

Gender Pay Gap Report 2026

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CEO Statement



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In seeing our Gender Pay Gap numbers, I am clear eyed about the work still ahead. This work is not just about numbers. It is about people, our colleagues, their stories, their ambitions, and the moments in their lives when they need their organisation to stand beside them. It is a journey, one shaped by the thousands of everyday decisions that build culture, shape opportunity, and determine who gets to thrive. At INTO, this journey continues to be grounded in a simple belief: every colleague should have a fair and equitable chance to succeed.

John Sykes.

John Sykes | Chief Executive Officer
INTO University Partnerships

The last 2-3 years has been about reflection and strengthening for us, knowing that real progress comes from consistency and intention. We haven't focussed on launching a long list of new initiatives; instead, we focused on doing the right things well, consistently, and with care. That matters, because real change happens when positive practices become part of our everyday culture.

I am proud that gender balanced shortlists, flexible working options, and fair, competency-based recruitment are now woven into how we hire. These aren't just processes, they are signals to every woman considering a career with INTO that she is welcome here and she is seen.

But closing the pay gap is about more than recruitment. It requires an environment where women feel welcomed, valued, and supported at every stage of their career. We have continued to build an environment where our colleagues feel supported not only professionally, but personally. Our policies around menstruation, menopause, and fertility treatment reflect a deeper truth: people bring their whole lives to work, and we honour that. Supporting colleagues returning from maternity leave, too, remains an essential part of who we are, ensuring no one has to navigate that transition alone.

We continue to invest in developing diverse talent. Our management and career development programmes are helping build the skills, confidence, and visibility needed for women to move into more senior roles. This remains a crucial focus as we look ahead. This is where long term change happens, and we are committed to it.

Our journey to close the Gender Pay Gap is ongoing with still much to do. But it is a journey filled with intention, compassion, and belief in what our organisation can be. To everyone who has contributed to this work, thank you. It is your honesty, your insights, and your courage that move us forward.

Together, we are building a place where opportunity is truly equal, and where gender never determines opportunity or pay.

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 2025 | VS 2024

SUMMARY

The mean pay gap rose to 13.45% while the median edged down to 7.17%; both bonus gaps narrowed sharply, and the workforce remains 55% female.

HEADCOUNT BY REPORTING GROUP

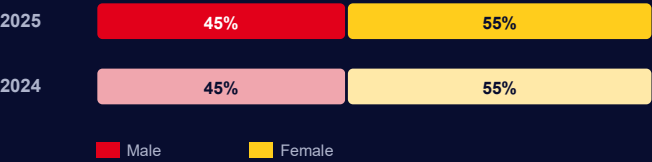
928

TOTAL UK
EMPLOYEES

UK Centres		666
IUP2 LLP		246
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

13.45%

2024: 12.57%

GPG MEDIAN

7.17%

2024: 7.36%

BONUS GENDER PAY GAP

BONUS GAP MEAN

23.04%

2024: 37.70%

BONUS GAP MEDIAN

-4.13%

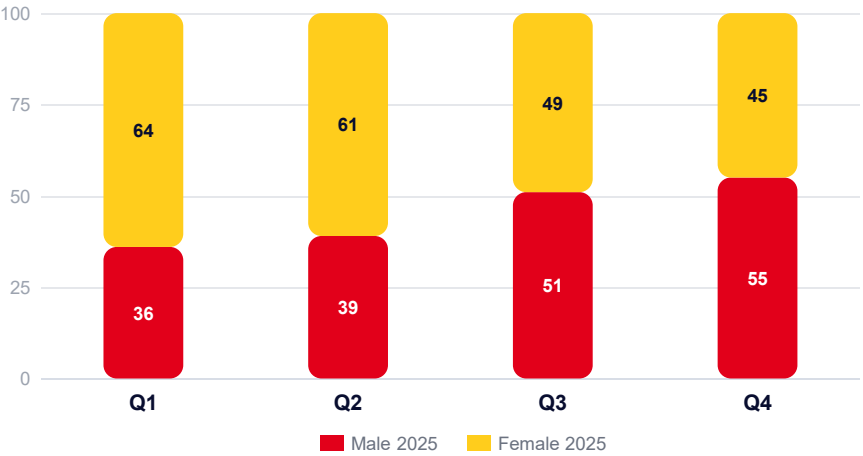
2024: 65.98%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)

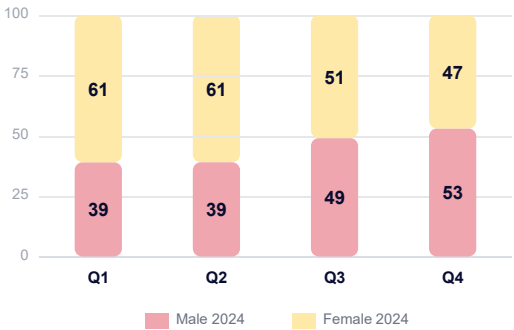
2025

Current year



2024

Previous year



BONUS ELIGIBILITY

MALE ELIGIBLE

12.10%

2024: 10.20%

FEMALE ELIGIBLE

7.90%

2024: 6.70%

IUP2 LLP

GENDER PAY GAP REPORT 2025 | VS 2024

SUMMARY

Both the mean and median pay gaps improved slightly, the mean bonus gap almost halved to 11.86%, whilst the median bonus gap is now higher for female colleagues.

HEADCOUNT BY REPORTING GROUP

246

IUP2 LLP
EMPLOYEES

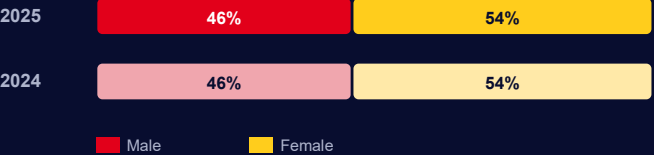
UK Centres 666

IUP2 LLP 246

IUP Ltd. 16

Total UK employees: 928

ALL EMPLOYEES GENDER SPLIT



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

GPG MEAN

15.85%

2024: 16.53%

GPG MEDIAN

21.66%

2024: 21.94%

BONUS GENDER PAY GAP

BONUS GAP MEAN

11.86%

2024: 21.30%

BONUS GAP MEDIAN

-3.24%

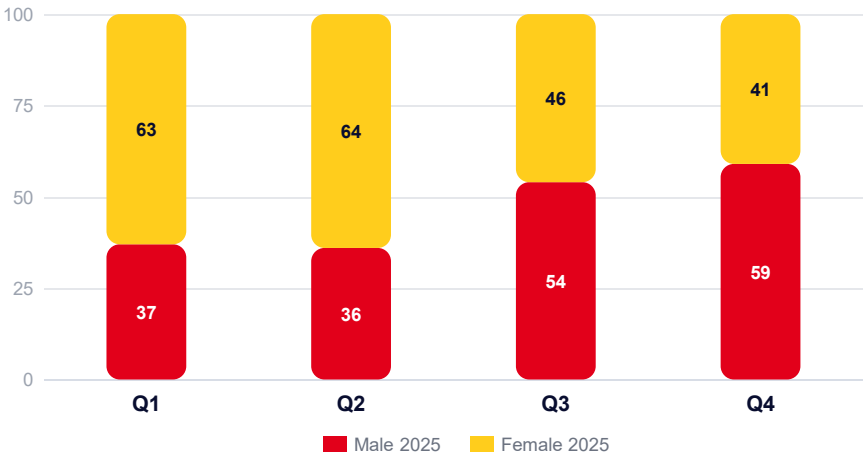
2024: 63.92%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)

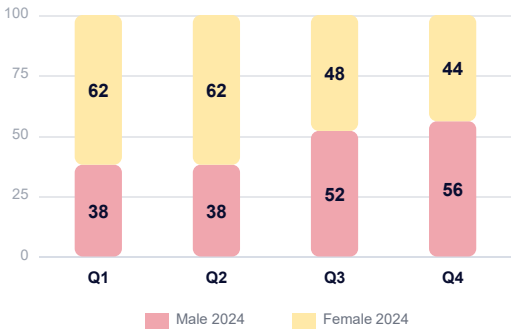
2025

Current year



2024

Previous year



BONUS ELIGIBILITY

MALE ELIGIBLE

25.60%

2024: 23.27%

FEMALE ELIGIBLE

17.50%

2024: 17.00%

IUP Ltd

GENDER PAY GAP REPORT 2025 | VS 2024

SUMMARY

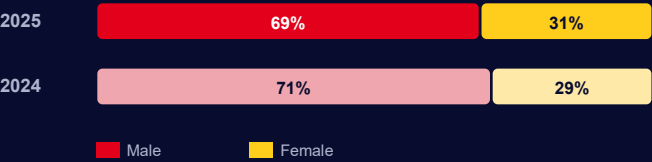
The mean pay gap narrowed to 6.43% and median pay remains higher for female colleagues; all female colleagues were bonus eligible, though a small headcount makes results volatile.

HEADCOUNT BY REPORTING GROUP



Total UK employees: 928

ALL EMPLOYEES GENDER SPLIT



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

GPG MEAN

6.43%

2024: 10.81%

GPG MEDIAN

-13.09%

2024: -5.28%

BONUS GENDER PAY GAP

BONUS GAP MEAN

52.40%

2024: 28.97%

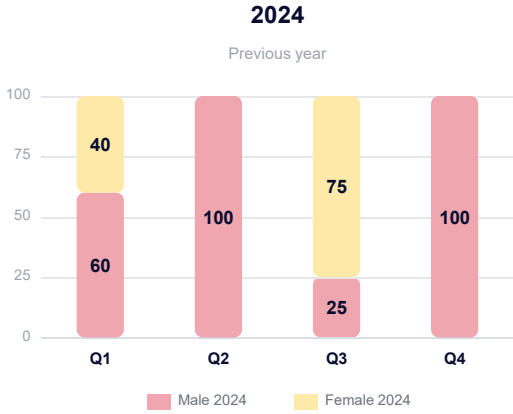
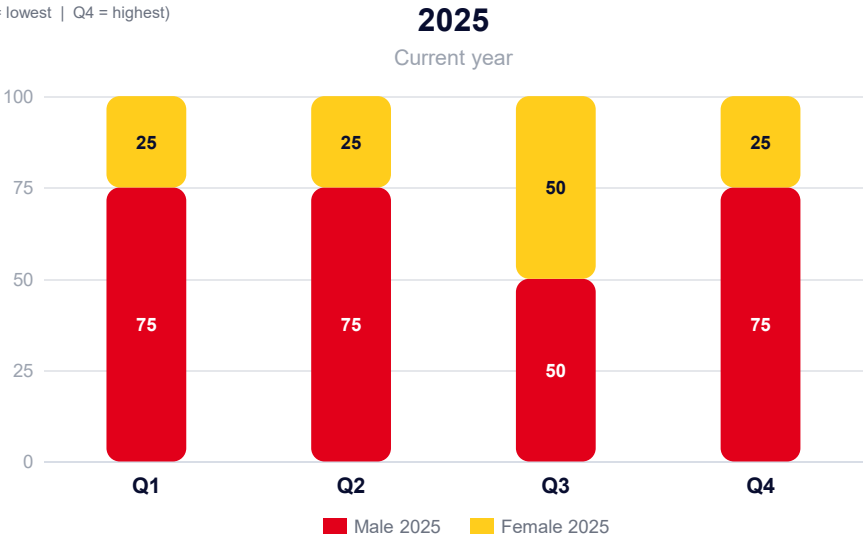
BONUS GAP MEDIAN

13.83%

2024: 13.08%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)



BONUS ELIGIBILITY

MALE ELIGIBLE

91.00%

2024: 83.33%

FEMALE ELIGIBLE

100.00%

2024: 80.00%

UK Centres

GENDER PAY GAP REPORT 2025 | VS 2024

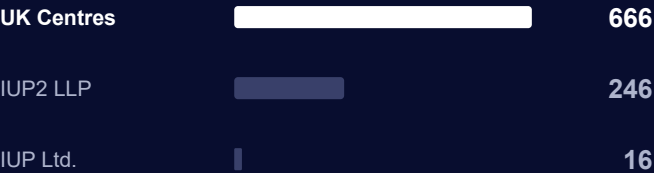
SUMMARY

Pay gaps remain the smallest in the group at under 4%, bonus gaps are now higher for female colleagues, and the quartile profile is broadly balanced.

HEADCOUNT BY REPORTING GROUP

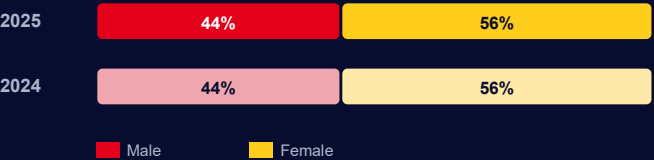
666

UK CENTRES
EMPLOYEES



Total UK employees: 928

ALL EMPLOYEES GENDER SPLIT



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

GPG MEAN

2.85%

2024: 2.30%

GPG MEDIAN

3.80%

2024: 4.34%

BONUS GENDER PAY GAP

BONUS GAP MEAN

-154.20%

2024: 9.35%

BONUS GAP MEDIAN

-164.31%

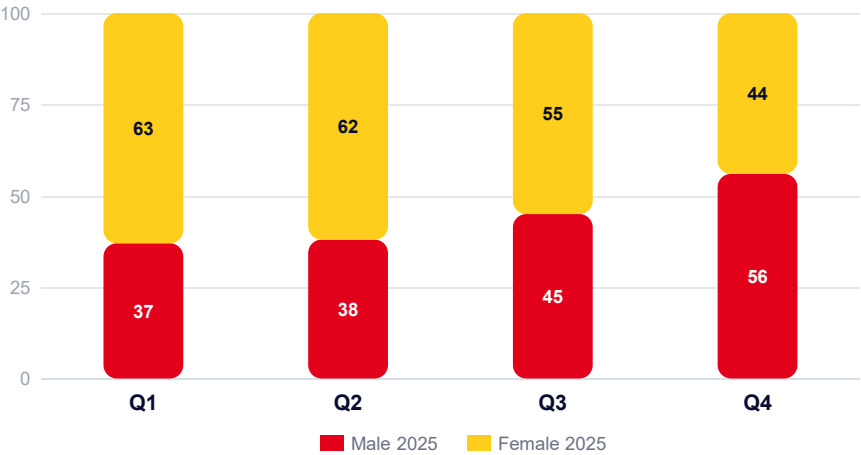
2024: 30.81%

PAY QUANTILES

(Q1 = lowest | Q4 = highest)

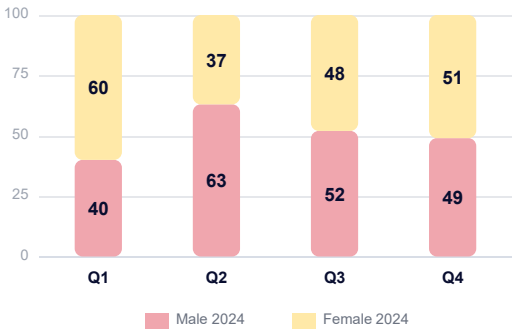
2025

Current year



2024

Previous year



BONUS ELIGIBILITY

MALE ELIGIBLE

1.70%

2024: 2.31%

FEMALE ELIGIBLE

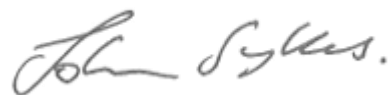
1.80%

2024: 2.10%

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



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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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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