



2019 Gender Pay Gap data

Our values are at the core of everything we do at iGO4 and we constantly strive to make working life better for our employees. This includes ensuring we have an inclusive approach to recruitment and internal promotion, fair remuneration, accessible development programmes and a flexible approach to working.

As a result of these approaches, we have seen a drop in our median gender pay gap which is encouraging. However, it is important that we employ a process of continuous review and improvement so that we can take steps to further close the gap.

The mean gender pay gap has increased at iGO4 which highlights the impact changes at a senior level can have on the gender pay gap. A key part of our people strategy is to ensure that we have the right grading structure in our business which supports a culture of remuneration transparency and drives the right behaviours for employees to achieve their goals.

Development also remains an essential part of our plan not only to support progression within the business but also so that our managers have the tools to develop and retain their teams. Having rolled out a number of courses at manager level and below our focus will next be on senior staff. This cohort helps drive the business strategy and embed values and behaviours, so it is imperative that they have the management skills in order to achieve.

As in previous years, we continue to look at new and innovative ways of working, utilising technology to allow more flexibility around working from home, various advertising streams to recruit, thus reaching a more diverse population, and using a number of channels to communicate with employees. This strategy is designed to support business growth and plans and build a strong platform for our people and organisation.

We can confirm that the gender pay gap data contained in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.



A handwritten signature in black ink, appearing to read 'Matt Munro'.

Matt Munro
CEO



A handwritten signature in black ink, appearing to read 'Bev Deans'.

Bev Deans
Head of HR, L&D and Communications

Gender pay gap reporting

All companies with 250 employees or more are required to publish details annually of their gender pay and bonus gap.

Organisations are required to report on their gender pay gap using six calculations: the mean and median gender pay gaps, the mean and median gender bonus gaps, the proportion of men and women who received bonuses and the number of men and women according to quartile pay bands.

The gender pay gap shows the difference in the average earnings between men and women in an organisation.

The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Gender pay gap reporting is different from equal pay, equal pay is a direct comparison of pay of male and female employees undertaking equal work. This snapshot provides clarity on what is driving the gender pay gap and understand how it can be reduced. However, as the gender pay gap looks at the salary data of a company at a point in time it will not take into account the changes that take place on a month to month basis. Changes in headcount will have an impact across the quartiles.

As a business we recognise that it is necessary to monitor the gender pay gap on an ongoing basis and not just at the snapshot date, as this will allow us to take steps to address any issues.

Over the last 12 months

We have introduced the ability to work from home for our colleagues in the contact centre. This was initially focussed on staff with more administrative based roles, however new technology means that we have been able to extend this to more staff. We continue to review salaries in line with market rates to ensure that not only are we competitive but that our remuneration is fair. Within our Operation our job roles use pay scales, and employees are paid based on experience, skills and behaviours. We do not use gender as a factor, which is reflected in our median gender pay gap which whilst not at zero is low and has improved this year.

We have also introduced shift allowances so that staff in our contact centre can choose different shifts to suit their lifestyles whilst also being able to earn more money where the shifts are considered more unsociable. In line with the rest of the organisation we have also moved our contact centre employees to the same bonus scheme as the rest of the business. This recognises the valuable contribution they make to the business.

Gender Pay Gap Overview

iGO4 group consists of two legal entities, iGO4 Limited and iGO4 Partners Limited, of which only iGO4 Ltd exceeds the threshold to report on the gender pay gap data. The businesses operate as one with an Executive Committee spanning both and one approach to remuneration, recruitment, promotion, development and contracts of employment and policies. Whilst it is only necessary for us to report on the data for iGO4 Limited, including the data for the combined business provides a more accurate view of the gender pay gap, so all data is detailed below.

The data was collected on the 5th April 2019 at which time the total workforce was 333 employees with a split of 270, 157 females and 113 male employees for iGO4 Limited and 63, 39 female and 24 male employees for iGO4 Partners Limited. Taking into account that the data is only based on those employees earning their full pay for that month, our figures are based on a total of 279 employees (228 Ltd, 51 Partners). The 54 excluded employees were either part month leavers or starters, those on maternity leave or unpaid absence, and most of these were Operational staff.

As of April 2019 iGO4 had a mean gender pay gap of 20.2% and a median gender pay gap of 4.9%. Whilst the mean has increased by 5% in the last 12 months, the median has decreased by 5.7%. The data is based on fewer employees overall due to a slight decrease in headcount and due to the profile of the excluded employees there are a higher proportion of lower paid salaries. As the mean takes an average of all salaries across the business it widens the gap. However, the median which compared men and women in the middle of the pay range shows less than a 5% difference which has closed by over 50% on last year.

If we compare the results for the combined iGO4 businesses to the results of iGO4 Ltd it shows that the gap for the mean is 3% lower at 17% and is roughly the same for the median at 5.1%. Overall this data shows that the gender pay gap is largely accounted for by executive pay in the upper quartile.

iGO4 Ltd	Mean 2017	Median 2017	Mean 2018	Median 2018	Mean 2019	Median 2019
Gender Pay gap	13.90%	0%	15.2%	10.6%	20.2%	4.9%
Gender bonus gap	-4.20%	0%	20.8%	33.5%	21.1%	12.6%
Combined iGO4 Ltd and iGO4 Partners Ltd						
Gender Pay gap	NA	NA	13%	7.8%	17%	5.1%
Gender bonus gap	NA	NA	16.2%	21.6%	18.8%	9%

Percentage of men and women in each pay quartile

Pay Quartile	Male 2017	Female 2017	Male 2018	Female 2018	Male 2019	Female 2019
Upper	44%	56%	44%	56%	47%	53%
Upper middle	42%	57%	44%	56%	39%	61%
Lower middle	49%	51%	37%	63%	39%	61%
Lower	40%	60%	37%	63%	36%	64%

Number of men and women in each pay quartile

The pay quartiles are ranked by pay and represent 25% of the workforce, they are broken down by gender so that a comparison can be made. As with previous years iGO4 has a higher proportion of women in the business with a 60 / 40 split. The percentage in the upper quartile has narrowed this year with fewer females and more males, however the reverse is true for the rest of the quartiles with gap widening with a higher percentage of females to males.

This year's data shows us the women in the workforce have decreased in the upper quartile but increased in the lower quartile, however this movement is only 3% and 1% respectively and we continue to have a good gender balance across the business at all levels.

Bonus Pay Gap

As with last year the company was operating two bonus schemes with the majority of employees on a yearly scheme and contact centre agents in receipt of a monthly bonus. iGO4 Limited awarded bonuses to 58% of women and 42% of men and the split if we look at the combined businesses was pretty much the same with a 60/40 split.

Our bonus scheme is paid as a percentage of salary and incrementally increases across pay grades from entry level, to management, to senior management to executive level and this explains the disparity in bonus pay.

This year has shown a slight increase in the mean gender bonus gap by 0.3% when looking at iGO4 Limited in isolation and 2.6% across the combined businesses. We took the decision to move the contact centre agents into the Company scheme as of January 2019 which could account for the slight increase in the mean gender bonus gap as this would have affected the lower quartile where there is a higher percentage of women. The bonus payments would be higher in the upper quartile which would also have an impact due to the increase in men here.

The median gender bonus gap has decreased quite substantially and can be accounted for by the fact that the Executive Team bonuses were paid after the snapshot date.

Case studies



“Having joined iGO4 in September 2016 as an HR administrator I have been able to work part-time organising my working hours around school hours. Working when you have three children in different schools is a challenge but iGO4 has allowed me the flexibility to be able to be there for my children and still work.

Recently an opportunity came up to move into a payroll job and undertake a training course to strengthen my skills and knowledge. This has allowed me to forge a new career but still with the quality time I cherish.”

Amanda Smith – Payroll Administrator



“I am very fortunate to be able to manage my career alongside a demanding home life, the work/life balance that my position here allows me to have provides stability in two important areas for me. I am able to have flexibility which means I can provide a stable environment and consistency for my children whilst also being able to have the opportunity to build on my personal growth, skillset and experience. Although my children will always be my first priority, I am fortunate to be able to continue to build my career which will allow me to have further opportunities when my children become older and less dependent.”

Kerry Pitt – Operations Lead

A word from our CEO

People are key to any organisation and our ‘Putting our People First’ strategy ensures that remuneration, development and flexible working remain a priority. We recognise that from recruitment through to retaining staff it is a continuous process, at all levels, to tackle the gender pay gap. Recruitment is a key area of focus as it is imperative that we remain competitive within the market place to attract candidates, this is not just through salary but also benefits and providing supportive flexible working so that employees can achieve a good work / life balance.

We have made investments in our employees through reviewing and increasing salaries and building a culture of progression and development. We engage with staff to ask for feedback and understand how we can improve working life at iGO4.

We are looking at our workforce and how the organisation is structured in regards to pay and seniority levels, this will allow for greater pay transparency as well as improved understanding as to how employees can develop their careers. I am confident that as we implement and improve in these key areas we will become more inclusive and the gender pay gap will reduce.

A handwritten signature in black ink, appearing to read 'Matt Munro'.

Matt Munro