



INTO 

Gender Pay Gap Report

Date of data capture: April 2021

Date of publication: April 2022

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



The Gender Pay Gap (GPG) results for the year from April 2020 to April 2021 are mixed, with the majority of our UK population showing improved results but with IUP2 demonstrating there remains a lot to do.

Our base pay gaps for the UK as a whole were 7.3% median (2020: 5.4%) and 18.0% mean (2020: 14.8%). Bonus eligibility has dropped due to the impact of the pandemic on our business. The bonus gaps were 10.4% median (2020: 38.3%) and 29.6% mean (2020: 61.5%).

Our overall results were greatly influenced by our UK centres, our largest UK population, continuing to have our lowest gaps, and an improvement in the position for IUP Ltd. IUP2 saw increased gaps last year, and these can be seen in the accompanying page of this report.

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 Brighton based colleagues and others who are not associated with an individual centre.
- INTO University Partnerships Ltd (IUP Ltd) is reported on a voluntary basis to complete the picture for Brighton / non-centre colleagues.

Looking forward

We continue on our journey to support diversity and gender pay. With the launch of our Unified Strategy this year, we promoted diversity and offered opportunities, including significant internal promotion progression, for a number of people within INTO, both male and female. Furthermore, our recently launched Employee Value Proposition (“EVP”) includes a commitment to “Be Inclusive” as one of the five pillars. Overleaf, you can see the more extensive list of actions we are taking.

It is clear we need to further drive equality, and I commit my own and my team’s efforts to ensure we reduce our gender pay gaps and ensure INTO is representative of diversity at all levels.



Olivia Streatfeild

What we are going to do to improve...



Attracting Diverse Talent

- We will continue with **gender-balanced shortlists** for all management and above roles to ensure we are accessing as wide a talent pool as possible.
- We will revisit 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 want to be sure we are as flexible as we can be to retain, promote and attract as broadly as possible.
- We will also renew our scrutiny on how we **advertise roles**, particularly senior roles, to ensure we are not 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 will continue our policy of **competency-based interviews** for all roles to ensure fairness and consistency for all candidates, both internal and external.
- We will create and promote more transparent **family-friendly policies** aimed to attract more female candidates and deliver on our “Be Inclusive” value.



Creating and maintaining an inclusive environment

- We are committed to developing a range of **inclusive policies** across a wide spectrum including female health.
- We have recently committed to further improving our **family leave (maternity and partner) policies globally**. These are being drafted now and we expect to launch early in summer 2022 with policies coming into effect immediately. We really want to ease the financial stress of being a new parent and we know that it is important to give mothers the confidence that they can take several months' leave and their role will be available to them to return to – some countries have very short statutory protection periods! Both aspects will be in the new policies.
- We are committed to **championing women in the workplace** and creating a range of **employee resource groups** supporting and celebrating our diverse community of colleagues and will look to create a group of female ambassadors and champions.
- We will be further establishing our sophisticated colleague **survey and measurement tool** to more frequently gauge and better understand experiences of diversity and inclusion at INTO.
- We will expand a **dignity at work training programme** across the business.
- As women return to the workplace following maternity, we are committed to creating a **“buddy” programme** to help their transition back into work.
- As many regions emerge from the COVID-19 pandemic we will continue to support our colleagues with our Post Pandemic Working Framework which facilitates **sustainable remote and hybrid ways of working**.



Developing and Promoting Diverse Talent

- We will be introducing a **mentoring programme** within the business focused, at least initially, on preparing female colleagues for promotion, particularly from middle to senior management. This was an initiative we had prepared and were planning to launch when COVID hit and we will accelerate it with a pilot and then roll out in phases.

We will be running listening groups with gender pay as the focus in the near future. Our colleagues can sign up to these to hear more and share their views or experiences.

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 2021, 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 2022. 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.

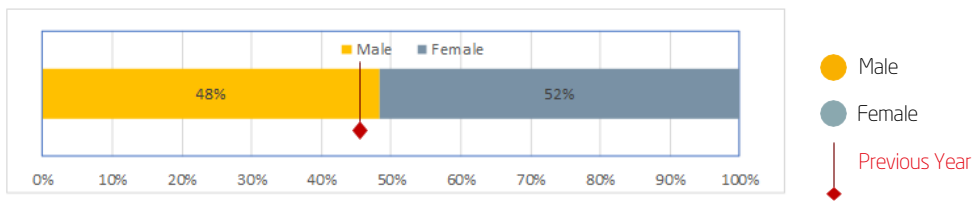
* See Glossary for definitions

Total UK (all HQ and all centre operations)

Summary

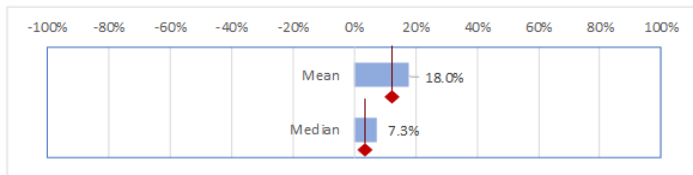
The following data shows all the UK together. On the following pages, you will find the data for different INTO entities in the UK. Our UK centres, which is our largest group of employees, show the smallest pay gaps. The mean gap for the combined entities has increased to 18% (2020: 14.8%) and the median gap has is now 7.3% (2020: 5.4%). Bonus eligibility has dropped due to the impact of the pandemic on our business.

ALL EMPLOYEES



"PAY" GENDER PAY GAP

(based on hourly rates and including any bonuses)

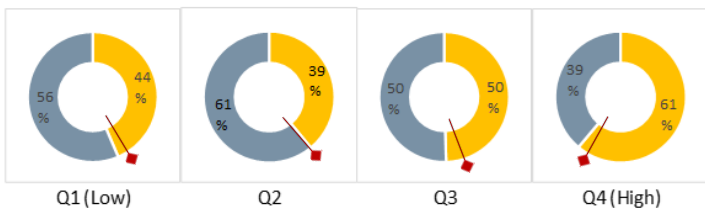


Mean = 18.0% | Median = 7.3%

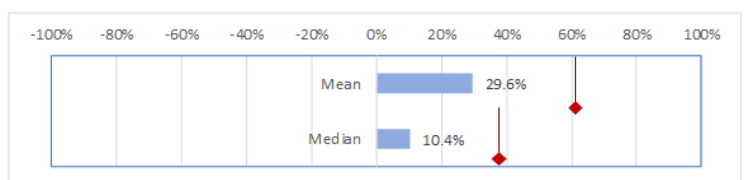
BONUS ELIGIBILITY



PAY QUANTILES



BONUS GENDER PAY GAP



Mean = 29.6% | Median = 10.4%

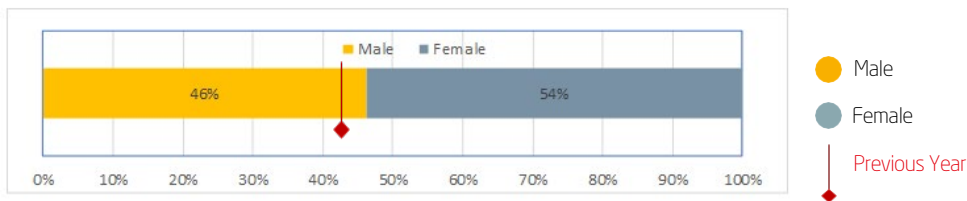
* See Glossary for definitions

All UK Centres

Summary

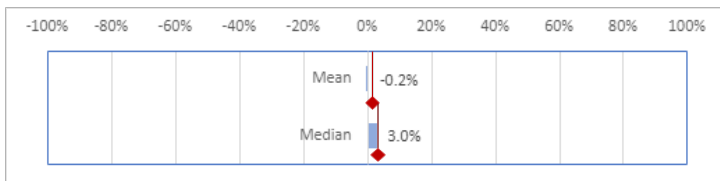
UK Centres are our largest group of employees and the male / female mix has moved to 46% male / 54% female.. The median pay gap is virtually unchanged at 3.0% although the mean gap has reduced from 1.3% to -0.2%. Bonus eligibility has dropped due to the significant impact of the pandemic on our business and is so low for the year reported, it is not a useful indicator of our bonus gender pay position.

ALL EMPLOYEES



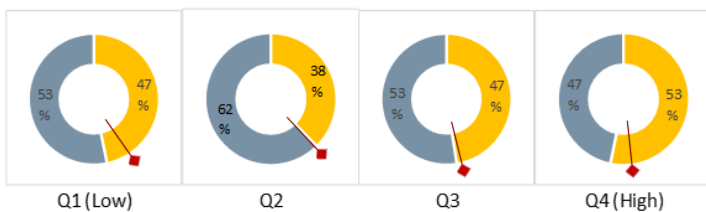
"PAY" GENDER PAY GAP

(based on hourly rates and including any bonuses)



Mean = -0.2% | Median = 3.0%

PAY QUANTILES



No bonus information is being made available for UK centres this year as to publish would risk confidentiality for the individuals affected

* See Glossary for definitions

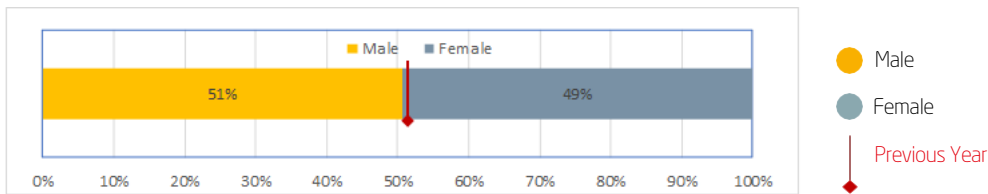
IUP2 LLP: THIS IS OUR STATUTORY DISCLOSURE FOR THIS ENTITY

Summary

The mix of employees in IUP2 has remained virtually static since the last report. The pay gap levels reflect that there remains work to do and we must ensure our actions are effective.

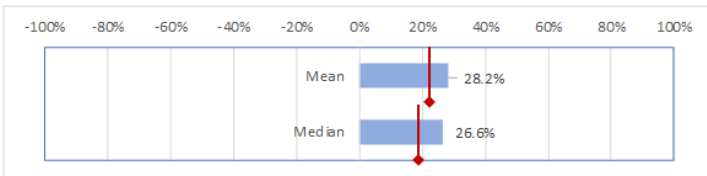
Bonus eligibility has been affected by COVID as only bonuses based on results before COVID hit have been paid. As such we are not calling out the reduced bonus gaps since the year was not typical.

ALL EMPLOYEES



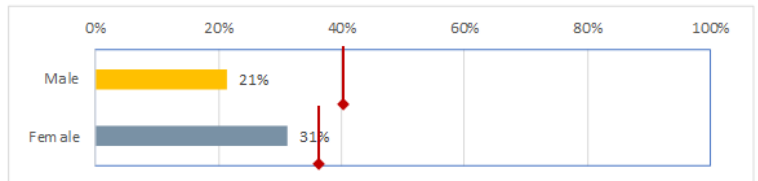
"PAY" GENDER PAY GAP

(based on hourly rates and including any bonuses)

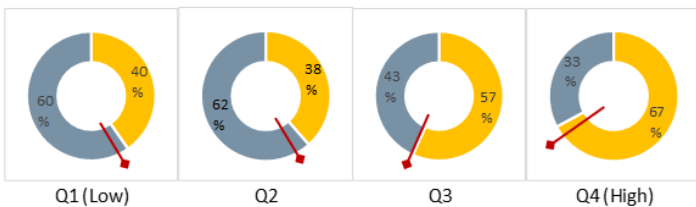


Mean = 28.2% | Median = 26.6%

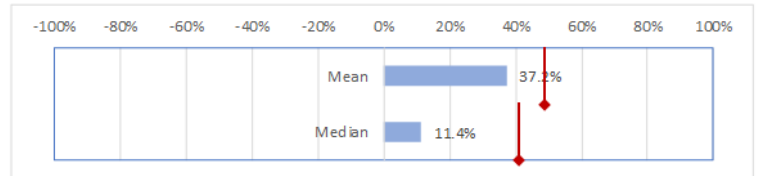
BONUS ELIGIBILITY



PAY QUANTILES



BONUS GENDER PAY GAP



Mean = 37.2% | Median = 11.4%

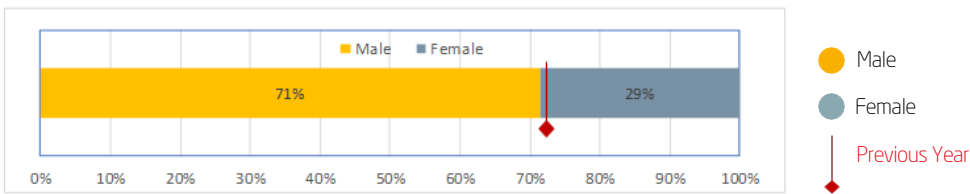
* See Glossary for definitions

IUP Ltd

Summary

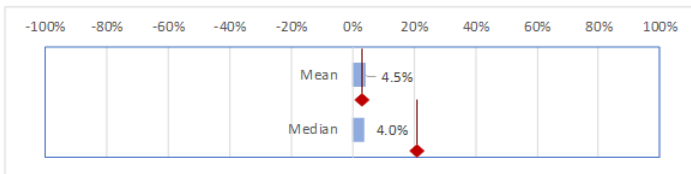
The results for INTO University Partnerships Ltd (IUP Ltd) are volatile due to the small number of employees. The mean pay gap is unchanged while the median gap has reduced significantly. While statistically correct, given that the population has barely changed, we are not calling this out as significant progress in one year. Bonus eligibility has dropped due to the significant impact of the pandemic on our business and is so low for the year reported, it is not a useful indicator of our bonus gender pay position.

ALL EMPLOYEES



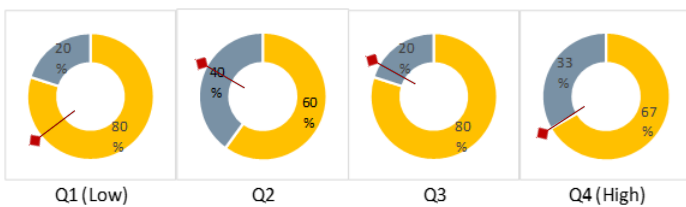
"PAY" GENDER PAY GAP

(based on hourly rates and including any bonuses)



Mean = 4.5% | Median = 4.0%

PAY QUANTILES



No bonus information is being made available for IUP this year as to publish would risk confidentiality for the individuals affected

* See Glossary for definitions

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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