

Insights Learning and Development

UK Gender pay gap report

April 2023



Introduction

At Insights, our purpose is to create a world where people truly understand themselves and others and are inspired to make a positive difference in everything they do.

We value the unique characteristics each person brings to work each day and are committed to cultivating a diverse and inclusive working environment that reflects the communities we serve. We take personal responsibility to value differences and to build open and honest relationships. As a learning organisation valuing diversity is also at the core of our products and services.

Our people are the heart of our business and integral to our success. In this report we have seen a positive year on year trend in narrowing the gender pay gap at both the median and the mean as well as a narrowing median bonus gap, with a slight increase at the mean.

While 55% of our employees are female, including female representation at the Executive level, there is more we can do. Ensuring we attract, support and develop our people in a fair and transparent way is core to our values, vision and purpose. We continue to develop and embed equality, diversity and inclusion at a strategic level to ensure everyone at Insights has a true sense of belonging. We welcome the narrowing of our gender pay gap and remain committed to establishing gender pay balance in all areas as an important step in continuing to develop our diverse and inclusive culture.

Understanding the gender pay gap

In this report, we are sharing our gender pay gap data for the 2021/22 reporting year.



What is gender pay gap reporting?

Gender pay gap reporting measures the difference between male and female earnings across the business by expressing women's pay as a percentage of men's pay. This figure does not consider differences in role, seniority, or geographical location. This is different to equal pay; equal pay refers to men and women receiving equal pay for equal work.

As part of this report, we have also calculated our gender bonus gap based on the amount of bonus received as well as the proportion of men and proportion of women in receipt of a bonus.

The calculations make use of two types of averages:

- A mean average involves adding up all of the numbers and dividing the result by how many numbers were on the list. This average places the same value on every number and so can be easily distorted by a small number of very high or low earners.
- A median average lists all of the numbers in numerical order taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

Who is included in the data?

To calculate our gender pay gap, we have used the pay data for all UK employees in Insights Learning and Development (ILD) employed on the snapshot date as per the regulations.

When we consider the comparison between this year and that of the most recent reporting cycle from 2020/2021, there are positive trends in the form of a narrowing gender pay gap at both the median and the mean. There is also a positive narrowing of the median bonus gap, although with a slight increase at the mean bonus gap.

It is encouraging to see increased bonus participation for both genders. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to profit-sharing, productivity, performance, incentives and commission plans which can help drive a corresponding wide range in individual amounts reported. The overall trend from 2020 to 2022 in terms of both mean and median bonus is significantly improved and although the gap from 2021 to 2022 in the mean has widened, it's important to note that 2021 was an unusual year due to the impact of covid. We made an additional payment to all employees to support wellbeing.

	2020	2021	2022	2022 vs 2021
Mean gender pay gap	21.60%	28.90%	23.41%	▼ -5.49%
Median gender pay gap	28.10%	33.00%	30.00%	▼ -3.00%
Mean gender bonus gap	30.80%	0.73%	4.12%	▲ 3.39%
Median gender bonus gap	35.40%	10.79%	9.42%	▼ -1.37%
Males receiving bonus	61.90%	91.23%	93.65%	▲ 2.42%
Females receiving bonus	67.90%	94.48%	99.34%	▲ 4.86%

Our Gender Pay Gap

Pay gap

23.41%
Mean

30.00%
Median

Bonus gap

4.12%
Mean

9.42%
Median

Bonus participation

♀ Women

99%

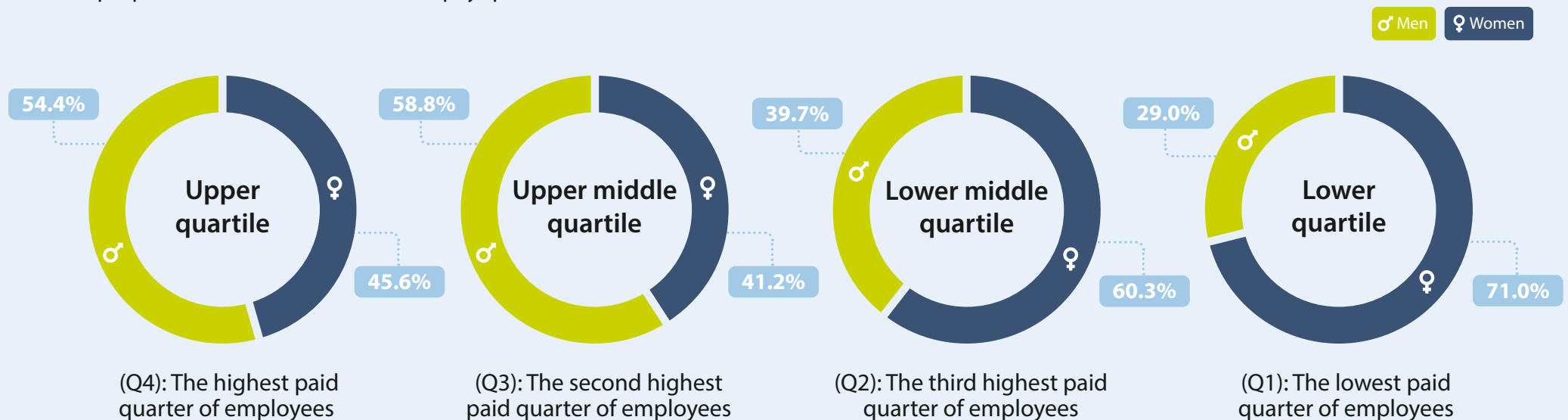
♂ Men

94%



Gender distribution by pay quartiles

This report shows the proportion of men and the proportion of women within each pay quartile.

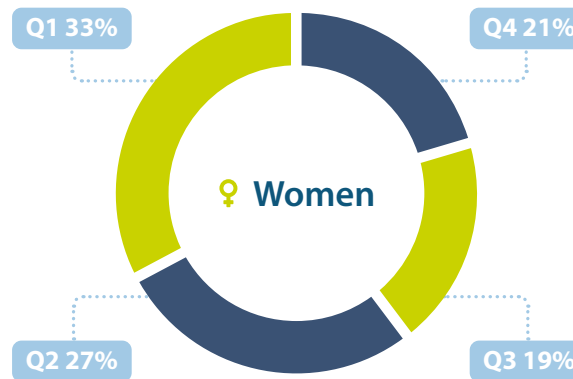
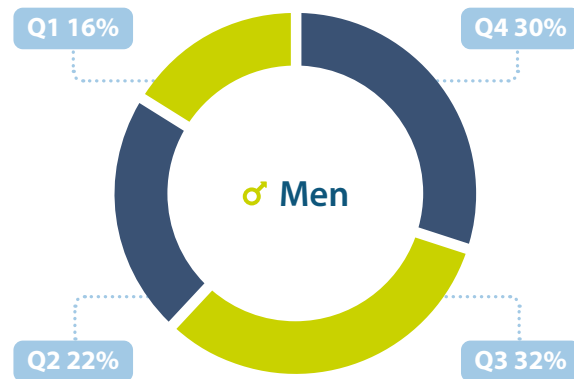


When we look at the distribution of female and male employees within the quartiles, above, we can see that female employees are well represented in the two lowest pay quartiles and then under-represented in the two highest pay quartiles.

A key driver of our pay gap is a higher proportion of men in senior roles, below the Executive level. Whilst we know it will take time to close the gap at these levels, our beliefs remain that:

- Diversity and inclusion is core to our strategy and central to our success as a global business and employer.
- We remain focussed on supporting and developing all our female employees whilst also attracting more women into our senior roles.

% of Headcount



Our commitment to diversity and inclusion

Our core offering, Insights Discovery, delivers the primary outcome sought by diversity and inclusion policies. We teach people to understand and recognise personality preferences in themselves and others, valuing these differences and give people tools to adapt their behaviours to connect across personality types. By providing self-awareness from our unique and simple colour model, we encourage diversity and inclusion both in and out of the workplace.

We continue to evolve our products and experiences to be at the forefront of diversity and inclusion:

- Explore, our entry level product, is gender inclusive by design.
- We offer a – they/them pronoun option for our Discovery and Transformational Leadership profiles in English and are developing a custom pronoun option for both current and future profiles in core languages.
- We are working with a partner on upskilling all practitioners in accessible and inclusive delivery.
- A glossary has been developed to support people with interpreting the terminology in our evaluator.
- Robust accessibility testing was carried out on our new evaluator.
- An accessibility audit of our key learner touchpoints (evaluator and profile) has been commissioned (due to be conducted in the next few months).
- An internal inclusion and accessibility working group has been established to coordinate and drive work forward.




Working to close the gap

Ensuring we attract, support and develop our people in a fair and transparent way is embedded in our values, vision and purpose. Following the publication of our report in April 2022, we have continued work on several initiatives and responded to findings through the implementation of organisation wide activities to promote global inclusion.

Key initiatives implemented this financial year, helping us close the pay gap include:

- **Initiated a programme of equality, diversity, inclusion and belonging (EDIB) learning** for all our employees and our Executive team. These included, how to recognise and address unconscious bias, understanding key terms and language used in EDI, creating an environment of psychological safety, dealing with discrimination and handling microaggression. We are currently building this training into our onboarding programme for all new employees.
- **Audited our recruitment practice** in April 2022 and are currently implementing the recommendations to attract a more diverse talent pool. We are developing our diversity statement which will be visible on all recruitment collateral, making our application form more inclusive, changing the EDI metrics we capture, improving our interview process to remove unintended bias and inputting our EDI requirements for a new recruitment system.
- Undertaken a pilot of our **Inclusive Talent system (Pathfinder)** with our largest global team (136 individuals) to provide transparency of available roles and development opportunities.
- Introduced a **new global benefit to support the mental health and wellbeing** (MyndUp) of our employees. **77% of users are female**, using the service for a range of options including life, wellbeing and career coaching.
- **Moved to a more flexible hybrid model of working** in the UK, encouraging people to work with their managers to find a solution that suits them and the role they do. In our recent Employee Engagement survey, 93% of females told us they feel supported to work flexibly and 88% told us they feel their manager shows a genuine interest in wellbeing. We are continuing to review our flexible working practice to support people returning from maternity and paternity leave and will implement those recommendations in Q1 2023/24.
- Identified females from our leadership community to take part in and evaluate a **female talent programme pilot** in September 2023 to support development and progression of females across the organisation.
- Working with external EDIB consultants we have **developed a people policy framework and template through an EDIB and purpose lens**. We have launched 5 EDIB policies (EDIB, Neurodiversity, Transgender & Transitioning, Chronic Ill health and Disability and Bullying & Harassment) and are in process of updating all our people policies to align with the framework.



“We have made good progress from last year, with our **equality, diversity, inclusion** and belonging priorities central to our business strategy, our culture and our purpose. We have more to do, but we have a clear path forward and we will continue to take the positive steps required to narrow our gender pay gap.”

Fiona Logan

CEO – Insights Learning and Development



Throughout 2023/24 we will:

- Launch our **Inclusive Talent system (Pathfinder)** across the organisation to provide transparency of available roles and development opportunities that support the internal progression process. We will also continue to develop our job grading and levelling framework and all role profiles will be available showing the opportunities and capabilities required. Projects and development opportunities will be supported by LinkedIn learning and development interventions to build knowledge, skills and expertise.
- Implement a **talent strategy and framework** for inclusive talent management which will help us to nurture our talent and deliver an effective succession planning process.
- Evaluate the **female talent pilot programme** and establish an annual programme with progression targets
- Continue to evolve our **flexible working offering** across all levels in the organisation and review market practice.
- Establish **EDIB metrics reporting** as part of Executive people dashboard with regular analysis of gender and ethnicity pay data to identify trends and areas for improvement, and use this data to inform decision-making and track progress
- Continuous improvement of our **recruitment process** including identifying a new Applicant Tracking System to eliminate potential gender and / or other bias.
- Embed **reward strategy and principles** supported by effective pay and bonus policies which are applied consistently and facilitate bias free decisions for new hires, promotions and cyclical reward decisions.
- **Establish forums**, which focus on areas related to Equality, Diversity and Inclusion, with emerging talent from across the organisation to review progress and contribute to solutions.
- Conclude our review of **family friendly policies**, including how we support working parents returning from maternity and paternity leave

Statutory declaration

I can confirm the information in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations



Fiona Logan
CEO



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