

2023 **IRIS**
Gender Pay Gap Report

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01 Introduction



Elona Mortimer-Zhika

Group Chief Executive Officer



Stephanie Kelly

Group Chief People Officer

A handwritten signature in blue ink that reads "SKelly".

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

At IRIS, we're delighted to be a business that is continually evolving, growing organically and through acquiring successful businesses, and welcoming fantastic people from across the world to our #1RIS family. As a global business located across eight countries and with 3,000 employees, we're very proud to have a diverse workforce that champions inclusivity, is passionate about celebrating differences, and recognises the importance of representation at all levels.

As we continue to expand our business, we're committed to keep making strides in improving gender equality and equal opportunities at IRIS. We're especially proud that, as a technology company, women make up almost 50% of our workforce, both in the UK and across the globe. Championing women is at the heart of our inclusion strategies, and, for many years, we have invested in an extensive range of programmes to provide dedicated training and development to empower women across IRIS, promote female representation in senior and leadership roles, and support our staff through life's milestones and their IRIS journey.

It is important to acknowledge that our UK gender pay gap isn't due to paying people within the same roles differently based on their gender, but instead is attributed to having a lower proportion of females in senior leadership roles and a higher proportion in our lower paid roles.

Nevertheless, we remain dedicated to reducing this disproportionate representation through our key strategic programmes, including talent acquisition and talent management, learning and development, and diversity and inclusion. For example, 2023 saw the relaunch of our THRIVE Programme, refocused on ensuring women at IRIS have the right support and opportunities in place to excel in their career. We measure the success of the programme against 3 core targets centred on increasing female representation across IRIS and in managerial and senior roles. We also work hard to ensure that we have a rigorous process in place for our annual salary review and promotion practices.

This report will share the exciting events and initiatives generated by the programme to empower women at IRIS to grow their career.

Reducing our gender pay gap relies on analysing our pay and representation data to understand where we stand and informs our plans for the future. In this report, we will share our latest achievements and progress, hear from the women of IRIS about their experience, reflect on our gender pay gap figures for 2023, and outline our ongoing and future plans to address the gender pay gap.

Together, we will build a fairer, more equal world for all.



02 Our progress and achievements

We appreciate that every woman at IRIS is unique and will have different experiences, needs, and priorities. A core part of our approach is to offer women a positive, supportive, and flexible working environment that empowers them to succeed.

IRIS' Women's Affinity Group

Our Affinity Groups are places where colleagues share lived experiences or characteristics and can find community and catalyse meaningful change to help us continue our journey of becoming a truly inclusive workplace. We're delighted to have a dedicated Women's Affinity Group focused on creating a safe social space for women at IRIS. The group meets regularly to discuss issues, share experiences, empower each other, and create thought-provoking and educational events. In 2023, the group held a Menopause Awareness training day and a Menopause Café session, where they talked about personal experiences, offered advice, and encouraged employees across IRIS to ask questions to increase their understanding of the topic. Everyone was welcome, regardless of whether they had experienced menopause. The group has also hosted a Brilliant Breakfast in support of The Prince's Trust, consisting of discussions around women in IRIS and the Group's upcoming initiatives. It was followed by a 'Strong Women through History' quiz. The Brilliant Breakfast was open to everyone, irrespective of gender identity.

Recognising and Celebrating Intersectionality

We're really proud to support all women at IRIS, and create spaces to lift up women of colour, women with disabilities and neurodiversity, working mothers, and women belonging to the LGBTQ+ community. Over the last 12 months, we have been delighted to celebrate Black History Month, ADHD Awareness Month, Diwali, International Women's Day, Trans Visibility Day, and Pride.

Supporting Working Parents

At IRIS, we're really proud to encourage an open culture where feedback about the working environment is encouraged. This helps us to ensure that our policies and practices support women not only through their career, but through key life milestones as well.

We're delighted to support our employees with parenting and caring responsibilities. We offer an enhanced maternity and paternity pay, flexible working patterns, a hybrid working policy, and through our 'Mentoring for Parents' scheme we connect returning parents with a colleague who's been through the same experiences to provide support and share advice. We were also delighted to hold our very first Bring Your Kids to Work Day in our Heathrow Approach and Manchester offices in 2023.

Inclusive Spaces

In August 2023, we announced the opening of our new Contemplation Room at our Heathrow Approach office. Here employees have a private and quiet space to focus on wellbeing, recover from symptoms of menopause or other medical issues, meditate, pray, or to pump milk.

Social Mobility

We've been a Real Living Wage employer since 2019. This means we commit to paying a fair wage to cover at least the real cost of living in the UK as calculated by the Real Living Wage Foundation. The Real Living Wage has risen significantly over the past few years, and we are proud to have consistently delivered on our promise for our employees. This particularly supports young people, women who work part time around caring responsibilities, and those from lower socio-economic backgrounds, who are traditionally in lower paying roles.

At IRIS, globally:



48%
of IRIS employees are women



500
women joined IRIS since April 2023



44%
of managers are women



534
female promotions, role changes, & salary increases in the last 12 months



31%
of senior roles are held by women

02 Our progress and achievements

Female Talent Pipeline

We recognise that people who have taken long-term career breaks to raise a family can struggle to find meaningful, fairly paid work that they can balance around their caring commitments, and that women are disproportionately affected by this. To combat this, 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. Successful applicants are assigned a dedicated coach to support and mentor them during the programme. We're proud to have taken on 13 returnships since the policy was launched.

We also recognise the need to build a female talent pipeline for our senior positions, to ensure women are represented at all levels within IRIS. We have committed to having equally qualified female applicants represented in shortlists for management positions and roles earning above £50k. We are also identifying at least one female successor for every key role at IRIS and supporting them to reach their potential with a targeted development plan.

External Recognition

We were absolutely delighted to be recognised for our efforts to prioritise gender equality as one of The Times Top 50 Employers For Gender Equality 2023. Publication in this list shows that IRIS is an organisation that is leading the way and making real and lasting progress. We've also been recognised year on year as a Certified Great Place to Work® and one of the UK's Best Workplaces™ for Women every year since 2021. This is due to our focus on fair representation, providing amazing career opportunities for women, and supporting them throughout their journey here at IRIS.



International Women's Day

At IRIS, we're delighted to celebrate International Women's Day (IWD) every year. We host exciting events and activities for all employees to get involved in and to celebrate the social, economic, cultural, and political achievements of women. For us, it's a day where we come together to recognise our fantastic female talent, celebrate allyship in our teams and inspire ourselves to become an even greater place to work for all.

The theme for 2024 was #InspireInclusion, a campaign to collectively forge a more inclusive world for women. Between Monday 4th March and Friday 8th March, our Social Committees organised photobooth backdrops and IWD temporary tattoo stations in IRIS offices for employees to take and share their own IWD photo.

As part of our activities, our CEO, Elona Mortimer-Zhika, welcomed us all to International Women's Day and discussed what the IWD theme, #InspireInclusion, meant to her. We hosted a global panel discussion with representatives from across the IRIS employee Affinity Groups. The panel discussed the importance of inclusion, intersectionality, and what we can all do to foster inclusive environments at IRIS. In addition to a great IRIS panel, we finished our celebration of International Women's Day with a live virtual comedy show from comedian Cally Beaton.

IRIS

CELEBRATING
INTERNATIONAL
WOMEN'S DAY



"IRIS is a fantastic place to work for women. Being a single mom to a six year old has its challenges, but IRIS allows me to work flexibly so I can balance work and home life easily."

Claire Prothero, Communications Business Partner



"Seeing successful women in leadership positions at IRIS and having a female CEO who feels accessible, humble and successful is daily inspiration for women within the company and in the wider industry. Inclusion and diversity aren't just buzzwords here at IRIS, it's our everyday reality."

Kirsty McCorkindale, Project Manager Team Lead

03 Our THRIVE Programme



The purpose of THRIVE is to increase gender representation at all levels and ensure the women at IRIS have the confidence to pursue their goals and succeed. It's also designed to ensure that we reduce the gender pay gap, meet our inclusion and diversity commitments, and provide great opportunities for all women to reach their potential. Our FY24 targets are to increase the representation of women in the business from 46% to 48%, increase the % of female managers from 42% to 45%, and increase the % of women in level 7-9 roles by 10%. We are currently on track to achieve these goals.

We're delighted to have sponsored a variety of events and initiatives to foster and cultivate the great talent we have among our female colleagues at IRIS. We've also recently launched a THRIVE career network, where anyone at IRIS can join an inclusive community to come together and share brilliant ideas for driving gender equality.

THRIVE Talks

Launched for FY24, we have been delighted to invite external keynote speakers to share their experiences around key workplace topics.



Sarah Wiggins, Vice Chair of Global Banking at HSBC, July 2023

We were delighted to talk to Sarah about recognising and overcoming imposter syndrome. Sarah shared insights from her career journey, how she's managed her imposter syndrome and achieved success.

Lee Chambers, psychologist, ally and speaker, September 2023

We were thrilled to invite Lee to talk to our IRISians about resilience. Lee shared his personal story and discussed the ways in which everyone can develop their resilience at work.



Alys Reynders, Chief Marketing Officer at IRIS, January 2024

We're very proud to have female representation across our leadership team. It was wonderful to have Alys discuss her own experience with personal branding and share insights on how we can be our best selves.

Shine Brighter - Unleash your Confidence Workshops

We asked the women of IRIS what they wanted to see from the THRIVE programme and which topics they would like to discuss. The most common feedback was that women wanted to build their confidence.

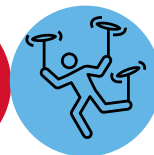
Therefore, we created a dedicated developmental workshop to help attendees come away feeling confident and empowered.

Shine Brighter - Unleash your Confidence is all about making our IRISians feel confident and empowered to take control of their career. We explore strategies to boost self-confidence, including tackling imposter syndrome and 'confidence gremlins'.

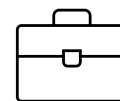
THRIVE Values:



Tenacious



Hard Working



Resilient



Intelligent



Vocal



Empowered

04 Hearing from the women of IRIS



Employee feedback is extremely important to us and we're delighted to provide a variety of channels for IRISians to make their voices heard, including our monthly employee engagement surveys, our annual Great Place To Work™ surveys and our Employee Voice Ambassadors who act as staff representatives to share feedback across IRIS. From these platforms, we're proud to hear that the women of IRIS recognise that we champion and celebrate equality.



For the last four years, we've been delighted to be certified as a Great Place to Work®. This fantastic accolade is awarded based on anonymous survey feedback. We've also been recognised as one of the UK's Best Workplaces™, Best Workplaces™ in Tech, Best Workplaces™ for Wellbeing, and Best Workplace's for Women. This accolade confirms us as an organisation that ensures all employees can reach their full potential, regardless of gender.



We're so proud that year on year we improve our scores on Great Place to Work statements. In our 2023 survey, women scored us higher than men on the statement "I am offered training or development to further myself professionally" (↑7%), "I am treated as a full member here regardless of my position" (↑6%) and "People are encouraged to balance their work life and their personal life" (↑6%). We're also delighted that 92% of women agreed that "people here are treated fairly regardless of their gender", which is above the benchmark for other Great Places to Work companies.

We're delighted to hear from the women of IRIS about their experiences and what they enjoy at IRIS. In our latest Great Place to Work survey, in response to the question "Is there anything unique or unusual about this company that makes it a great place to work?", women at IRIS told us:

There is a great mix of women, people of colour, different religious backgrounds and a mix of genders across all roles, especially in leadership.

IRIS is incredibly inclusive and a great place to work. As a woman, I feel empowered and encouraged.

The networks across the organization for various groups really celebrate the diversity in culture [...] I've never worked somewhere before that genuinely values the opinions of everyone to this extent, regardless of background, age or social and educational 'status' to this extent and I can see the impact of the company actively working to remove artificial barriers to the performance and careers of brilliant people, should they wish to take them. Everyone is valued as a full member of the team here.



05 Calculating our gender pay gap

What is a gender pay gap and how is it calculated?

Since April 2017, employers with more than 250 UK employees are required to publish their gender pay gap on an annual basis. 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 details how we complied our mean and median gender pay gap, bonus gap, and distribution across pay quarters, in line with the calculation methodology set out by the Government Equalities Office.

Mean Pay Gap

To calculate the mean, we added together the hourly pay rates of all the male full-pay relevant employees and divided this by the number of male employees, providing an average of the hourly pay rate. We ran the equivalent calculation for women and the difference equals the mean pay gap between men and women.

Median Pay Gap

To calculate the median, we arranged 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 and men in the middle of their respective ranges.

Pay Quarters

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



06 What do our 2023 figures show us?

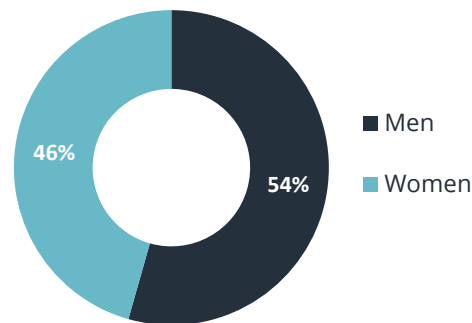
On the 'snapshot date' of 5th April 2023, there were 1,945 people based in the UK employed by IRIS: 1,059 men and 886 women. The percentage of female employees was 45.6% (see Figure 1). We're delighted that we have increased the number of women in our UK workforce by almost 20% and increased the proportion of women at IRIS since our 2022 report.

An analysis of our pay gap shows a difference between average hourly earnings for men and women. At IRIS, everyone is paid fairly for undertaking the same or similar role in the company and it is instead the higher representation of men in senior positions that drives our gender pay gap.

Overall, our gender pay gap mean is 25.1% and median is 25.3% (Figure 2). Our mean has slightly increased since our 2022 report of 24.7%. Our pay gap remains a by-product of the acquisitive nature of our business. At IRIS, we pride ourselves on making great strides to improve the representation of women in senior positions. When we acquire companies, we inherit their workforces and any existing gender pay gaps. This generally results in IRIS acquiring a higher percentage of women in lower quarter jobs and a lower percentage in upper quarter jobs compared to men (Figure 3), a situation we then set out to improve. Whilst our initiatives reduce the gender pay gap in IRIS as a whole each year, inherited gender pay gaps from new and recent acquisitions pose an ongoing challenge.

At the snapshot date, women made up 30.2% of upper quarter jobs and 61.2% of lower quarter jobs. Whilst we recognise there is still more to be done, we are pleased to have increased our percentage of women in upper quarter jobs year on year, with an increase of 4.2% since April 2020. We're delighted at the lower middle quarter we have reached a gender parity and we are getting closer to equal representation in the upper middle quartile.

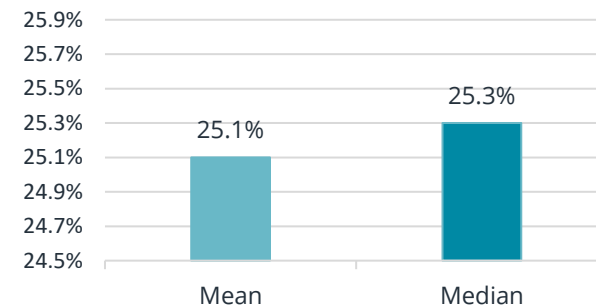
% of UK Workforce



■ Men
■ Women

Figure 1

Gender Pay Gap

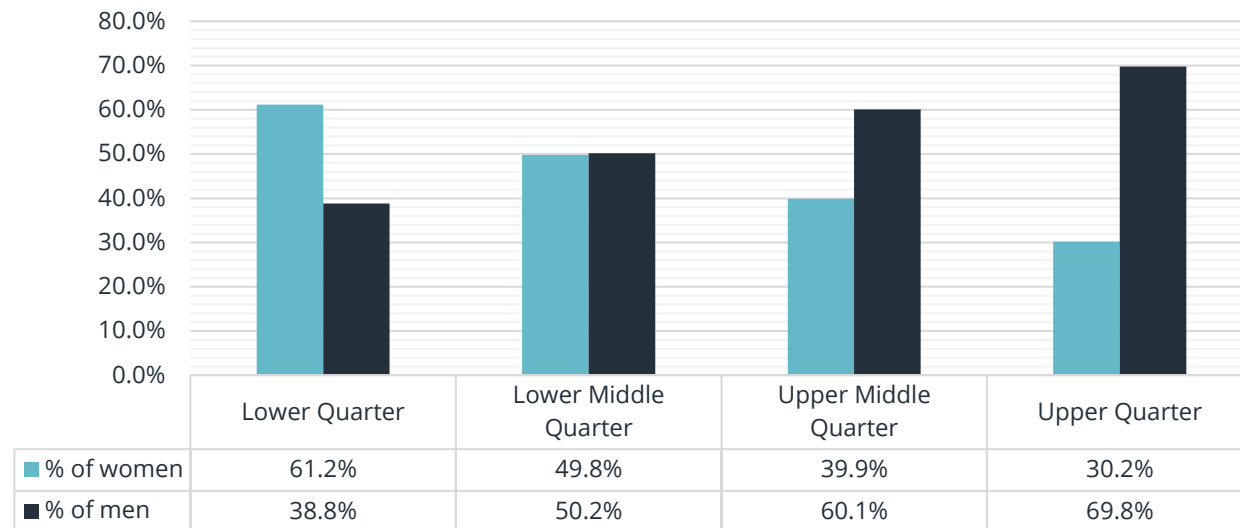


■ Mean ■ Median

Figure 2

Figure 3

Pay Quarters

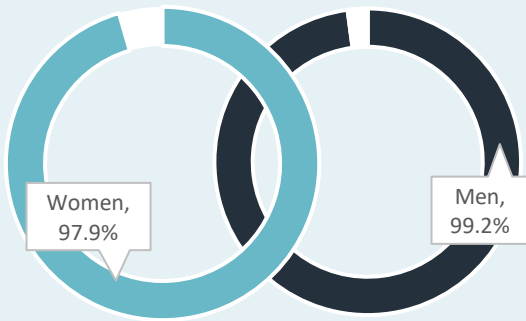


06 What do our 2023 figures show us?

2023

1.3% Bonus Gap

Women receiving a bonus

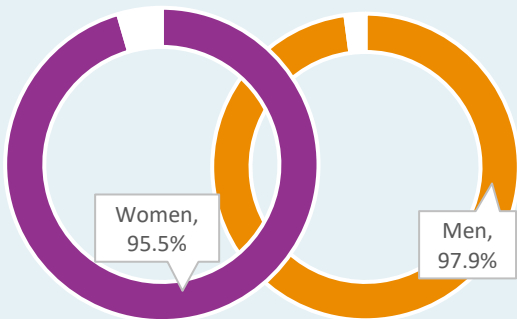


Men receiving a bonus

2022

2.4% Bonus Gap

Women receiving a bonus



Men receiving a bonus

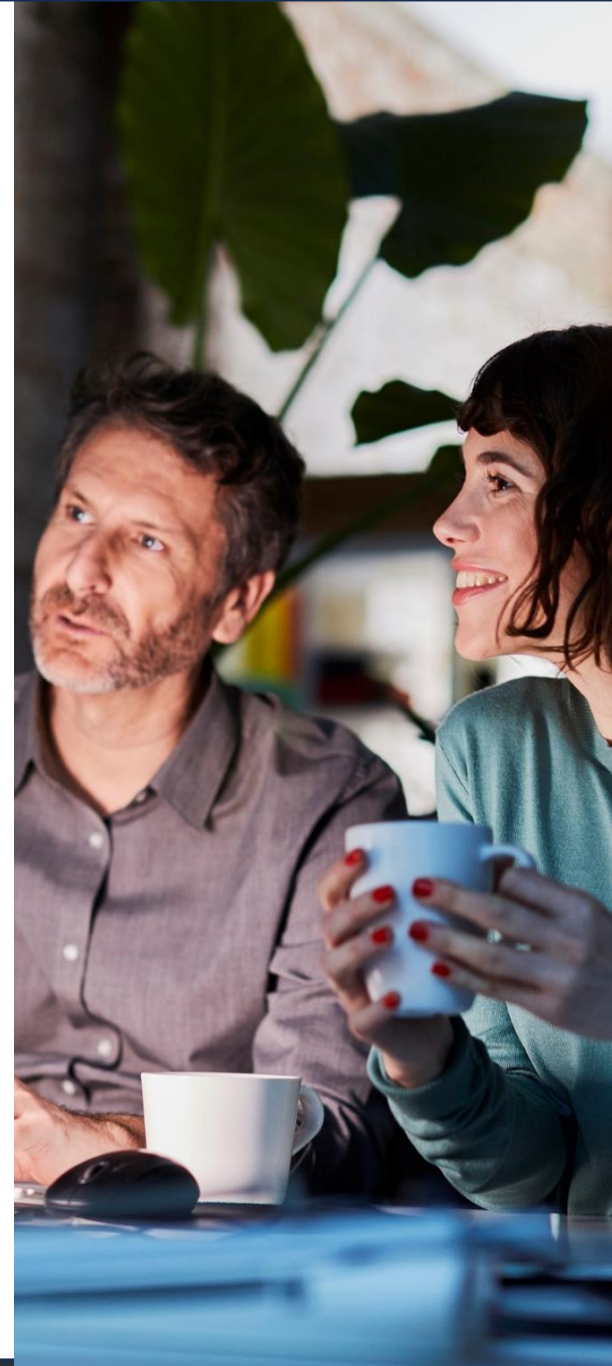
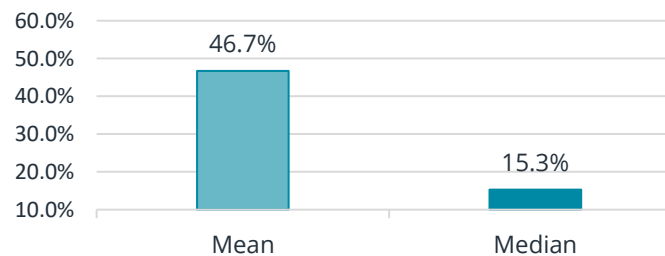
As well as analysing average hourly pay, we also looked at our gender bonus gap. We were delighted that almost 100% of our UK employees received a bonus payout in 2023. This is an increase on our previous report, where 95.5% of women and 97.9% of men received a payout in 2022.

We are also proud to have reached a near parity on bonus entitlement between our male and female employees. This has led to a Bonus Gap of 1.3%, a decrease from our last report where the gap was 2.4%.

This result is due to our recent focus on ensuring that all permanent employees are entitled to a bonus. To help tackle the cost-of-living crisis, in November 2022 we launched a new minimum annual bonus entitlement of £600 for all permanent employees who weren't previously entitled to a bonus. We are committed to continuing this offering as part of our total reward philosophy, which also includes access to an extensive benefits package that can be tailored to the individual, a generous holiday entitlement, access to a full library of learning and development content, and much more.

We have also increased our focus on the gender pay gap during our annual salary review and out of cycle salary increase processes. During the November 2023 salary review process, for example, we specifically focused on ensuring we were reducing our gender pay and bonus gap with targeted, earned promotions and increases.

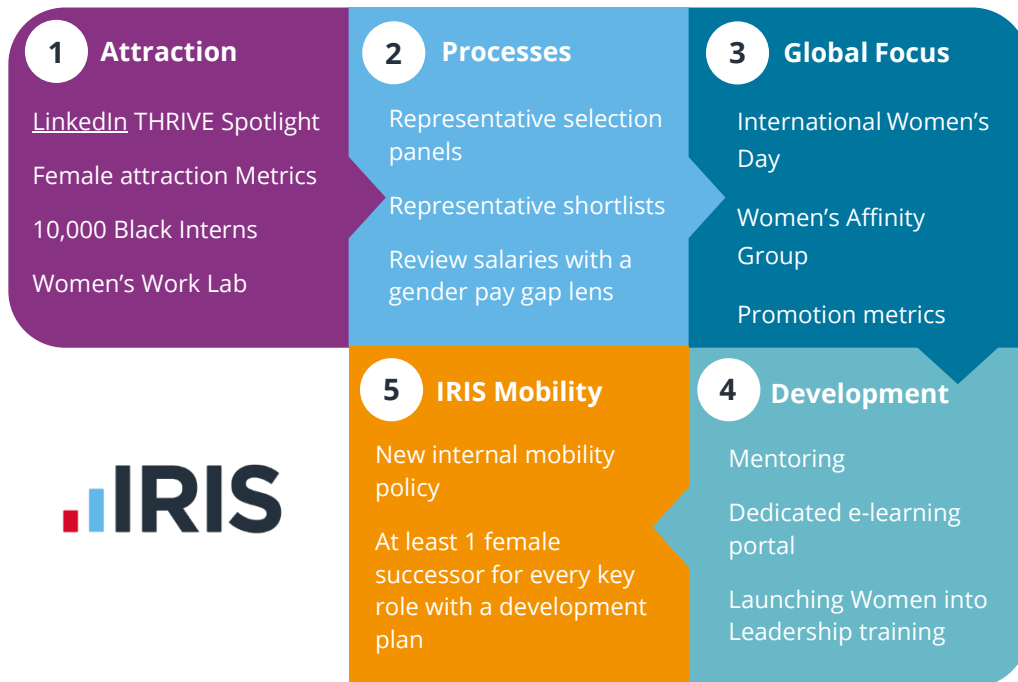
Bonus Gap % Mean and Median



07 Our strategy and plans for 2024

At IRIS, we pride ourselves on being a diverse organisation and work hard to help each person find and use their strengths. We're proud to have achieved many key milestones last year, including maintaining our status as a UK's Best Workplaces™ for Women, achieving our FY24 targets, launching new events and activities as part of our THRIVE programme, and supporting women as they grow their careers.

To ensure significant progress with reducing our gender pay gap, our gender equality strategy is focused on increasing female representation at all levels within IRIS and ensuring that women at IRIS have the confidence to pursue their goals and succeed. We believe that leading by example and enabling the right conversations to take place in a safe environment will drive positive outcomes. To do this, we have to look at the full employee lifecycle.



THRIVE Goals for FY24

Increase representation of women in the business from 46% to 48%

Increase the % of female managers from 42% to 45%

Increase the % of women in level 7-9 roles by 10%

Firstly, we will be looking at our talent attraction strategy. Recently, we launched a new [LinkedIn](#) poster series as part of our THRIVE programme which spotlights women in areas of the business where we want to increase representation, garner interest, and reflect the genuine experiences of our IRISians.

We will also be reviewing metrics around our talent pipeline and ensuring we attract the right number of women to apply for our roles. In selection processes we want the interview panels to reflect the diverse nature of IRIS so women can see themselves represented and happily working here.

Creating opportunities for women to develop and grow their career is a key aspect of improving our gender pay gap. We are proud to offer mentors, a career development network, fireside talks, and confidence training as part of our THRIVE programme. We have also partnered with the Women's Work Lab which supports women in the Southwest into meaningful employment. We are also looking to rebrand and relaunch our Women into Leadership module, to provide women with the tools to grow their careers as managers and future leaders of our business.

We have also launched a new internal mobility policy, which states that when we are looking to backfill a role, we always strive to fill the vacancy internally and hire someone early in their career into the junior role to ensure we have bright new talent and plenty of career progression for our employees. We are also ensuring that during our succession planning processes, we are identifying a female successor for each key role and support their potential with a development plan.

08 IRIS' Inclusion Strategy



At IRIS, our people are our greatest asset, and the diversity across the IRIS family enables us to be the innovative, market-leading, successful company we are today. Our inclusive culture creates a sense of belonging where IRISians' individual characteristics, perspectives and life experiences are valued, and they can bring their whole selves to work. Our commitment to diversity is a key part of what makes us a truly great place to work.



At IRIS, we firmly believe that a diverse workforce is key to success. We practice equality and inclusion in all areas and encourage everyone of any background or identity to get involved with all our events. We're delighted to have established three 'Pillars of Inclusion' shown to the right of this page, which are promoted and embedded across the IRIS family.

To lay the foundation for these pillars, we focus on communication and education, collecting meaningful data, promoting internal mobility and aligning our various employee voice methods. We're proud to promote our pillars internally through our intranet, monthly company updates and our policies, and educate our employees on their own biases by encouraging them to take the Harvard implicit bias test. We're delighted to continue creating impactful reporting systems to define and measure our KPIs relating to inclusion and will shortly be publishing our first ethnicity pay gap report.

We work hard to ensure all staff are aware of the opportunities open to them and provide an extensive range of development support for progression at all levels. We also recognise the best way to build on our successes and achieve more, is to listen to our employees, so we're delighted to have a variety of existing employee voice channels which we use to gather different perspective to help guide our ED&I initiatives.

Together, we can achieve gender equality.

Workforce Diversity

Create attraction, recruitment, selection, onboarding and internal mobility processes that offer equitable opportunities for all. Support diversity in all levels across the IRIS family

- Create career opportunities for diverse candidates through inclusive talent programmes and initiatives
- Keep our application and selection processes fair and unbiased for all candidates
- Provide clear pathways for progression and development to empower all employees to reach their career goals and maximise their potential

Workplace Inclusion

Create an environment where people can bring their whole selves to work and where their differences are celebrated and valued. Foster a culture where everyone feels welcome and empowered to succeed

- Deliver a programme of training, development, and awareness events to educate our staff and foster a culture of belonging
- Empower our staff to share their perspectives, experiences, and ideas to drive positive change for all
- Ensure our policies and procedures are inclusive so that all staff are included fairly

Embedding ED&I

Ensure IRIS' pillars of inclusion and diversity are clearly communicated and understood at all levels and that everyone takes responsibility for upholding our inclusive and diverse culture

- Ensure our senior leaders and ED&I Champions are role models across the IRIS family
- Support our people managers by developing their skills and awareness of ED&I
- Use KPI's and data to measure success and drive positive change

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 businesses, schools, and organisations, by providing software solutions and services that substantially enhance operational compliance, efficiency, and accuracy, empowering the users of our technology to 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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