

UNITE
STUDENTS

Gender Pay Gap Report

2024



We are US

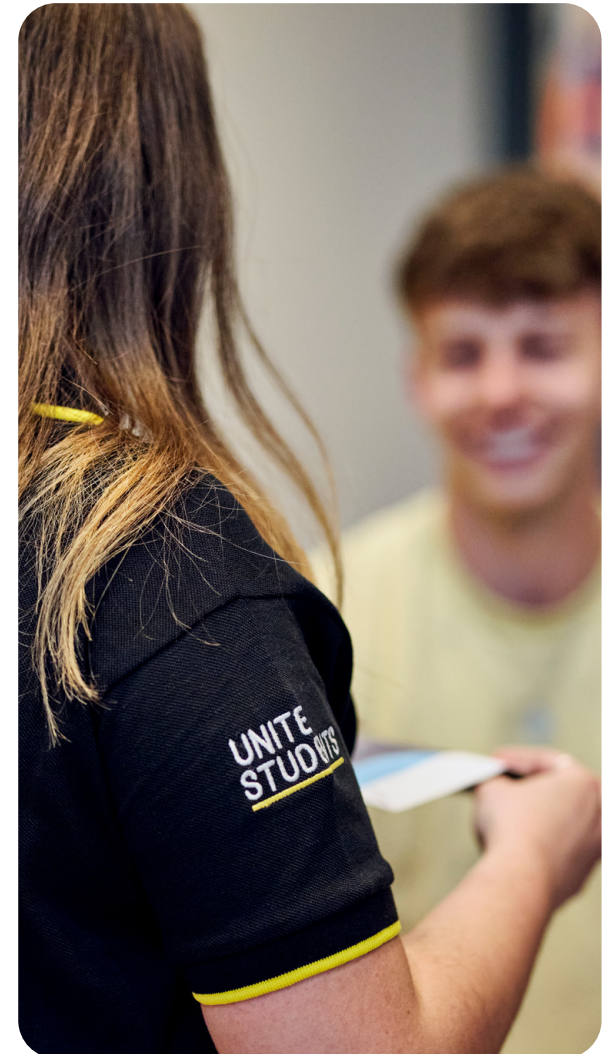
Unite Students is the largest provider of student accommodation in the UK. Our purpose is to be a Home For Success, creating communities where young people thrive.

We can only deliver on this with the imagination and hard work of our exceptional people. That's why for 2025, we are making Great Place to Work a key pillar of our 2030 Vision.

We're also launching our new values, including Unite as One, which means working together and championing our differences to win as a team and create a sense of belonging.

I know that to deliver on this we also need to visibly show progress to our people. That's why I'm particularly pleased that last year we again increased the representation of women in our leadership and management roles. We will be working hard to get to our stretching 40% target by the end of 2025.

Joe Lister
Group CEO



Our Great Place to Work Journey

Closing the gender pay gap requires long term focus and commitment.

Our gender pay gap is 6.5%, still well below the UK average, but we're not stopping here. Progress means staying accountable and we're committed to real change.

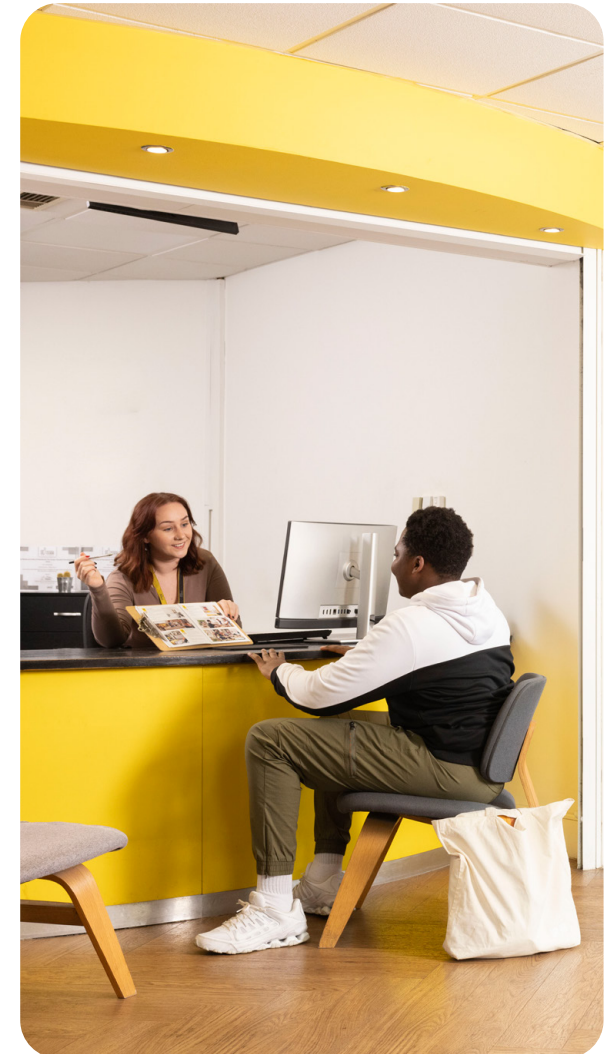
Diversity, equity, inclusion and belonging are essential components of being a great place to work. We want to be a role-model organisation through developing instinctive inclusion. Where our people and student communities thrive and are at the heart of who we are and what we do every day.

I'm proud of the work we have done this year to bring this commitment to life, including re-making our values and behaviours; sessions with our senior leaders around inclusive leadership; enhancing the inclusiveness of our talent potential assessment process; and the appointment of executive sponsors to our employee networks.

Our gender pay gap is an important and visible reminder of why the work we continue to do to equalise opportunities for our people is so important.

Amy Round

Group People Director



Key Points

1. **We have a gender pay gap** – it has risen slightly since last year to 6.5%¹ but remains below the UK national average.²
2. **We know that our gap is driven by differences in representation through our organisation, not by equal pay** – we have more males in our senior roles and more females in our junior roles.
3. **We have set a target for female representation in our leadership and management roles of 40% by 2025** - as of 31 December 2024, we are at 37%.
4. **We continue to progress our Diversity, Equity, Inclusion and Belonging (DEIB) agenda to ensure that Unite Students is a great place to work for all** – we have introduced external coaching support for senior female leaders and refreshed our learning and talent assessment approaches with a view of inclusivity.
5. **We recognise there is still work to do** – in 2025 we will be reviewing our DEIB strategy to ensure we continue to attract, develop and retain diverse talent.

1) Median pay gap

2) ONS 2023 median gender pay gap (13.1%)

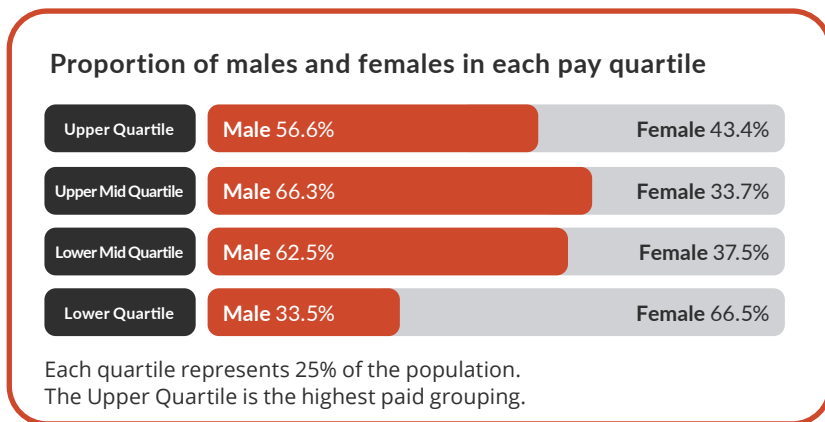
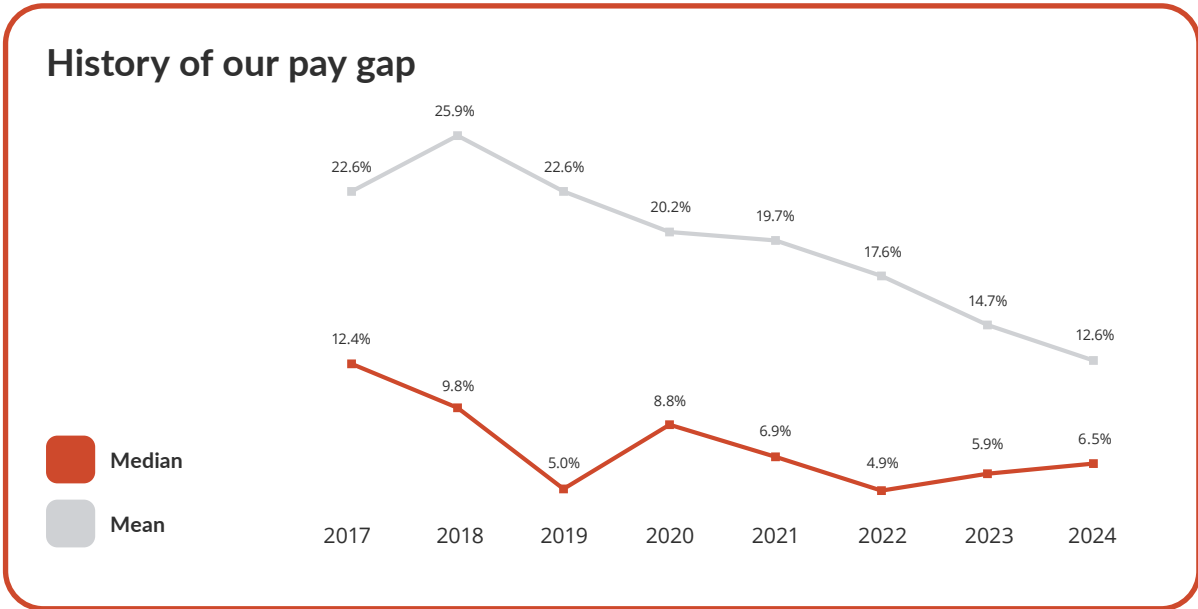
Gender pay gap	2024	2023
Median	6.5%	5.9%
Mean	12.6%	14.7%



Our 2024 Data

2024 pay and bonus gaps		2024
Gender pay gap	Median	6.5%
	Mean	12.6%
Gender bonus gap	Median	16.1%
	Mean	31.8%
Proportion of employees that received a bonus	Male	85.1%
	Female	84.0%

Our median hourly pay for women is 6.5% less than men



Mean Pay Gap:
The mean gender pay gap is the difference in the average hourly pay for women compared to men.

Median Pay Gap:
The median pay gap is the difference between the hourly pay rate for the middle woman in the data, compared to that of the middle man.

Reducing Our Gap

What we've done in 2024

Values and behaviours – We re-freshed our values and behaviours, putting inclusivity and diversity at the heart of how we work.

Exec sponsorship – We've appointed Executive sponsors to all our Employee Resource Groups (ERGs), demonstrating a broader leadership commitment to driving change.

Career coaching and progression – We sourced an external provider to deliver communications coaching to senior female leaders in the business and have also published an approved list of external coaches who are able to support colleagues with a wide range of needs.

Talent attraction – We reviewed our approach to assessing talent potential, including through the lens of gender inclusivity.

Policies – We've broadened our suite of policies that support women at work, including guidance on Menopause.

Learning – We have developed our DEIB learning to better support our teams in creating a place of belonging for our teams and residents.

What we'll do in 2025

Our ambition is clear – we want to build a Great Place to Work where everyone has the opportunity to grow, thrive, and be recognised. In 2025, we will take bolder action by further embedding inclusion into every stage of the talent lifecycle – from hiring to progression, leadership, and reward. We will focus on three key areas:

Embedding our values – Ensuring our values shape how we hire, develop, and recognise our people.

Expanding leadership development – Equipping managers with the skills to hire, support, and retain diverse teams.

Reviewing how we hire and pay – Strengthening fairness and inclusion in recruitment, progression, and reward.

The new values we've recently launched are at the heart of how we drive change in gender equity, ensuring inclusion isn't just a goal but part of how we work every day.



CHALLENGE
THE ORDINARY



UNITE
AS ONE



LEAD WITH
HEART



STAY ON
POINT