



## GENDER PAY REPORT 2018

We believe that by being a truly diverse and inclusive organisation, we will be better able to serve our customers and communities and attract and retain the best talent in the sector. As a student accommodation business centred around young people who are just a few years or months away from the start of their careers, we remain committed to exemplifying what a diverse, inclusive and fair business looks like.

## WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in the mean and the median pay between men and women. It can be influenced by a range of factors, including the relative seniority of men and women within a company's workforce and can therefore reflect trends in employment and salaries.

The gender pay gap is different from equal pay, where companies operating in the UK are legally required to give men and women equal pay for equal work.

### MEAN PAY GAP

The mean gender pay gap within a company is the difference in the average hourly pay between men and women.

### MEDIAN PAY GAP

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle man compared to that of the middle woman.

The Office of National Statistics (ONS) report that the average median gender pay gap across the UK was 17.9% in 2018. The ONS preferred measure for calculating pay gaps is using the median calculation, as it is less affected by extreme outliers.

We are pleased that for a second year iQ continues to be considerably lower than the national average, with a median pay gap of 8.37%.

The percentage point (ppts) movement of -20.88 demonstrates an overall improvement to the mean gender pay gap.

The increase to the median pay gap of +1.51 ppts demonstrates that the pay gap calculated by this method has marginally increased between men and women.

Gender Pay Gap		
	Mean	Median
<b>Gender Pay Gap</b>	21.10%	8.37%
<b>Movement from 2017 (ppts)</b>	-20.88	+1.51

Gender Bonus Gap		
	Mean	Median
<b>Gender Bonus Gap</b>	86.21%	-9.30%
<b>Movement from 2017 (ppts)</b>	+14.26	-3.36

Proportion of employees receiving a bonus	
<b>M</b>	62%
<b>F</b>	67%

Our median bonus gap continues to favour women by over 9% with an increase of 3.36% from 2017. However, the gap in our mean bonus pay has grown by 14.26%. Part of the reason for this is the growth in the number of executive and leadership roles included in the 2018 gender bonus gap calculations during this period, which has a higher proportion of men.

In our 2017 gender pay gap report we highlighted that we had more men than women in our most senior positions which contributed significantly to our gender pay gap. Attracting more women into these positions has been a particular focus for us over the past 12 to 18 months and we are pleased with our progress to date, which can be seen by the halving of our mean gender pay gap over the last year. We will continue to focus on driving this pay gap down.

Representation of women in our executive and leadership populations is now at 26%\*. We recognise that there is still more to do to ensure that we continue to improve diversity and inclusion at iQ and that progress is sustained year on year.

Pay Quartiles	M	F
	<b>39.02 %</b>	<b>60.98 %</b>
Lower Middle Quartile	<b>49.59 %</b>	<b>50.41 %</b>
Upper Middle Quartile	<b>48.78 %</b>	<b>51.22 %</b>
Upper Quartile	<b>50.81 %</b>	<b>49.19 %</b>

This year we have taken the decision to analyse our pay gap numbers by different roles and levels across the operations of business to further increase the transparency of our reporting.

<b>Site Based Gender Pay Gaps by Role</b>				
	<b>Mean</b>	<b>Movement from 2017 (ppts)</b>	<b>Median</b>	<b>Movement from 2017 (ppts)</b>
<b>Operations Managers</b>	2.66%	-1.08	-3.09%	-2.29
<b>Assistant Managers</b>	5.22%	+6.09	1.96%	+0.11
<b>Customer Service Advisors</b>	-0.20%	-5.33	0.11%	-0.07
<b>Maintenance Technicians**</b>	0.00%			
<b>Housekeepers</b>	-3.36%	+1.94	0.00%	0.00

We are pleased with the gender pay balance across our site-based roles. Our analysis suggests that any deviation from a zero gap within these roles can be attributed to some regional pay differences in the market and also the size and complexity of the sites that we operate.

Furthermore our bonus scheme for our site-based employees has a set of performance and eligibility rules that are consistently applied to avoid any bias in decision making.

<b>Head Office - Gender Pay and Bonus Gaps</b>		
	<b>Pay</b>	<b>Bonus</b>
<b>Mean</b>	29.69%	89.53%
<b>Movement from 2017 (ppts)</b>	-39.56	+9.75
<b>Median</b>	30.79%	64.27%
<b>Movement from 2017 (ppts)</b>	-8.00	+29.58

Looking just at our head office - which represents just under 20% of our workforce, the gender pay gap reflects the higher proportion of males in senior roles. However, we have seen a significant improvement year on year with a reduction of 39.56% points in our mean pay gap and a reduction of 8% points in the median gap since April 2017.

The bonus gap has increased amongst the head office population as the senior management received lower average bonuses in twelve months to April 2017 as a result of a number of mid-year appointments whilst in 2018 the same population would have received full year bonuses.

# OUR AMBITION

Our ambition is to close the gender pay at iQ. To achieve this, we are committed to delivering current and new initiatives to ensure we are recruiting, training, developing, retaining and promoting women and men fairly. We recognise that there are no quick fixes to solve the imbalance of senior roles within our business. However, we are committed to addressing this in the medium to long-term.

## OUR ACTIONS

### DEVELOPMENT

#### What we've done

In 2017 we committed to introducing a framework that would support regular performance, development and career conversations. 2018 saw the introduction of our "Inspiring Performance" programme designed to deliver against these objectives, and this has now been rolled out across the business.

From launch in 2017 and throughout 2018 we had 70 employees complete our LEAD and GROW management development programmes. From this group of employees, 20% have subsequently been promoted within iQ with 54% of these promotions given to women.

#### What's next

We are continuing our programme of developing our managers with the introduction of further leadership development training scheduled for 2019.

#### What we've done

We have extended our Shared Parental Leave policy to provide a benefit that is consistent with our Maternity policy, recognising that childcare is an issue for both genders.

### CULTURE

We also understand the benefits that supporting flexible working can deliver - both for the business and the individual. Over the course of 2018, we agreed to over 80% of formal flexible working requests either on a permanent or trial basis.

#### What's next

We remain committed to developing a workforce where everyone feels valued and diversity is welcomed. In December 2018 we launched our new diversity and inclusion initiative 'UniQue', our foundation to build upon our ambition of being a fully inclusive employer.

# RECRUITMENT

## What's next

We are continuously reviewing and refining our recruitment processes to ensure that we are an accessible and inclusive employer for all. With this in mind, we are forging new working relationships with a number of external diversity champions.

## What we've done

Last year we challenged ourselves to ensure our job adverts were gender neutral and we also provided further recruitment training to our hiring managers which included unconscious bias training.

We also implemented a new applicant tracking system in October 2018 which has allowed us to enhance our diversity reporting across all stages of the hiring process. The initial statistics are positive, demonstrating that overall iQ attracts a balanced pool of candidates with women making up 50% of all applicants. We also see that women make up 47% of the shortlist and 60% of all offers. However, attracting female talent within our more senior roles still remains more challenging than across the rest of our business.

## OUR VALUES



Be the  
Team



Be the  
Customer



Be the  
Learner



Be the  
Leader



Be the  
Future



Be the  
Business

Which all help us to **Be the Best.**

We can confirm that the data reported is accurate.

Rob Roger  
CEO

Sarah Mighall  
HR Director

*\*This does not represent a like for like comparison to the numbers reported in 2017 Gender Pay Gap report as a result of new roles being introduced to the organisational structure. Due to the timing of some start dates, not all of these hires are reflected in our 2018 gender pay gap reporting.*

*\*\*As of April 2018, we did not have any female maintenance technicians working within iQ.*