00%	24.51%	22.95%	

Cohort 2

Application Process	Female	Male	Total	% Female
Eligible to Apply	12	36	48	25.00%
Submitted Applications	10	32	42	23.81%
Successful Applications	8	24	32	25.00%
% Successful Applicants	80.00%	75.00%	76.19%	

- Last 12 months 4% more women have left than men
- Main reason is career and progression
- Starting to see reasons like wellbeing and working conditions
- A higher proportion of unhappy female leavers than unhappy male leavers
- But – for women on Mace Women of the Future it's only 8%

- **Progress is slow**
- **We need to better understand why women are leaving us**
- **Keep doing what we are doing and more including:**
 - ❖ Further education
 - ❖ Possible targets and incentivisation
 - ❖ Wider women's network
 - ❖ Sponsorship programme