

Gender Pay Gap Report 2025

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CEO Statement



INTO University Partnerships is a global business with approximately 1,600 people, and in part due to the very nature of our joint venture partnerships with Universities in the UK, North America and in Australia, we are made up of various company entities. As a consequence of this, we are statutorily required to report Gender Pay Gap (GPG) data for just one of our entities, IUP2 LLP (which is mainly our corporate functions making up approximately just 25% of our UK based workforce). We are proud to continue to voluntarily report GPG results for our whole UK business to share the broader view and focus on our entire global business when continuing to take the needed actions to support diversity and address gendered pay discrepancies.

John Sykes | Chief Executive Officer
INTO University Partnerships

For the whole UK business, it is pleasing to see the median pay gap fall although we note the slightly increased mean. Bonus gaps have increased significantly from our last report.

Working at INTO offers our people a window into other cultures, alternative perspectives, new friendships and different opportunities. The diverse, cross-cultural tapestry of our environment enriches us and makes INTO a better place to work. If we are to live our Be Inclusive value every day, we know we are on an evolving journey to be the truly inclusive workplace I know we all strive for.

We recognise the paramount importance of creating an inclusive environment that nurtures and supports the growth of talented individuals, irrespective of gender. Our approach to gender equality extends beyond pay disparities and permeates various facets of the employee experience at INTO, commencing with the initial attraction and recruitment phases:

Attraction

We continuously scrutinize role advertisements, especially for senior roles, to avoid requirements that may discourage female applicants, such as extensive travel expectations unless genuinely required. We offer flexible arrangements like part-time or remote work where possible to attract diverse talent and accommodate varying needs. We also have policies supporting families, including enhanced parental leaves beyond legal requirements, promoting work-life balance and aiming to attract more women.

Recruitment

During the recruitment process, we have implemented gender-balanced shortlists for all management and above roles. This practice ensures that we assess a diverse range of candidates and mitigate potential biases. Moreover, our commitment to fairness and consistency is reinforced through competency-based interviews, which are conducted for all roles, both internal and external.

Creating and Maintaining an Inclusive Environment

To foster an inclusive environment and retain our valued employees, we prioritise continuously listening to their voices and empowering them to share their perspectives. Throughout the past year, we conducted three global surveys addressing a range of topics, enabling us to gauge employee sentiment and identify areas for improvement. We are pleased to report again that our efforts to support diversity and inclusion have been met with positive feedback, yet we recognize the ongoing work required to achieve our goal of being among the top 25% of companies within in our engagement survey provider's global database benchmarks. Here are just some of our ongoing efforts:

Inclusive Policies - Our inclusive policies cover a wide spectrum, including provisions for female health, menstruation, menopause, and fertility treatment. These policies demonstrate our commitment to creating a supportive and understanding environment for all employees, regardless of their gender or life stage.

Employee Action Groups (EAGs) – In our dedication to promoting positive change and enhancing experiences, over the last 12 months we have established a network of Employee Action Groups (EAGs), commonly known as Employee Resource Groups. Within a short timeframe, we have successfully formed seven EAGs, comprising individuals from across the globe, focusing on areas such as the Women's Network, Mental Wellness, Faith, LGBTQ+, Disabilities/Long-Term Health Conditions, and Sustainability and Environmental Action. With our Women's Network still in its formation infancy, in the future we look forward to reporting on how they are progressing to achieve their aims: help play a pivotal role in empowering those who identify as women, and those who sit outside the gender binary, to create an environment where they can connect, learn, and thrive by fostering a supportive community, offering mentoring and networking opportunities, and promoting personal and professional growth.

Development – To further support career development and advancement opportunities, we have formally launched our first Mentoring Programme, accessible to all employees regardless of tenure or position. The programme's core focus is on career enhancement, with approximately 65% of mentees being women. Additionally, our global People Manager Development Programme continues to maintain balanced gender cohorts, ensuring equal opportunities for growth and development. Looking ahead, we aim to deliver programmes that will expand leaders' awareness and knowledge of inclusion, diversity, equity, and belonging. These initiatives will be guided by experts in the field, inspiring leaders to take actionable steps toward fostering a more inclusive and diverse organisational culture. Furthermore, we will empower women striving for leadership roles by providing access to development opportunities that leverage their unique strengths, enabling them to create practical career plans while staying true to their values and authentic selves.

At INTO, **we celebrate occasions that foster inclusivity and belonging**, recognising the rich tapestry of cultures, perspectives, and backgrounds that make up our global workforce. Celebrating International Women's Day is a cherished tradition, and this year's theme of "Inspire Inclusion" perfectly aligns with our core values. We commemorated "The Women of INTO" by encouraging colleagues across the business to nominate their exceptional peers, and we were heartened to receive over 80 nominations from around the world.

As the CEO of INTO, I firmly believe that if one of our core values is to be inclusive in all that we do, then inspiring inclusivity must be a continuous pursuit. While we acknowledge our accomplishments and the positive strides we have made, we also recognise that there is still work to be done. We remain steadfast in our commitment to addressing gender disparities and creating an environment where every individual, regardless of gender, can thrive and reach their full potential.

Introduction

This report combines statutory reporting for IUP2 LLP with voluntary disclosures to give a broader view of INTO's UK gender pay gap position.

* See Glossary for definitions

» 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.

» This report

This report contains INTO's statutory disclosure of the gender pay gap* for IUP2 LLP, which employed more than 250 people on 5 April 2024, the snapshot date for pay gap calculation purposes. IUP2 LLP is required under UK law to publicly report its gender pay gap by April 2024. The gender pay gap compares what female employees are paid with male colleagues. It is not the same as equal pay.

» 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 individual 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.

Total UK

Gender Pay Gap Report 2024 | vs 2023

SUMMARY

The mean pay gap has slightly reduced to 12.57% (12.88%) and the median has moved from 7.36% (5.75%). Both bonus mean and median gaps have increased significantly, due to the first tranches of payments from our COVID Recovery Bonus, which applied to all colleagues who had worked during the business during COVID.

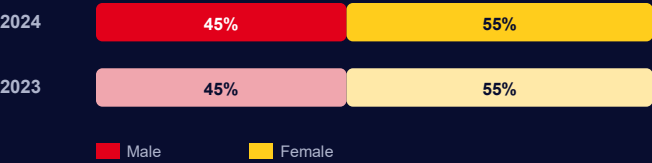
HEADCOUNT BY REPORTING GROUP

951
TOTAL UK EMPLOYEES

UK Centres		684
IUP2 LLP		251
IUP Ltd.		16

UK Centres reported voluntarily; IUP2 LLP is our statutory reporting entity.

ALL EMPLOYEES GENDER SPLIT



“PAY” GENDER PAY GAP (hourly rates, including any bonuses)

GPG MEAN

12.57%

2023: 12.88%

GPG MEDIAN

7.36%

2023: 5.75%

BONUS GENDER PAY GAP

BONUS GAP MEAN

37.70%

2023: 9.91%

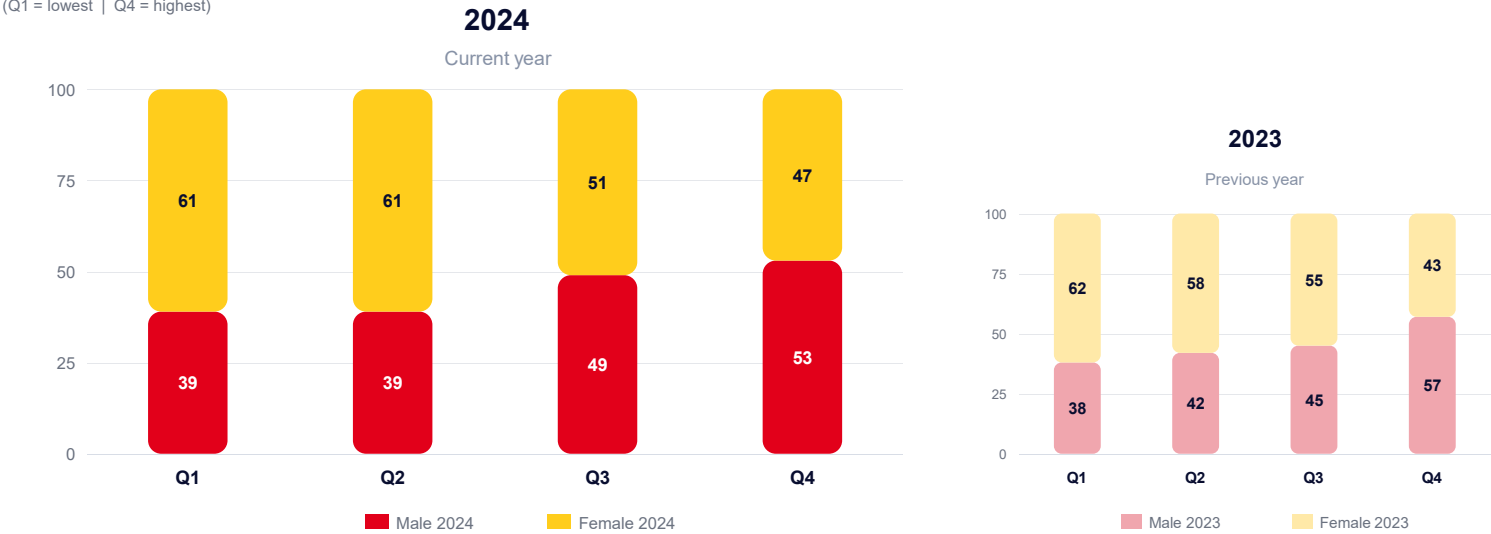
BONUS GAP MEDIAN

65.98%

2023: 0.00%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)



BONUS ELIGIBILITY

MALE ELIGIBLE

10.20%

2023: 23.27%

FEMALE ELIGIBLE

6.70%

2023: 24.61%

IUP2 LLP

Gender Pay Gap Report 2024 | vs 2023

SUMMARY

It is pleasing that both the mean pay and median pay have improved since last year, with similar improvements in the bonus eligibility and bonus mean gap.

HEADCOUNT BY REPORTING GROUP

251

IUP2 LLP
EMPLOYEES

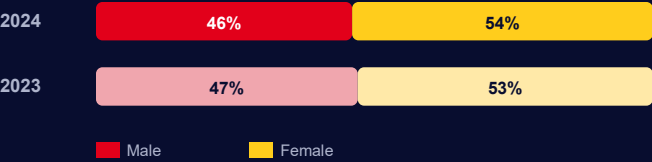
UK Centres 684

IUP2 LLP 251

IUP Ltd. 16

Total UK employees: 951

ALL EMPLOYEES GENDER SPLIT



“PAY” GENDER PAY GAP (hourly rates, including any bonuses)

GPG MEAN

16.53%

2023: 21.30%

GPG MEDIAN

21.94%

2023: 26.84%

BONUS GENDER PAY GAP

BONUS GAP MEAN

21.30%

2023: 30.06%

BONUS GAP MEDIAN

63.92%

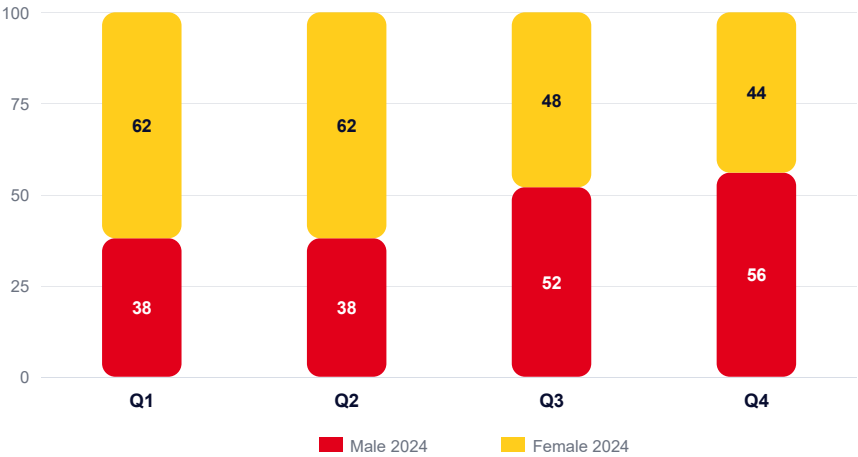
2023: 77.81%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)

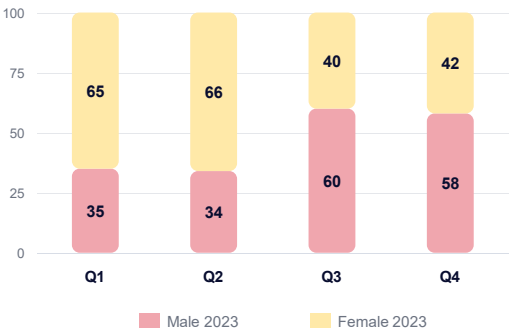
2024

Current year



2023

Previous year



BONUS ELIGIBILITY

MALE ELIGIBLE

23.27%

2023: 44.00%

FEMALE ELIGIBLE

17.00%

2023: 41.00%

IUP Ltd

Gender Pay Gap Report 2024 | vs 2023

SUMMARY

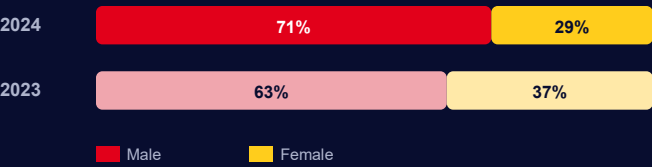
Due to the small number of employees in this entity, the year-on-year changes are often due to a single new starter or leaver.

HEADCOUNT BY REPORTING GROUP



Total UK employees: 951

ALL EMPLOYEES GENDER SPLIT



“PAY” GENDER PAY GAP (hourly rates, including any bonuses)

GPG MEAN

10.81%

2023: -11.69%

GPG MEDIAN

-5.28%

2023: -5.28%

BONUS GENDER PAY GAP

BONUS GAP MEAN

28.97%

2023: -90.72%

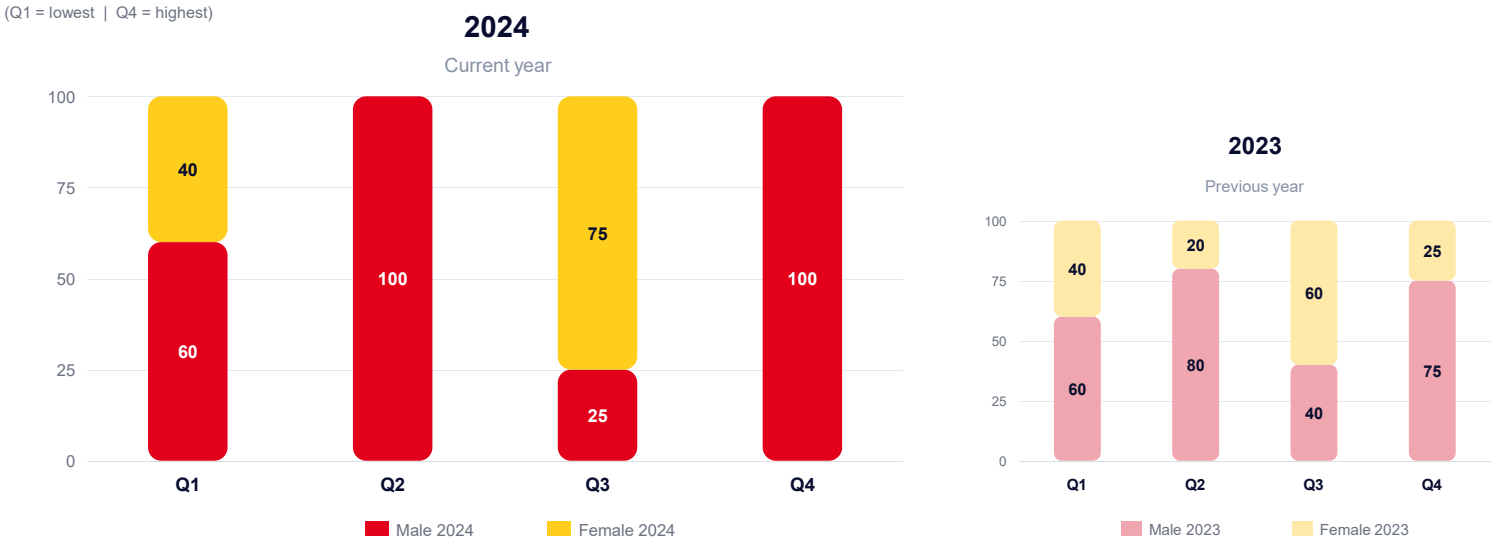
BONUS GAP MEDIAN

13.08%

2023: -85.55%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)



BONUS ELIGIBILITY

MALE ELIGIBLE

83.33%

2023: 83.30%

FEMALE ELIGIBLE

80.00%

2023: 85.70%

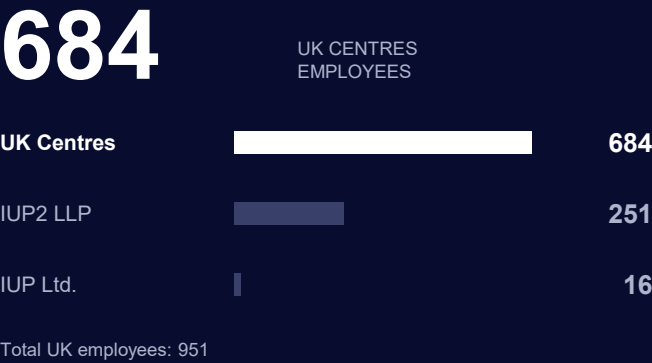
UK Centres

Gender Pay Gap Report 2024 | vs 2023

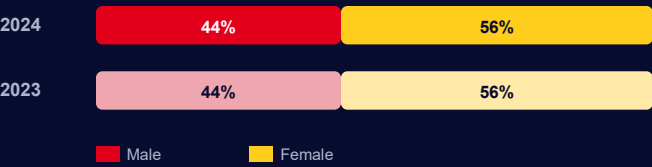
SUMMARY

The UK Centres are our largest group of employees. The mean pay gap has improved slightly and the median has increased. A very small proportion of employees in this group are on bonus plans, and so a single new starter or leaver in Centre Leadership can lead to significant swings in the bonus gap.

HEADCOUNT BY REPORTING GROUP



ALL EMPLOYEES GENDER SPLIT



“PAY” GENDER PAY GAP (hourly rates, including any bonuses)

GPG MEAN

2.30%

2023: 2.87%

GPG MEDIAN

4.34%

2023: 2.43%

BONUS GENDER PAY GAP

BONUS GAP MEAN

9.35%

2023: -1.58%

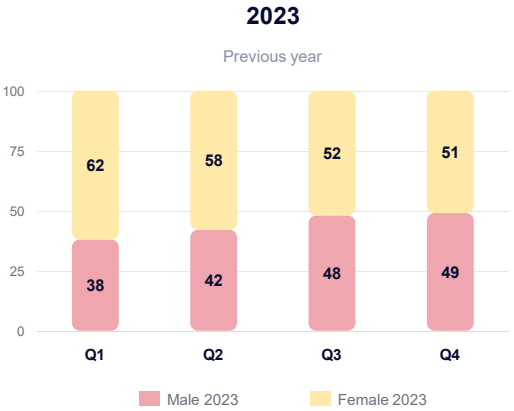
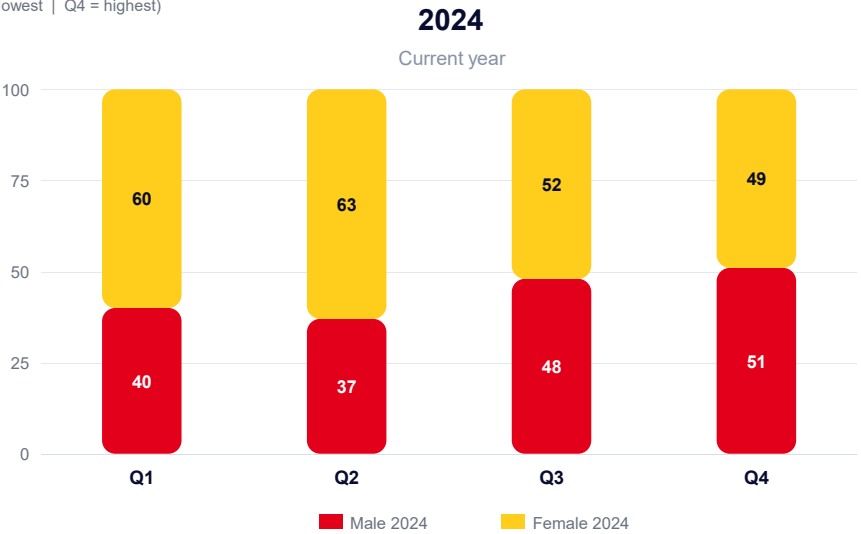
BONUS GAP MEDIAN

30.81%

2023: 0.00%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)



BONUS ELIGIBILITY

MALE ELIGIBLE

2.31%

2023: 23.27%

FEMALE ELIGIBLE

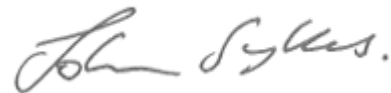
2.10%

2023: 24.61%

Confirmation Statement from John Sykes

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**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 of Terms

Definitions used throughout the report

 More Information

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](https://www.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

Asia
INTO University Partnerships
Room 3806 Central Plaza
38/F, 18 Harbour Road
Wan Chai, Hong Kong
- Europe, Middle East and Africa**
INTO University Partnerships
One Gloucester Place
Brighton, East Sussex
BN1 4AA, United Kingdom
T: +44 (0)1273 665200

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

X: @INTOglobal
LinkedIn: www.linkedin.com/company/into-university-partnerships

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.



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