

GENDER PAY REPORT 2020



IRi

Growth delivered.

GENDER PAY GAP DATA

The UK government introduced a requirement for all employers with more than 250 employees to publish their gender pay gap data.

In this report, we are sharing our gender pay gap data for the 12 months up to April 2020. Our calculations are based on the pay data of **480 employees** across our UK business.

The gender pay gap is the measure of difference between the average hourly rate of pay for men and women across the business. The report expresses women's pay as a percentage of men's pay.

IRI is committed to promoting an inclusive and diverse working environment where all employees have the opportunity to fulfil their full potential. Key to our future success is a workforce that is representative of the community in which we operate and the clients we partner.

Our 2020 report highlights that we have a lower proportion of females than males in senior leadership roles, whilst we have seen positive movement in this area over the past 12 months, this continues to be a key driver of our gender pay gap.

2021/22 will see global job levelling be conducted. We are also taking a more proactive approach to succession and career planning that will continue the great work that has resulted in many employees having long and successful careers with the business.

Having successfully worked remotely and been outcome focussed in our working practices for the past 18 months we have made the decision to move to fully agile working on a permanent basis to ensure that we continue to attract and retain an inclusive and diverse workforce.

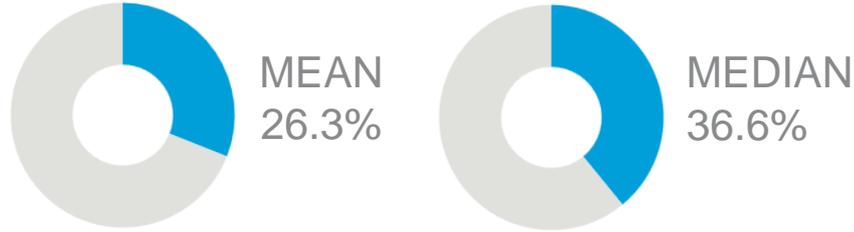
I can confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) regulations 2017.

Dan Finke
Managing Director - UK



IRI'S GENDER PAY GAP

Percentage difference between male and female colleagues' hourly rate of pay is largely driven by the number of male employees in senior roles and the proportion of female fieldworkers in the lower quartile.



% OF EMPLOYEES RECEIVING A BONUS

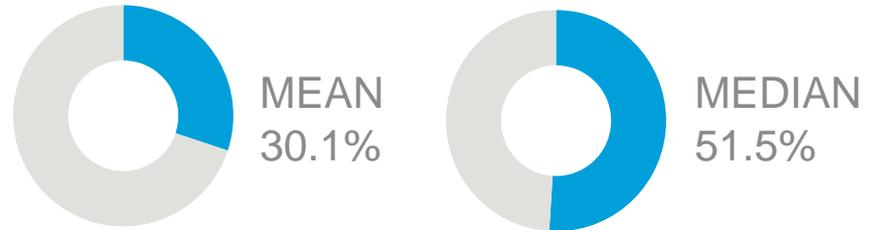


PAY QUARTILES

This analysis shows that there are proportionally more male employees than female employees in the highest paid quartile. Female employees are concentrated in the lowest quartiles. This is heavily influenced by our field worker population who make up 25% of our total employee numbers and are concentrated in the lower quartile. The majority of our field workers are female.



IRI'S BONUS GAP



OUR ACTIONS

We continually strive to ensure that IRI is an inclusive employer of choice. Our diverse workforce is key to our competitive advantage. We have identified a number of actions that will ensure we remain focussed on attracting and promoting talent. We aim to increase the percentage of female employees in senior leadership roles. The actions highlighted below will put us in a strong position to achieve this.

RECRUITMENT

Ensure that agile outcome focussed working is clearly stated at the point of advertisement.

Refresh recruitment skills training for all recruiting managers to ensure robust selection procedures resulting in us always appointing the best candidate for the role and mitigate any potential for unconscious bias.

POLICY & PRACTICE

Review of policies to ensure we eliminate any potential issues and enhance further wellbeing and family friendly initiatives.

Permanent move to agile, outcome focussed working.

Continue to promote the employee voice through our Women in Leadership ERG.

CAREERS

Review of succession planning process to ensure top talent is retained and realise all opportunity for promotion. Proactively create opportunities.

Global job levelling and mapping.