



# Gender Pay Report

Submitted April 2025 (using data from April 2024)



## FOREWORD



**DARREN HEDLEY**

Managing Director | Insight UK



*Through our various careers programmes, we ensure that there are opportunities for people from all backgrounds to build successful careers within Insight.*

**Our people are at the heart of everything we do at Insight, and our company culture is based on a genuine commitment to Diversity, Inclusion and Belonging. We work hard to ensure that all teammates feel valued, and we pride ourselves on providing equal opportunities; enabling everyone to reach their full potential and achieve their greatest ambitions.**

Our core values of Hunger, Heart and Harmony are synonymous with a desire to strive for excellence, encourage creativity and collaboration, and both cultivate and maintain a positive working environment for all. Our commitment to supporting our clients underpins everything that we do, and we believe that it is the unique contributions of each of our teammates that allows our clients to fully benefit from our innovative solutions.

At Insight, we constantly monitor and review our salary provision and benefit packages, and we continue to drive a reduction in our gender pay gap. We also communicate with our teammates regularly; stressing the importance of equality within the company and providing opportunities for concerns and feedback to be shared. Ensuring we utilise our internal experts to refine processes, offerings and initiatives where necessary.

Through our various careers programmes, we ensure that there are opportunities for people from all backgrounds to build successful careers within Insight. Furthermore, we put a lot of emphasis on learning and development for all. There are a number of internal initiatives in place to improve training and education and in addition to quarterly e-learning and DI&B training, we also host regular educational sessions across all areas of our business.

As part of our Diversity, Inclusion and Belonging agenda, our 'She's Insight' Teammate Resource Group – dedicated to raising awareness and improving gender equality – work hard to highlight the opportunities available for everyone on the gender spectrum and the provisions in place to support teammates, inclusive of our menopause toolkit and our transitioning at work policy.

As we continue into 2025 and beyond, we remain resolute in our commitment to recruiting, rewarding and supporting an inclusive and diverse workforce.

# OUR GENDER PAY GAP RESULTS

We are pleased to share that our results from 2024 show that our gender pay gap has improved again year on year, this year expanding to include a reduction in our bonus pay gap too.

Our mean and median pay gaps are now the lowest they have been since 2017, with a further reduction of 2.3% in the mean pay gap and 3.6% in the median pay gap compared to 2023.

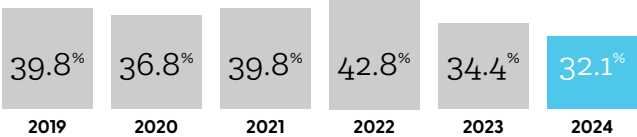
This year we are also delighted to see that our bonus gap has also decreased, which is a continued challenge that we have acknowledged in previous years. While there is still improvement to be made in this area, compared to 2023, our mean bonus gap has decreased by 2.6% and our median bonus gap has decreased by 8.5%.

We have updated all our results below, highlighting the progress mentioned above. We believe this improvement is due to the proactive measures we have implemented and continue to uphold within the organisation, with support from all our Teammate Resource Groups who support us in driving our Diversity, Inclusion, and Belonging strategy.

While we are encouraged by the year on year progress, we remain committed to further reducing our gaps and have shared more details on this in the 'Addressing Progress' section.

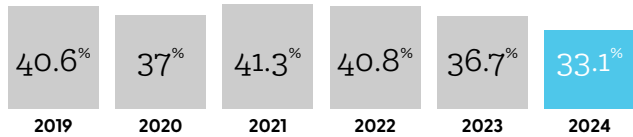
## OUR MEAN PAY GAP

The mean pay gap is the difference between the average hourly pay of men and women.



## OUR MEDIAN PAY GAP

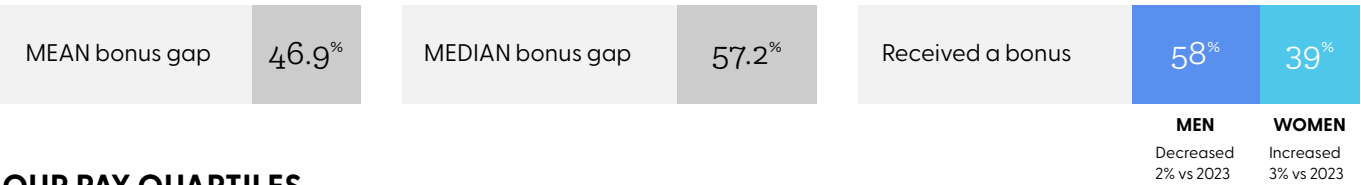
The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.



## OUR GENDER BONUS GAP RESULTS

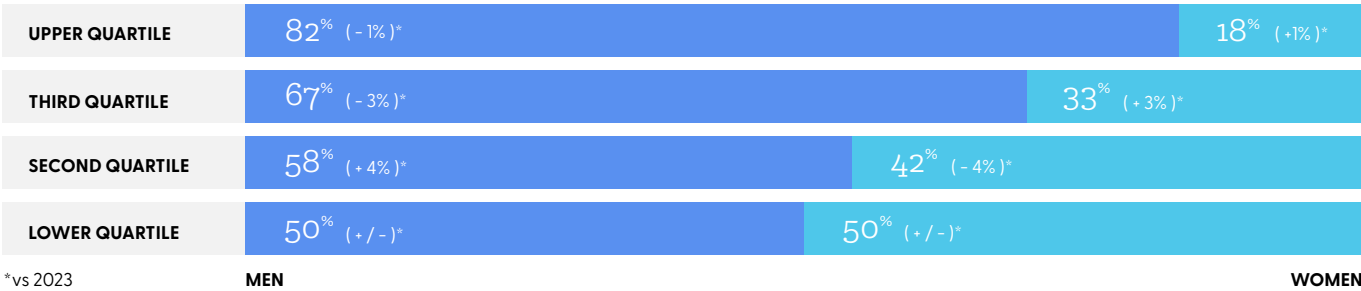
Our bonus gaps have decreased this year, indicating progress in the right direction. However, we acknowledge that the gaps are still not where we would like them to be and therefore this remains a key focus area for us. As mentioned in last year's report, this challenge persists due to the industry we operate in, which is traditionally male-dominated. Our workforce demographics show that more men than women receive bonuses across the organisation, due to a higher representation of men in roles that are eligible for bonuses.

Additionally, the bonus gap does not account for the number of hours worked and only reflects bonuses paid in the 12-month period ending on the 'snapshot date.' This affects the bonus gap since bonuses are paid on a pro-rated basis for part time teammates and currently we continue to see that the majority of our part time teammates are women, specifically 87%.



## OUR PAY QUANTILES

This data demonstrates the percentage of men and women within each quartile pay band.



As we have previously shared, we are aware of the gender imbalance that exists in our workforce and therefore the need for greater focus on our organisational structure. We acknowledged that this will take time and that our gender pay gap may fluctuate from year to year as we see the impact of our actions. We are pleased to see some positive shifts in our quartiles again this year. Our lower quartile remains evenly split by men and women, and as shown on the chart above, this year the second quartile has seen a reduction in women and increase in men, which has consequently slightly increased the amount of women we have in the third and upper quartile, which is the desired outcome we continue to work towards.

# ADDRESSING PROGRESS

Since our 2023 results, we have maintained our commitment to tackling and addressing our pay gap. Our Teammate Resource Groups (TRGs) still play a crucial role in supporting our organisation by driving and highlighting our Diversity, Inclusion, and Belonging strategy. Their efforts have been instrumental in raising awareness about inequality and advocating for greater inclusivity.

## **We have highlighted below some of the key initiatives we have introduced following our 2023 Gender Pay results:**

- **Promotion Career Development for Women** - In 2023, we successfully launched our first 'Take the Lead' programme, aimed at enhancing leadership skills in women by fostering their ability and agility to drive innovation, collaboration, and team performance. To maintain this momentum, we designed and delivered 'Take the Lead' refresher workshops in 2024. Additionally, to encourage and support women to advance their careers, we organised a 'Career Development for Women' roundtable, supported the Bristol Stemette Hackathon, and hosted a career development session on 'Women in Tech Day'.
- **Celebrating Women and Raising Awareness of Unconscious Bias** - We have continued to participate in various events that celebrate women and raise awareness of unconscious bias. To name a few, this includes establishing a 'HerHealth' working group focusing on women's health, hosting a Podcast to celebrate 'International Women's Day' and facilitating a fireside chat on Menopause.
- **Bonus Structure** - We have acknowledged how our bonus gap is still not where we would like it to be, and therefore this remains a focus area for us. As we make required organisational structural changes, we have and continue to review our bonus plans and the roles eligible for bonus plans.
- **Great Place To Work** - We are committed to fostering and maintaining an exceptional workplace culture where our teammates can take pride in their work. For six consecutive years, we have been recognised as a UK Best Workplace, and for the past five years, we have also been honored as a UK Best Workplace for Women. These accolades further support our efforts to attract and retain talented teammates.
- **Annual Pay Review** - We recognise that making positive changes in our pay quartiles will take time and cannot be achieved overnight. To support this, in 2025, we have once again implemented a different approach to our annual pay review. This approach not only focuses on rewarding high performance but also involves a thorough review of market pay data to determine increase amounts for teammates. This will allow us to place a greater emphasis on teammates in the lower pay quartiles.

## **As we move through 2025, we remain dedicated to advancing our Diversity, Inclusion, and Belonging (DI&B) strategy across all areas. Here are some of the initiatives we have planned to drive this and subsequently support reducing our Gender Pay gap:**

- Launching our first EMEA-wide mentorship programme.
- Undertaking an assessment of existing policies with a gender lens.
- Hosting a bi-annual D&I training programme.
- Expanding our Women in Technology Network membership to all TRGs in EMEA.
- Launching SheTech, a new global Insight community of women technologists where women can connect, collaborate, and thrive in the world of technology.

Our ultimate goal remains to raise further awareness of equality within Insight and to continue empowering, encouraging, and building confidence in women in technology.



### SUHA SHAKKOUR

Diversity and Inclusion Lead | Insight EMEA



I was the first woman in my extended family to receive a PhD, and in the years that followed, I had the privilege to watch as younger women in my family began to receive theirs. This was an important factor for me when choosing the next step in career, to work at an organisation where women empower and support other women – and Insight is exactly that.

As the Lead for Diversity and Inclusion at Insight EMEA, I work hard to support teammates in becoming their own role models and acting as role models to others, regardless of gender. As an extension of this, I am incredibly proud of the work that all of our Teammate Resource Groups do – inclusive of our ‘She’s Insight’ group, who are committed to championing equality for all genders, to ensure that equal opportunities, understanding and guidance are provided to all.

Throughout my time in this role so far, what I have enjoyed the most is seeing the amount of encouragement that women at Insight give to one another at every level, inclusive of our fantastic leadership team.

As we continue into 2025, we will be taking an intersectional approach to all Diversity and Inclusion work in EMEA, ensuring that we are supporting women in all different stages of their lives. I remain dedicated to driving Insight’s Diversity and Inclusion agenda forward, and I am truly excited for the future.



### CARLY TURNER

HR Manager | Insight UK



As a woman entering into a traditionally male dominated industry, working for a company who were willing to invest heavily in their people’s development was a non-negotiable for me. Subsequently, it has been fantastic to experience the phenomenal, and ongoing support and guidance that has allowed my career to grow beyond anything I imagined.

Through our Diversity, Inclusion and Belonging agenda, Insight champions equal opportunities for all, and this is something I have experienced first-hand. From joining as an apprentice straight from school and Insight supporting me in gaining official qualifications, to further career guidance and opportunities for promotion, the 13+ years I have spent at Insight thus far are proof of the business’s commitment to their people, regardless of gender.

Our Teammate Resource Groups work hard year-round, to raise awareness for – and celebrate – marginalised and under-represented groups, and the support and participation they receive across the organisation is testament to the inclusive nature of our teammates. In addition, our STEM initiatives and school engagements are purposed to pique the interest of girls and young women, before or as they start their careers, by highlighting the exciting and varied opportunities that the technology industry has to offer. Furthermore, our ongoing learning and development programmes – as well as the regular learning sessions that are run across all areas of the business – ensure that our existing teammates have every opportunity to grow their knowledge and shape their career ambitions.

Through my own journey within Insight, I am now privileged to be in a role where I get to play an active part in ensuring Insight’s commitment to providing equal opportunities for all, as well as avenues for career progression, regardless of gender.

## DECLARATION

I confirm that calculations contained in this report have been made in accordance with and are accurate to the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017 as taken on the snapshot date of 5th April 2024.

**Darren Hedley,**  
Managing Director, Insight UK