



GENDER PAY GAP REPORT

Inspired PLC
1st October 2021



Gender Pay Gap Report

About this document

The statutory gender pay gap disclosure, does not align with the financial year of Inspired PLC (the “Group”) or include all employees in all parts of the business.

As such this supplemental report sets out the total position for the Group.

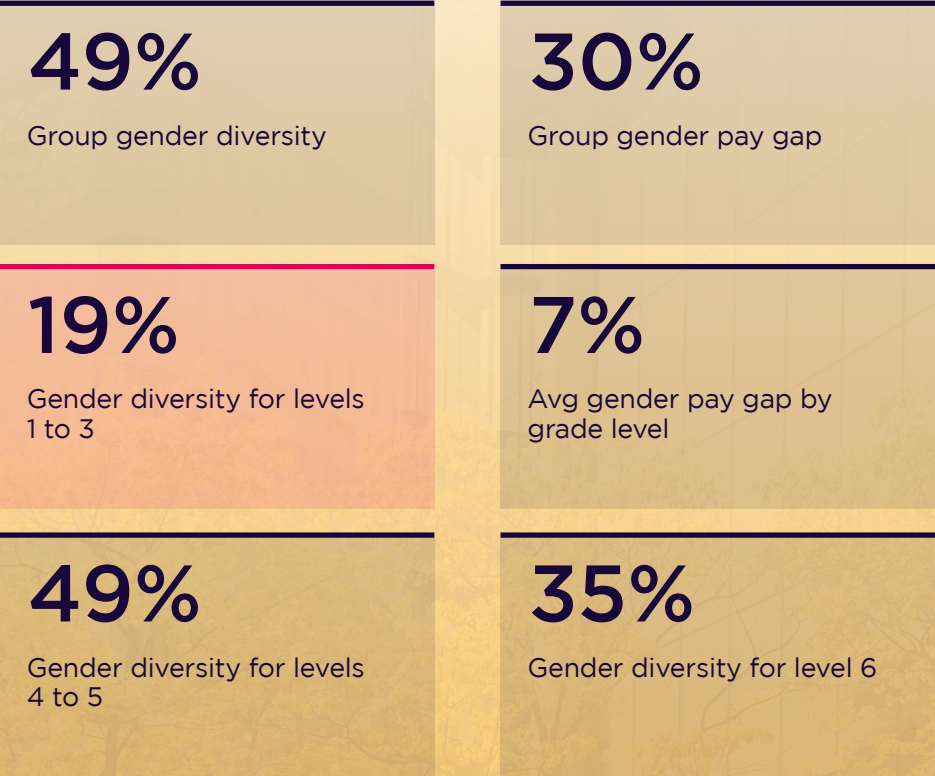
When presenting the diversity and gender pay gap ratios for the Group we refer to the % of the minority gender, which in some cases for Inspired PLC can be men at certain levels of the organization.

Setting targets

Our diversity targets can be summarised as:
“For any level of the organisation no gender should be represent less than 37.5% of the employees.”

Some readers will ask why the target is not 50% and the answer lies in simple mathematics.

When a team has an odd number, a 50% target is impossible to achieve. When a team has an even number, if we want to avoid positive discrimination, the maximum target a team of 8 can have for the minimum gender is 37.5%. This represents a swing of one person from a 50:50 balance.



At each level of the organization there is no differentiation in pay for men and women of equal experience and performance.

The 7% average variance reflects the differences in experience and performance of people at each level of the company.

23% of the overall group gender pay gap arises from our low level of diversity in senior leadership positions. This is the key focus area for improvement

Gender Pay Gap Report

Group	Female Employees Basic Salary / Hour (£)				Male Employees Basic Salary / Hour (£)				All Employees Basic Salary / Hour (£)				Equal Pay Ratio			
	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total
Level 1					122.75	109.11		117.29	122.75	109.11		117.29	100%	100%	0%	100%
Level 2	51.83	46.15		48.99	56.87	51.83		56.31	56.31	48.99		54.98	91%	89%	0%	87%
Level 3	33.40	34.00		33.47	35.84	35.79		35.83	35.29	35.54		35.33	93%	95%	0%	93%
Level 4a	25.69	20.19	21.55	24.54	26.92	25.38	16.91	25.99	26.37	23.65	20.01	25.32	95%	80%	78%	94%
Level 4b	21.41	17.24	19.60	20.97	21.86	22.19	18.13	21.52	21.66	21.69	18.76	21.32	98%	78%	92%	97%
Level 4c	23.50	29.64	24.89	24.25	22.41	24.82	25.64	22.98	22.77	25.59	25.04	23.42	95%	87%	97%	95%
Level 5a	17.77	15.97	13.67	16.53	16.53		13.55	15.41	17.38	15.97	13.61	16.20	93%	100%	99%	93%
Level 5b	14.34	16.58	15.19	15.32	16.76	18.53	19.09	17.30	15.48	17.01	17.14	16.09	86%	89%	80%	89%
Level 5c	14.64	14.14	13.47	14.28	18.74	17.88	12.81	16.83	16.42	15.50	13.14	15.41	78%	79%	95%	85%
Level 5d			11.91	11.91			12.45	12.45			12.18	12.18	0%	0%	96%	96%
Level 6a	13.15	12.72	11.63	12.58	12.93	14.89	11.69	12.25	13.06	12.85	11.67	12.45	98%	85%	99%	97%
Level 6b	12.63	12.35	9.93	11.28	12.53	12.74	10.99	12.09	12.62	12.41	10.02	11.37	99%	97%	90%	93%
Level 6c			8.18	8.18			8.31	8.31			8.28	8.28	0%	0%	99%	99%
Total	18.53	15.98	13.46	16.75	26.61	29.72	12.90	24.00	22.87	22.09	13.19	20.42	70%	54%	96%	70%

Group	No. Female Employees				No. Male Employees				Total No. Employees				Gender Diversity Ratio			
	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total	30-50 years old	Over 50 years old	Under 30 years old	Total
Level 1					3	2		5	3	2		5	100%	100%	0%	0%
Level 2	1	1		2	8	1		9	9	2		11	11%	50%	0%	18%
Level 3	7	1		8	24	6		30	31	7		38	23%	14%	0%	21%
Level 4a	9	1	2	12	11	2	1	14	20	3	3	26	45%	33%	33%	46%
Level 4b	18	1	3	22	23	9	4	36	41	10	7	58	44%	10%	43%	38%
Level 4c	15	2	4	21	31	8	1	40	46	10	5	61	33%	20%	20%	34%
Level 5a	11	4	4	19	5		3	8	16	4	7	27	31%	100%	43%	30%
Level 5b	9	7	1	17	8	2	1	11	17	9	2	28	47%	22%	50%	39%
Level 5c	30	7	12	49	23	4	12	39	53	11	24	88	43%	36%	50%	55%
Level 5d			6	6			6	6			12	12	0%	0%	50%	50%
Level 6a	23	16	16	55	14	1	22	37	37	17	38	92	38%	6%	42%	40%
Level 6b	7	5	11	23	1	1	1	3	8	6	12	26	13%	17%	8%	12%
Level 6c			1	1			3	3			4	4	0%	0%	25%	25%
Total	130	45	60	235	151	36	54	241	281	81	114	476	46%	44%	47%	49%

Improving our performance

At a board level, the company has a 50% gender diversity ratio.

The root cause of our 30% gender pay gap at a Group level is our low level of gender diversity at levels 1 to 3 in our business.

As an organisation we will not seek to positively discriminate as we are focused on a culture based on merit.

We are confident that we have to date selected the right employees to the right position based on merit.

Our ability to improve our gender diversity in levels 1 to 3 in our organisation requires a long-term solution to develop a more diverse leadership team.

- a) Set gender and diversity targets for every business level at 37.5%
- b) Regularly review HR processes to ensure gender diversity bias is removed
- c) Provide access to additional leadership training for women in the organisation
- d) Develop a Science, Technology, Engineering and Mathematics (STEM) scholarship programme for girls and young women in Inspired PLC's local communities.



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