

# 2018 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 2018.

	MEAN	MEDIAN
Gender hourly pay gap	33.86%	23.49%
Gender bonus gap	65.02%	76.97%

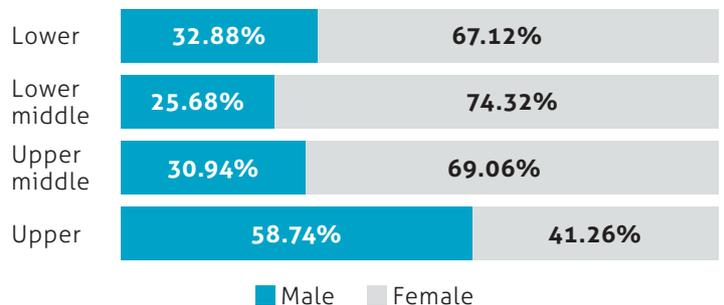
### PROPORTION OF MALE AND FEMALE EMPLOYEES RECEIVING A BONUS PAYMENT

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 identified that having an increased proportion of men in our lower hourly paid roles within the organisation would improve our pay gap, we put measures in place and this has had a small improvement. In addition, we recognised the need to attract a greater proportion of women into our senior positions.

## 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

We will continue to review our internal development programmes and will look to create an internal mentoring programme for all employees and for female employees into senior roles. We will undertake a review of our internal policies in terms of working options and flexibility. When seeking talent for a senior leadership role, we will ensure that the applicant pool is expanded by reaching out to professional groups and employees through communication and succession planning tools.

**Peter Gibson**  
Director, IW Group Services (UK) Limited

