



INTO 

Gender Pay Gap Report

Date of data capture: April 2022

Date of publication: April 2023

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



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 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.**

Our base pay gaps for the UK as a whole were 7.7% median (2021: 7.3%) and 14.4% mean (2021: 18.0%). The bonus gaps were 49.8% median (2021: 10.4%) and 37.5% mean (2021: 29.6%).

We are pleased to see the mean pay gap falling although we note the slightly increased median. Bonus gaps are at levels we do not expect to continue because they always respond more slowly to actions we have already implemented. We are optimistic the changes we have made, in particular the increase in numbers of senior women, will feed into future results.

We continue our journey to support diversity and gender pay, and are driving an extensive suite of actions to address this issue.

At the time of writing, thanks to continuing with gender-balanced shortlists for all management and above roles; revisiting which roles we can offer on a more flexible basis such as part time or not in an INTO location base; and renewing our scrutiny on how we advertise, particularly senior roles, to ensure we are not including any requirements that are more likely to discourage female applicants, I am really proud that over half of our global Executive team are now women, and further encouraged that we are approaching 45% of women making up our top 80+ leaders globally.

As I mentioned last year, we launched our Employee Value Proposition ("EVP") that includes a commitment to "Be Inclusive" as one of our five values. Over the last 12 months we have been doing all that we can to ensure we live up to this. Overleaf goes into more detail on what we have achieved here (knowing that we must continuously do more) but key highlights include rolling-out enhanced People Principles and policies to really drive inclusivity in all that we do and continue to make INTO a great place to work. Some of the enhanced policies are specifically targeted at women going through different life stage events that include: Partner Leave; Adoption Leave; Menstruation and Menopause; Fertility Treatment; and Maternity Leave.

Like many global and local organisations who have been grappling with formally implementing new ways of working, we know that our Post-Pandemic Working Framework needs to promote flexibility. By having a hybrid working ethos where we maintain a really flexible attitude

towards our people working from either or both an INTO location or remotely will, over time, be another sizeable gateway to ensure that INTO attracts and retains a diverse and balanced workforce. We know there will continue to be requirements to support our students and colleagues face to face especially in our UK, US and Australia centres.

On a more personal note, it seemed that this year International Women's Day was celebrated the world over more than ever. It certainly was at INTO! This year's theme of "Embrace Equity" could not be more apt when looking at Gender Pay. As CEO I pledge to continue our efforts to embrace the theme continuously and not just for a day - we need to get the world talking about why equal opportunities aren't enough. People start from different places, so true inclusion and belonging require equitable action. And taking continuous action is what we must do here at INTO.

Olivia Streatfeild

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.

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.	To continue.
Competency-based interviews	We have continued our policy of competency-based interviews for all 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 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.

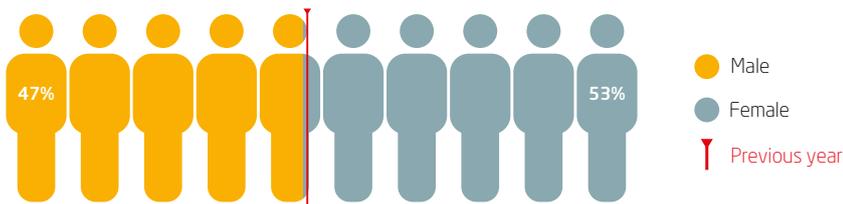
* See Glossary for definitions

Total UK (all HQ and all centre operations)

Summary

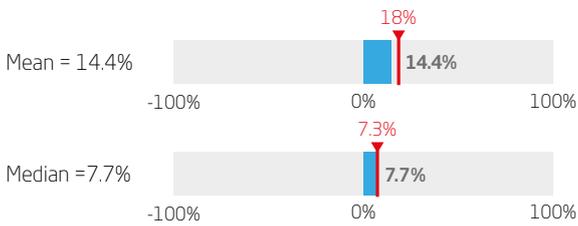
The following data shows all the UK together. On the following pages, you will find the data for different INTO entities in the UK. Our UK centres combined is our largest group of employees and shows the smallest pay gaps. The mean pay gap for the combined UK entities has reduced to 14.4% (2020: 18.0%) and the median pay gap has is now 7.7% (2020: 7.3%). Bonuses reported in this year remain influenced by pandemic trading and gaps have grown compared to previous years.

ALL EMPLOYEES

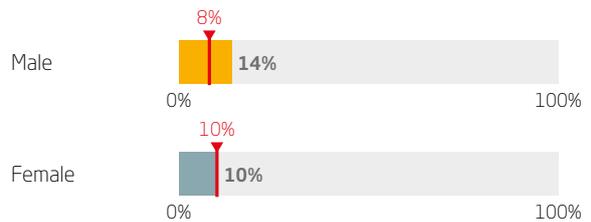


"PAY" GENDER PAY GAP

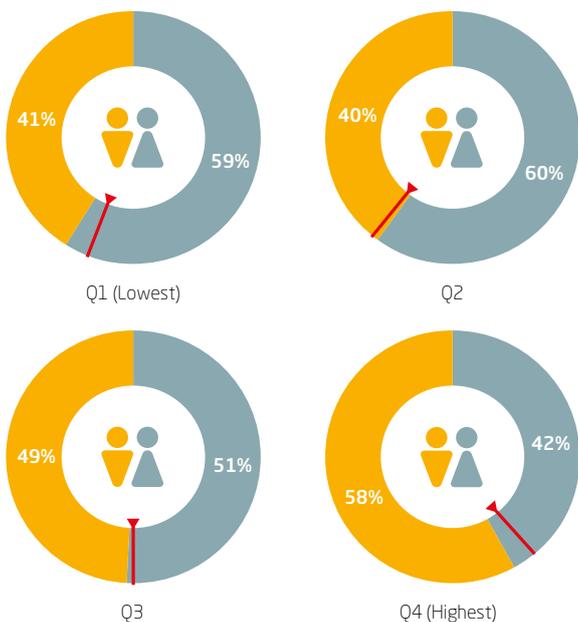
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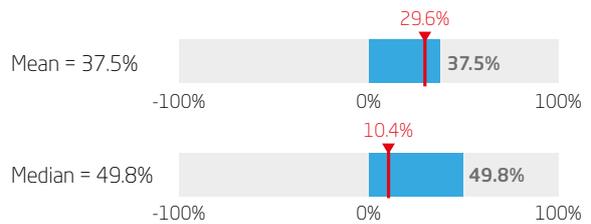
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP



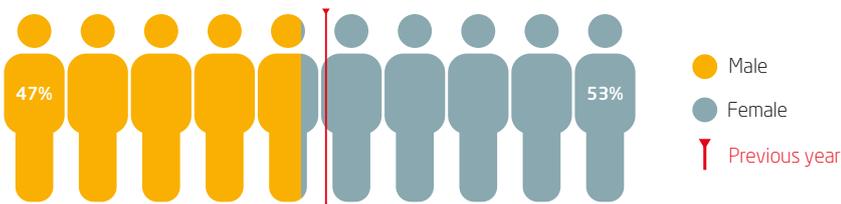
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IUP2 LLP: THIS IS OUR STATUTORY DISCLOSURE FOR THIS ENTITY

Summary

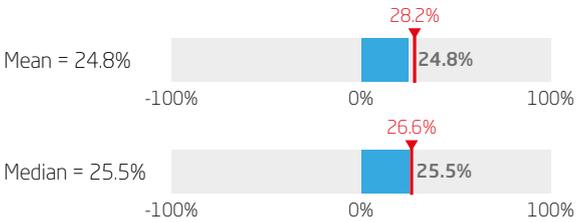
The mix of employees in IUP2 has shifted with females now making up 53% of the population, up from 49%. The pay gap levels have improved with median at 25.5% (26.6%) and mean 24.8% (28.2%). These levels continue to reflect that there remains work to do and we must ensure our actions are effective. Bonuses remain affected by the pandemic and although the mean gap is relatively stable at 38.4%, the median gap has increased to 57.2%

ALL EMPLOYEES

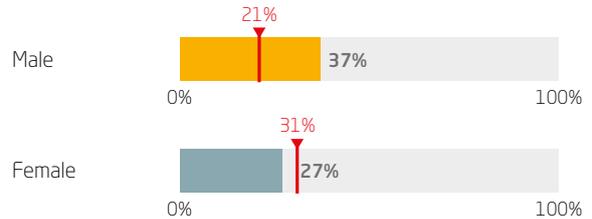


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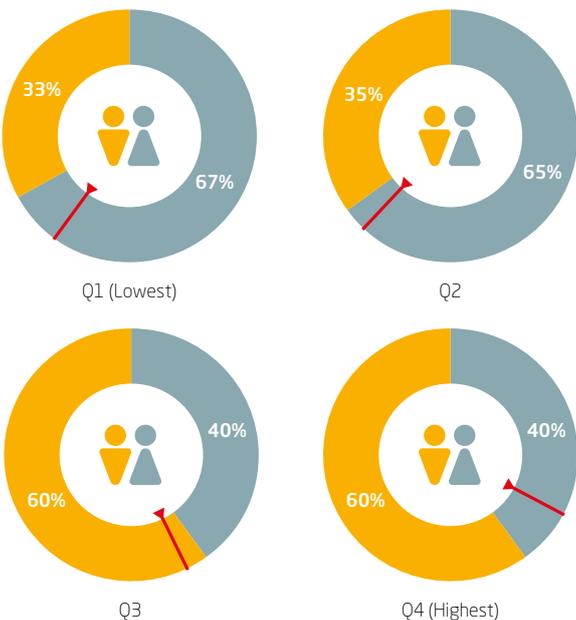
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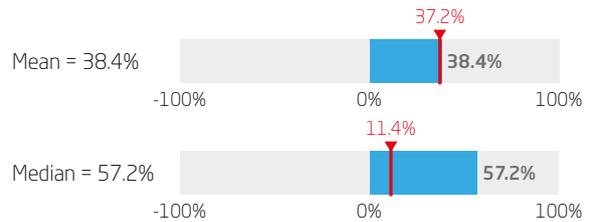
BONUS ELIGIBILITY



PAY QUANTILES



BONUS GENDER PAY GAP



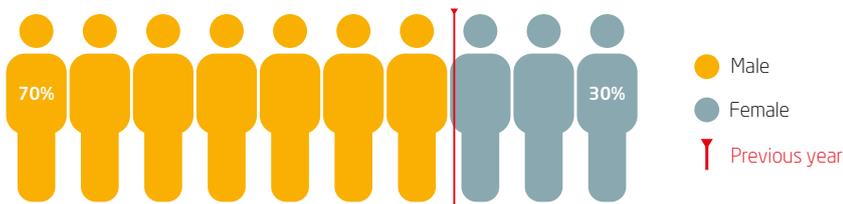
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IUP Ltd

Summary

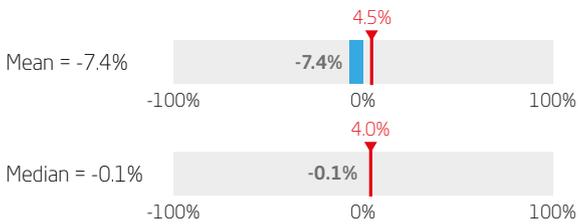
The results for INTO University Partnerships Ltd (IUP Ltd) are volatile due to the small number of employees but show improvement due to females in senior roles. The mean pay gap is now -7.4% (4.5%) while the median gap has also reduced to -0.1% (4.0%). Bonuses remain affected by the pandemic and now show a mean gap of 12.6% and a median gap of 15.2%. There are no prior year figures for this group due to very low pandemic related eligibility.

ALL EMPLOYEES

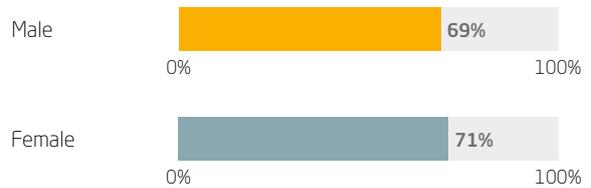


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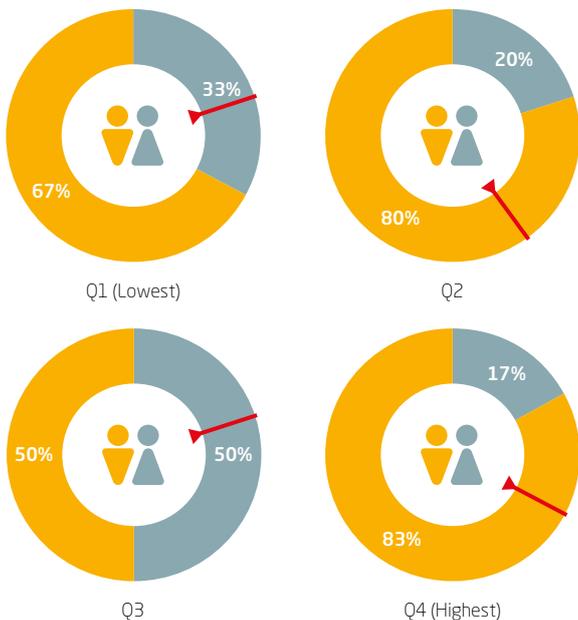
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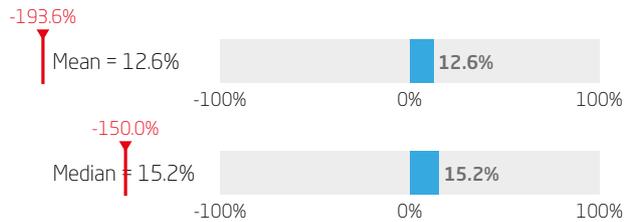
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP



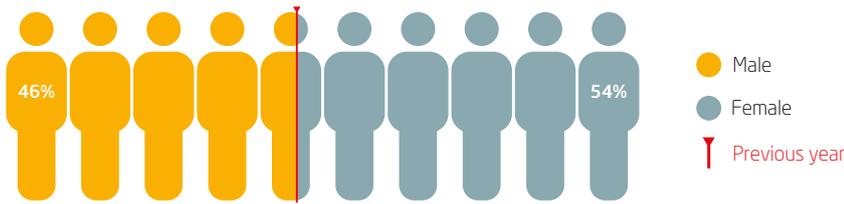
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All UK Centres

Summary

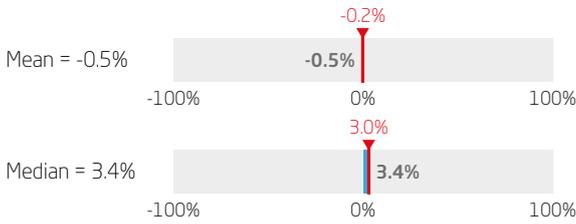
UK Centres are our largest group of employees and the male / female mix is stable at 46% male / 54% female.. The median pay gap is slightly increased at 3.4% (3.0%) although the mean gap has reduced to -0.5% (-0.2%). Bonus gaps are low for this group with median at -4.0% and mean 2.1%. There are no prior year figures for this group due to very low pandemic related eligibility.

ALL EMPLOYEES

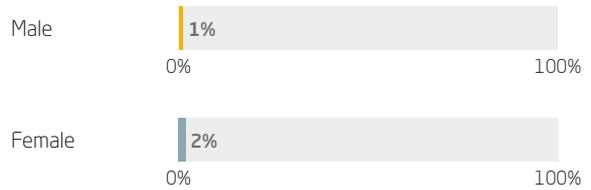


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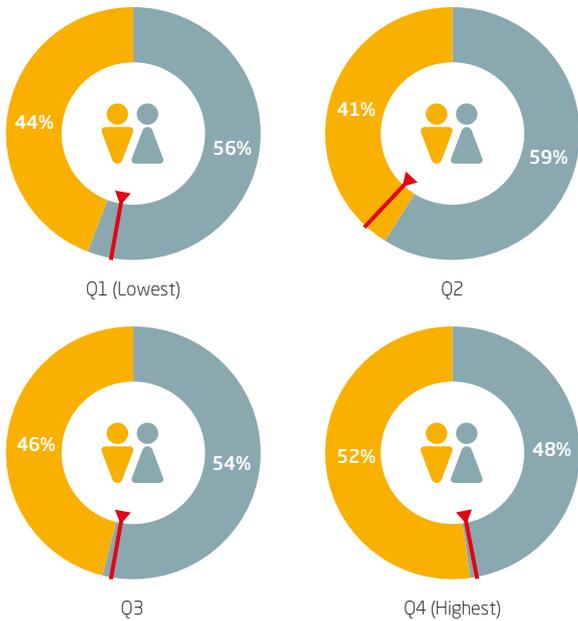
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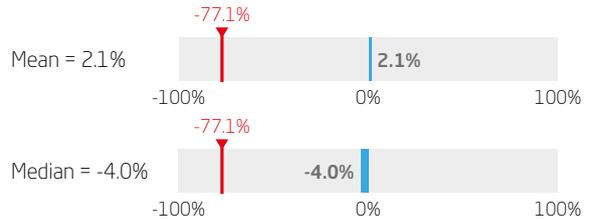
BONUS ELIGIBILITY



PAY QUARTILES



BONUS GENDER PAY GAP



* 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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