

# Gender Pay Gap Report

Our data shows that we have work to do to reduce our gender pay gap and we are fully committed to building an inclusive, diverse and fair culture.

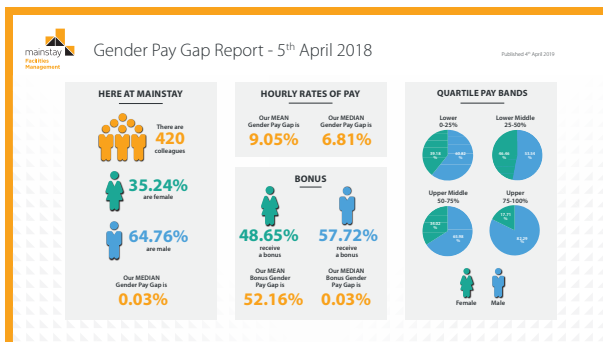
Mainstay prides itself on being one of the UK's leading asset management companies who are at the forefront in providing residential and commercial property and facilities management services. Customer service is at the heart of every interaction and we recognise and value the talent and contribution that all of our employees make to the ongoing success of our business.

We are committed to putting in measures to help address the gender pay gap across the organisation ensuring that everybody has the opportunity to advance their careers; and are rewarded equitably.

We commit to openness and transparency in each of these areas:

- Recruitment and assessment processes
- Promotion opportunities
- Succession planning
- Training and development opportunities

## Mainstay Facilities Management



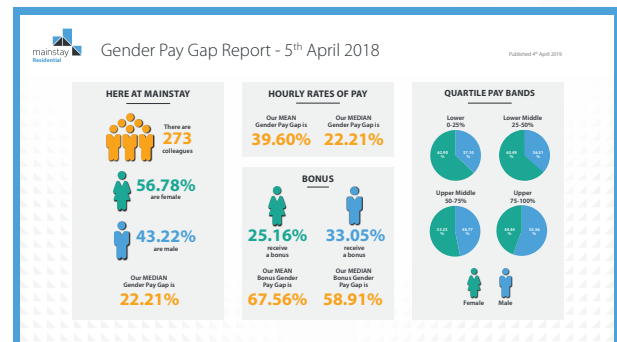
This will be our second year reporting our Mainstay Facilities Management (MFM) Gender Pay Gap. Our MFM employees are generally based on client sites, either located at a single client location or providing mobile services across our portfolio and they carry out a variety of roles throughout our organisations.

With a substantial increase in headcount during the last 12 months, we are delighted to report an improvement from last year. Our mean GPG has reduced from 10.95% in 2017 to 9.05% in 2018. We are mindful that there is still further room for improvement.

Perception and stereotypes of the type of roles which our team carry out can play a part in the GPG differences and so we are evaluating our recruitment processes to ensure that they remain relevant and flexible; appealing equally to men and women.

Whilst we are pleased to see an improved figure for 2018, we will continue to challenge industry perceptions and continue our efforts to address the gender imbalance across all roles within our MFM teams.

## Mainstay Residential Ltd



2018 is the first year for reporting our Mainstay Residential Ltd Gender Pay Gap. Our Mainstay Residential Ltd employees carry out many different and diverse roles across the organisation. There are a large number of remote working employees as well as our head office employees who provide a range of support based activities for the business.

We have significant work to do to reduce our mean GPG figure down from 39.60%. We are aware, that there is a gender imbalance amongst our senior team and we continue to work hard to redress the balance where possible. This imbalance is also a contributing factor to the GPG bonus disparity.

We are already reviewing our recruitment processes to make sure selection bias does not exist. Equally we are working towards having a succession plan in place which will help us to identify gaps within the organisation as well and ensuring that we provide focussed training to our employees to enable them to progress their careers with Mainstay, regardless of gender.

This will obviously take time, but we are committed to constantly challenging ourselves and to question our decision making process to make sure unconscious bias is not a factor within our work environment.