



UK Gender Pay Gap Report

2022





Foreword

Introduction

At Campus Living Villages UK Limited, we strive to create a diverse and inclusive environment in which everyone is treated equally and with respect, of their role. We believe that this is critical to our success now and in the future.

We aim to attract, retain, and develop talent, irrespective of gender, age or background, across all areas of our business to create a supportive environment for our people, as well as our residents.



Lee McLean – UK Chief Executive Officer



What is the Gender Pay Gap?

The Gender Pay Gap refers to the difference between the average earnings of those that identify as men or women across an organisation, by reference to both mean and median figures. The pay taken into account includes basic pay, allowances and bonuses paid on the snapshot date of 5th April 2022.

The results

Mean

13%

2021: 16%

On 5th April 2022, 45.6% of our employees in the UK were women, and 54.4% were men.

Overall, our data shows that on average, men are paid more than women, with the difference being a median average of 5% which is an improvement on our 2021 figures of 9%. Our gender mean pay gap was 13% which shows a close in the gap compared to the previous report of 16%.

Median

5%

2021: 9%

We remain committed to rewarding our employees equitably based on the job they do and not on other factors and continue to review how we can attract more female candidates to roles where they are currently under-represented.



Gender representation in each quartile

When calculating gender pay gap data, the quartiles are calculated by listing all employees' earnings in order and splitting them into four groups. This then allows you to calculate the proportion of men and women in each quartile.

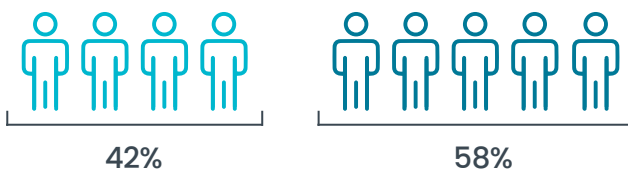
The four quartiles are as follows:

● Women ● Men

Lower Hourly Pay



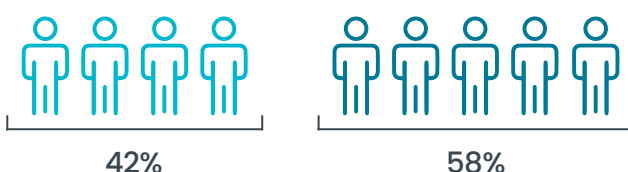
Upper Lower Hourly Pay



Upper Middle Hourly Pay



Upper Hourly Pay



Our pay gap trend has remained the same as in 2021. The majority of our lower quartile earners tend to be women, typically working in housekeeping roles. At the time of the report, the entry-level rate for these roles was an hourly rate equivalent to slightly above the national minimum wage.

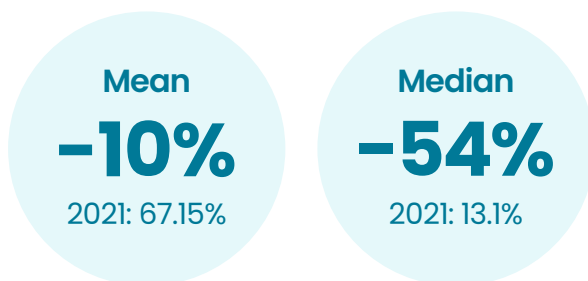
During 2022, a review of our pay rates was conducted to ensure that we had a strategy based on role, with rates that are competitive enough to attract and retain quality people, whilst reflecting the duties and responsibilities required irrespective of gender. In 2023, we aim to progressively move away from using national minimum pay rates.

We recognise that to attract talent to the organisation, we need to have a fair and transparent process that demonstrates that we are an inclusive organisation. When we recruit for all our roles, we use gender-neutral processes intending to encourage a more even split where any gender is under-represented.

What about bonus pay?

The report also identifies the difference in the number of men and women and any bonuses paid in the relevant period, we can see that in 2022, the percentage of males and females who received bonus payments*

Mean and Median Gender Pay Gap using bonus pay:



We operate a limited discretionary short-term incentive scheme, which is awarded based on personal and company performance.

Analysis shows that 19% of females received bonus pay compared to 26% of males. Results demonstrate a significant increase in bonus pay value for females within the organisation. This increase is reflective of the number of females we have in senior positions that are eligible to receive bonus pay.

**Per the Government-required format, the bonus measurement includes commission, sales incentives, other allowances (such as relocation allowances) and bonus payments.*



Our commitment

We remain committed to providing a workplace that values and encourages diversity. We believe that being an inclusive organisation will help us to learn and grow, this in turn enables us to better represent and support our residents and university partners.

- ✔ We will continue to review our initiatives to improve female representation and to ensure all our employees are aware of the opportunities available to them during their careers.
- ✔ In the 12 months before this report, females were recruited into different roles across the business and nine females were promoted at all levels, especially in senior roles.
- ✔ As an organisation, we are committed to achieving gender parity. We will continue to develop and improve our recruitment and retention methods to ensure that female employees can progress into roles across the company, including in senior and executive positions.