



## GENDER PAY REPORT 2017

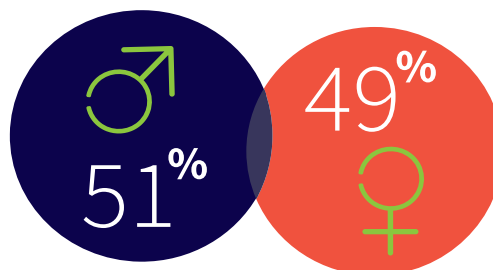
We believe that by being a truly diverse and inclusive organisation, we will be better able to serve our customers and communities, and attract and retain the best talent in the sector. As a student accommodation business centred around young generations who are just a few years or months away from the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

### WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in mean and median pay between men and women explained through various metrics. It is influenced by a range of factors, including the relative seniority of men and women within a company's workforce.

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.

#### Men and women employed by iQ



### MEAN PAY GAP

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

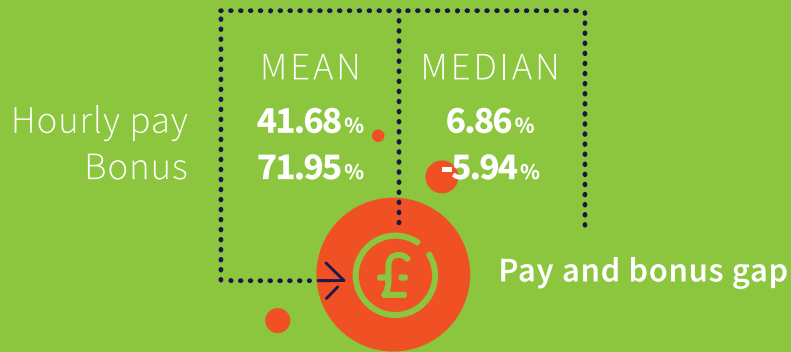


### MEDIAN PAY GAP

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 differences between the mean and the median results occur because of the disproportionate impact that outliers have in calculating the 'mean' average. The Office for National Statistics' preferred measure for calculating pay gaps is the median calculation as it is less affected by a relatively small number of very high earners and the skewed distribution of earnings.

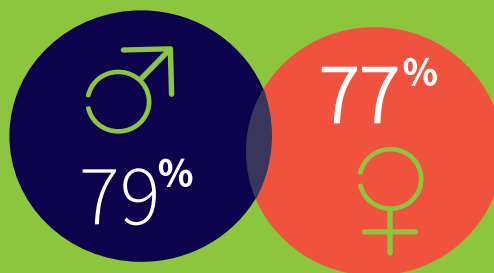
The graph shows that our median pay gap is 6.86%, which is lower than the UK average of 18.4%. With almost equal numbers of male and female employees receiving a bonus (79% and 77% respectively) there is a median bonus gap of almost 6% in favour of women.



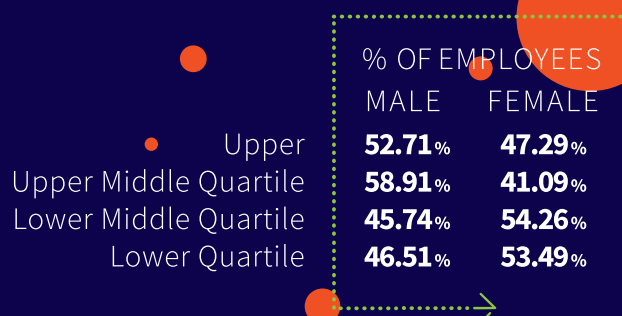
Our analysis of the mean gender pay gap tells us that it has arisen because there are more men than women in our most senior positions within the company. While women made up 49.03% of our workforce this is not reflected at the executive and leadership levels where only 15.38% were female (as at 1st April 2017). Similarly, our mean bonus pay gap is driven by fewer women in our most senior leadership positions where higher bonuses are paid. Additionally, a quarter of our employee population is made up of part-time workers of which 75% are female, impacting pro-rata bonus payments, and consequently the mean bonus gap.

If we remove the most senior positions from our mean calculation, our mean gender pay gap is reduced to 4.46%. This adjusted gender pay gap result reiterates the impact of having a number of our senior leadership positions filled by men.

### Proportion of employees receiving a bonus



### Pay quartiles



# OUR ACTIONS

Our focus is to ensure that we are recruiting, training, developing, retaining and promoting women and men fairly. We recognise that there are no quick fixes to changing the gender ratio of the most senior roles within our business. However, we are committed to addressing this in the medium to long term. This includes developing a diverse pipeline of talent, recruiting and training people across the business, and supporting them to build their careers with us.



## DEVELOPMENT

### What we've done

We have launched several initiatives aimed at building leadership talent within the business, including;

- The launch of leadership development courses which are ILM accredited and are available to all managers and leaders. We are pleased that 55% of the delegates attending or enrolled in these courses to date have been women.
- An award-winning platform to encourage learning and personal growth.
- Creating opportunities for aspiring managers to attend training courses to support them with a transition into a management role.

### What's next

We will be introducing a framework to support regular performance, development and career conversations.



## CULTURE

### What we've done

We offer enhanced family friendly policies providing company maternity and paternity pay as well as supporting flexible working.

### What's next

We are extending our Shared Parental Leave policy to provide a benefit that is consistent with our Maternity policy as we recognise childcare is an issue for both genders, and that creating an environment that treats both equally will contribute to longer term parity of seniority and flexibility.



## RECRUITMENT

### What we've done

Inclusive recruitment processes are a focus for our HR team. We currently have diversity monitoring of applications to help us ensure our talent methods are encouraging inclusivity.

### What's next

We are taking a number of steps to improve our approach:

- We are revisiting our advertising as more information becomes available about gender neutral advertising techniques.
- We are developing recruitment workshops to raise awareness of any unconscious bias and to enable managers to make the best hiring decisions.

## 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

*As per the April 2017 legislation we are reporting on our Gender Pay. iQ Student Accommodation operates both purpose-built student accommodation and the Pendulum Hotel. We have reported results for all our employees across both.*