



UK gender pay gap report

April 2024



Insights Learning & Development

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.

As a learning organisation, valuing diversity is at the core of our products and services. Our people are the heart of our business and integral to our success. We take personal responsibility to value differences and to build open and honest relationships. This year we have developed and launched a new Employee Value Proposition (Colourful to our Core) which embraces diversity and inclusion.

Through focusing on four core pillars we aim to support and nurture our people, and discover where and how we can make positive change to strengthen our community.

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. However, there has been a widening of the median bonus gap, with an increase at the mean.

While 54% of our population are female, including representation at 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.

Within this report we will cover some of the company-wide initiatives that we have implemented in response to findings from previous reports and the feedback from our people. We will also cover what we intend to focus on in 2024/25.

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.

Understanding the gender pay gap

In this report, we are sharing our gender pay gap data for the 2022/23 reporting year.

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.

Who is included in the data?

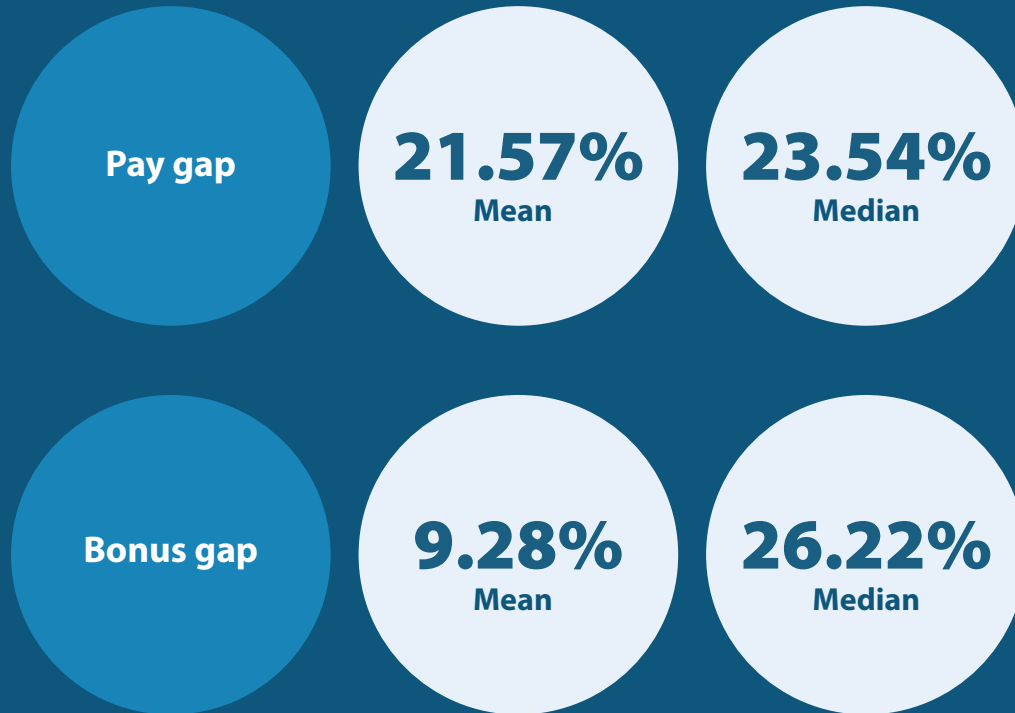
To calculate our gender pay gap, we have used the pay data for all UK employees in Insights Learning & Development (ILD) employed on the snapshot date as per the regulations.

	2021	2022	2023	2023 vs 2022
Mean gender pay gap	28.90%	23.41%	21.57%	▼ -1.84%
Median gender pay gap	33.00%	30.00%	23.54%	▼ -6.46%
Mean gender bonus gap	0.73%	4.12%	9.28%	▲ 5.16%
Median gender bonus gap	10.79%	9.42%	26.22%	▲ 16.80%
Males receiving bonus	91.23%	93.65%	82.91%	▼ -10.74%
Females receiving bonus	94.48%	99.34%	83.85%	▼ -15.49%

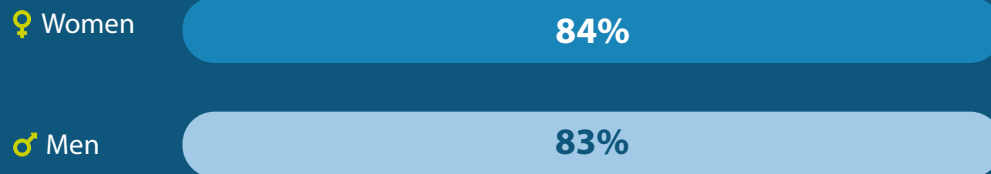
When we consider comparison between this year and that of the most recent reporting cycle in 2023 (using data from 2021/22) we see positive trends in the form of a narrowing gender pay gap at both the median and the mean.

There is, however, a more pronounced gender bonus gap at both the median and the mean, together with a decline in bonus participation for both genders. This bonus participation gap is primarily driven by the timing of new people joining the organisation in 2022/23 after our bonus payout dates. 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. Bonus can be influenced by company performance resulting in a more volatile outcome in terms of bonus gap. In 2022/23 we had a strong business performance and bonus payouts reflected this.

Our gender pay gap

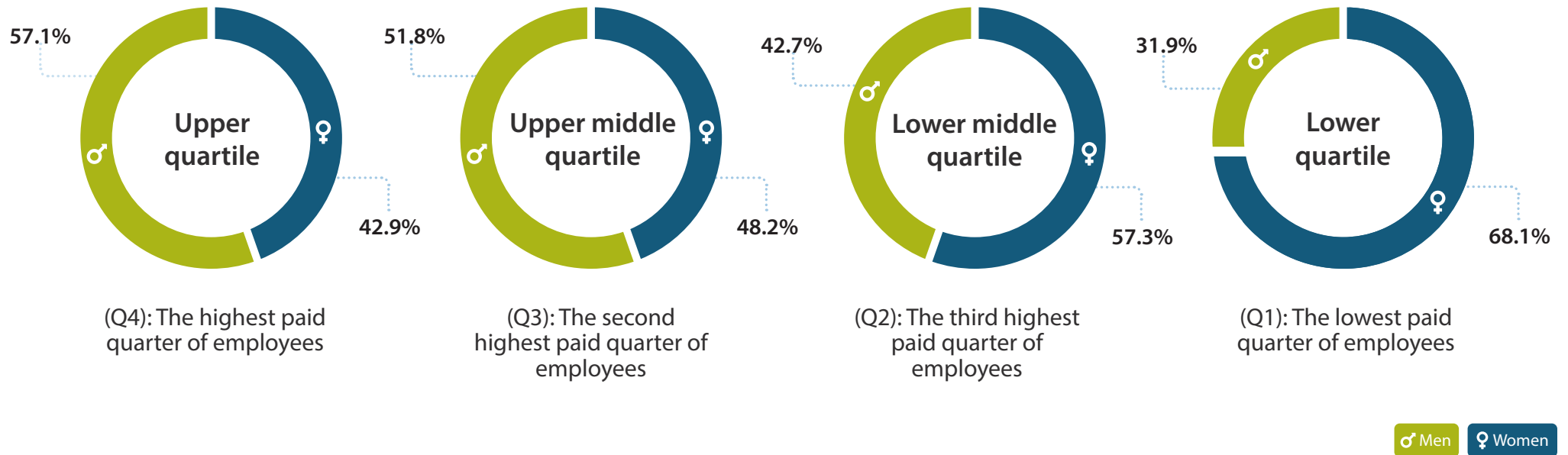


Bonus participation



- We've seen another year-on-year reduction in both mean and median pay gap which is an encouraging trend. Closing the gap takes time so it is reassuring to see that the activities we have focused on are starting to show improvement.
- Bonus gap increased – this is in part due to strong financial results in 2022/23. We don't differentiate bonus participation on gender.
- We continue to have more men in higher quartiles and more women in lower quartiles, which means we are not seeing significant shifts in gender pay gap.

Gender distribution by pay quartiles



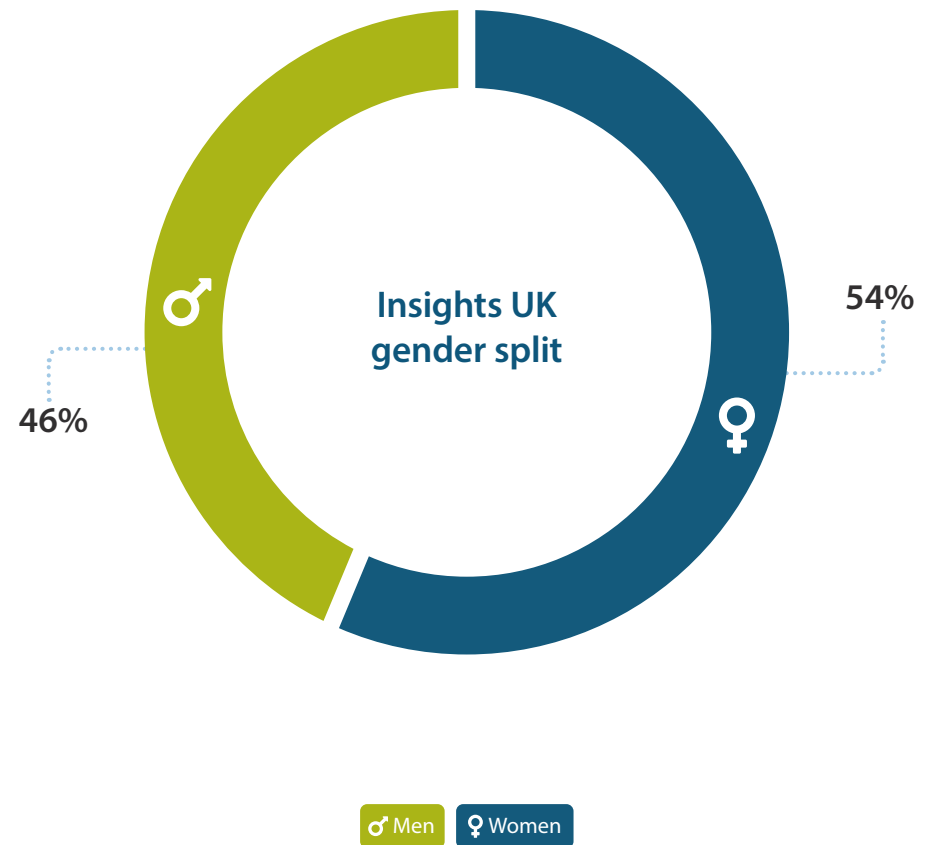
This report shows the proportion of men and the proportion of women within each pay quartile.

When we look at the distribution of female and male employees within the quartiles, as shown in the visuals above, we can see that female employees are well represented across all quartiles, with the lowest representation appearing at the upper quartile Q4.

Our commitment to diversity and inclusion

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

- **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.** This content will form part of a calendar of EDIB activities delivered by an external expert.
- **An accessibility audit of our key learner touchpoints (evaluator and profile) has been completed,** and we are in the process of addressing the findings as part of our continuous improvement.
- **An internal inclusion and accessibility product working-group has been established** to coordinate and drive work forward.
- **We continue to evolve our products and experiences** to be at the forefront of our diversity and inclusion approach.



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 2023, and in response to feedback from our people, we have continued to build on several initiatives and **implement strategic company-wide activities to promote global inclusion.**

Key initiatives implemented to date, to help us close the pay gap include:

- One of the areas our people told us in our Employee Engagement Survey that they wanted us to improve was the transparency of internal promotions and development opportunities. The Pathfinder talent management platform was launched in May 2023 and is now available to our global employee community with 537 active users. Pathfinder also opens a variety of projects improving transparency of development opportunities across the employee community, encouraging people to expand their skills and apply their expertise on business important initiatives. In the last 12 months 145 people have applied for roles in 12 projects.
- We developed and launched a people policy framework in June 2023 as part of our EVP programme with equality, diversity, inclusion and belonging (EDIB) focused people principles. This included a suite of EDIB policies which are easy to read and understand and can be accessed via our intranet.
- Leadership development for women is important to us and is part of our EDIB strategy. In September 2023, three of our senior female leaders attended a female talent leadership programme.

- EDIB continues to be an integral focus for us and our employee value proposition – we are a diverse organisation and want everyone to feel that they belong at Insights. In September 2023 we developed and launched internally our EVP 'Colourful to our Core' which defines our inclusive people proposition following extensive internal and external research.
- In February 2024 we developed and launched a new wellbeing initiative 'Wellness Guardians' across our global community, supporting a range of health and wellness initiatives including EDIB awareness. This team will have additional training in mental health, EDIB and will be supported by an external expert to ensure they are developed.
- Aligned to our EVP we have developed our position and statement on EDIB which now features on our careers page and other employee collateral.
- We have completed a market review of available ATS platforms to identify a system that aligns with our intended EDIB outcomes and facilitates an even more transparent recruitment process.



Throughout 2024/25 we will:

- In 2024 our EVP will be accessible via our website and on our career pages as a way of helping people see what life at Insights is really like.
- Following a market review we have identified and will launch a new Applicant Tracking System in April 2024. This will result in a more inclusive talent attraction and selection process, minimise bias and optimise diversity in our recruitment process. One of the ways in which we can improve our decision making is to make improvements to how we collect EDIB data and metrics across the employee journey, including attraction, progression and attrition. The data for attraction will be collated via our new Applicant Tracking System.
- We continue to evolve our approach to inclusive recruitment through the introduction of a talent succession measurement across all pay quartiles to support growth and progression internally.
- We have had an increase in growth across our employee population and will be designing and delivering a programme of EDIB education tailored to different employee groups. This will include unconscious bias training and how to create an inclusive environment.
- Following the female talent programme pilot, we will implement a programme to support progression in pay quartiles Q3 and Q4, and continue to look for opportunities for development for all our people. Employee led network groups is one of the ways we will do this and we have started work to set up our menopause/female wellness group. This will be led from within the employee community.
- We are focused on using the B-Corp framework to guide EDIB standards, and the improvements to the data we collect and analyse will be an integral part of considering the opportunities for diverse groups.



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.



I firmly believe in fostering a workplace culture that values equality and fairness. While we have made progress in narrowing the gender pay gap, we recognise there is still work to be done. At Insights we are dedicated to continuous improvement and to ensuring that everyone in our organisation is compensated fairly, regardless of gender.

Fiona Logan | Chief Executive Officer



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