

Insights Learning and Development

UK Gender pay gap report

April 2022



Introduction

At Insights, our core 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.

Valuing diversity is at the core of our products and services as a learning organisation.

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.

Our people are the heart of our business and integral to our success. We continue to place great importance on diversity and will endeavour to improve where required to exceed expectations.

Following on from our previous report we have made good progress in implementing a number of initiatives aimed at closing any gender pay gaps identified.

As part of this we are implementing a female talent programme to support progression of females at all levels across the organisation.

A gender pay gap is a measure of the difference in the average pay of all men and of all women in an organisation, regardless of the roles that they do. It is not the same as an equal pay comparison, which directly compares the pay of two or more people carrying out the same jobs, similar jobs or work of equal value.

While 56% of our employees are female, including strong female representation at Executive level, our gender pay gap is currently higher than the UK median, indicating that there is more we can do. We continue to take decisive action to close the gap and to establish gender pay balance in all areas is an important step in continuing our diverse, inclusive culture.

Trend Comparison

When we consider comparison between this year and that of the most recent reporting cycle in 2020, we see positive trends in the form of a narrowing gender bonus gap, at both the mean and the median.

However, there has been a widening gender pay gap at both the mean and median, which is slightly more pronounced at the mean. Encouragingly, bonus participation for both genders increased. 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.

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

- We will continue to embrace diversity and inclusion as it is central to our success as a global business and employer
- As we grow, we are proud to take active steps towards pay transparency and a commitment towards working together to close the gap

We remain focussed moving forward on supporting and developing all our female employees whilst also attracting more women into our senior roles.

	2020	2021	2021 vs 2020
Mean gender pay gap	21.60%	28.90%	^ 7.30%
Median gender pay gap	28.10%	33.00%	^ 4.90%
Mean gender bonus gap	30.80%	0.73%	v -30.07%
Median gender bonus gap	35.40%	10.79%	v -24.61%
Males receiving bonus	61.90%	91.23%	^ 29.33%
Females receiving bonus	67.90%	94.48%	^ 26.58%

¹15.5% based on April 2020 ons.gov.uk statistics



“Achieving greater **gender diversity** is only part of our commitment, our ambitions go further. Equality, diversity, inclusion and belonging priorities are central to our business strategy and sits at the heart of our purpose. We are confident that, by taking clear, positive actions, we can make real progress in embedding a culture of inclusion”

Fiona Logan

Chief Executive Officer - Insights Learning and Development



Understanding the gender pay gap

In this report, we are sharing our gender pay gap data for the 2020/21 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.

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

Who is included in the data?

To calculate our gender pay gap, we have used the pay data for all full-pay relevant UK employees in Insights Learning and Development (ILD) employed on the snapshot date (5 April 2021), as per the regulations.

Our gender pay gap

Pay gap

28.90%
Mean

33%
Median

Bonus gap

0.73%
Mean

10.79%
Median

Bonus participation

♀ Women

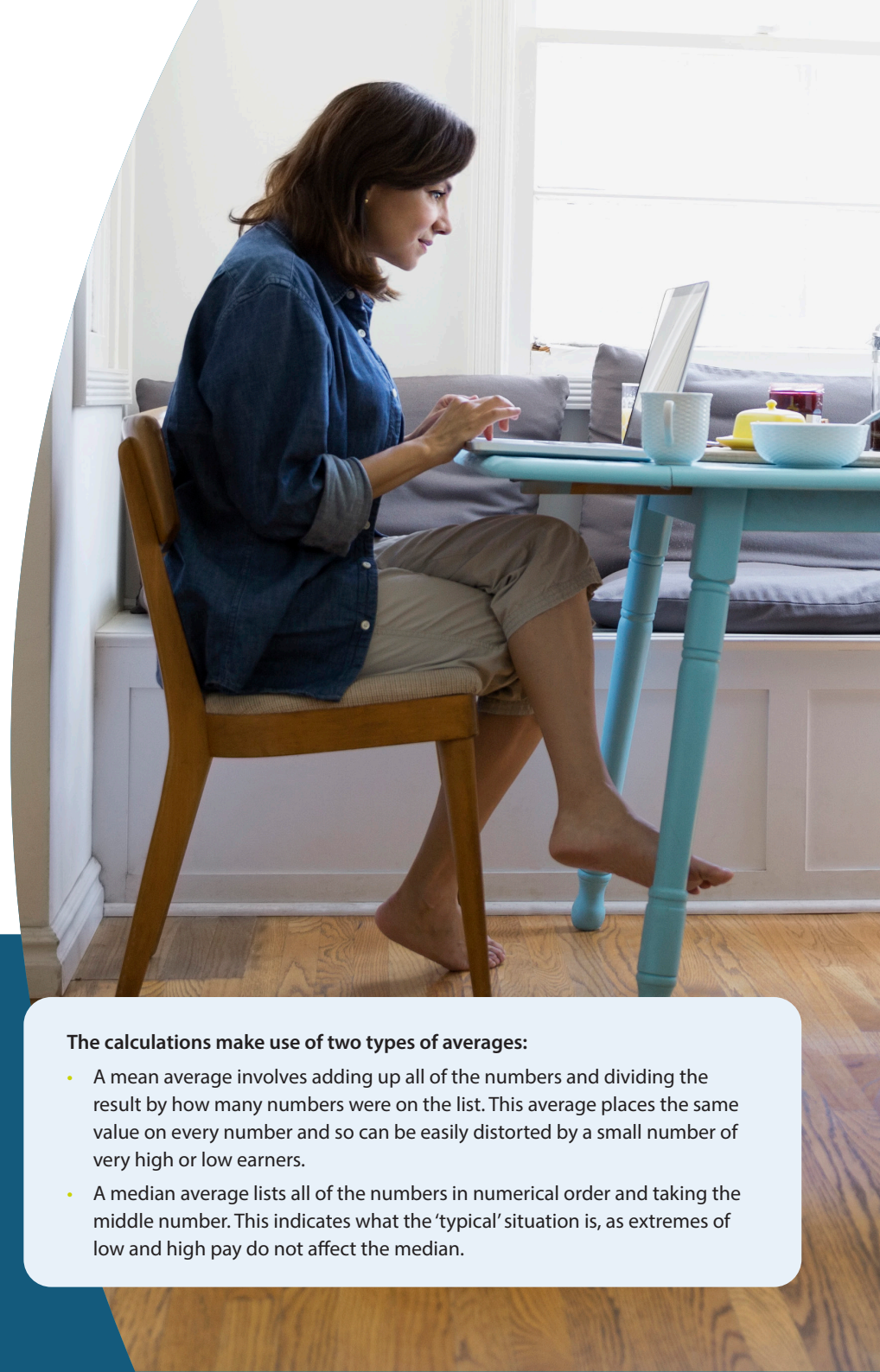
94%

♂ Men

91%

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 and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.



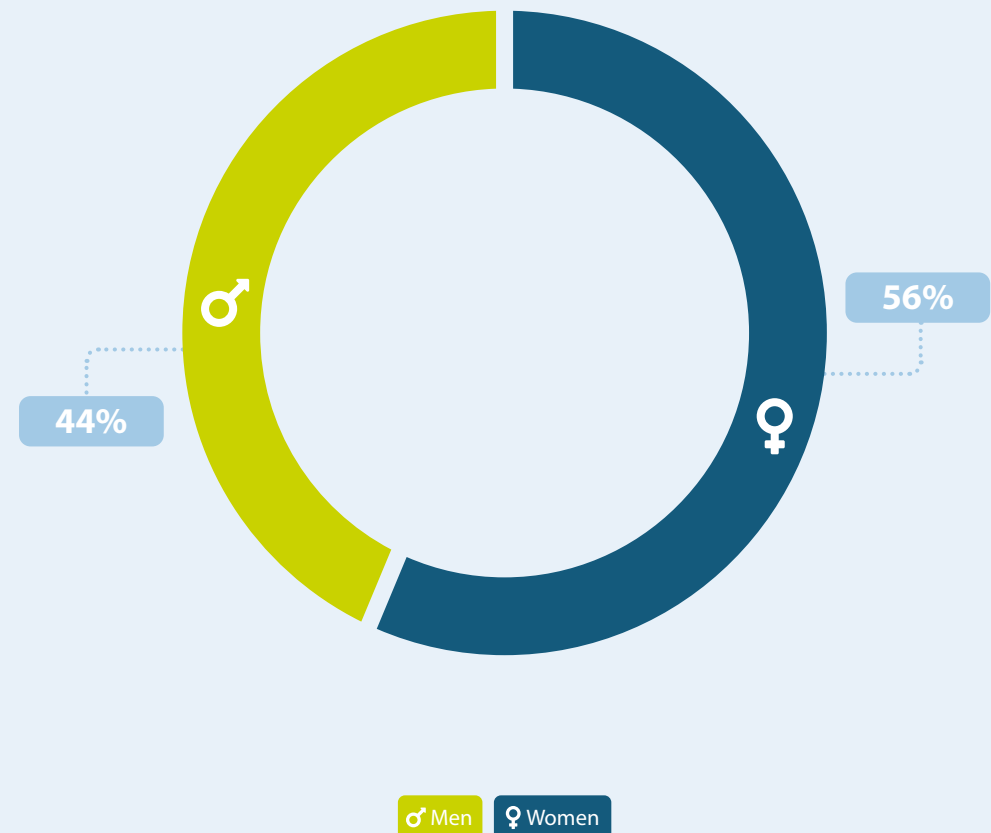
Our commitment to diversity and inclusion

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.

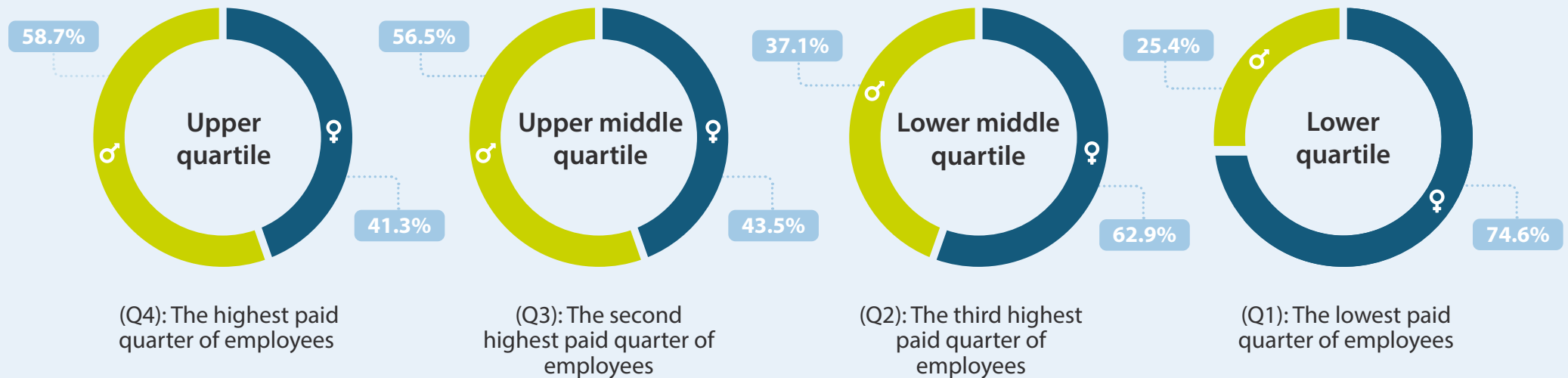
We continue to evolve our products and experiences to be at the forefront of diversity and inclusion:

- We have Explore, our entry level product which is gender inclusive by design
- We are currently creating gender inclusive experiences for our Discovery product suite
- Our design and implementation process has been updated with D&I policies, to ensure it remains an ongoing principle
- We review our products and experiences with the relevant third parties, to ensure they are available and accessible to everyone

Insights UK Gender Split



Gender distribution by pay quartiles



When we observe the distribution of female and male employees within the quartiles, as shown in the pie charts, we can see that female employees are well represented in the two lowest pay quartiles and then underrepresented in the two highest pay quartiles

Working to close the gap

Following the publication of our report in October 2021, we conducted a full audit to ensure we establish a strong foundation on which to build from. We have since identified and implemented a number of people initiatives to promote global inclusion and diversity at Insights and to ensure that we are attracting, supporting and developing our people in a fair and transparent way.

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

- Taking a flexible approach to work, supporting our people with home working throughout the pandemic and encouraging a balanced approach to work and family through hybrid and flexible working.
- Enhancing our UK and US family leave policies to better attract diverse talent
- Completing an external Equality, Diversity and Inclusion review to better understand how Insights can become more inclusive for our colleagues and customers
- Continue to recognise our people's whole life and support people individually to achieve life balance and wellbeing
- Initiated a menopause education programme to support and retain women through this life stage
- Continue to ensure recruitment materials are gender-neutral and inclusive and that our learning and development interventions build awareness and understanding for our people
- Investigate opportunities to further develop our approach for inclusive talent management
- Undertaking a full and unbiased review of salaries against the market, using several independent sources, with a particular focus on females across all levels within the organisation



Throughout 2022/23 we will:

- Deliver programme of Equality, Diversity, Inclusion and Belonging education and awareness sessions from April 2022 with our Executive and leadership teams
- Embed Inclusion in our business strategy and establish measures of success to track progress and ensure accountability
- Implement a talent strategy and framework for inclusive talent management which to help us to nurture our talent and delivers an effective succession planning process. This will include a female talent programme to support progression of females at all levels across the organisation
- Implement a global people policy framework through lens of diversity, equality, and inclusion
- Continue to ensure recruitment materials are gender-neutral and inclusive and that our learning and development interventions build awareness and understanding for our people
- Continue to recognise our people's whole life and support people individually to achieve life balance and wellbeing
- Introduce a 'return to work' programme for working parents/carers and those who need to take time away from Insights and supporting flexible and part-time working models
- 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

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
Chief Executive Officer



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