

IPSL 2023 GENDER PAY GAP REPORT

Our Pay and Bonus Gap

IPSL had a total of 598 “relevant employees”, of which 585 are “full-pay relevant employees” included within the data set at the snapshot date of 5th April 2023. The table below shows the difference in average pay and bonus between all men and women in the organisation.

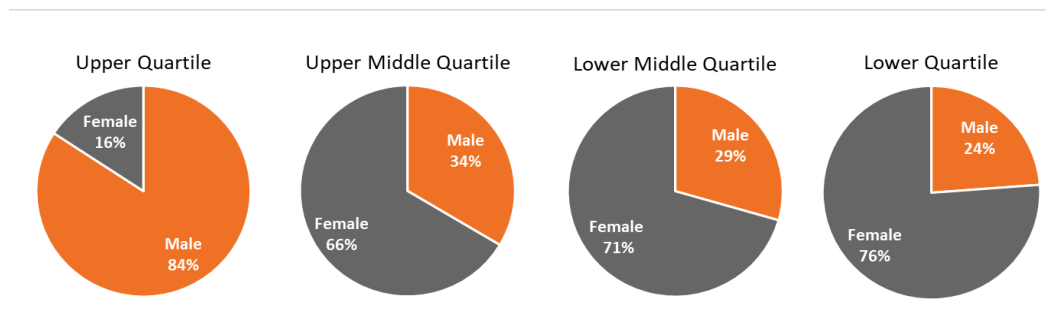
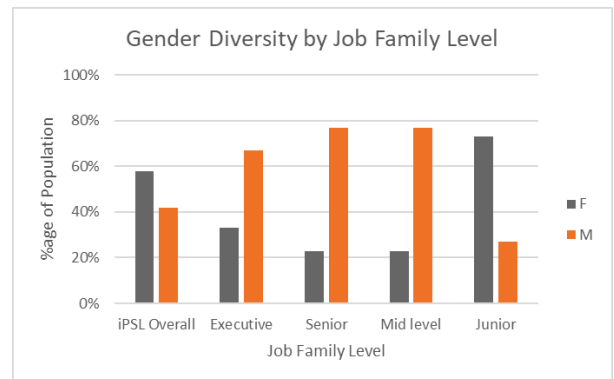
	Mean	Median
Hourly Pay Gap	39.45%	45.8%
Bonus Pay Gap	65.0%	9.2%

Gender Distribution

Gender distribution across our overall employee population has remained relatively static for several years, only moving c.1% in the last reporting period.

Approximately 88% of our female population are positioned within junior level roles, due to the nature of the organisation and role types; with males dominating across more senior level roles within all business areas.

This is reflected by the graphs below, illustrating the gender distribution across equally sized quartiles of the business, i.e. dividing our colleagues into four equal groups, from lowest to highest paid.



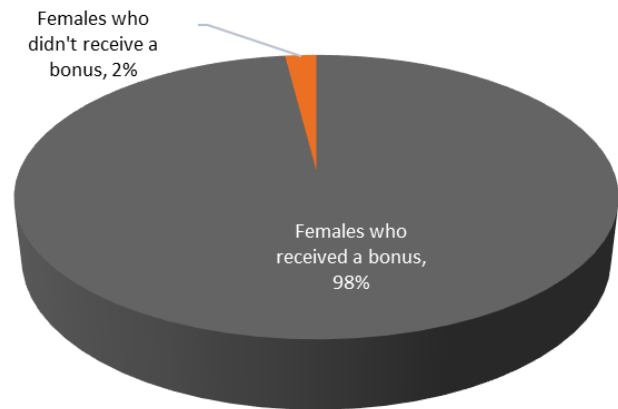
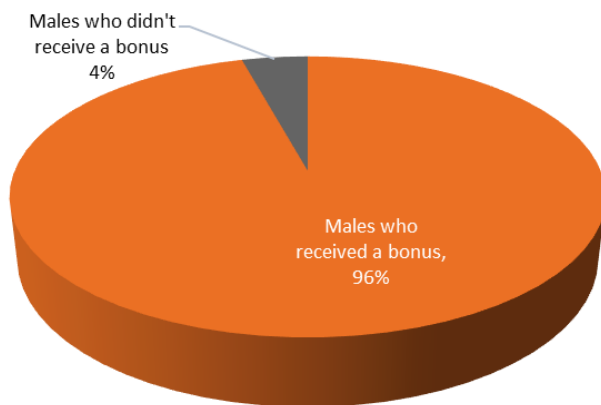
Whilst the gender distribution across our four pay quartiles continues to remain reasonably static, in line with our overall employee demographics, the dominance of males across our upper quartile has increased by c.4% and females in the lower quartile by c.7%. This is reflective of our overall employee demographics. However, c.47% of all employees promoted during the reporting period were female, with 30% of these moving into mid or senior level management positions. In comparison, of the males promoted during the period, c.39% moved into mid or senior level positions.

Job Family Level	2023 GPG	2022 GPG	Difference
Executive	48.83%	45.39%	↑ 3.45%
Level E	-2.58%	12.46%	↓ -15.04%
Level D	6.62%	2.98%	↑ 3.64%
Level C	15.66%	6.59%	↑ 9.08%
Level B	6.60%	10.35%	↓ -3.75%
Level A	-1.31%	-2.65%	↑ 1.34%

Across our business areas, the largest increases of gender pay gap can be seen within our Finance (c.17%), Change & Release (c.10%) and Procurement (c.6%) teams and is reflective of natural attrition and personnel movement within the teams due to development and/or promotions.

Proportion of Employees Awarded a Bonus for the 2022-23 Performance Year

This reporting year, 98% of our overall population received a bonus. Our Bonus Pay Gap (BPG) includes discretionary bonus, recognition rewards and incentive values.



As part of our colleague recognition programme, all permanent employees are eligible to receive monetary awards and other incentives such as Employee and Team of the Month awards, and as such the proportion of employees receiving a bonus in this reporting period remains high.

During the reporting year, eligible colleagues across job family levels A-C received a one-off discretionary cost of living payment in addition to their annual pay review increases, which is also included in our BPG calculation.

However, as in previous years, our principal bonus opportunities remain primarily targeted to the senior and executive level roles. These bonus frameworks are designed to acknowledge personal performance, measured by individuals' ratings, and our corporate performance against the five business objectives, each with the same 20% weighting.

If we look at the bonus gap of these frameworks alone, removing other types of incentives and discretionary bonus amounts, the mean bonus pay gap for this population only reduces to 24.7% and the median bonus pay gap increases to 41%, with 100% of females and 95% of males eligible receiving a bonus.

How is iPSL tackling its Gender Pay Gap?

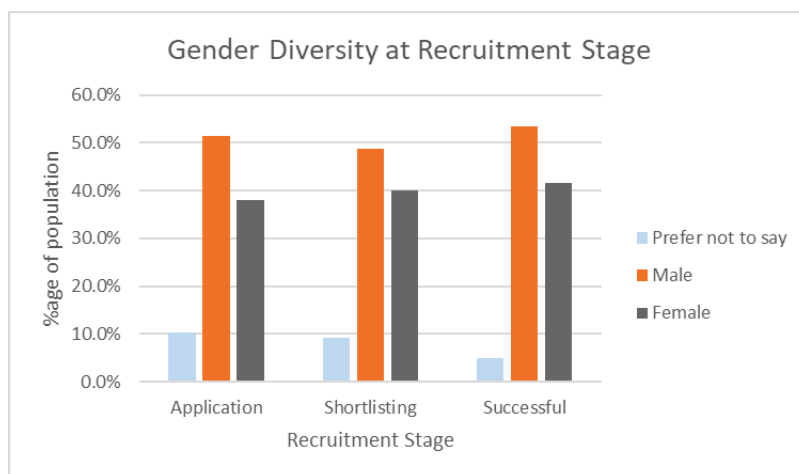
We continue to strive to appropriately reward our colleagues for the excellent service they provide our clients and the ongoing commitment to our modernisation journey. Over the course of 2022-23 we have persisted to seek opportunities to modernise, whether in relation to our working environment, colleague development or our overall employee proposition.

In addition to the one-off cost of living support payments targeted to eligible colleagues, our pay award for 2023 saw c.98% of colleagues receive increases ranging between 3.5% and 10%, our pay principles aligned accordingly to job level. Salary scales for our career pathways continue to be reviewed and published alongside the company-wide scales.

Following the success of our ongoing commitment to flexible/hybrid working and our strategic reward review, which led to the implementation of new career bands within our operations function and additional awards to recognise high performance, 2023 saw us implement further enhancements to our wider employee proposition. These include providing colleagues with additional days off to celebrate their birthday and volunteer to support an external charity or organisation, as well as enhancing our parental leave provisions.

Our benefits package also saw vast improvements - we invested in a new platform, extended and enhanced our core company funded benefits and provided each colleague with a £300 flex fund on top of this to spend on benefits of their own choosing. The company funded benefits (except private medical insurance) and flex fund value are the same for all colleagues – regardless of age, ethnicity, gender, job level or working pattern. This allowed 92% of our colleagues to submit benefit selections for the 2023 year, in comparison to only 35% last year.

During 2022 we challenged ourselves to review our existing approach to recruitment and onboarding, reminding colleagues of recruitment best practice, especially through the lens of inclusivity.



In July, we launched several changes, including striving for equal balance between genders and ethnicities of candidates at shortlisting.

Over a 12-month period since launching the changes, we have recruited for over 50 vacancies, of which c.41% have been filled by female applicants. The promotions of females into more senior levels, e.g. from level D to level E, account for some of the changes across our job family levels.

Our leadership teams and the iPSL Board acknowledge that there is always further progress to be made in reducing our gender pay gap, and we want to continue to make sustainable progress in becoming a diverse and inclusive business. As we progress our business strategy and Good to Great programme, we will continue to build on the positive achievements we have already accomplished and explore every available opportunity to address this.

I confirm that the data reported is accurate.

Raymond Pettitt, Chief Executive Officer