

2020/2021
Gender Pay
Gap Report

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1.0 Introduction

IRIS Software Group is one of the largest privately-owned software companies in the UK, providing businesses with mission-critical software and services that work first time, every time



Elona Mortimer-Zhika

Group Chief
Executive Officer

At all levels of IRIS, we are passionate about gender equality in the workplace and are committed to building a diverse workforce. We are proud to have continued to invest in our range of programmes to support gender equality and support the women of IRIS so that they can reach their full potential. These initiatives ensure that we continue to focus on making IRIS a great place to work, enable our people to flourish, improving gender pay equality and providing equal opportunity for all.



Stephanie Kelly

Group Chief
People Officer

"I, Stephanie Kelly, Chief People Officer, confirm that the information in this report is accurate."

Nevertheless, we are always looking for ways to be the best we can be and realise that there is still progress to be made. We have made a commitment to annually report on our gender pay gap, so that we can continue to track our progress as an organisation.

This report will outline our gender pay gap figures from the snapshot date of 5th April 2021 and provide context to the figures. It will then discuss the range of initiatives and opportunities we have provided so far to enable women across IRIS to succeed and grow. We will then look to the future and expand upon our ongoing plans to address the gender pay gap and reduce inequalities at IRIS.

2.0 How were the statistics complied?

Each year, since April 2017, UK employers with more than 250 employees are required to publish their gender pay gap.

The gender pay gap shows the difference in the average hourly rate of pay between men and women in an organisation, expressed as a percentage of average male earnings.

This section will detail how we complied our mean and median gender pay gap, bonus gap, and distribution across pay quartiles, in line with the calculation methodology set out by the Government Equalities Office.



Calculating the Median pay gap

Firstly, we arrange the hourly pay rates of all the male and female full-pay relevant employees from highest to lowest respectively. The Median hourly rate of pay is in the middle of each range. The Median gender pay gap is the difference in pay between the women in the middle and the men in the middle.

Calculating the Mean pay gap

To calculate we add together the hourly pay rates of all the male full-pay relevant employees. This figure is then divided by the number of male employees, which gives us an average of the hourly pay rate. We run the equivalent calculation for females and the difference gives us the Mean pay gap between men and women.

Pay Quartiles

To calculate the percentage of men and women in each hourly pay quarter, we sort our full-pay relevant employees in a list according to hourly rate of pay, in order of highest to lowest paid. We divide this into 4 equal parts ('quarters') and work out the percentage of men and women in each of the 4 parts.

3.0 What do the figures show us for 2020/21?

Across the IRIS portfolio on 5th April 2021, there were 1381 people based in the UK employed by IRIS: 587 women and 794 men.

We are delighted to announce that since our last report, we have increased the percentage of women in our UK workforce from 39.6% to 42.5% (see Figure 1). This exceeds the technology sector average of 30% (Office of National Statistics, 2021).

IRIS ensures that everyone is paid fairly for undertaking the same or similar role in the company. Supplementary to this, the gender pay gap looks at the distribution of job levels (categorised by pay) between men and women, translating this into an average salary and bonus payment calculation at a snapshot date (5th April 2021). At this time, women made up 26.9% of top quartile jobs and 52.8% of lower quartile jobs (Figure 2). We are proud to see an increase in the proportion of women in lower-mid and upper-mid quartiles from our 2019/20 report.

% of UK Workforce

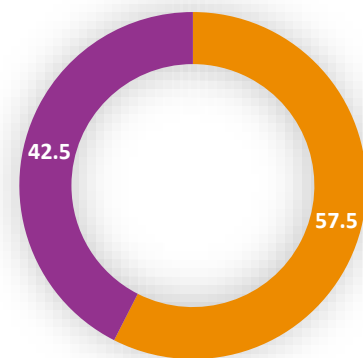


Figure 1. Percentage of UK workforce at IRIS by gender, on the snapshot date

■ Men ■ Women

Pay Quartiles

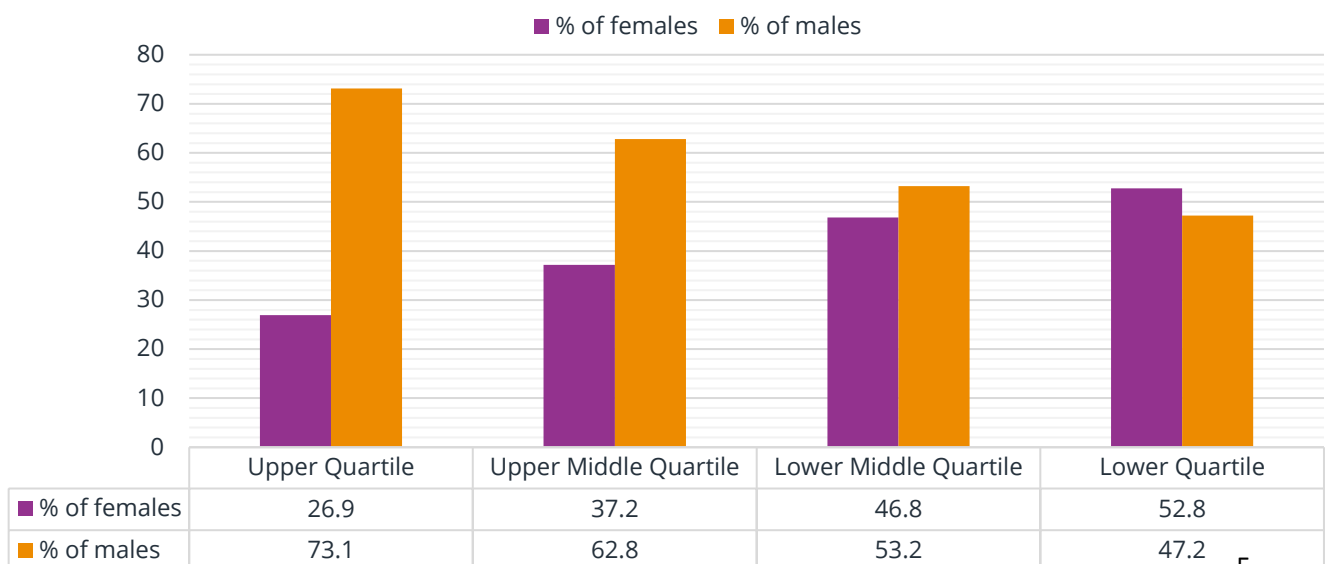


Figure 2. Pay Quartiles at IRIS

"Our 2021 figures demonstrate that more women received a bonus than men"



Gender Pay and Bonus Gap %

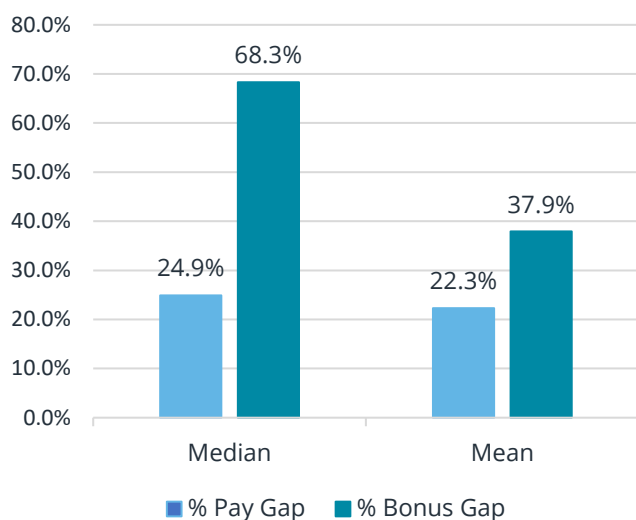
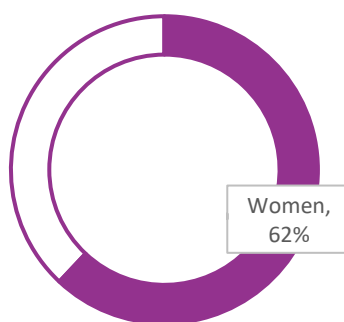


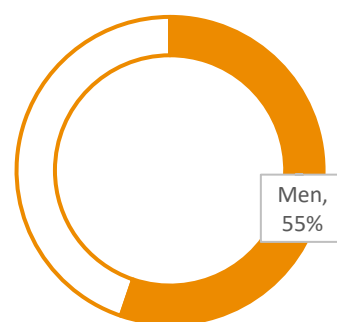
Figure 3. Gender Pay Gap

There was a decrease in the number of male and female employees who received a bonus payout in the 12 months leading up to the snapshot date due to the effect of the pandemic. However, we are proud to announce that 62% of women received a bonus, compared to 55% of men.

Women receiving a bonus



Men receiving a bonus



At the snapshot date, 62% of our women received a bonus, compared to 55.2% men receiving a bonus. This has led to a Bonus Gap of -6.8%.

Figure 4. Received bonus percentage by gender

4.0 What we've achieved so far

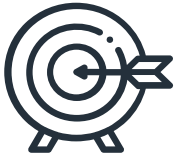


Our overall aim is to ensure that IRIS is a great place to work for all its employees. Fair treatment and equal opportunity are central to this

We appreciate everyone has different requirements within their role, so we strive to help each person find their strengths. Part of this is to offer women a positive, supportive, and flexible working environment that empowers them to succeed.

Since April 2020, we have:

- ✓ Promoted our Women into Leadership Programme to foster cultivate talent among our female colleagues
- ✓ Encouraged personal development through our High Potential and Mentoring programmes, which aim to unlock potential and maximise performance
- ✓ Been recognised a 'Great Place to Work Award' for a second year running, with the vast majority of UK employees agreeing that people here are treated fairly, regardless of gender
- ✓ Made our enhanced maternity, paternity, adoption, and shared parental leave policies more accessible
- ✓ Achieved an employee survey (Peakon) score of 8.9 out of 10 for the 'Equality' driver, which is above the true benchmark for comparable organisations
- ✓ Raised awareness for our flexible working options across the organisation and promoted a healthy work-life balance
- ✓ Encouraged employees to list their preferred pronouns in their email signature and added a 'non-binary' option to our gender options
- ✓ Spotlighted our female leaders, so they can share their experiences and inspire others



5.0 Our plan of action for 2021/22

We believe that leading by example and enabling the right conversations to take place in a safe environment will drive positive outcomes.

Our aim is to make significant progress with our gender pay gap over five years. By focusing on our four key pillars of success, we encourage and empower employees across the IRIS family to get involved and help us collectively achieve our diversity goals.



We are proud to have achieved many of the targets we set ourselves for FY22, including being named one of the UK's Best Workplaces™ for Women 2021 and launching our Women into Leadership Programme, to encourage women to progress their careers and improve their confidence in their professional lives. We will continue our commitment to gender equality through our FY23 goals.

Celebrating Success

We work to ensure there is a positive atmosphere, that employees feel energised and believe in the direction of the business. Celebrating others is paramount to the success of our Women in Leadership Programme that runs alongside our High Potential Programme. Both programmes are designed to build a strong female talent pipeline and ensure that we reduce the gender pay gap in the long term, meet our inclusion and diversity commitment, and provide great opportunities for women to reach their potential.



To support this pillar, we will also:

- Continue to promote and showcase our female senior leaders as role models across the business. By FY23, we want to have increased the percentage of female managers from 41.6% to 45%.
- Shine a light on inspirational female managers in the business through a special feature on our Intranet page, sharing practical advice and suggestions about what works when climbing the career ladder.
- Run a learning and development event for women focusing on perceived or real barriers to success, and launch female-focused courses.
- Feature in a publication each month for our diversity and inclusion initiatives.
- Continue to attain Best Workplaces for Women™ and Great Place to Work annually, and achieve a Peakon score for 'Equality' driver of 9.1 or higher.

Enhancing Company Practices & Procedures

We recognise that it can be difficult to find meaningful, fairly paid work after taking long term career breaks to raise a family, with women being disproportionately affected. To combat this, we launched our Returnship Policy in June 2021. Our Returnship Policy offers candidates with limited or no recent corporate experience the chance to join IRIS in a part time role for 6 months, paid at the Real Living Wage or higher, to grow their confidence and assist their transition back into work.



Other actions in this pillar include:

- Review IRIS policies to ensure inclusivity for trans women and non-binary employees.
- Create a new UK-wide hybrid working policy to continue to support working parents with flexible working patterns.
- Encourage an open culture where it is acceptable to fairly challenge practices and pay.
- Supporting networking across IRIS through regular business leadership events and our annual IRIS Unleashed conference.
- Continuing our 'Mentoring for Parents' scheme to connect returning parents with a colleague who has been through the same experiences and share advice.

Fair Representation in Recruitment & Selection

We ensure internal employees are able to apply for vacancies across IRIS, which provides women with broader opportunities to progress within the business and achieve Upper Quartile roles. Externally, we recruit through a variety of channels and actively encourage people from all groups to apply.

42.5% of IRIS employees are women, which is greater than many IT/technology sector organisations. Nevertheless, we will strive to increase the percentage of women in the workforce from 42% to 45% by FY24. We are also proud to have utilised the Government's Kickstart Scheme to welcome 34 kickstarters, 53% of which were female.



To help us achieve fair representation, we will continue to:

- Use skills-based assessment as part of recruitment process.
- Maintain a structured, consistent approach to interviews.
- Use gender-neutral language in job adverts.
- Review our career path maps to help employees unlock their full potential across the organisation.
- Implement unconscious bias training for recruiters and hiring managers.
- Increase percentage of female Heads of Function from to 50% by FY24 and, as a long-term goal, increase the number of female Executives and board members to achieve equal representation for women in leadership.
- Adapt our promotion policy to encourage confidence in applying and demonstrate that women are equally considered.

Promoting Work Life Balance

We recognise our people work hard and in return we want to support their emotional and physical wellbeing.

We believe it is our responsibility to create an environment and culture for our employees that helps them feel more balanced. IRIS also recognises that there is no one-size-fits-all formula to achieving a perfect work life balance.

Therefore, we are proud to launch a variety of policies, initiatives, and support to help our employees thrive personally and professionally.



We will commit to:

- Promoting our flexible working options across IRIS and encouraging a healthy work-life balance.
- Offering a generous holiday entitlement (26 days per year with the option to buy 4 additional days) to all full-time employees.
- Continuing to train Mental Health First Aiders to provide wellbeing support and run Weekly Workplace Support groups on a range of topics.
- Supporting returning parents with eligibility to join for optional benefits such as Private Medical Insurance (PMI) with family cover and access a wealth of on-demand health & wellbeing tools on our intranet.
- Making available our extensive range of benefits, such as life insurance, income protection, mental health provisions and matched pension with NI uplift.

6.0 Leading by example: Breaking the Bias

We are very proud to have an inspiring CEO and leader who is a role model to all women at IRIS and passionate about nurturing and promoting female excellence

Elona Mortimer-Zhika joined IRIS in 2016 as Chief Financial Officer, then was promoted to Chief Operating Officer in 2018. In 2019 she took on the role of CEO.

She is also a mum of two young children and will often share inspirational stories about her work achievements alongside her experiences as a mother and woman at work.



She is a fantastic example of breaking the bias surrounding women in technology and leadership, and our employees see this too, with one commenting “it’s great to have someone who talks honestly and openly about being a CEO and a mum”.

To celebrate International Women’s Day, IRIS held a panel discussion with Elona, members of our Executive team, and senior female leaders to talk about #BreakingTheBias, tackling stereotypes and raising awareness of unconscious bias. We also welcomed Lara Morgan, the founder of Pacific Direct and a fantastic motivational speaker, who shared her business experiences and offered advice on building confidence.



7.0 Hearing from the women at IRIS

Employee feedback is extremely important to us. Our employees can use a variety of channels to make their voice heard, from our monthly employee engagement platform, Peakon, to our annual Great Place To Work™ survey. From these platforms, we are proud to hear that the women of IRIS recognise that we champion and celebrate equality, saying:

“As a young woman from an ethnic minority background, our CEO Elona really inspires me. She makes me believe that I can reach for the stars”

“This year, IRIS has invested and developed a fantastic Women in Leadership Strategy with a defined monthly focus on this with a timetable of events. There is also a separate Women in Leadership cohort for the High Potential Programme which truly supports and recognizes women who want to progress their career at IRIS”

“I have worked for several organisations but for the first time in my career I feel I am actually valued for who I am... I can certainly bring the best of me to work!”

“Elona is an amazing and inspiring CEO and it's great to hear her inspire other women. I've never worked somewhere that puts such effort into being a great place to work, taking everyone's feedback into account and always thinking about how it can be the best workplace it can be”

“There are so many different opportunities and projects for employees to get involved in which can really help develop your career, as it has mine. IRIS give weekly company updates and discuss not only 'work' achievements but what employees have done outside of work (e.g. for Charity / local communities) and encourage others to get involved which I feel is a great way of bringing us all together”

“The work ethic of the employees at the company - everyone is working together towards well established, common goals, and have the opportunities required to drive their careers forward”

We are also delighted to be recognised internationally for our achievements.

In the summer of 2020, IRIS applied for Great Place to Work™ certification. This third party uses validated employee feedback to confirm that employees have a consistently positive experience at IRIS. We were thrilled to be awarded this prestigious accolade in October 2020, and for the second year running in November 2021. The survey showed that we perform highly in employee wellbeing, diversity and inclusion, trust in management and leadership, effective communication, and recognition and reward.



We have also been recognised as one of the UK's Best Workplaces and one of the UK's Best Workplaces in Tech in 2021. We have also been delighted to be recognised as a UK's Best Workplaces for Women™ by Great Place to Work Ltd®. This accolade certifies us an organisation that ensures all employees can reach their full potential, regardless of gender. It is based on the fantastic feedback of our employees provided in the annual Great Place to Work survey.



We've been recognised as one of the **UK's Best Workplaces for Women™**



8.0 Our values

In November 2018, we wrote to staff and asked everyone to volunteer words they would like to see in a value statement and what they felt made the company 'IRIS'.

We reviewed all submissions and analysed the most frequently submitted words taking the 15 most popular and used them to create our new mission, vision and values. This way, our values truly reflected the heart and culture of the organisation and our people – the foundation of successful and authentic values.

The values also underpin our overall strategic goals (grow revenue, make employees happy, make customers happy, build #1RIS), putting both our employees and our customers at the heart of everything we do, inspiring new ideas, delivering high-quality results, working hard and uniting together to achieve as one.

We created our IMPACT Awards in 2019 to celebrate employees, managers, and teams who truly exemplify the IRIS values. Any IRIS employee can nominate a colleague or team for Employer of the Quarter, Manager of the Quarter, or Team of the Quarter. All nominations are carefully reviewed by our Executive team to select winners from each category.

IRIS. Look forward.



Innovation

We are creative and fearless in our work and curious and hungry to discover smarter solutions. We always focus on improvement and embrace change.



Making it happen

We focus on the task at hand and produce high-quality results within ambitious timescales. We set stretch goals for ourselves and our teams and deliver at pace, on time, every time.



Passion

We take pride in our business. We are energetic, enthusiastic and highly self-motivated. We bring passion to our roles and encourage and inspire those around us.



Accountability

We take ownership of our work and lead from the front. We seek out solutions, we are trustworthy and act with integrity and honesty. We deliver on our promises and always do the right thing.



Customer focus

The customer's needs are our priority. We exceed their expectations and delight them with outstanding service and great outcomes.



Teamwork

We collaborate widely and build supportive, open, inclusive environments where people feel valued, able to speak up and give their best. We recognise, appreciate, respect and care for others.

About IRIS Software Group

IRIS Software Group is one of the UK's largest privately held software companies. It exists to simplify the lives of professionals working in businesses and schools, by providing software solutions and services that substantially enhance operational compliance, productivity and engagement, so customers can look forward with certainty and confidence.

To see how we help organisations get things right today and look forward with confidence, visit www.iris.co.uk or following IRIS Software Group on **LinkedIn, Twitter** and **Instagram**.

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