



# The Gender Pay Gap

April 2023



Michelle Joseph,  
Head of People, Europe

# An Introduction

At Iris, we recognise the importance of addressing the gender pay gap which reflects the disparity in earnings between men and women within our workforce. This issue is influenced by various factors, including representation, the distribution of senior roles, progression opportunities, and biases in hiring and promotions.

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and as part of our commitment to transparency and accountability, we take a snapshot of data and report our gender pay gap to the business in the same year.

## Summary of Progress:

We are pleased to report that we are making significant strides in closing the gender pay gap. However, we acknowledge that there is still work to be done. Our ongoing efforts include:

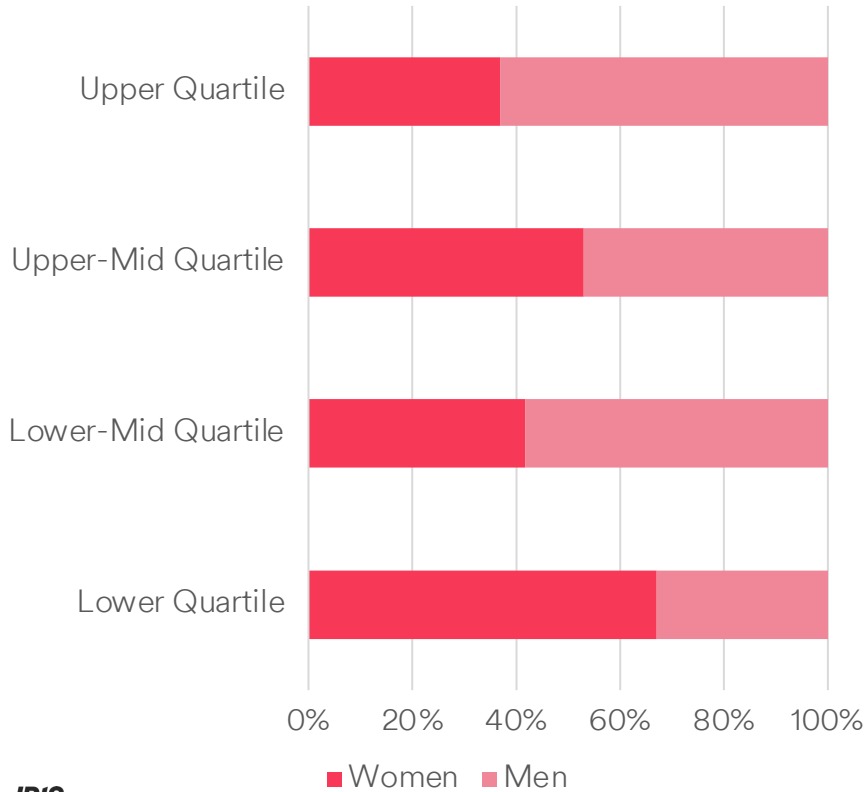
- 1. Driving Change:** We are implementing new initiatives aimed at promoting gender equality to create a more inclusive work environment. These initiatives are designed to address the root causes of the gender pay gap and create opportunities for all employees to thrive.
- 2. Maintaining Momentum:** We are confident that our efforts will continue to drive positive change. By maintaining momentum and staying proactive, we aim to further

narrow the gender pay gap and create a fairer workplace for all.

- 3. Monitoring Progress:** We remain committed to measuring, monitoring, and sharing our progress in real-time. This includes regularly assessing our policies and practices to ensure they are aligned with our goal of achieving gender equality in compensation and opportunities for advancement.
- 4. Strategic Priority:** Improving the gender pay gap remains a strategic priority for us. We understand that achieving true gender equality requires sustained effort and dedication, and we are committed to this journey for the long term. As we move forward, we invite all members of our organisation to join us in our efforts to build a more inclusive and fair workplace. Together, we can create a future where everyone has an equal opportunity to succeed.

# The *Iris* Gender Pay Gap

# Iris Gender Pay Gap 2023



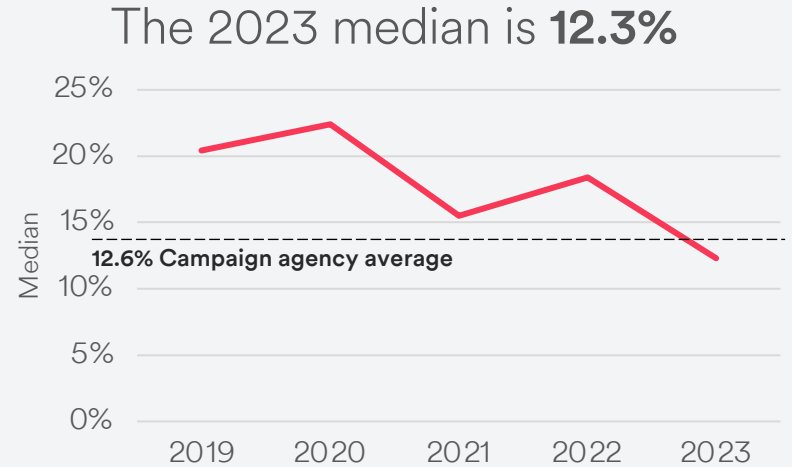
**12.3%**  
**Median**

Percentage difference between the middle woman's hourly rate of pay compared to the middleman's hourly rate of pay.

What's *changed*?

# The Gender Pay Gap is closing

The median gap is 5.9% less than 2022 and 3.2% less than 2021.

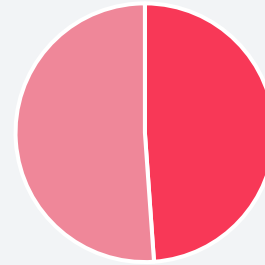


**Biggest shifts are in  
the lower-mid and  
lower quartiles**

Quartile	Women 2022	Women 2023
Upper	39%	37%
Upper Mid	49%	53%
Lower Mid	53%	46%
Lower	57%	67%

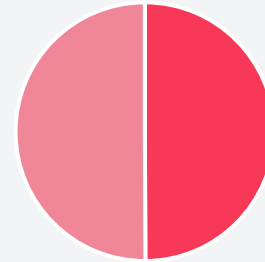
**Salary increases are  
matched for women  
and men**

**Total increases**



■ Women ■ Men

**Percentage increases**



■ Women ■ Men



Where *next?*

# Improve representation of women in senior roles through hiring and promotion

## So far....

- We've ensured anonymity by removing all personal data from CVs to mitigate bias.
- Introduced "The Door", our entry-level scheme in collaboration with Brixton Finishing School, facilitating opportunities for diverse talent.
- Collaborated with WYK to create roles in performance marketing, fostering inclusivity and accessibility.
- Implemented annual and mid-year performance reviews, empowering employees to steer their own career advancement.
- Established internal salary benchmarks to minimise salary discrepancies and promote fairness across the organisation.

## What's next....

- We will continue to deliver gender-balanced shortlists to hiring managers, promoting diversity and inclusion at all levels of recruitment.
- Maintain a steadfast commitment to advancing women into senior positions, actively monitoring and addressing salary disparities for those in the lower quartile during our comprehensive salary review process.



The Iris Women Network



# Shape our culture to offer more support for women in the workplace

## So far....

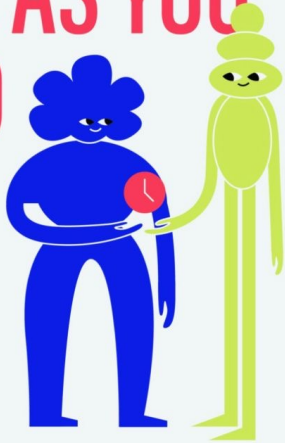
- We've implemented progressive policies addressing menstruation, enhanced maternity pay, and menopause support to foster a supportive and inclusive workplace environment.
- Introduced the Iris Women Network to provide a platform for networking, mentorship, and empowerment for women across the organisation.
- Organised International Women's Day/Month celebrations to mark the achievements of women and raise awareness about gender equality and women's rights.

## What's next....

- We have developed and implemented a fertility policy to support employees navigating fertility-related challenges, ensuring access to resources, support, and accommodations.
- Established a working parent's group to create a supportive community for employees balancing professional responsibilities with parenthood, offering networking opportunities, informational sessions, and peer support.
- Implemented a system to flag all employees who have taken family leave during salary review time, ensuring that their contributions and career progression are considered fairly and equitably.

~~Why don't you just adopt?~~

TAKE AS MUCH  
TIME AS YOU  
NEED

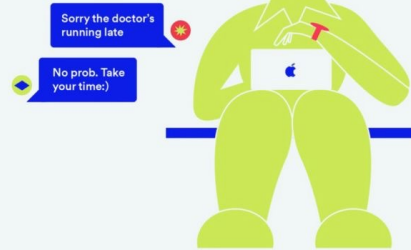


Discover how IRIS can help your fertility journey

**IRIS** / fertility policy

~~You have plenty of time~~

DO YOU NEED  
MORE FLEXIBILITY  
TO ATTEND  
APPOINTMENTS?



Discover how IRIS can help your fertility journey

**IRIS** / fertility policy

~~Just think positive~~

HOW CAN  
WE REDUCE  
YOUR  
WORKLOAD?



Discover how IRIS can help your fertility journey

**IRIS** / fertility policy

# Drive value-based decision making to reduce bias

## So far....

- Our focus is on implementing a centralised job descriptions and competency frameworks for all job roles to provide clarity on job expectations and progression criteria, enabling individuals to understand their current responsibilities and what is required for advancement.
- Enhanced visibility of leadership principles to all staff members, setting clear standards for excellence and guiding behaviour and performance expectations across the organisation.

## What's next....

- We've recently launched comprehensive recruitment training aimed at removing bias from our hiring processes, ensuring that all candidates have an equal opportunity to succeed.
- We're delivering Progress Manager Training to equip our leaders with the skills needed to effectively assess and support their teams.
- As part of this effort, we've established clear criteria for promotions and salary increases. Together, these initiatives are helping us build a more diverse, equitable, and transparent workplace where everyone has the opportunity to thrive.



If you have any questions, please get in touch!  
[newbusiness.enquiries@iris-worldwide.com](mailto:newbusiness.enquiries@iris-worldwide.com)