



INTO »

Gender Pay Gap Report

Date of data capture: April 2020
Date of publication: October 2021

Statement from Olivia Streatfeild, Chief Executive Officer, INTO University Partnerships



While today's INTO University Partnerships' Gender Pay Gap Report demonstrates progress in reducing our median pay gap and landing our gender diversity initiatives, there is still significant work ahead for us to deliver true diversity and equal opportunities for our colleagues.

At INTO, we welcome gender pay gap reporting and the transparency it gives to our current and prospective employees, students and partners. Gender equality is something I am personally very passionate about. I feel proud to be surrounded by colleagues who I know feel the same. But the best intentions do not always translate into immediate results and do not make us immune to the systems and structures that negatively impact women in the workplace everywhere. We fully acknowledge that we still have much work to do to close our gender pay gap and ensure INTO is truly a place where women can build thriving and enriching careers.

This report shows a snapshot of data related to our 1,059 UK employees in April 2020, the statutory date for this report, meaning many of the senior appointments and internal progressions made in the past 18 months, including my own, are not reflected in this data. In common with most other employers reporting a gender pay gap, the gender pay gap that INTO is reporting today is predominantly a direct result of the higher proportion of men in the most senior roles at the time the data was taken.

I am pleased that, in IUP2 LLP, **the median pay gap reduced from 24% in March 2018 to 17.8% in March 2020.** This change has been driven primarily by an increase in women in middle and senior management positions. Clearly, however, whilst directionally positive, **a 17.8% gap is not a statistic of which we can be proud, nor can we be complacent that this directional improvement will continue without intentional actions and commitments across our organisation.**

We are pleased that **the median pay gap across our UK University centres is 3.1%** which impacts positively on aspects of the gender pay gap for INTO in the UK as a whole.

We know that the gap will take some years to close, and can only be accomplished with steady, sustainable, and relentless focus on initiatives that **attract diverse talent, create an inclusive culture, and develop and promote a diverse range of colleagues.** With gender-balanced shortlists for recruitment, hiring manager training in fair recruitment practices and the deployment of a wider number of assessment and selection tools, I believe we have made extremely strong progress on embedding initiatives for recruiting for diversity. Similarly, we have initiated promising projects for creating an inclusive culture, but we must now focus on extending and embedding these initiatives across our global network. And it is clear to me and our Executive Board that we need to do much more to support career progression and mobility for women at INTO, so that they can achieve their career ambitions. This will be a priority of ours in the next year.

Overall, we are encouraged that the actions we have taken in the past years are beginning to have a positive impact on closing the gap and, more importantly, on delivering the greater breadth, customer relevance and diversity of thinking that a more gender balanced workforce brings.

A handwritten signature in black ink, reading 'O Streatfeild'.

Olivia Streatfeild

Introduction

What's this all about?

This Report contains INTO's statutory disclosure of the gender pay gap* for its legal entity IUP2 LLP, which employed more than 250 people on 5th April 2020, the 'snapshot date' for pay gap calculation purposes. IUP2 LLP is therefore required under UK law to publicly report its gender pay gap by October 2021. The gender pay gap refers to a gap between what female employees are paid compared with male colleagues. It is not the same as equal pay – see below for more explanation.

We did not publish a gender pay gap report in 2020, due to the Covid-19 pandemic. The data in this report is from April 2020 and this means it will not reflect the impact of the pandemic, nor the changes we have implemented throughout 2020 and the first part of 2021.

What must be reported?

Employers must publish the gap in pay between men and women as follows:

1. on a median basis*;
2. on a mean basis* and, in addition,
3. the distribution of gender by pay quartile* and
4. the percentages of employees receiving bonuses by gender and the gender gap on bonuses.

What is INTO reporting?

INTO is a complex organisation, comprising two employing legal entities for its headquarters employees (IUP2 LLP & IUP Ltd.) and a number of separate legal entities which employ our people either in wholly owned subsidiaries or in Joint Ventures with our university partners. With the exception of IUP2 LLP, none of these entities meets the criteria to report their gender pay gap statutorily. However, it is important to the INTO shareholders and executive leadership team that we are as transparent as we can be on the complete picture of our gender pay gap within our headquarters and overall within our UK operations. We are, therefore, also including in this Report voluntary reporting on the gender pay gap for the following entities and organisations within INTO in the UK:

1. IUP Ltd. (to complete the HQ picture)
2. Total UK centres (owned and JV)
3. Total UK

We would like to continue to increase our voluntary reporting over time and, intend to report voluntarily on some or all of these entities as well, if agreement is reached with our partners. As a matter of good practice, we also propose to report internally in due course on the gender pay gap in other countries where INTO has significant operations.

Important note: What the gender pay gap is not

The 'gender pay gap' is not about 'equal pay'. UK law has, since 1970, prohibited paying different amounts to men and women who are doing 'like work', 'work of equal value' or 'work rated as equivalent' unless there is a 'genuine material factor' for the difference. By contrast, a gender pay gap is not illegal but clearly demonstrates where there is a gap between the current earnings of women in an organisation compared with their male colleagues, usually based, as is the case with INTO's HQ, on the comparatively smaller numbers of women in senior or other highly paid roles.

* See Glossary for definitions

Total UK (all HQ and all centre operations)

Summary

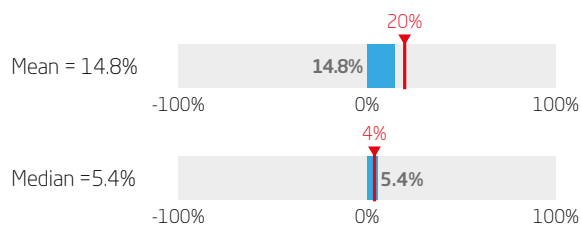
The following data shows all the UK together. Due to the unique set up of INTO, we are only required to report on IUP2 LLP, but we have chosen to share all our UK data as well. On the following pages, you will find the data for different INTO entities in the UK. While UK centres, our largest group, show the smallest pay gap, the mean gap for the combined entities remains apparent at 14.8%, down from 20%. The median gap has increased from 4% to 5.4% reflecting the interaction of the combined entities. The small number of bonus eligible roles in our UK centres mean those results are more heavily influenced by IUP Ltd and IUP2, the results of which are on the following pages.

ALL EMPLOYEES

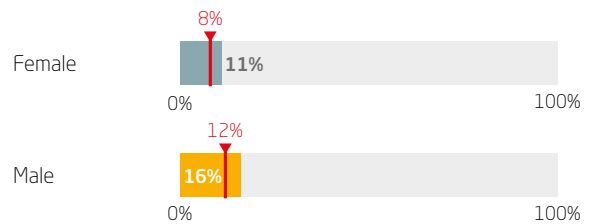


"PAY" GENDER PAY GAP

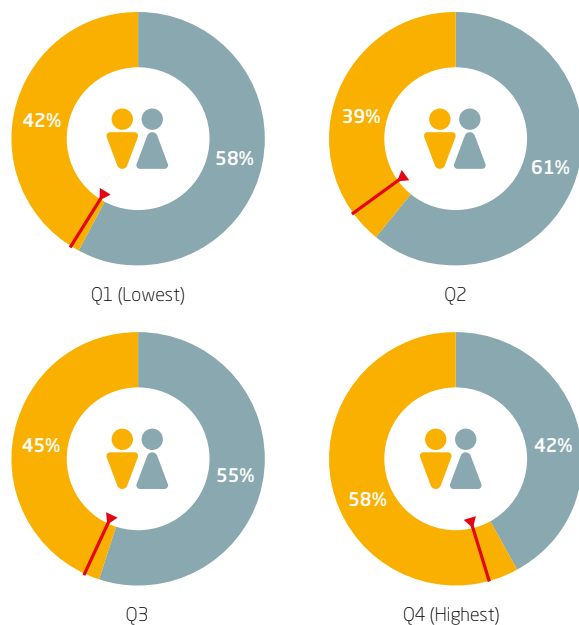
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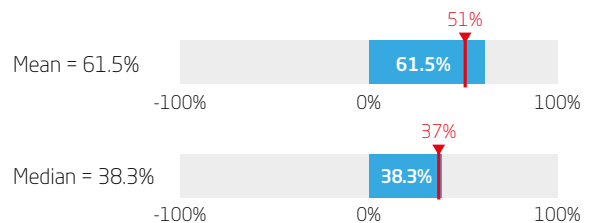
BONUS ELIGIBILITY



PAY QUANTILES



BONUS GENDER PAY GAP

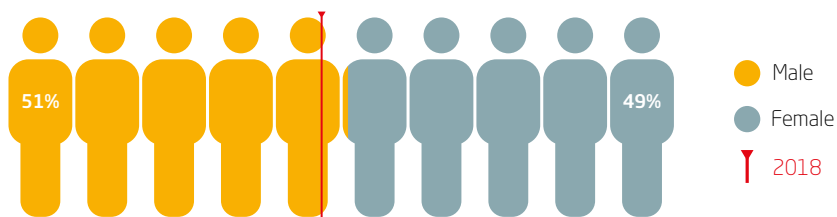


IUP2 LLP: THIS IS OUR STATUTORY DISCLOSURE FOR THIS ENTITY

Summary

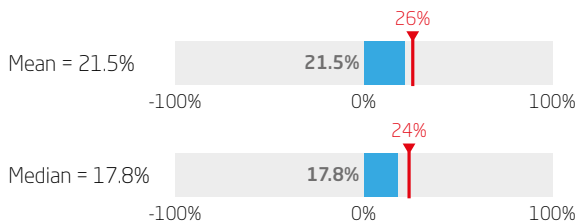
IUP2 has recruited more males than females since the last report and this has moved the overall balance from 47% male to 51% male. Both pay gaps have reduced from the prior report. We are not complacent and know that continued progress can only be achieved by intentional actions and commitments to attract, retain and progress diverse talent. Bonus eligibility is very similar although the male-female gap is down from 8% to 5%. The bonus pay gaps have increased and this is mainly due to bonuses for several new joiners not being paid in time to be reported in the 2018 report. Our bonus policy reflects market practice in that bonuses are offered to those in senior management and sales roles. The bonus pay gaps underline how our gender mix will need to become more balanced to address not only bonus pay gaps but pay gaps overall.

ALL EMPLOYEES

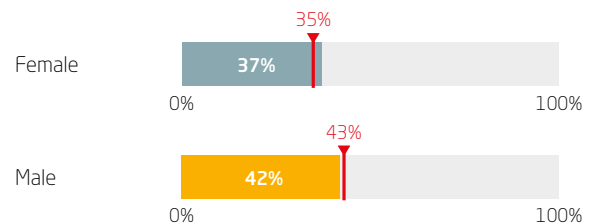


"PAY" GENDER PAY GAP

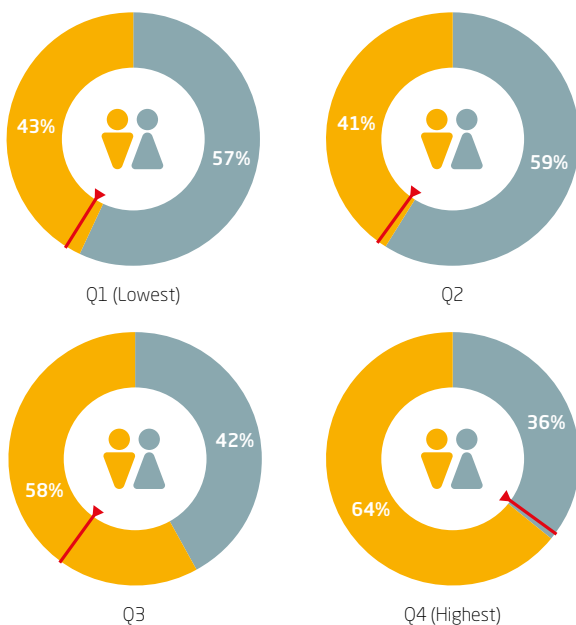
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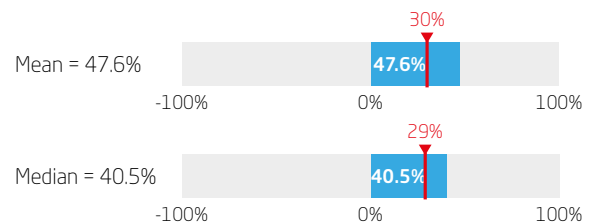
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP



IUP Ltd

Summary

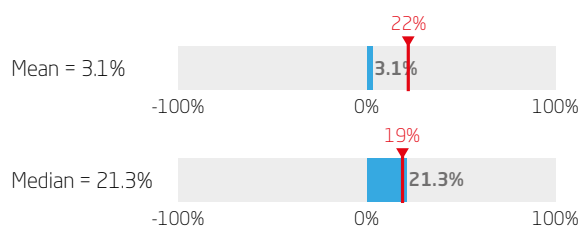
INTO University Partnerships Ltd (IUP Ltd) is the company that employs a small number of senior and long serving individuals. The small number of employees make the results very volatile although the overall employee mix is virtually unchanged. The median pay gap has reduced a little although the mean gap has reduced significantly. Bonus pay gaps show a similar pattern with median virtually unchanged but mean moving to a negative gap. While statistically correct, we are not calling these out as significant progress due to the volatility. The reduced female bonus eligibility is not a cause for concern since our bonus rules mean there is a gap of up to 18 months from joining to first payment and that is what has been reflected here.

ALL EMPLOYEES

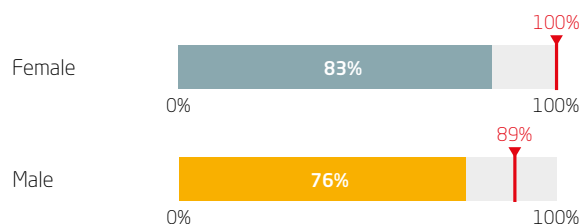


"PAY" GENDER PAY GAP

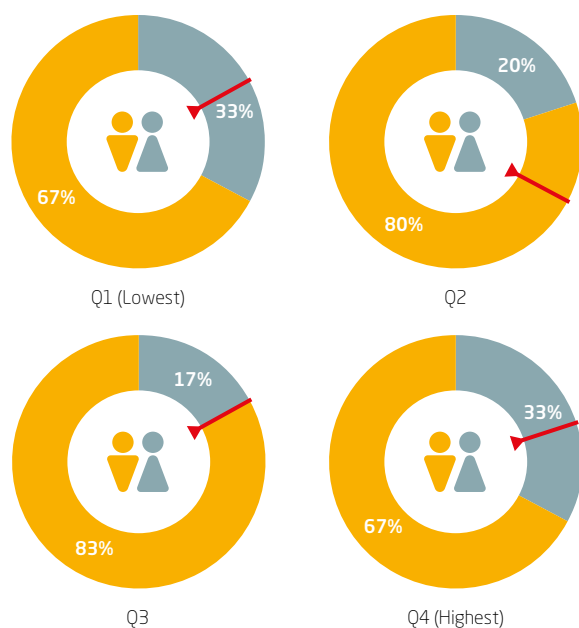
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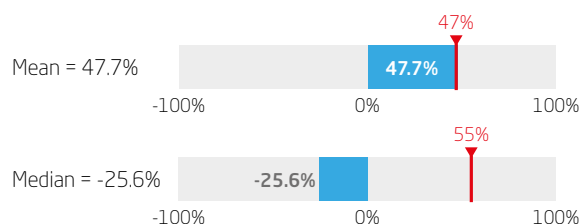
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All UK Centres

Summary

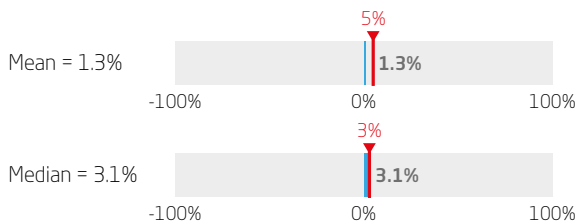
UK Centres are our largest group of employees and the male / female mix is virtually unchanged at 43% male, 57% female. The median pay gap is also virtually unchanged at 3.1% although the mean gap has reduced from 5% to 1.3% which we welcome. In line with market practice, bonuses are offered only to individuals in senior management and sales roles and this is reflected in the stable 2% eligibility. The significant increase in bonus pay gaps reflects that bonuses are results based and can therefore change significantly. In the year reported we have seen a small number of high bonus results for males.

ALL EMPLOYEES

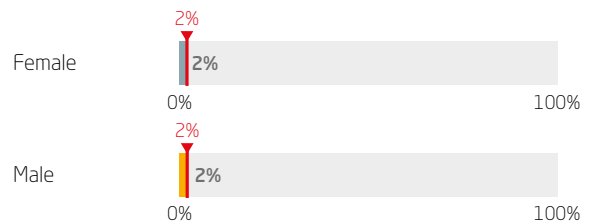


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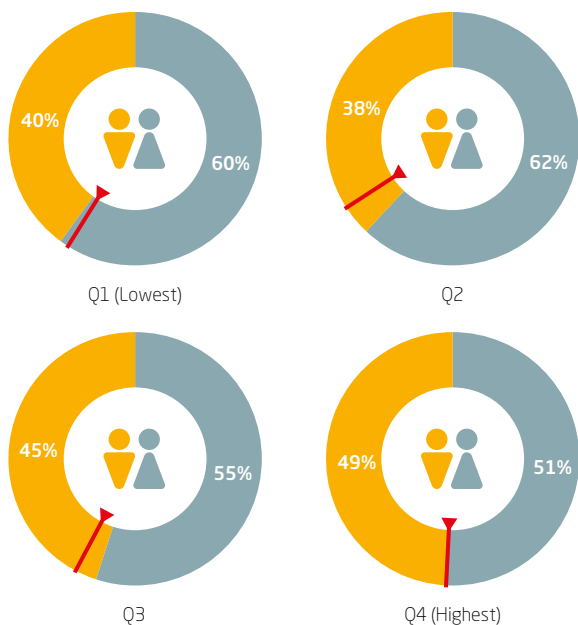
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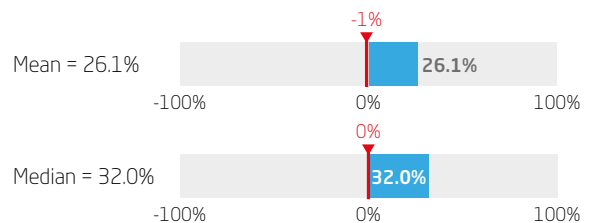
BONUS ELIGIBILITY



PAY QUANTILES



BONUS GENDER PAY GAP



* See Glossary for definitions

What We Have Achieved Since Our 2019 Gender Pay Gap Report



Attracting Diverse Talent

- Established an internal IUP UK resourcing function, which is executing a **diversity and inclusion recruitment strategy**.
- Rolled out a **management development programme to all people managers**, covering **fair and effective recruitment practices**.
- Established and continued **gender-balanced shortlists** required from search firms/recruiters for all senior roles which has been very effective in ensuring we and our recruiters are accessing as wide a talent pool as possible.
- Established and continued **competency-based interviews** for senior appointments to ensure fairness and consistency for all candidates.
- Significantly expanded the skills-based assessment tasks used in recruitment across all areas of IUP UK.



Creating an Inclusive Culture

- Established a **survey and measurement tool**, which will enable us to better understand experiences of diversity and inclusion at INTO on at least a twice-yearly basis.
- Piloted a **dignity at work training programme** in our regional offices.
- Following the successful pilot of unconscious bias testing and training for the Executive Board in 2018, rolled out **unconscious bias training** for all people managers and made the training available online to all employees.
- Raised awareness through events and communications in celebration of International Women's Day.
- Developed and embedded a 'Global Flexibility Framework' to ensure we encourage flexible working practices at all INTO locations globally (pre-pandemic).
- Introduced flexible workplace policies to support employees through the pandemic and a global Post Pandemic Working Framework in support of increased **remote and hybrid work on a sustainable basis post pandemic**.
- Established a **women's network for women in our UK HQ** and held some special speaker events. Further progress was unfortunately delayed, due to the pandemic.
- Reached agreement with most of our partners that we would extend voluntary reporting, where appropriate, to our joint venture centres in due course.



Developing and Promoting Diverse Talent

- Launched Career Campus on our company intranet and ran a pilot of **MyCareer series of workshops in our HQ**.
- **Prepared and trained internal mentors for a pilot mentoring programme** for high potential employees, with a special focus on providing additional resources where needed for the **mentoring of women who want to progress to more senior roles at INTO**. Unfortunately, the rollout has been delayed due to the pandemic.

Confirmation Statement from John Sykes

I confirm that the calculations contained in this report are complete and accurate.



John Sykes

Director, INTO University Partnerships Ltd. acting as a designated member of IUP2 LLP

Glossary

- Gender pay gap** – the difference between the hourly rate of pay of male employees and female employees (as set out in the regulations), expressed as a percentage of the hourly pay rate of the male employees. The gender pay gap is reported on both a mean and median basis.
- Mean** – average – all rates added together and divided by the number of rates.
- Median** – mid-point of all hourly rates listed in ascending order.
- Pay quartiles** – the splitting of the employees in any given entity or organisation into four groups based on their pay, and showing the proportion of men and women in each group
- Pay** – the total of base pay (either salary or hourly pay), allowances, bonuses, calculated as an hourly rate.

For more information and definitions, the following website contains detailed explanations:

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview#data-you-must-publish-and-report>

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