

2023 IRIS
Ethnicity Pay Gap Report

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Introduction

Research is clear that diversity and inclusion is good for business – bringing greater creativity, faster innovation and long-term success. At IRIS, our people are our greatest asset, and the diversity we have across the IRIS family enables us to be the 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.

As the global economy evolves, the need for diversity and inclusion in the workplace is more important than ever. Despite progress in recent years, disparities in pay based on ethnicity persist across many industries and sectors across the UK. As a result, there's growing demand for companies to undertake a comprehensive analysis of the pay received by their workforce to understand disparities and take action where needed.

As one of the UK's Best Workplaces™, we are proud to be leading the way in diversity and inclusion, and are very pleased to publish our first Ethnicity Pay Gap Report. This report aims to provide an analysis of pay by ethnicity across IRIS' UK employees. This builds on our long history of publishing our Gender Pay Gap reports, with the work informing our ongoing diversity and inclusion strategy and wider initiatives.

Through conducting this analysis, we hope to contribute to more informed and equitable discussions around the topics of ethnicity and pay in the workplace. We will also share our ongoing and future plans to continue to promote and support diversity and inclusion across IRIS.

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



Stephanie Kelly

Chief People Officer



Celebrating Diversity and Inclusion at IRIS

At IRIS, we believe in equality, the celebration of diversity, and providing a safe space for our employees. We're very proud to be a diverse organisation and celebrate our different backgrounds and beliefs. We've run a calendar of events celebrating religious and traditional holidays for many years, including Passover, Eid, Diwali, Christmas, Theravada and Pentecost. Celebrating diversity and recognising various traditions stems from the top, with our CEO regularly speaking about each event in their weekly Friday email, sharing photos, and wishing those who celebrate the absolute best.

We pride ourselves in not just celebrating events that are close to our employees' hearts but in providing a daily safe space for everyone in which they can be themselves. In August 2023, we announced the opening of our new Contemplation Room at our Heathrow Approach office. We recognise that each of our employees will have different needs at work, therefore, we've created this dedicated room to be a private and quiet space to either focus on wellbeing, meditate or pray.

To ensure employees from ethnic minority backgrounds can trust they will be treated equitably, IRIS has been a signatory of the Race at Work Charter since 2019, showing our commitment to racial equality. This Charter is designed to improve outcomes for Black, Asian and minority ethnic employees in the UK. As part of signing up to the Charter, we have appointed an Executive Sponsor for race to ensure support for our diversity initiatives starts at the top.

We also commit to ensuring zero tolerance of harassment and bullying, which is communicated to all employees in our handbook, policies and contracts, and promise to take quick action to investigate and rectify issues in the extremely rare instances they occur. We capture data on race equality through our annual Great Place To Work™ survey and other initiatives to gather feedback and track our progress.

We also ensure that equality in the workplace is the responsibility of all leaders and managers. We establish this during our manager and leadership hiring processes and training programmes.

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 to employees. This particularly supports young people, women who work part time around caring responsibilities, marginalised groups and those from lower socio-economic backgrounds, who are traditionally in lower paying roles.



Our Unity in Culture Affinity group

Our Unity in Culture Affinity Group Chairpersons



Andrea Powers

Privacy Manager, North America



Damion Mairs-Ingram

Software Engineer Manager, UK

Promoting inclusivity and equity lies at the very heart of IRIS. To further this, we launched our Affinity Groups in 2021 and encourage our employees to actively participate in the ones that are particularly close to their heart. One of our Affinity Groups is Unity in Culture which is focused on bringing together and empowering people of colour here at IRIS.

The Unity in Culture Affinity Group aims to provide a safe place for IRISians to bring their most authentic selves to work. Our Unity in Culture group works to foster inclusion in several ways, including activities to help employees feel that they belong and are part of a community, especially through connections that counter the feelings of being an “only”. The group is focused on being an incubator of talent and professional growth in a safe space. It strives to help strengthen acceptance, camaraderie, and fairness across groups, helps members build allyship and boosts the visibility of underrepresented groups within the company.

Our Unity in Culture Group ran two events for Black History Month in October 2023: allyship training and a trivia quiz. We also published a booklet written by our Unity in Culture Affinity Group, using their unique experiences and views to share the history of black figures, spotlighting black-owned businesses and charities, and including traditional recipes.

Our virtual Unity in Culture Group meetings are held on every third Tuesday of the month

Hearing from our IRISians



At IRIS, we take diversity and inclusion very seriously and have a dedicated team that deliver awareness campaigns and a yearly calendar of cultural events. This ensures our staff feel a sense of belonging and creates opportunities for people to learn more about different cultures. We see the impact of these initiatives reflected in the feedback from employees.

In our annual Great Place to Work survey, we ask our UK workforce if they feel fairly treated at work. In 2023, 96% said, 'people here are treated fairly regardless of their sexual orientation' and 95% said that 'people here are treated fairly regardless of their race'.

In our 2022 Great Place to Work survey, one of our highest scoring statements was "people here are treated fairly regardless of their race or ethnic origin". We're delighted that employees who identified as an ethnicity other than 'White' scored this statement 96%, and when compared to the UK benchmark for Extra-Large Best Workplaces™, were 9% more likely to say they can "be myself here" and "I am treated as a full member here regardless of my position", and 13% more likely to say they feel they "make a difference here".

In our monthly employee survey, we ask how satisfied our staff members are with IRIS' efforts to create an environment in which people from all background are treated fairly. We are delighted to currently hold a score of 9.1 out of 10 which places us in the top 25% of tech companies.

We're delighted to hear from our employees about their experiences and what they enjoy at IRIS. Employees who identify as an ethnicity other than 'White' told us:

I love my job and I love working for IRIS... I feel that it's the only work place I have worked at that allows you to have a great work life balance and be a working mum.

I feel that people from all backgrounds are treated fairly at IRIS. I have always felt comfortable working at IRIS as a British Asian, and have seen other colleagues from different backgrounds thriving and happy.

As an ethnic minority I feel that my managers treat me fairly. And there is an effort to make sure the same happens as we move towards more recruitment across the globe.



Calculating our ethnicity pay gap

What is an ethnicity pay gap and how is it calculated?

To align with the reporting dates established by the UK Government's gender pay gap reporting guidelines, the data for this report is taken from April 2023. At this time, IRIS had 1,985 UK employees. The ethnicity pay gap is the percentage difference in hourly pay between staff members of different ethnic backgrounds compared against those who are 'White'. For this report, we are using the agreed list of ethnic groups by the UK Government, which also correlates with the options we ask our employees to choose from when confirming their ethnicity to us as part of our diversity monitoring activities.

Throughout this report, we may use the terms 'individuals that identify from a different listed ethnic group to White' or 'Combined Other Ethnic Groups'. These data groups include all ethnic groups in the table below apart from the 'White' ethnic group.

Mean Pay Gap

To calculate the mean, we added together the hourly pay rates of all applicable employees and divided this by the total number of employees, providing an average hourly pay rate. The mean ethnicity pay gap is the difference in average pay between the White staff members and those from the Combined Other Ethnic Groups.

UK Ethnic Groups

- Asian or Asian British
(Indian and Pakistani, Other)
- Black or Black British
(African, Caribbean, Other)
- Chinese
- Mixed Ethnic Groups
- Other Ethnic Groups
- White
- Prefer not to say

Median Pay Gap

To calculate the median for each ethnic group, we arranged the hourly pay rates of all relevant employees from highest to lowest respectively. The median hourly rate of pay is in the middle of each range. The median ethnicity pay gap is the difference in pay between 'White' staff members and those from 'Combined Other Ethnic Groups' listed in the middle.

Pay Quarters

To calculate the percentage of 'White' staff members and those from 'Combined Other Ethnic Groups' listed in each hourly pay quarter, we then sorted our 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 'White' staff members and those from the 'Combined Other Ethnic Groups' listed in each of the four quarters.

What do our 2023 figures show us?

81.7% of the UK population identified as 'White' in the most recent census data (ONS, 2021). In April 2023, 80% of UK IRIS employees identified as 'White', 17% as 'Combined Other Ethnic Groups', and 3% as 'Prefer Not to Say'. 'Combined Other Ethnic Groups' are therefore similarly represented at IRIS compared to the UK population as a whole, and we are proud that IRIS reflects the ethnic makeup of the UK community in which we operate. In addition, when we then look at the representation of 'Combined Other Ethnic Groups' by pay quarter, they are almost equally represented across all pay quartiles (Figure 2). This shows that there are equal opportunities for people of all backgrounds to achieve senior and leadership roles here at IRIS.

% of IRIS' UK Workforce

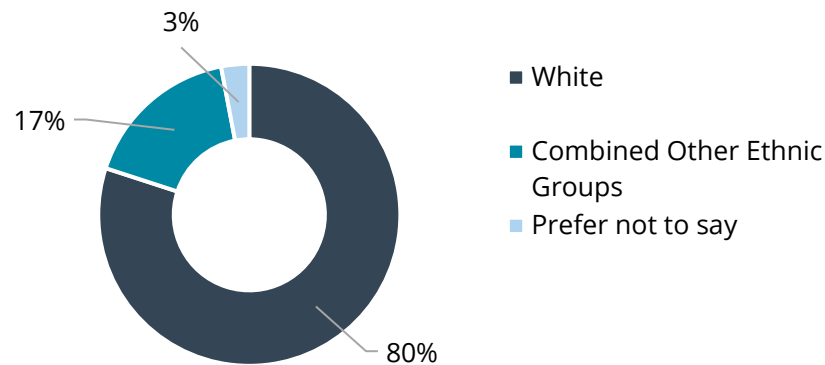


Figure 1

Pay Quarters

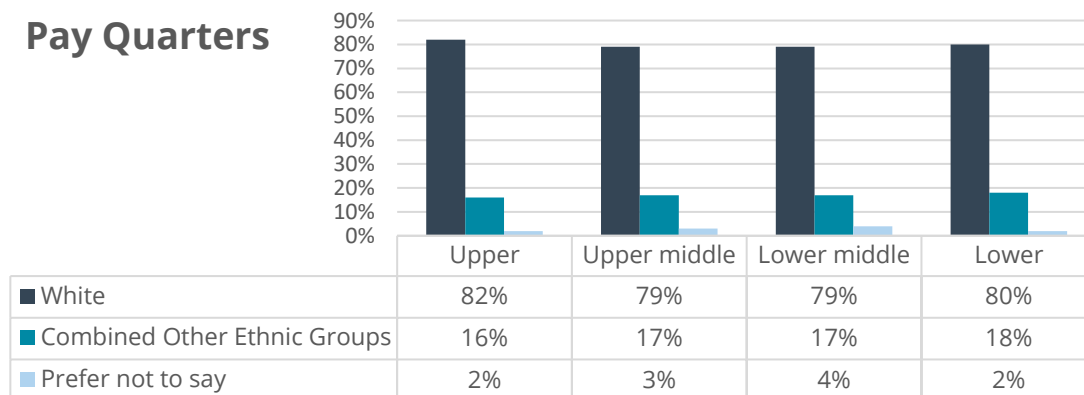


Figure 2

IRIS to UK population ethnicity comparison

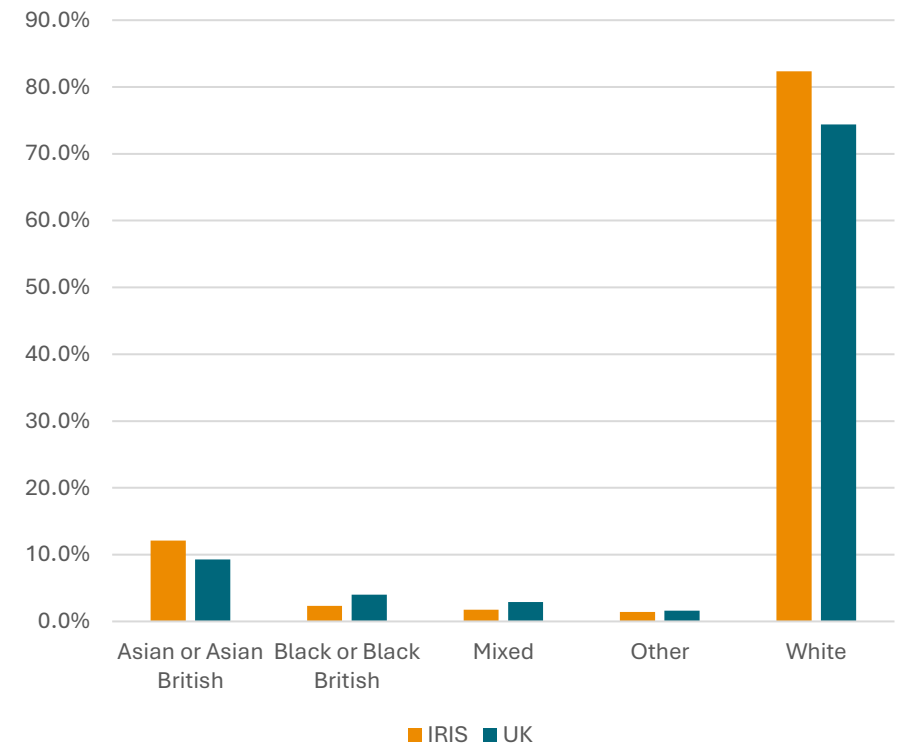


Figure 3

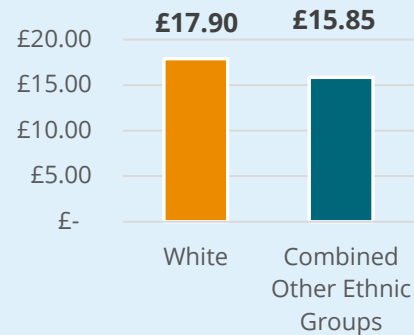
What do our 2023 figures show us?

Hourly Pay

A median analysis of our hourly pay reveals that those from Combined Other Ethnic Groups are paid slightly less than their White colleagues. Overall looking at median and mean, there is an ethnicity pay gap of £2.05 at IRIS. This means that White staff members receive 11% more pay per hour than those from the Combined Other Ethnic Groups. The mean analysis of our hourly pay shows a similar result of a £2.15 pay gap, indicating a mean pay gap of 9%.

Our current ethnicity pay gap of 9% is largely driven by a significant disparity between the earnings of the lowest and highest earners within the upper quartile. This wide margin within the upper pay bracket suggests that while there is good representation across the pay quartiles, a concentration of higher earners that identify as white is contributing to the overall pay gap.

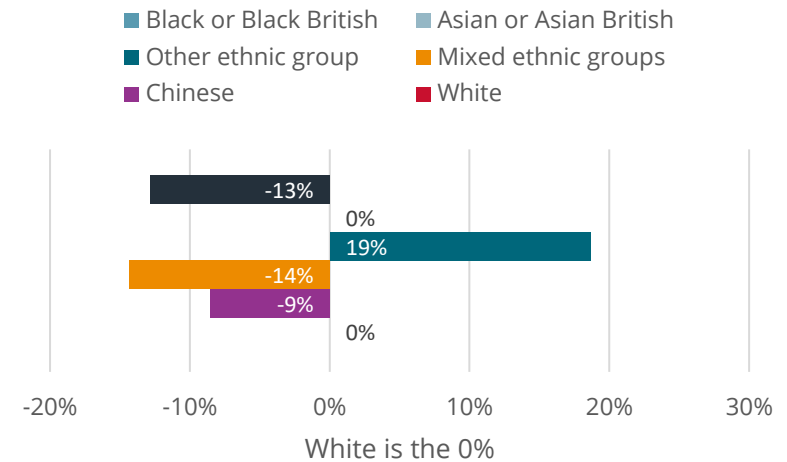
Median Ethnicity Pay (Hourly)



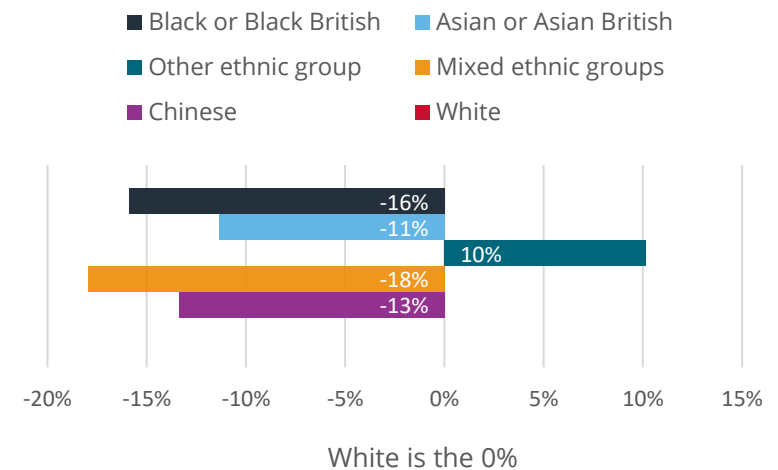
Mean Ethnicity Pay (Hourly)



Median Ethnicity Pay Gap (%) by Ethnic Group



Mean Ethnicity Pay Gap (%) by Ethnic Group



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.



We firmly believe that a diverse workforce is key to success. We're delighted to have established three 'Pillars of Inclusion', which are promoted and embedded across the IRIS family.

To lay the foundation for these pillars, we need to focus on communication and education, collecting meaningful data, promoting internal mobility and align our various employee voice methods. We're proud to promote our pillars both 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 KPI's relating to inclusion.

Supporting underrepresented groups and women to grow their career at IRIS and attain positions in senior leadership is really important to us. We work hard to ensure all staff are aware of the opportunities open to them at IRIS 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 a fairer, more equal world where everyone can thrive.

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	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, empowered to succeed and maximise their potential	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
Create career opportunities for diverse candidates through inclusive talent programmes and initiatives	Deliver a programme of training, development and awareness events to educate our staff and foster a culture of belonging	Ensure our senior leaders and ED&I Champions are role models across the IRIS family
Keep our application and selection processes fair and unbiased for all candidates	Empower our staff to share their perspectives, experiences and ideas to drive positive change for all	Support our people managers by developing their skills and awareness of ED&I
Provide clear pathways for progression and development to empower all employees to reach their career goals and maximising potential	Ensure our policies and procedures are inclusive so that all staff are included fairly	Use KPIs and data to measure success and drive positive change

Our strategy and plans

Although we have already implemented many positive measures to enhance the diversity of our workforce, this report highlights exciting opportunities for us to further advance our efforts in creating a workplace that fosters the contributions of individuals from diverse ethnic backgrounds, ultimately further contributing to our collective success.

How we will close the Ethnicity Pay Gap at IRIS

Promote a Pathway for Internal Advancement. We will create internal mobility and fast track programs that encourage internal career development and accelerated career pathways that gives people of colour visibility and opportunities to advance to upper pay quartiles.

Bias Training for Decision-Makers. We will implement mandatory training for managers and senior leaders on unconscious bias, cultural competence, and inclusive leadership to enhance fair decision-making in all employment processes.

Transparent Recruitment and Promotion Processes. We will implement criteria for internal and external recruitment, promotions, and performance evaluations, ensuring

that the processes are free from bias. This includes management training, ensuring we have diverse recruitment panels and regular recruitment audits.

10,000 Black Interns. We will continue to engage with this fantastic partner to create additional opportunities for incredible Black talent to come and work at IRIS. We are proud to remain part of the programme following the success of our first cohort of interns in 2024.

Mentorship and Sponsorship. We will launch collaborative mentoring, so that those from diverse ethnic backgrounds can share their knowledge and lived experience, learn more about leadership in the organisation and level up inclusivity in the workplace across the board. We will also encourage senior leaders to actively sponsor high potential talent from underrepresented groups, promoting their visibility and career growth at senior levels.

Continue to celebrate our differences. We will continue to invest in diversity and inclusion training for all team members and to deliver awareness campaigns and celebrations throughout the year. This isn't just about understanding one another better; it's about creating an environment where every person feels seen, valued, and appreciated for their unique contributions.

Creating a supportive community. Our Affinity Groups foster a sense of community and support. These groups can be spaces for open dialogue, idea-sharing, and collaboration, strengthening the bonds that make our organisation an even better place to work.

Welcome Talent from
Everywhere

10,000 Black Interns

Mentorship

Continue to Celebrate
our Differences

Building Pathways to
Leadership

Creating a Supportive
Community

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](#), [X](#), and [Instagram](#).

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