



# Gender pay gap report

April 2026



Insights Learning &  
Development

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# Introduction

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As a learning and development organisation we recognise the unique qualities each person brings to work every day. Valuing diversity sits at the heart of our products and services, and we're committed to cultivating a work environment that reflects the communities we support. Our people are the core of our business and integral to our success.

Central to our values, vision and purpose is ensuring we attract, support and develop our people in a fair and transparent way. Equality, diversity and inclusion continue to shape our strategy so that everyone at Insights feels a genuine sense of belonging.

In this year's report we see a narrowing of the median gender pay gap, alongside a similar improvement in the median bonus gap. At the same time the mean pay and bonus gaps have widened.

We recognise that this year's data shows some mixed results. The progress at the median is encouraging and we'll continue to focus on the areas where we need to make further change.

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.

The report also outlines the actions already underway in response to previous findings, feedback from our people. These initiatives are designed to support long-term, sustainable improvement.

We remain committed to achieving gender pay balance across the organisation as an important part of strengthening our unique, diverse and inclusive culture at Insights.

# Understanding the gender pay gap

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## 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, which 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.



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



In this report, we're sharing our gender pay gap data for the 2025 reporting year.

# Who is included in the data?

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To calculate our gender pay gap, we have used the pay data for all full-pay relevant UK employees in Insights Learning & Development (ILD) employed on the snapshot date (5<sup>th</sup> April 2025) as per the regulations.

	2023	2024	2025	2025 vs 2024
Mean gender pay gap	21.57%	16.72%	17.78%	↑ 1.06%
Median gender pay gap	23.54%	22.73%	18.43%	↓ 4.29%
Mean gender bonus gap	9.28%	27.89%	35.76%	↑ 7.87%
Median gender bonus gap	26.22%	27.38%	25.47%	↓ 1.91%
<hr/>				
Males receiving bonus	82.91%	88.44%	84.70%	↓ 3.74%
Females receiving bonus	83.85%	90.00%	83.09%	↓ 6.91%

## Trend comparison

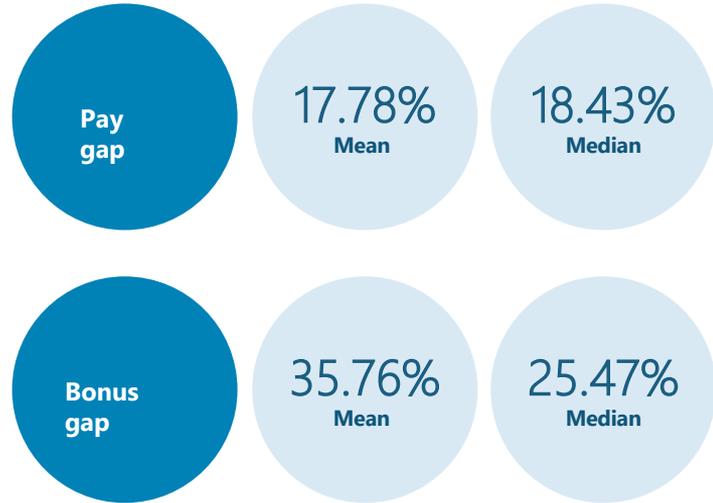
When we consider comparison between this year and that of the most recent reporting cycle in 2024, we see encouraging movement in narrowing median gender pay and again with the median bonus gap.

We can see a widening at the mean for both gender pay and gender bonus, continuing to sit in favour of male employees.

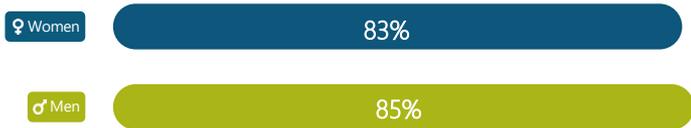
We've also seen lower bonus participation for both genders. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to profit-sharing, productivity, performance, incentives and commission plans which can help drive a corresponding wide range in individual amounts reported.

# Our gender pay gap

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## Bonus participation

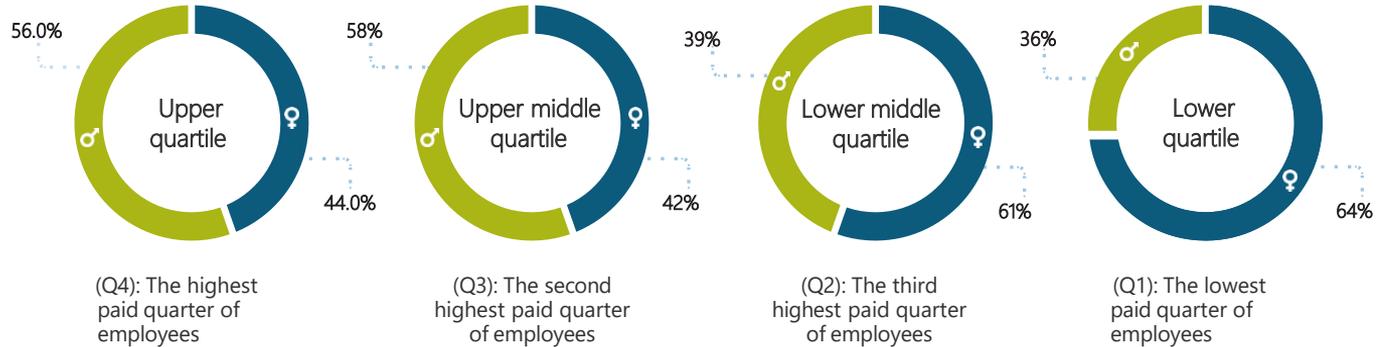


The calculations make use of two types of averages:

- A mean average involves adding up all 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 the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

# Gender distribution by pay quartiles

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♂ Men   ♀ Women

## 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 Q3.

While we know it will take time to close the gap across these levels, we have seen a slight increase in women in the two upper quartiles this year. We remain focused on supporting and developing our female employees. Since this report we have welcomed new women into senior roles across our executive team and leadership community.

Diversity and inclusion is core to our strategy and central to our success as a global business and employer.

# Working to close the gap

We've taken significant steps to support gender equity and career progression for women across our organisation. Following the success of our previous cohort, we are running our second global Female Leadership Development Programme aimed at accelerating the career growth of female talent.



- To further our commitment to gender equity, our Global Menopause Network Group has 57 members. The group meets monthly and has a dedicated Teams channel for questions, advice and support. We are looking to set up further network groups during this next financial year.
- Our equality, diversity, inclusion and belonging next stage education Inclusive Leadership programme was rolled out across the organisation in 2025. Over 430 of our employees took part in the training, with 100% enrolled. As part of the training, all attendees have continued access to additional online training and modules across a range of EDIB topics.
- We look to ensure a diversity in our interview panels, challenging any recruitment processes where there is not someone who identifies as female on the interview panel.

Additionally, our profile statement database undergoes regular reviews to systematically remove outdated or inflammatory language. Meanwhile, our internal product inclusion and accessibility working group continues to drive forward accessibility and inclusion activities, coordinating efforts and handling feedback. Through these initiatives, we remain dedicated to creating an inclusive environment, both within Insights and through the products and experiences we deliver to our community.



# Diversity and inclusion embedded in our products

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 giving 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.

Ensuring our products reflect our commitment to diversity, equity and inclusion remains a priority as we develop and innovate. Our ongoing efforts include:

- Introduction of a Second Person Profile for Discovery, reinforcing safety for individuals and supporting a more inclusive team dynamics.
- Reviewing prioritisation of Discovery Chapters expansion, focused on Human Skills, reinforcing inclusive behaviours and skills such as critical thinking and emotional awareness.
- Microsoft Teams app launched, enabling more inclusive access to Insights within existing workplace collaboration tools, reducing barriers to engagement and supporting remote and hybrid teams.
- Digital Profile rollout, moving away from static PDFs to an accessible web-based experience. Supporting accessibility work through screen reader compatibility, adjustable display settings, easier language localisation and ongoing refinements to accessibility standards.
- Embedding accessibility considerations and guidelines in product design discussions, ensuring inclusivity is part of roadmap planning.

# Key initiatives we'll focus on in 2026/27

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Throughout 2026/27 we'll continue take steps to further reduce the gender pay gap and strengthen our inclusive culture.

- We are strengthening our sustainability governance by introducing a formal Stakeholder Governance Framework and improving our ESG and impact reporting. This will build greater transparency and accountability in how we consider fairness, inclusion and value creation in our decisions.
- As part of our B-Corp submission, we are strengthening our commitment to Equality, Diversity, Inclusion and Belonging (EDIB) by developing a structured EDIB Action Plan - including our approach to prior salary disclosure to reduce the risk of perpetuating historic pay inequities.
- Our commitment to leadership development remains strong and we're continuing our Women in Leadership Programme for 2026/27. The aim is to inspire, motivate and develop women and create a community for learning.

- We are running Inclusive Leadership sessions during May and June. These sessions will ensure all our managers gain additional EDIB training.
- We'll continue refining our recruitment processes, implementing tools like interview software to minimise unconscious bias and support CV anonymisation.
- We offer conversations with candidates on flexible working as part of our recruitment process to ensure we can support their work/life balance. Offering flexible hybrid models as well as remote working.

These initiatives are not just projects but vital steps in our ongoing journey towards a workplace where every individual feels they can say, in their own way, 'I love my job and I love this company'. There is still work to do, but together we are building a more equitable and inclusive future at Insights.



**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.



At Insights, we remain deeply committed to creating a culture where fairness and a sense of belonging is part of everyone's experience. The steps we are taking this year to strengthen our governance and develop our female talent reflect that commitment. We remain focused on progress that benefits every person at Insights.



**Fiona Logan | Chief Executive Officer**



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