



Equality Diversity and Inclusion report

2022-2023



“People can
**bring their
whole selves**
to **work.**”

We encourage our people to bring their whole selves to work and feel like they are valued for themselves and their own unique contribution.

We celebrate difference and respect unique needs, perspectives, and the potential of all team members to drive innovation and creativity.

It is our passion for inclusion that creates the most welcoming homes for our residents, and we believe that our teams should reflect the diversity of the local communities of which we are a part.

Our Reporting

This report sets out our Gender Pay Gap, our Ethnicity Pay Gap and gives an overview of our Equality, Diversity and Inclusion programme at iQ.

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Equality Diversity and Inclusion at iQ

Equality, Diversity, and Inclusion (ED&I) is one of iQ's strategic imperatives. This means we're committed to driving change, breaking down barriers and looking at ways to make a positive difference for our iQers.

Our commitment is brought to life through our UniQue programme - our approach to ED&I at iQ. UniQue is sponsored by the executive team, and is supported by an employee working group and a Steering Committee, led by a member of the executive team. Our UniQue employee group is made up of employees, who we call iQers, that have a passion for ED&I and want to help raise awareness and encourage the conversations that create understanding and acceptance.

Since our last Gender Pay Gap Report, we have been working hard to support our female leaders by introducing a new Women's Networking Group, supported attendance on 'Empower Women in Leadership' training and also supported participation in the Women in Hospitality, Tourism & Leisure (WiHTL) female leadership programmes.

Our UniQue plan sets out our ED&I activity for the year and highlights our key activities, awareness events and partnership collaborations against three areas of focus.



Culture

Talking about and demonstrating the actions we are taking is key to embedding our commitment to ED&I



Talent Acquisition & Retention

Taking positive action with future recruitment opportunities, growing the current talent pipeline and ensuring we support iQers during their careers



Insight

Tracking our progress against our commitments ensures we understand where targeted action can be taken



Culture

in 2023



Talking about and demonstrating the actions we are taking is key to embedding our commitment to ED&I

This year, our UniQue working group has made significant progress in how it impacts the organization. This passionate group of ED&I advocates received training from our partners Inclusive Employers to empower them to have positive conversations across the business around key ED&I topics, and also to be able to effectively plan, promote and celebrate key moments in the ED&I calendar. Working with this group, we have held events to celebrate Black History Month, Carers Week, International Women’s Day and Pride amongst others. In addition, this group

has been first to know about ED&I related policy changes, such as our enhanced Family Friendly Leave policies.

As part of our review, we enhanced our maternity, shared parental and adoption leave. We introduced paid paternity leave of up to six weeks, a new neo-natal pay policy offering up to 12 weeks leave with full pay and increased pregnancy loss leave to two weeks with additional compassionate leave. We also introduced fertility treatment leave offering five days paid leave per cycle.

We introduced a new and exciting initiative called Bank Holiday Flex which supports iQers to ‘trade-in’ public bank holidays and use them to take time off when it’s more meaningful to them. This might be swapped for a religious holiday, to align to a partner’s work shifts, saved for a big overseas trip, or used as a day to focus on wellbeing.

We have identified a number of expert partners who are supporting us on our ED&I journey such as Real Estate Balance, Inclusive Employers, Includability and WiHTL. We have taken notable steps to build opportunities for our female leaders, including establishing a Women’s Networking Group to provide a supportive and encouraging environment for women to connect, share experience and offer advice.

In addition we have supported one senior female through the WiHTL Global Women Leaders Development Programme, one site team manager through the WiHTL Ethnic Future Leaders Programme, and an executive team member through the Women NED development programme.

We became a Committed Member of Includability which involved a verification process to gain five stars from their various verification partners.

Finally, after reviewing our data, we signed up to the Age Friendly Employer Pledge to show our commitment to creating an age inclusive workplace.



Our plan for 2024

We will continue to define our approach to ED&I for iQers, and we’ll do this through designing internal commitments for everyone at iQ to live by. We’ll bring this to life through an ED&I e-Learning, where iQers can learn about ED&I at iQ, including the UniQue initiatives we have in place to support them.

We will continue to deliver opportunities to women across all parts of the business through our partnerships with WiHTL.

Talent Acquisition & Retention

in 2023

Taking positive action with future recruitment opportunities, growing the current talent pipeline and ensuring we support iQers during their career

We want to attract talented employees to iQ, and ensure that their time with us is rewarding, and provides opportunities for growth.

To provide development opportunities to our employees, we have delivered two bespoke leadership development programmes involving 22 iQers, providing them with the skills they need to progress on their career journeys and empower them through providing solutions to business challenges. Of the attendees in 2023, 50% were female, and 27% were from an ethnic minority background.



During the year, we introduced Total Reward Statements to provide employees with an annual six-monthly view of their total reward package, ensuring clarity and transparency. We also created a benefits brochure to enable our iQers to make the best decisions about their financial, lifestyle and health benefits.

Our plan for 2024

We're going to continue to look at our recruitment processes and ways we can make it more inclusive to all. This will involve recruitment training for Hiring Managers with a focus on Unconscious Bias, as well as a Recruitment Toolkit to support Hiring Managers with inclusive recruitment.

We're delivering our third internal leadership development programme and we're proud to say that this cohort is made up of 60% female employees to continue to support the development of our female talent.

Insight

in 2023



Tracking our progress against our commitments ensures we understand where targeted action can be taken

We made significant progress this year in bringing greater insight on the make-up of our iQ teams to the whole of the business through a quarterly ED&I dashboard. We are now reporting on Gender, Ethnicity, Age, Disability and Sexual Orientation. Our dashboard has been key to understanding our demographic spread and identifying where gaps may exist.

We have a high disclosure rate for both Disability and Sexual Orientation, which is supported by our 'Sharing You at iQ' communications - our approach to informing iQers on why collecting this data is so important.

We undertook a voluntary ED&I survey in December 2023 with 44% of our iQers completing the survey. We were pleased with the feedback, with 91% of respondents responding favorably to the questions "iQ Values Diversity" and "I can be my authentic self at work". 84% of respondents said they feel a sense of belonging at iQ.

We recognise that our data shows an underrepresentation of women at senior levels, which is not reflected in the overall iQ population. Through the initiatives outlined in this report and through understanding that this needs to be a focus, we aim to address this.

Our age demographic data shows that we may be underrepresented across some roles in the age brackets between 53 and 68+. We have sought to address this, and have signed the Age Friendly Pledge. In addition we are actively looking at job boards which can support us in attracting the older demographic.

Our plan for 2024

“I am happy with the way iQ create an inclusive culture, they do not shy away from it’.”

We will continue to review our ED&I dashboard data to ensure we are actively working on addressing any imbalances across the organisation. We understand this will take time but are committed to driving diverse shortlists when hiring and developing female and ethnic minority talent throughout the pipeline to make positive change over time.

We will utilise our partnerships to support our own development as a business and foster best practice from others.

Pay Gap Report

2022-2023

CEO

Statement

I am pleased with the progress we have made over the past 12 months on our ED&I agenda, but we know we can still do more to attract and retain diverse talent at iQ. I am proud of the work that the team has done to move us forward from a culture, talent acquisition and retention, and insights perspective.

At iQ we strive to do the right thing, and the aim of our ED&I approach is to ensure our iQ teams feel they can bring their whole selves to work. We understand that this is critical to the success of the company, and our ability to deliver the Best Year Yet for our students. While we have seen an improvement in our Gender Pay Gap, there is more for us to do to narrow this further.

ED&I is a strategic imperative for our leadership team and is also championed from all parts of the organisation - ensuring that everyone is accountable and has a role to play in our progress. I am confident that by keeping this as a key focus for the business, we will build on our progress in the years ahead.

Matt Merrick
CEO



People Director

Statement

During the reporting year, we have reimagined our approach to ED&I at iQ and have seen real traction with our UniQue programme across the organisation. We have reduced our Gender Pay Gap for this reporting year but I know we can do more. We have really looked for opportunities to drive a more diverse employee population, focusing not only on gender but also on ethnicity, age, sexual orientation and disability and feel we are making positive steps to ensure our iQers can bring their whole selves to work every day.

We recognise that our gender pay gap is driven mainly because our senior leadership team, and those with the highest rates of pay, is largely made up of male employees, whereas roles which are generally paid at or above the National Living Wage are mainly held by female employees. We are focused on hiring diverse talent, building our talent pipelines and providing great career adventures for our iQers.

Lucy Entwistle
People Director



I confirm that the data contained within this report is accurate and that the statutory data is calculated in line with the methodology outlined in the regulations.

Matt
Matt Merrick
CEO

Lucy Entwistle
Lucy Entwistle
People Director

Our Gender Pay Gap

In 2022-2023, we increased our headcount by 4%, and of those new starters, 85% were female. This in turn has helped us to reduce our mean gender pay gap by 6.36%.

We have however seen a reduction in males in lower paid roles which has seen our median gender pay gap increase to 8.92%.

During this reporting year our population represented 53.75% female and 46.25% male.

The analysis below shows the difference between the mean and median within our hourly rates of pay for male and female employees. A positive number means that these are lower for our female employees than for our male employees.

	2022/2023	2021/2022
MEAN	25.67%	vs 32.03%
MEDIAN	8.92%	vs 6.27%

Our mean gender pay gap has reduced as we have seen a number of senior male employees leave iQ for new career opportunities which has enabled us to redefine benchmarking and bring new more junior talent to progress them through our pipeline. We have also seen a positive increase in females hired in both the upper quartile and upper middle quartile level roles.

Our median gender pay gap has increased due to male employees leaving roles that fall into the lower quartile, resulting in the median value being higher than last year.

Our Pay Quartiles

	Male	Female
Lower Quartile	24.20%	75.80%
Lower Middle Quartile	62.18%	37.82%
Upper Middle Quartile	42.95%	57.05%
Upper Quartile	55.77%	44.23%



Our operational roles make up 63% of our workforce and our gender data shows that we have a higher number of female employees across these roles than we have male employees, with 3 out of 4 of our Regional Managers being female. Our mean pay gaps across these operational roles are:

Job Role	Male	Female	Mean
Regional Manager	25.00%	75.00%	-14.33%
Operations Manager	52.27%	47.73%	4.17%
Assistant Manager	29.69%	70.31%	1.58%
Customer Service Advisor	30.83%	69.17%	-3.47%
Housekeeper	15.87%	84.13%	-0.19%

This shows that the higher mean pay gap is within the Support office population where there are more males in higher paying roles, with 56 males in the upper two quartiles vs 30 females.

The mean pay gap for our Support office is 34.64%, which is 8.37% lower than last year.

Our Gender Bonus Gap

This analysis shows the percentage of male and female employees who have received a bonus during the year. A slightly higher percentage of males were paid a bonus (78.67% vs 76.76%), although our mean and median gender bonus gap have both reduced by 18.06% and 8.89% retrospectively.

The main reason for this reduction is due to higher paid male employees leaving iQ, resulting in a decrease of bonus payments for our senior leadership team. In addition, iQ made a one-off discretionary bonus

payment to most employees who were in the lower and lower middle quartile in December 2022. Our senior leadership team is still predominantly male which is why the mean gap remains high.

	2022/2023	2021/2022
MEAN	56.47%	vs 74.53%
MEDIAN	17.94%	vs 26.83%

Our Ethnicity Pay Gap

Although Ethnicity Pay Gap reporting is still not a legal requirement, we believe voluntarily reporting this information is an important step in our UniQue plan.

Between 2022-2023, iQ employed 619 employees and at this time, 109 of those employees had either not declared their ethnicity data or had opted for ‘prefer not to say’ when adding their diversity data. These employees have therefore been removed from our reporting.

Out of the remaining 510 employees, 31.4% are from an Ethnic Minority and 68.6% are White British / White - Other. You’ll see below that both our mean and median pay gap numbers are positive, meaning we have more highly paid employees who are White British / White-Other than from other Ethnicities.

MEAN 22.95%

MEDIAN 8.70%

Our Pay Quartiles

	Ethnic Minority	White / White British
Lower Quartile	25.78%	74.22%
Lower Middle Quartile	47.24%	52.76%
Upper Middle Quartile	28.91%	71.09%
Upper Quartile	23.62%	76.38%

To align with our ED&I dashboard reporting, we have split our ethnicity pay gap data down into the ethnic minority groups which we currently report on each quarter (as determined by the CIPD).

This helps us to better understand the distribution across each of these ethnic minority groups across the quartiles.

Ethnicity	LQ %	LMQ %	UMQ %	UQ %
Asian/Asian British	16.90%	26.76%	26.76%	29.58%
Black/African/Caribbean/black British	21.88%	46.88%	18.75%	12.50%
Mixed/multiple ethnic groups	40.00%	26.67%	33.33%	0.00%
Other ethnic group	10.00%	70.00%	10.00%	10.00%
White - Other	31.40%	20.93%	27.91%	19.77%
White British	25.76%	18.56%	25.38%	30.30%

If we were to include the ‘not declared’ and ‘prefer not to say’ in our ethnicity pay gap reporting, we would see the distribution below. This shows us that majority of employees that disclosed ‘prefer not to say’ sit within our LQ and UMQ.

Ethnicity	LQ %	LMQ %	UMQ %	UQ %
Asian/Asian British	16.90%	26.76%	25.35%	30.99%
Black/African/Caribbean/black British	21.88%	46.88%	18.75%	12.50%
Mixed/multiple ethnic groups	40.00%	26.67%	33.33%	0.00%
Other ethnic group	10.00%	70.00%	10.00%	10.00%
White - Other	31.40%	20.93%	26.74%	20.93%
White British	23.11%	20.08%	25.38%	31.44%
Not Declared	27.85%	25.32%	25.32%	21.52%
Prefer not to say	40.00%	13.33%	30.00%	16.67%

Ethnicity Bonus Pay Gap

Our Ethnicity Bonus Pay Gap data shows that although the proportion of employees receiving a bonus is only just in favour of White British / White - Other employees, the percentage of both Ethnic Minorities and White British / White - Other employees that received a bonus have a small gap of 2.05%.

However, when we look at the mean and median Ethnicity Pay Gap, it shows that our bonus pay is highly in favour of White British / White – Other employees due to having a predominantly White British / White – Other demographic in our senior teams.

MEAN 80.67%

MEDIAN 31.26%

Ethnic Minority	55.34%
White – British / White - Other	57.39%

We will continue to encourage our employees to share their data with us to enable us to report more accurately on the ethnicity pay gap at iQ and we’ll be able to compare this data in our 2023-2024 reporting.



Age, Disability and Sexual Orientation Overview

Although there is no requirement to report on all of our demographic data across iQ, we believe it important for the future of ED&I at iQ and to ensure we are being transparent about the diversity of our iQers today but more importantly, to inform our future plans. We review the following demographics each quarter across our site and support teams.

Age

Our age demographic spread between the age of 23 and 52 is fairly even across iQ and begins to decrease after the age of 52.

To target this, we have signed up to the Age Friendly Employer Pledge to show our commitment to creating a multigenerational and age inclusive workplace. One of our actions following this is to look at ways we can attract an older demographic

to our Customer Service Advisor role where our predominant age range is currently between 18 – 25. This will involve reviewing our job adverts to ensure inclusive language is being used, challenging our Hiring Managers to look at part-time vs full-time and encouraging our employees to refer people they know over the age of 50 to these roles, to further support this, we have doubled our referral bonus amount for this age demographic.

Disability

We recently widened our disability reporting options to ensure they are inclusive to all and to encourage more iQers to disclose any disabilities. The options to describe your disability at iQ are Neurodivergent / Hidden Impairment, Physical Impairment, Visual Impairment, Hearing Impairment, Mental Health, Yes to Disability - but would prefer not to say, and No Disability.

We currently have an 85% disclosure rate on disability, with 3% of iQers selecting a disability category. Neurodivergent / Hidden Impairment has the highest percentage from the disability categories so we will look ways we can support and continue to create awareness through our UniQue Employee Group, as well as reviewing our recruitment processes to ensure they are inclusive to all.

Sexual Orientation

We have also recently updated our sexual orientation options. We now have Asexual, Bisexual, Pansexual, Gay / Lesbian or Homosexual, Straight or Heterosexual, Other Sexual Orientation or prefer not to say.

We currently have an 86% disclosure rate on sexual orientation, with 7.5% of iQers selecting one of the LGBTQ+ categories. We have identified that our highest non-disclosure rate is in our Site Operational teams so we will look at ways we can support iQers in those teams to disclose their data.

This year, our UniQue Employee Group celebrated Pride Month through a range of engagement initiatives. This included a Pride T-Shirt competition where we asked iQers to design a t-shirt that could be worn for Pride Month and the London Pride Parade. We also hosted a Pride podcast where we sat down with six iQers to talk about their lived experience as part of the LGBTQ+ community.





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