

The background of the entire page is a photograph of five diverse women in business attire, smiling and walking together. A large, diagonal purple graphic element cuts across the image from the top left to the bottom right.

2021/2022 Gender Pay Gap Report

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1.0 Introduction

We help improve the way people work by making business processes more efficient. Our software and services are used by accountancy and education professionals, and teams in payroll, HR and finance to solve some of the most essential operational business problems. From submitting a tax return and being paid on time, to improving work experiences and engaging with a child's school, our customers save money, save time and know it's right first time, every time.



Elona Mortimer-Zhika

Group Chief
Executive Officer

Gender equality, equal opportunity, and the power of diversity have always been at the heart of IRIS. At all levels of the organisation, we are passionate about celebrating differences, proud to encourage employees to bring their whole selves to work, and committed to growing our diverse workforce. With our determination and promise to continue investing in an extensive range of programmes that promote gender equality and support the women of IRIS, we can continue to make IRIS an even better place to work.



Stephanie Kelly

Group Chief
People Officer

"I, Stephanie Kelly, Chief People Officer, confirm that the information in this report is accurate."

As we reflect on our latest gender pay gap figures and look to the future, we understand that there is always more that can be done and further progress to be made. Our commitment to annually report on our gender pay gap helps us to track our progress as an organisation and inspires us to find new ways to drive gender equality.

In this report we will, hear from the women of IRIS about what it's like to work here, discuss some of our equality focused accolades, outline our gender pay gap figures from the snapshot date of 5th April 2022 and provide context to the figures. This report will then discuss the range of initiatives and opportunities we have provided so far to enable women across IRIS to succeed and grow. Finally, we will share our ongoing and future plans to address the gender pay gap and provide continued support for diversity and inclusion across the IRIS family.



2.0 Hearing from the women of IRIS

Employee feedback is extremely important to us and our employees can use a variety of channels to make their voices heard, including our monthly employee engagement surveys (using Workday Peakon Employee Voice), and our annual Great Place To Work™ surveys. From these platforms, we are proud to hear that the women of IRIS recognise that we champion and celebrate equality, saying:

“ They are very supporting of diversity (whether age, colour, gender etc). It's refreshing to work for a company that delivers on what they say ”



“ There are lots of things that make IRIS a great place to work - the best one for all mothers is the work flexibility and the remote working, it's a huge help in balancing family and career ”

“ I have found that the sense of belonging, and "family" is strong at IRIS and I have never before felt like this in any company I have worked for ”

“ We have a diverse culture of staff, various ages and there doesn't appear to be a gender bias. I also feel fully supported as a gay woman ”

“ There is a lot of help in building confidence, giving people the skills to take on new challenges and helping everyone achieve their ambitions. I also love the emphasis given to equality, especially the way that they are trying to sort out the gender pay gap. There are exceptional female role models at IRIS and many programmes designed to help women progress quickly up the career ladder and take their rightful place in senior roles ”



3.0 Our Accolades

We are also delighted to be recognised internationally for our achievements.

In the summer of 2020, IRIS first applied for Great Place to Work™ certification. This third party uses validated employee feedback to confirm that employees have a consistently positive experience at IRIS. We were thrilled to be awarded this prestigious accolade in October 2020, November 2021, and once again in November 2022. The survey showed that we perform highly in employee wellbeing, diversity and inclusion, trust in management and leadership, effective communication, and recognition and reward.

As well as being recognised as one of the UK's Best Workplaces™ 2021 & 2022 and one of the UK's Best Workplaces™ in Tech in 2021, we have also been delighted to be recognised as a UK's Best Workplaces™ for Women for two years running. This accolade certifies us as an organisation that ensures all employees can reach their full potential, regardless of gender.



Improved our score year on year as a Great Place to Work to 77% average of all statements in 2022



88% of respondents agreed that they are able to take time off work when they think it's necessary



92% of respondents agreed that people here are treated fairly regardless of their gender



Increased our ranking for Best Workplaces in Tech to 9th place in the Super Large category



4.0 Our values

In November 2018, we wrote to staff and asked everyone to volunteer words they would like to see in a value statement and what they felt made the company 'IRIS'.

We reviewed all submissions and analysed the most frequently submitted words taking the 15 most popular and used them to create our mission, vision, and values. This way, our values truly reflected the heart and culture of the organisation and our people – the foundation of successful and authentic values.

The values also underpin our overall strategic goals (grow revenue, make employees happy, make customers happy, build #1RIS), putting both our employees and our customers at the heart of everything we do, inspiring new ideas, delivering high-quality results, working hard, and uniting together to achieve as one.

We created our IMPACT Awards in 2019 to celebrate employees, managers, and teams who truly exemplify the IRIS values. Any IRIS employee can nominate a colleague or team for Employer of the Quarter, Manager of the Quarter, or Team of the Quarter.

We're proud that IRIS' values create an environment where women can be themselves and be successful.



Innovation

We are creative and fearless in our work and curious and hungry to discover smarter solutions. We always focus on improvement and embrace change.



Making it happen

We focus on the task at hand and produce high-quality results within ambitious timescales. We set stretch goals for ourselves and our teams and deliver at pace, on time, every time.



Passion

We take pride in our business. We are energetic, enthusiastic and highly self-motivated. We bring passion to our roles and encourage and inspire those around us.



Accountability

We take ownership of our work and lead from the front. We seek out solutions, we are trustworthy and act with integrity and honesty. We deliver on our promises and always do the right thing.



Customer focus

The customer's needs are our priority. We exceed their expectations and delight them with outstanding service and great outcomes.



Teamwork

We collaborate widely and build supportive, open, inclusive environments where people feel valued, able to speak up and give their best. We recognise, appreciate, respect and care for others.

5.0 Calculating our gender pay gap

Since April 2017, employers with more than 250 UK employees are required to publish their gender pay gap on an annual basis.

The gender pay gap shows the difference in the average hourly rate of pay between men and women in an organisation, expressed as a percentage of average male earnings.

This section details how we complied our mean and median gender pay gap, bonus gap, and distribution across pay quarters, in line with the calculation methodology set out by the Government Equalities Office. The definition 'Full-pay relevant employees' is used to describe all employees on the 5th April 2022 who were either paid their usual full basic pay during the pay period or paid less than their usual basic pay not because of leave (e.g., because they had irregular working hours). It does not include employees on annual leave, maternity, paternity, adoption, shared parental leave, sick leave, or any other forms of leave e.g., study leave or sabbaticals).

Calculating the Median Pay Gap

To calculate the median, we arranged the hourly pay rates of all the male and female full-pay relevant employees from highest to lowest respectively. The median hourly rate of pay is in the middle of each range.

The median gender pay gap is the difference in pay between the women and men in the middle

Calculating the Mean Pay Gap

To calculate the mean, we added together the hourly pay rates of all the male full-pay relevant employees and divide this by the number of male employees, providing an average of the hourly pay rate. We ran the equivalent calculation for women and the difference equals the mean pay gap between men and women

Calculating Pay Quarters

To calculate the percentage of men and women in each hourly pay quarter, we sorted our full-pay relevant employees in a list according to hourly rate of pay, in order of highest to lowest paid. We divided this into four equal parts ('quarters') and worked out the percentage of men and women in each of the four quarters

6.0 What do the figures show us for 2021/22?

On the 'snapshot date' of 5th April 2022, there were 1,713 people based in the UK employed by IRIS: 977 men and 736 women.

We're delighted to announce that since our last report, we have increased the number of women in our UK workforce by 25.4%. The percentage of IRIS employees in the UK was 43% female and 57% male, as of 5th April 2022 (see Figure 1). This exceeds the technology sector average of 30% female employees (Office of National Statistics, 2021).

IRIS ensures that everyone is paid fairly for undertaking the same or similar role in the company. Supplementary to this, the gender pay gap looks at the distribution of job levels (categorised by pay) between men and women, translating this into an average salary and bonus payment calculation at a snapshot date (5th April 2022). At this time, women made up 29.8% of upper quarter jobs and 56.9% of lower quarter jobs (Figure 2). Whilst we recognise there is still more to be done, we are pleased to have increased our percentage of women in upper quarter jobs by 3.8% since April 2020.

% of UK Workforce

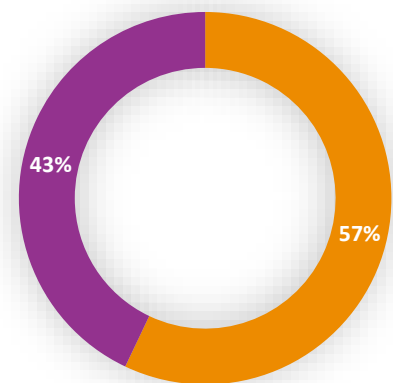


Figure 1. Percentage of UK workforce at IRIS by gender, on the snapshot date

■ Men ■ Women

Pay Quarters

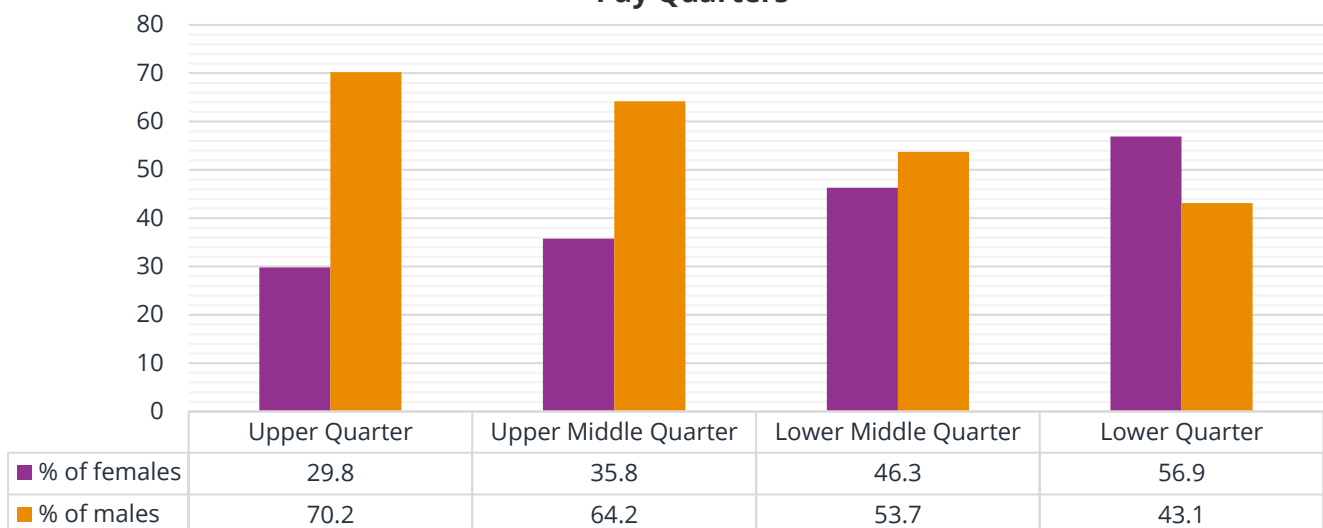
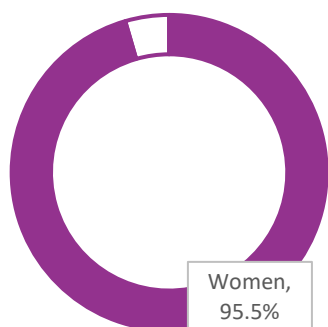


Figure 2. Pay Quarters at IRIS

"95.5% of women received a bonus payment between April 2021-22"



Women receiving a bonus



Men receiving a bonus

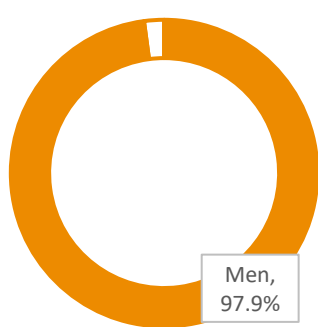


Figure 3. Received bonus payout by gender

At the snapshot date, 95.5% of women had received a bonus payout in the past 12 months, compared to 97.9% of men. This has led to a Bonus Gap of 2.4%

We were delighted that nearly 100% of our UK employees received a bonus payout in 2022. This is a significant increase on our previous report, when bonus payouts had been affected by the pandemic, and our bonus gap median decreased from 68.3% in 2021 to 22.9% in 2022.

We are also proud to have reached a near parity on bonus entitlement between our male and female employees. We have also made some exciting decisions regarding our bonus plans, which are discussed later in this report.

An analysis of our pay and bonus gaps reveal that the average woman was still paid less than the average man. Overall, our gender pay gap median and mean is 27.1% and 24.7% respectively (Figure 4). This is a slight increase on our 2021 report of 24.9% and 22.3% respectively. This is due to the higher percentage of women in lower quarter jobs and lower percentage in upper quarter jobs compared to men (Figure 2). Our extensive acquisition strategy impacts our gender pay gap, as we tend to acquire businesses that, on the whole, have more men in upper quarter roles. Whilst our initiatives reduce the gender pay gap in core IRIS each year, inherited gender pay gaps continue to need to be tackled.

Gender Pay and Bonus Gap %

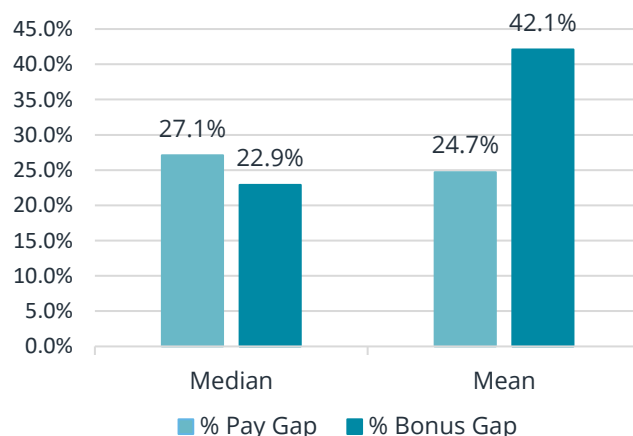


Figure 4. Gender & Bonus Pay Gaps

7.0 What we've achieved so far



Our gender equality strategy is to increase female representation at all levels within IRIS and ensure that women at IRIS have the confidence to pursue their goals and succeed

We pride ourselves on being a diverse organisation and appreciate that each of our employees will have different needs and priorities. We work hard to help each person find their strengths. A core part of our approach is to offer women a positive, supportive, and flexible working environment that empowers them to succeed.

So far, we have:

Delivered our Women into Leadership Programme

- Since its launch in 2020, we've welcomed 264 women to our Women Into Leadership Programme. Through networking and professional development opportunities, we cultivate strong female talent and help our female colleagues to identify and achieve their career goals

Supported 12 women returning to work after a career break

- Our Returnship Policy offers people who have taken long-term career breaks to raise a family or have limited to no recent corporate experience, the chance to join IRIS in a part-time role for 6 months, paid at the Real Living Wage or above, to grow their confidence and assist their transition back into work. Successful applicants are assigned a dedicated coach to support and mentor them during the programme

Been recognised as a Great Place to Work

- Certified as a 'Great Place to Work' for a third year running, with 92% of UK employees agreeing that people at IRIS are treated fairly, regardless of gender. We are also delighted to have been recognised as one of the UK's Best Workplaces™ for Women in 2021 and 2022

Celebrated women at IRIS across the world

- Held a face-to-face networking event for the women of IRIS to network, discuss barriers to equality, and listen to an inspirational guest speaker. We also celebrate International Women's Day and International Women in Engineering Day every year with guest speakers, events, and showcasing our brilliant female talent and allies within the IRIS family

Improved our drivers for Equality in Peakon

- On Peakon (our employee engagement survey tool), we achieved a score of 9 out of 10 for our 'Equality' driver (a collection of questions UK employees have anonymously rated IRIS against that relate to diversity and inclusion). This is an improvement from 8.7 in April 2021. We're proud to see that our 'Equality score' continues to be higher than the benchmark for comparable organisations

Focused on fair and equitable compensation

- In our 2022 annual salary review, we focused on ensuring the lowest-paid employees received higher increases proportionally. We also launched a new minimum annual bonus entitlement of £600 for all permanent employees. Both initiatives benefitted the gender pay gap.

Hiring guides

- Implemented new hiring guidelines for balanced long- and short-lists



8.0 Our plan of action for 2023

We believe that leading by example and enabling the right conversations to take place in a safe environment will drive positive outcomes.

Our aim is to make significant progress with our gender pay gap by focusing on our four key pillars of success, we encourage and empower employees across the IRIS family to get involved and help us collectively achieve our diversity goals.



We are proud to have achieved many of the targets we set ourselves for FY23, including being named one of the UK's Best Workplaces™ for Women 2022, increasing the number of women returning to work after career breaks due to childcare, and promoting our THRIVE programme, to encourage women to progress their careers and improve their confidence in their professional lives. We will continue our commitment to gender equality through our FY24 goals.

Celebrating Success

We work to ensure there is a positive atmosphere, that employees feel energised and believe in the direction of the business. Celebrating others is paramount to the success of our Women in Leadership Programme that runs alongside our High Potential Programme. Both programmes are designed to build a strong female talent pipeline and ensure that we reduce the gender pay gap in the long term, meet our inclusion and diversity commitment, and provide great opportunities for women to reach their potential.



To support this pillar, we will also:

- Continue to promote and showcase our female senior leaders as role models across the business. By the end of FY24, we want to have increased the percentage of female managers to 46%.
- Shine a light on inspirational female managers in the business through a special feature on our Intranet page, sharing practical advice and suggestions about what works when climbing the career ladder.
- Run a learning and development event for women focusing on perceived or real barriers to success and launch female-focused courses.
- Feature in a publication each month for our diversity and inclusion initiatives to inspire others to be focused on this important goal.
- Continue to attain Best Workplaces for Women™ and Great Place to Work annually. Achieve a Peakon score for 'Equality' driver of 9.3 or higher.

Enhancing Company Practices & Policies

We recognise that it can be difficult to find meaningful, fairly paid work after taking long term career breaks to raise a family, with women being disproportionately affected. To combat this, we launched our Returnship Policy in June 2021. Our Returnship Policy offers candidates with limited or no recent corporate experience the chance to join IRIS in a part time role for 6 months, paid at the Real Living Wage or higher, to grow their confidence and assist their transition back into work.



Other actions in this pillar include:

- Review IRIS policies to ensure inclusivity for trans women and non-binary employees.
- Continue to support working parents with flexible working patterns and a UK-wide hybrid working policy.
- Encourage an open culture where it is acceptable to fairly challenge practices and pay.
- Supporting networking across IRIS through regular business leadership events and our annual IRIS Unleashed conference.
- Continuing our 'Mentoring for Parents' scheme to connect returning parents with a colleague who's been through the same experiences and share advice.
- Work with hiring managers to build balanced shortlists of candidates.

Increasing Representation At All Levels

As of 1st January 2023, 45.5% of UK employees at IRIS are women, which is greater than many IT/technology sector organisations. Nevertheless, we will strive to increase the percentage of women in the workforce to 48% by the end of FY24.

To achieve this goal and ensure we are increasing the representation of women at all levels, and in areas that are disproportionally inhabited by men, we have been promoting our THRIVE programme. THRIVE is critical to reducing our gender pay gap, by setting key long-term objectives and measures of success.

You can find out more about THRIVE on the next page.



To help us achieve fair representation, we will continue to:

- Use gender-neutral language in job adverts and encourage returnships.
- Review our career path maps to help employees unlock their full potential across the organisation.
- Implement unconscious bias training for recruiters and hiring managers.
- Work to ensure there is 1 female successor for all key roles
- Focus on increasing the percentage of female Heads of Function from 28% to 50% and increase the number of female Executives, to achieve more equal representation for women in leadership.
- Adapt our promotion policy to encourage women applicants who may otherwise not feel confident enough to apply.

Increasing Representation At All Levels: THRIVE at IRIS

We are very proud to support our gender equality strategy through our THRIVE programme



THRIVE stands for:



Tenacious

We are steadfast, determined, persistent



Hardworking

We work hard and are always improving



Resilient

We are flexible, we overcome adversity



Intelligent

We are intelligent, innovative, creative



Vocal

We make our voices heard



Empowered

We are empowered and we empower others

Launched in 2021, THRIVE started as a women's development programme with the mission to ensure that women at IRIS and girls in local communities received ample support and had the confidence to pursue their goals and succeed. To achieve these goals, the programme focused on 3 pillars for success: reducing our gender pay gap, enhancing women's wellbeing, and uplifting young women.

We're delighted to have achieved many milestones throughout FY23, such as partnering with Greater Manchester Combined Authority to offer young people a 'workplace safari' day in our Manchester office to experience IRIS life. As of 1st January 2023, we have increased the percentage of women in the UK workforce to 45.5% and increased the % of female UK managers to 43.8%

For FY24, our particular focus for THRIVE is to ensure we are increasing female representation at all levels, and in currently underrepresented areas in IRIS, such as Engineering, Sales, IT, and Leadership.

Promoting Wellbeing & Work-Life Balance

We recognise our people work hard, and in return we want to support their emotional and physical wellbeing.

We believe it is our responsibility to create an environment and culture for our employees that is happy and healthy. IRIS also recognises that there is no one-size-fits-all formula to achieving a perfect work-life balance.

Therefore, we are proud to run a variety of policies, initiatives, and support to help our employees thrive personally and professionally.



We will commit to:

- Promoting our flexible working options across IRIS and encouraging a healthy work-life balance.
- Offering a generous holiday entitlement (26 days per year with the option to buy 4 additional days) to all full-time UK employees.
- Continuing to train Mental Health First Aiders to provide wellbeing support and run Weekly Workplace Support groups on a range of topics.
- Supporting returning parents with eligibility to join for optional benefits such as Private Medical Insurance (PMI) with family cover and access to a wealth of on-demand health & wellbeing tools on our intranet.
- Making available our extensive range of benefits, such as life insurance, income protection, mental health provisions and matched pension with NI uplift.

About IRIS Software Group

IRIS Software Group is one of the UK's largest privately held software companies. It exists to simplify the lives of businesses, schools, and organisations, by providing software solutions and services that substantially enhance operational compliance, efficiency, and accuracy, empowering the users of our technology to look forward with certainty and confidence.

To see how we help organisations get things right today and look forward with confidence, visit www.iris.co.uk or following IRIS Software Group on **LinkedIn, Twitter, and Instagram.**

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