

Gender Pay Gap Report 2021/22

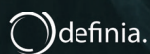
THE **IN** GROUP



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Introduction

We continue to place diversity, equity and inclusion (DEI) at the heart of everything we do at Investigo Ltd, trading as The IN Group (TIG). We don't always get it right, but we work hard to ensure that our culture is inclusive and fair to all.

Our DEI committee is currently made up 10% of our global workforce, with around 60% of those identifying as female. The committee helps us ensure our culture is inclusive to everyone we work with – including our people, our clients, and our candidates. By bringing DEI into their outlook, we want to empower and inspire people, creating a knock-on effect to the teams they work in or hire.

We presented our first gender pay gap report 3 years ago, and we have been, and continue to be on a journey to promote equity and inclusivity at TIG. This report presents our gender pay gap for 2021-2022 period, along with a narrative, how we have progressed against our plans and what's next on our agenda to promote equity and inclusivity at TIG.

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Our Gender Pay and Bonus Gap

TIG is a leading group of talent businesses that provides recruitment and consultancy solutions to a wide range of public sector and private hiring organisations.

The gender gaps at TIG exist for a number of reasons:

- The gap is largely driven by the fact that there are more men in higher paid roles than women and that a significant proportion of these roles are Executive Board and Director level.
- We have a higher proportion of males than females who work in temporary roles on assignment with our clients, often in more senior roles and with higher levels of relative pay.
- Our gender pay gap is not as a result of men and women being paid differently for the same jobs. At TIG, men and women in the same roles are broadly paid the same within a job pay range.
- Our bonus pay gap is largely driven by our top performers which consists of a higher male population and our reward framework is transparent and meritocratic.

It's important to note that this shows our overall mean and median gender pay and bonus gaps when we combine both our employees with our temporary workers who are on assignment with on client sites (as per the statutory requirement).

TIG AVERAGES		
Gender Gap	Median ³	Mean ⁴
Pay ¹	20%	23.6%
Bonus ²	75.4%	62.3%

Putting the Plan into Action

In order to ensure we have an inclusive and fair culture, our People and Culture team along with the DEI committee, have worked hard to understand our internal demographics and their needs, so there can be a genuine focus on having the right initiatives and underlying processes and practices in place to ensure we attract and retain the best talent with inclusion and equity at the heart.

1. We have promoted our Accelerating My Career Programme across the female population of the business to ensure opportunities for women to enhance their careers are maximised. Female mentorship and coaching has been proven to be one of the best ways to build sustainable female leadership and this is something we have been and continue to be committed to achieving. We do recognise however, that this can take time. Currently, there is a 50:50 male to female ratio on this programme globally, and several female employees have been promoted since finishing the programme.
2. There has been a strong focus on having a great culture and work ethic, and it remains that nearly ninety percent of TIG's people who responded to our most recent employee engagement survey stated: 'I am paid fairly for the work I do'.
3. Our talent pipeline is reviewed on a regular basis with the Senior Management Team and with each business unit Director, to ensure a focus is kept on how we develop and support the female population across the business. Feedback is sought and data is reviewed, so we can remove biases or barriers to females moving up through the talent pipeline.

Targeted campaigns for female hiring in particular:

- Carried out intensive external talent mapping and targeted marketing content for senior females to join the business
 - Created an Internal Mobility programme, to allow our brilliant talent to have a change in career within the company. We have had some great success with this, and in particular 6 female internal moves so far.
 - Training was provided to hiring managers on how to hire inclusively and our overall hiring efforts have shown a year on year increase in female hires, most recently in 2022, where we 40% of our hires were females compared to 2021 which was 30% of all hires.
4. The DEI strategy has been incredibly impactful. Focusing on ensuring equity and inclusion for all, we have run Inclusivity workshops for everyone across the business and have introduced the same training to all new hires.

The 'Women's Forum', focuses on raising awareness around issues that specifically affect women in the workplace as well as on amplifying the voice of women. It's not limited to women though, as we have a number of male allies on that forum. We have recently had greater participation within this forum with more events and topics aimed at driving female confidence, ambition, development and performance.

We have also seen an increase in female representation over the last year on our High Achievers Trips, where people from across the business at different levels and within different roles, qualify to attend the trips as a reward for meeting set and transparent performance criteria. This male:female ratio has moved from 3.2:1.0, to 1.8:1.0, and we certainly see this as a positive trend in how the female population is evolving. A 'spotlight' was put on identifying what we provide our female population in the workplace, and the findings were published both internally and externally, to ensure what we offer is known and accessible by all.

We became a member of the 'Employers Network for Equality and Inclusion' to help us understand more about what we could be doing differently. We scored 46% in their TIDE report back in 2021 and by summer 2022 we had improved the score to 62%, achieving their enei TIDE Bronze Standard 2022/2023, and became a TIDE winner in their Inclusivity Excellence Awards.

What's next?

Sarah House-Barklie, CPO at TIG says *'We've come a long way in just a few years. However, our headline gender pay and bonus gap results clearly show there's still a lot more for us to do.'*

We will actively work towards reducing our gender pay and bonus gap by continuing to build on the great work we have done so far. We'll focus in particular on how we can improve development opportunities for women, increase the number of women in senior roles and continue to assess that we have a culture that rewards people based on merit.

We absolutely want to make The IN Group a truly gender balanced organisation.'

We confirm the date reported is accurate.



Haresh Vaya
Finance Director



Sarah House-Barklie
People & Culture Director

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