

# 2019 UK GENDER PAY GAP REPORT

## IW GROUP SERVICES (UK) LIMITED

At IWG, we promote equality and fairness for everyone at all levels of our business. We recognise that gender diversity is important in creating a strong and sustainable business, and so we are working hard to create an environment which is desirable for everyone. We have a strong track record on equality initiatives, and these are embedded within our HR and operational processes.

### GENDER PAY GAP INFORMATION

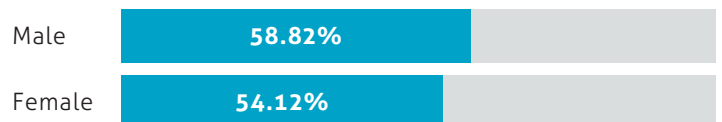
Gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female employees receive. The **mean pay gap** is the difference between average hourly earnings of men and women. The **median pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women.

The information presented below has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The information is based on employee data as at 5th April 2019.

	MEAN	MEDIAN
Gender hourly pay gap	30.48%	33.24%
Gender bonus gap	55.91%	53.01%

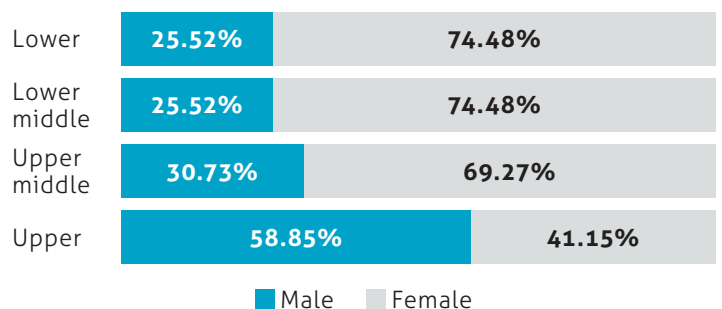
### PROPORTION OF MALE AND FEMALE EMPLOYEES RECEIVING A BONUS PAYMENT

Employees at most levels across the business are awarded a quarterly or annual bonus, dependent on performance.



### PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE

The below chart shows the gender split of roles, ordered into four equal quartiles from the lowest hourly pay group to the highest. It shows that we have a higher proportion of men in the upper quartile (ie higher hourly pay) roles, and a lower proportion of men in the lower quartile (ie lower hourly pay) roles.



### WHY DO WE HAVE A GENDER PAY GAP?

We are confident that men and women are paid equally for doing equivalent jobs across the business. The difference in hourly pay results from the fact that we have a lower proportion of men in the lower scales, as well as a higher proportion of men in senior roles. The higher paid roles also attract higher bonus payments (in both percentage and absolute terms), which is why the bonus pay gap is higher than the hourly pay gap.

## WHAT ARE WE DOING TO ADDRESS THE GENDER PAY GAP?

We have identified that having an increased proportion of men in our lower hourly paid roles within the organisation would improve our pay gap. We have put measures in place and continue to focus on this. In addition, we recognise the need to attract a greater proportion of women into our senior positions. We have a limited number of senior roles in the organization and will ensure when the next senior role is available to proactively try to increase the number of female candidates.

## RECRUITMENT

It was our view that the gender pay gap was not a pay issue, but down to a lack of representation in certain roles. In fact, within our lowest hourly paid roles there was a lack of male representation, because the role attracted more female applicants than male. We continued to recruit in a non-discriminatory manner, however we worked with internal and third-party suppliers to ensure that these roles were advertised in a positive way that was attractive for both male and female applicants. This resulted in attracting more males into the lower level roles. There has only been one vacancy in a senior role, previously performed by a female, so there has been limited opportunity to drive recruitment for females in our senior positions. We are committed to supporting our diverse workforce through innovative recruitment methods.

## DEVELOPMENT

With higher levels of female staff in the lowest pay band we are changing our induction training to support this group. This will involve more emphasis on highlighting career opportunities within the first few months of people joining IWG and giving them the tools and advice on how to progress within the company. Furthermore, we will launch a "First time manager" course for junior levels which can be used for both new and potential managers. It is expected that approximately 75% of the attendees for this course will be female. Together these two programs will provide the inspiration to progress to more senior roles and the tools to enable them to be successful in these roles.

