

**UNITE  
STUDENTS**

# **GENDER PAY REPORTING**

**2020**

**The Unite Group PLC**



# INTRODUCTION

At Unite Students, we remain strongly committed to reducing our gender pay gap. We have made further progress in 2019 with our median gender pay gap improving by almost 50% to now sit at 5% (2018 9.8%). We aim to be a great place to work through creating a truly diverse, inclusive and engaged workforce that drives business performance. We recognise the advantages of diverse and gender balanced teams to drive our growth agenda, benefitting Unite, our employees, students and investors.

Our Gender Pay Gap has predominantly improved due to an increase in the number of females in higher paid roles combined with an increase of males in lower paid roles. We have seen a 1% increase of females in quartile 3 and a 9% increase of males within quartile 2. This has resulted in the reduction of the male mean rate of pay by £0.44 (decrease of 2.6%) whilst the female rate has increased by £0.22 (1.7%). This reason, alongside a male executive director leaving the organisation, has contributed to the Gender Pay Gap improvement seen in 2019.

Our working group, Diversity in Action, set up in 2017 with the simple ambition that all employees can be their authentic selves whilst at work, continues to deliver great work such as driving the improvement of our Maternity and Paternity leave and introducing company-wide Inclusion sessions through our regular employee communications.

Gender equality continues to be a key focus for our Diversity in Action Group which actively works with Business in the Community and our Women's network. This has supported a gender balance on our Leadership Programmes and, positively, as many women as

men have been internally promoted over the past year in senior roles. Our women's network has focused on further education through Unconscious Bias sessions and workshops focused on 'Banter in the Workplace'.

To strengthen our focus, our Operations Board have also taken a more active role through receiving reverse mentoring to appreciate what our organisation is really like to work for and creating an 'empty' chair at the Operations Board where employees are invited to attend giving an employee perspective as examples. In addition, the Operations Board have continued to ensure a 50:50 gender ratio for shortlists at interview stage for all senior roles.

We continue to actively work with Stonewall, supporting the business in areas such as transitioning and introducing gender neutral policies. Our LGBT network that was introduced last year has been closely involved in the review of our new employee HR system, that was implemented in 2019, ensuring that compulsory and optional personal information is appropriate and inclusive of employee differences.

Unite is committed to remaining an Accredited Real Living Wage employer and have retained our Investors in People Gold status through to 2022.

At Unite we want to create a truly diverse and inclusive culture that reflects the world we live in today and our student population. We have seen further positive developments over the last year, but recognise that we have more work to do to achieve this ambition.

# OUR 2019 GENDER PAY GAP REPORT

Our analysis shows that the overall difference between men and women's earnings is 5% (median) and 22.6% (mean). This is based on hourly rates at the snapshot date of 5 April 2019. At this date Unite employed 1,435 staff with 47% female and 53% male employees.

## Pay and Bonus Gap

Difference between men and women	Median %	Mean %
Gender Pay Gap	5 down 4.8% on 2018	22.6 down 3.3% on 2018
Gender Bonus Gap	24.2 down 10% on 2018	68.3 down 10.6% on 2018

We have a median gender pay gap of 5% which is an improvement of 4.8% on last year and compares favourably to the 2019 UK position of 8.9% \*. Our mean gender pay gap has improved by 3.3% to 22.6% but continues to be higher than the UK average. We are committed to continuing to take actions to reduce this gap.

Like many others in our industry, our gender pay gap is the result of fewer women holding senior leadership roles than men and fewer women in highly paid technical roles. In addition, women occupy more entry level roles such as Housekeeping and Administration. The mean pay gap is further affected by senior leadership roles receiving long-term incentive plans (LTIP) to assist with the long-term growth of our business; as mentioned few women currently hold these roles.

Unite operates a small number of incentive schemes, all of which are gender neutral by design, but the shape of our workforce drives our gender bonus gap in the same way that it does our gender pay gap. The number of part time opportunities across the business are more often filled by women and more often tend to be entry level opportunities therefore attracting a lower bonus. However, we have seen a positive improvement in our mean bonus gap of 10.6% on last year and a 10% in our median.

Whilst we have seen some modest improvements over the past 12 months our ambition is to continue to reduce our gender pay gap.

\*Office for National Statistics – Annual Survey of Hours and Earnings (ASHE)

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## Proportion of employees awarded a 2019 bonus

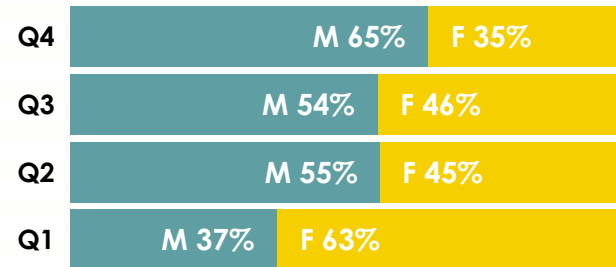


All employees at Unite with more than three months service are entitled to participate in our Bonus scheme - the small differential between male and female is due to the application of the length of service criteria at the point the snapshot of data was taken. This will vary each year.

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## Pay Quartiles

The proportion of females and males in each quartile is as follows:



The gender pay gap is the result of the balance of female representation across the organisation's structure. Our lowest quartile remains static with almost 2/3rd (63%) of our lowest earners being females, who are typically working in Housekeeping roles which attract Real Living Wage rates of pay at entry level.

Whilst there is no occupational reason for female dominance in these roles, we have found it difficult to attract males. Conversely whilst women make up 47% of our total workforce only 1/3 of women sit in our highest quartile.

Ruth George, Group People Director

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## Richard Smith, CEO comments

Two years on, Unite has demonstrated a clear commitment to building a more diverse, inclusive, and gender balanced culture that reflects both our local communities and our customer base. As an organisation we believe that gender balance not only makes commercial sense, but that it enables us to 'do what's right' and to be a 'better' business. This helps us to make improved decisions, relate to customers, and enables us to attract and retain the best people. We believe it will help us to deliver our purpose of a 'Home for Success'.

I am very pleased with the progress that we have made, particularly with our median pay gap improving by almost 50%, and the continued work of the Diversity in Action Group as well as the commitment shown by our Operations Board. We know there is always more for us to do and we will continue to build our momentum through our focused plans and the energy and commitment that is being demonstrated.

We confirm that our data has been calculated according to the requirements of the equality act 2010 (Gender Pay Information) Regulations 2017.



Richard Smith, CEO

WORK  
TOGETHER

BE  
BETTER

DO WHAT'S  
RIGHT

SEE IT  
THROUGH

HAVE  
FUN

