



Gender Pay Gap Report

Date of data capture: April 2023

Date of publication: April 2024

Statement from John Sykes, Chief Executive Officer, INTO University Partnerships



Breakdown of results

The following pages show our results in the same four groups we have reported previously:

- All INTO UK is reported as a complete picture of our people employed in the UK and includes all the three groups below.
- UK Centres are reported on a voluntary basis and, when combined, are our largest group.
- IUP2 LLP employs most of our corporate function colleagues.
- INTO University Partnerships Ltd (IUP Ltd) is reported on a voluntary basis to complete the picture for our non-centre colleagues.

A handwritten signature in black ink that reads "John Sykes." The signature is written in a cursive, flowing style.

John Sykes

What we are going to do to improve...



Attracting Diverse Talent

Initiative	Action Taken to Date	2023-2024 and beyond Plans
Gender-balanced shortlists	We have continued with gender-balanced shortlists for all management and above roles to ensure we are accessing as wide a talent pool as possible.	To continue.
Flexible roles	We have continuously revisited which roles we can offer on a more flexible basis such as part time or not in an INTO location base. While some roles are clearly restricted, we have remained as flexible as possible.	We will continue to implement our Post-Pandemic Working Framework that promotes a hybrid working ethos.
Role advertisements	We have continued to scrutinise how we advertise roles, particularly senior roles, to ensure we have not been including any requirements that are more likely to discourage female applicants. For example, we know from listening groups that a requirement to travel extensively may be such a discouragement. We will ensure this requirement will be stated only when it is genuinely needed. We have continued our policy of competency-based interviews for all	To continue.
Competency-based interviews	roles to ensure fairness and consistency for all candidates, both internal and external.	To continue.
Family-friendly policies	We have created and promoted more transparent family-friendly policies aimed to attract more female candidates and deliver on our "Be Inclusive" value. These include: Partner Leave; Adoption Leave and; Maternity Leave (where we can outside of local legislative requirements).	We will continue to revise/update and implement more policies as best as we can.



Creating and maintaining an inclusive environment

Initiative	Action Taken to Date	2023-2024 and beyond Plans
Inclusive policies	We have developed a range of inclusive policies across a wide spectrum including female health. These include; Menstruation and Menopause and Fertility Treatment.	We will continue to revise/update and implement more policies as best as we can.
Championing women in the workplace	We have designed and are ready to launch our Employee Resource Group toolkit and programme.	Through our diverse network of colleagues, we hope to set up a range of groups. We know there has been interest in setting a women's group to support and celebrate our diverse community of female colleagues.
Understand experiences of diversity and inclusion at INTO	We rolled out our 2nd employee engagement survey using a new tool that asked our people if they were satisfied with INTO's efforts to support diversity and inclusion. We scored a positive eNPS score.	We aim to continuously gauge this metric (as well as others) and we aim to, at least, benchmark ourselves against the top 25% of our engagement providers global database of companies.
Dignity at work	We piloted a programme some time ago and included within our various global and local policies and employee handbooks are clear expected standards of behaviours we expect of everyone across the INTO network around, for example, Equal Opportunities, Anti-Harassment and Bullying. We also have our global Speak Up Policy where anyone can confidentially raise their concerns.	To continue.
Returning back to work following Maternity Leave	We have continued return to work interviews and assessments for anyone returning to the workplace following extended leave to support their transition back into work.	As part of both our Employee Resource Groups and our new Global Onboarding programmes we will focus on supporting women returning to the workplace to help their transition back into work.



Developing and Promoting Diverse Talent

Initiative	Action Taken to Date	2023-2024 and beyond Plans
Mentoring programme	We have invested in building an in-house Learning & Development Team and have begun rolling-out our global Management Development Programme where mentoring and coaching are key modules and through our Essentials Programme we have developed a range of Career Building workshops. A mentoring programme is still in our plans.	Within all of our development programme workshops and initiatives we will always endeavour that participation is diverse and as we continue to develop our programmes we will focus on preparing female colleagues for promotion, particularly from middle to senior management.

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 2023 the 'snapshot date' for pay gap calculation purposes. IUP2 LLP is therefore required under UK law to publicly report its gender pay gap by April 2023. 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.

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.

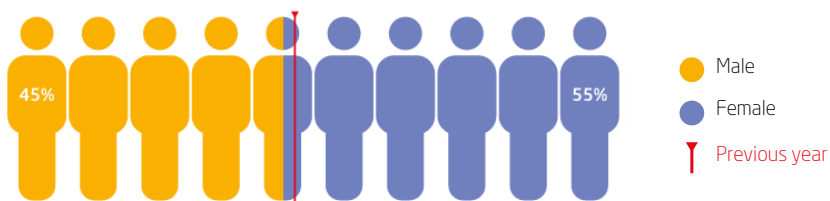
* See Glossary for definitions

Total UK (all HQ and all centre operations)

Summary

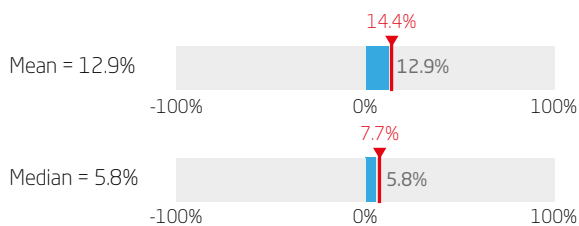
The following data shows all the UK together. On the following pages, you will find the data for different INTO entities in the UK. Our UK centres combined is our largest group of employees and shows the smallest pay gaps. The mean pay gap for the combined UK entities has reduced to 12.9% (2022: 14.4%) and the median pay gap has is now 5.8% (2022: 7.7%). Bonuses reported in this year remain influenced by pandemic trading and gaps have grown compared to previous years.

ALL EMPLOYEES

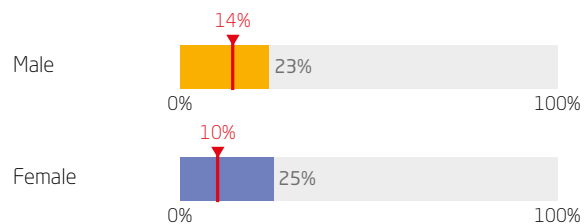


"PAY" GENDER PAY GAP

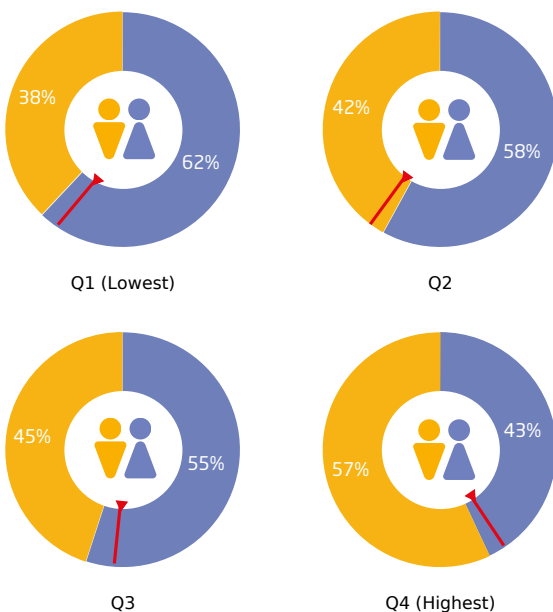
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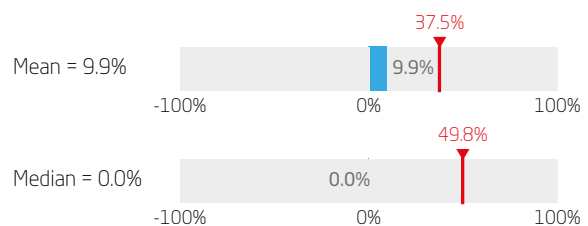
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP

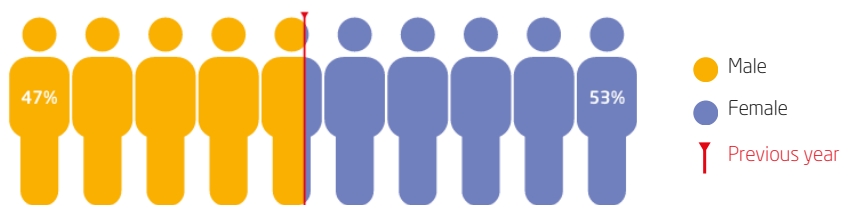


IUP2 LLP: THIS IS OUR STATUTORY DISCLOSURE FOR THIS ENTITY

Summary

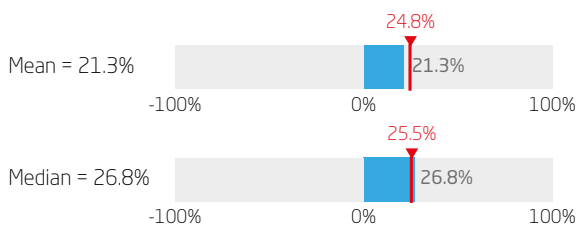
The mix of employees in IUP2 has remained at similar levels to last year. The mean pay gap has improved at 21.3% (24.8%) and the median has worsened slightly to 26.8% (25.5%). These levels continue to reflect that there remains work to do and we must ensure our actions are effective. Bonuses remain affected by the pandemic and although the mean gap has improved at 30.1% (38.4%), the median has increased to 77.8% (57.2%).

ALL EMPLOYEES

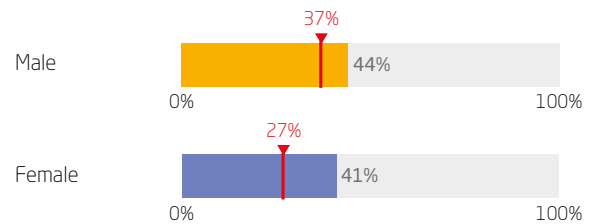


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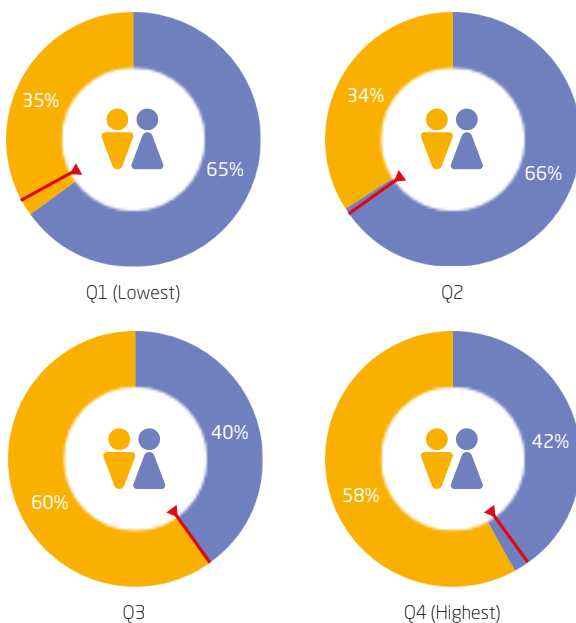
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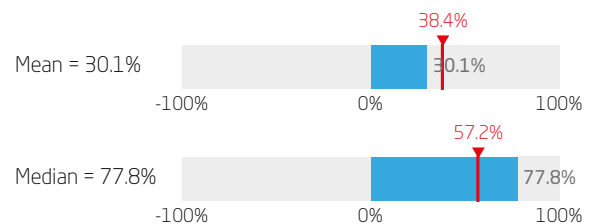
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PAY QUARTILES



BONUS GENDER PAY GAP

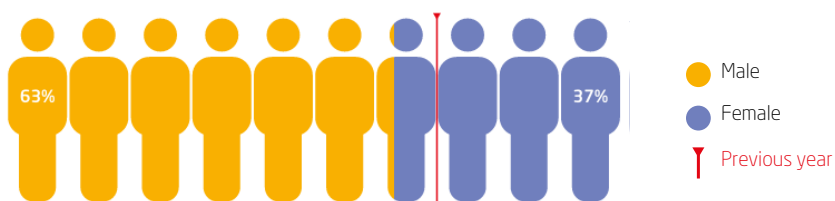


IUP Ltd

Summary

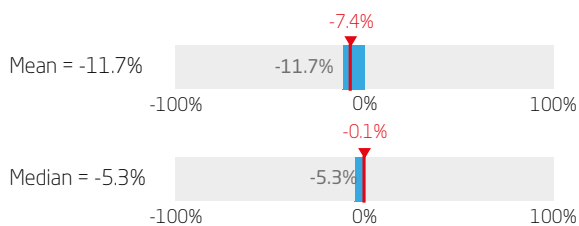
The results for INTO University Partnerships Ltd (IUP Ltd) are volatile due to the small number of employees but show improvement due to females in senior roles. The mean pay gap is now -11.7% (-7.4%) while the median gap has moved to -5.3% (-0.1%). Bonuses remain affected by the pandemic and now show a mean gap of -90.7% and a median gap of -85.6%.

ALL EMPLOYEES



"PAY" GENDER PAY GAP

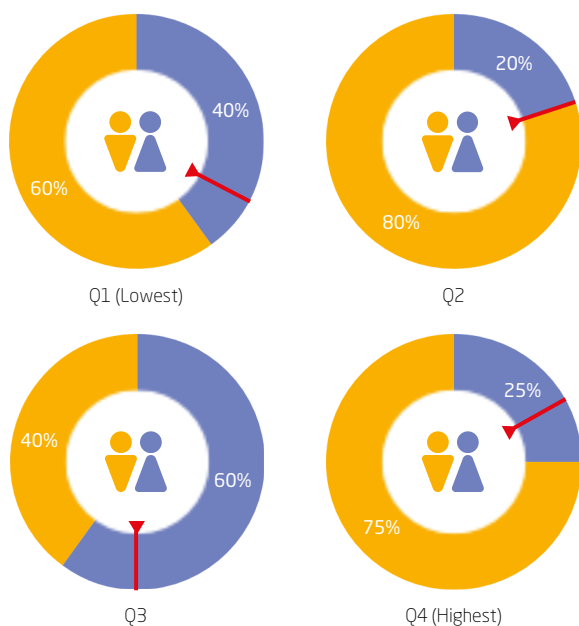
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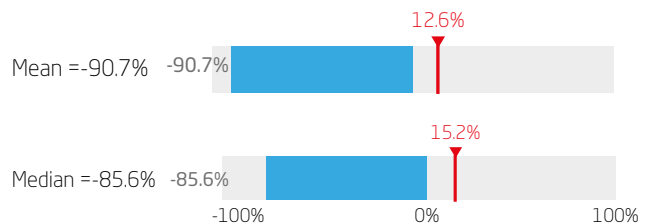
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PAY QUARTILES



BONUS GENDER PAY GAP



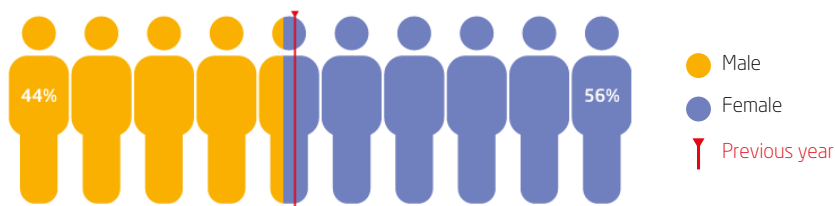
* See Glossary for definitions

All UK Centres

Summary

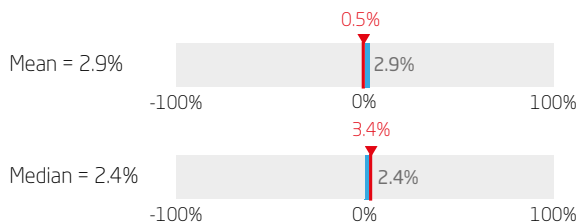
UK Centres are our largest group of employees and the male / female mix is stable at 44% male / 56% female. The mean gap has increased to 2.9% (0.5%) with the median pay gap reducing to 2.4% (3.4%). Bonus gaps have reduced for this group with mean at -1.6% (2.1%) and median at 0.0% (4%).

ALL EMPLOYEES

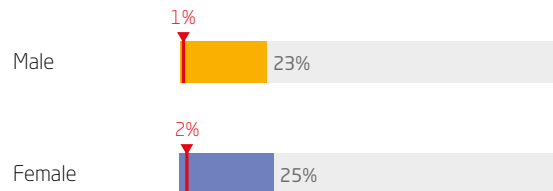


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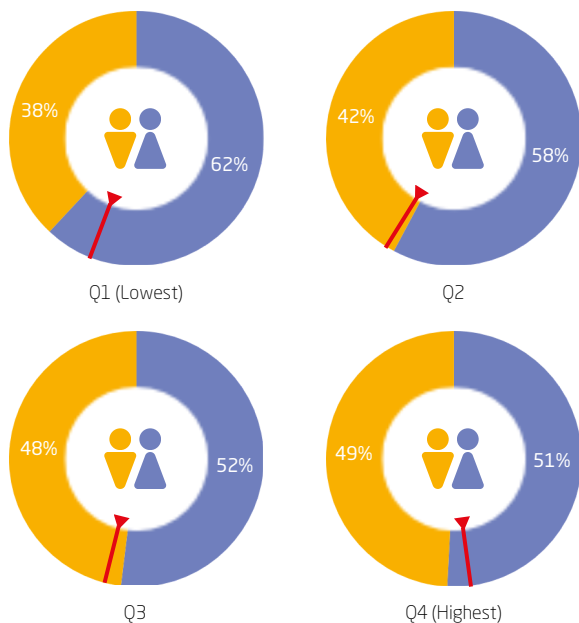
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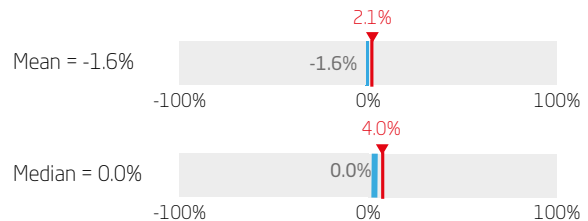
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP



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>

For more information visit intoglobal.com or contact us:

North America

INTO University Partnerships
8910 University Center Lane
Suite 400
San Diego, CA 92122
T: +1 858 356 4400

Europe, Middle East and Africa

INTO University Partnerships
One Gloucester Place
Brighton, East Sussex
BN1 4AA, United Kingdom
T: +44 (0)1273 665200

Asia

INTO University Partnerships
Unit 1007, 10/F
Wing On Kowloon Centre
345 Nathan Road
Jordan, Hong Kong
T: +852 2105 6800

Australia

INTO Australia
Level 29, Central Park Tower
152-158 St Georges Terrace
Perth WA 6000

 @INTOglobal

 www.linkedin.com/company/into-university-partnerships



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