

UNITE
STUDENTS

OUR 2022
**GENDER PAY
GAP REPORT**



Opening Statements

Our strategic vision is to be a role-model organisation through developing instinctive inclusion where our people and student communities thrive and are at the heart of who we are and what we do every day.

Our people are what make us great and help us deliver for our students, higher education partners, and the communities we serve.

We are still in the early stages of our inclusion journey but we remain committed to increasing female representation in senior roles and narrowing the gender pay gap further in 2023, continuing the steps we have made in 2022.



**Helene
Murphy**

Group People
Director

At Unite Students we're driven by a common purpose: to provide a Home for Success to the tens of thousands of students that come to live with us each year from across the globe. Home for Success is about providing the right home environment for all our students, giving them the right foundation to achieve any goals or ambitions they aspire to.

Underpinning this, our key values of doing what's right and creating room for everyone, supported by our inaugural Diversity, Equity, Inclusion, Belonging, and Wellbeing strategy, demonstrate our commitment to developing a balanced and inclusive workforce where everyone can thrive.

Our renewed focus on inclusion and belonging enables us to attract and retain talented employees from all backgrounds regardless of their gender, race, religion, age or sexuality.

We have set targets for representation at senior and manager levels, affirming our commitment to inclusion and belonging. We have harnessed our technological capabilities to improve collection of monitoring data to assess our progress along our inclusion journey during 2023 and beyond. By continuing to live our values we will all play our role in growing the business.



Richard Smith

Chief Executive

Introduction

Achieving gender equality is a key foundation of our “Providing opportunities for all” corporate goal.

We recognise that building a community where our employees more closely represent the diversity of our students and our localities has wide ranging benefits for all of us – our employees, our students, our communities but also the business itself and our shareholders.

Our aspiration for and our firm commitment to parity in leadership roles remain but we recognise the need to set targets that are both stretching and achievable given the size and scale of our leadership team. Our target for female representation in our leadership and management roles is therefore 40% by 2024. As of 31 December 2022, females represent 30% of our senior leadership roles.

We are pleased to report that we have made further progress in addressing our gender pay gap over the past year with the mean gender pay gap decreasing by 2.1% to 17.6% alongside a 2.0% reduction to 4.9% in the median gender pay gap.

The following factors have contributed to this improvement:

- A decrease in the representation of women in the lower quartile and an increase in the representation of women in the other three quartiles.
- The increase in the representation of women in the upper quartile (from 36.5% to 40.2%) has had the biggest impact on our pay gap.

We confirm that our data has been calculated according to the requirements of the equality act 2010 (Gender Pay Information) Regulations 2017.



This increase in female representation in the upper quartile, which contains all of our leadership roles as well as many of our professional and technical roles, can be attributed to a number of diversity, equity, inclusion, and belonging (DEIB) initiatives, introduced under our 3 year DEIB strategy.

- We are working with new search partners who share the same values and commitment to gender parity and have worked hard to ensure that we have strong female candidates in all our external senior hire searches resulting in several successful appointments.
- We have introduced an employee forum, Culture Matters, to provide an inclusive environment for our employees to share ideas and contribute to our people strategy through a two-way communication process with senior management. The forum is supported by our four dedicated employee resource groups, to connect, support and empower those in under-represented communities.
- We have introduced flexible and hybrid working policies for all head office roles to support positive work-life balance and enable working parents and those with caring responsibilities to take up leadership roles.

We recognise that there is still work to do in this area and have developed an action plan to further progress our activity and increase the representation of women in leadership roles through clear progression and promotion opportunities.



Our 2022 Gender Pay Gap Report

Our analysis shows that the overall difference between women and men’s earnings is 17.6% (mean) and 4.9% (median). This is based on hourly rates as at 5 April 2022. At this date Unite Students employed 1,639 employees with 44% female and 56% male employees.

Pay and bonus gap

Difference between women and men	Mean	Median
Gender Pay Gap	17.6% (down 2.1% from 2021)	4.9% (down 2.0% from 2021)
Gender Bonus Gap	55.2% (up 24.8 from 2021)	10.3% (no change)

Our headcount figure is around three times less than the FTSE 100 average and so the higher salaries paid to our Executives have more of an impact on our mean pay and bonus gaps than they would for a larger organisation.

More than 75% of our employees are based in our Operations function, supporting our portfolio of more than 157 properties in 23 leading university towns and cities in front line roles such as housekeeping, student experience, student safety, and facilities. We have structured salary ranges for these roles ensuring equal pay for all and we are committed to paying Real Living Wage for all roles. However, this high concentration of employees in frontline roles inevitably contributes to our mean gender pay and bonus gaps, as they attract lower salaries than for senior and leadership roles.

Our mean gender pay gap has reduced again this year to 17.6% (a decrease of 2.1%). This is largely due to an increase in female representation in leadership and technical roles which attract a higher rate of pay.

Our median gender pay gap has also reduced this year by 2.0% to 4.9%. The median is often considered to be a more reliable measure of the gender pay gap, as this measures the difference in average pay and is not skewed by the lowest or highest earning employees. This figure demonstrates that there is only a moderate difference in median pay between our male and female employees.

Whilst there is still further progress to be made, we are pleased to see that our gender pay gap is continuing to narrow.

Our mean gender bonus gap has increased by 30.4% over the last 12 months to 55.2%. This is due to the business impact of the Covid-19 pandemic and the suspension of our annual bonus scheme in 2020.

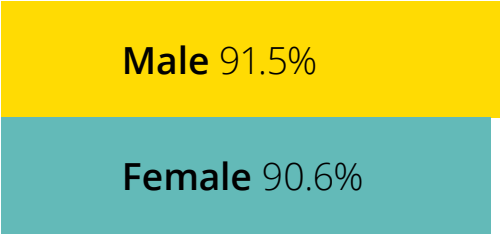
In 2021, a discretionary bonus payment was awarded to employees at all levels below the Executive of the organisation.

The difference in the amount awarded to those individuals in entry levels and those in higher paid levels was smaller compared with the annual bonus scheme and consequently our bonus gap fell significantly compared with the previous year.

For the 2021 financial year the annual bonus scheme was reinstated, and this has resulted in an increase in the 2022 mean bonus gap compared with the previous year. We note that the mean gender bonus gap has reduced by 14.6% compared with our 2020 report. Our median bonus gap remains unchanged from last year at 10.3%.

The mean bonus gap primarily results from the lower representation of women in more senior leadership roles, which receive much larger bonus awards including payments under our long-term incentive plans which are linked to our long-term business growth.

Proportion of employees awarded a 2021 bonus



All employees with more than three months' service are entitled to participate in our annual bonus scheme. The proportion of both males and females receiving a bonus is comparable with the previous year and reflects turnover levels in our frontline roles.





Pay Quartiles

The proportion of males and females in each quartile is as follows:

Q4	Male 59.8%	Female 40.2%
Q3	Male 62.2%	Female 37.8%
Q2	Male 59.6%	Female 40.4%
Q1	Male 41.1%	Female 58.9%

Our gender pay gap is impacted by the representation of males and females across our organisational structure, in particular the lower representation in the highest quartile which includes our senior leadership roles. We continue to see the lower quartile over-represented by females; primarily due to the concentration of housekeeping roles in this quartile, which are typically held by females. However, we note that the proportion of females in the lower two quartiles has fallen since the previous year, whilst the proportion of females in the upper two quartiles has risen, reflecting the increase in the number of females holding senior leadership and technical roles.