



GENDER PAY GAP REPORT

Inspired PLC
1st April 2022



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 organisation.

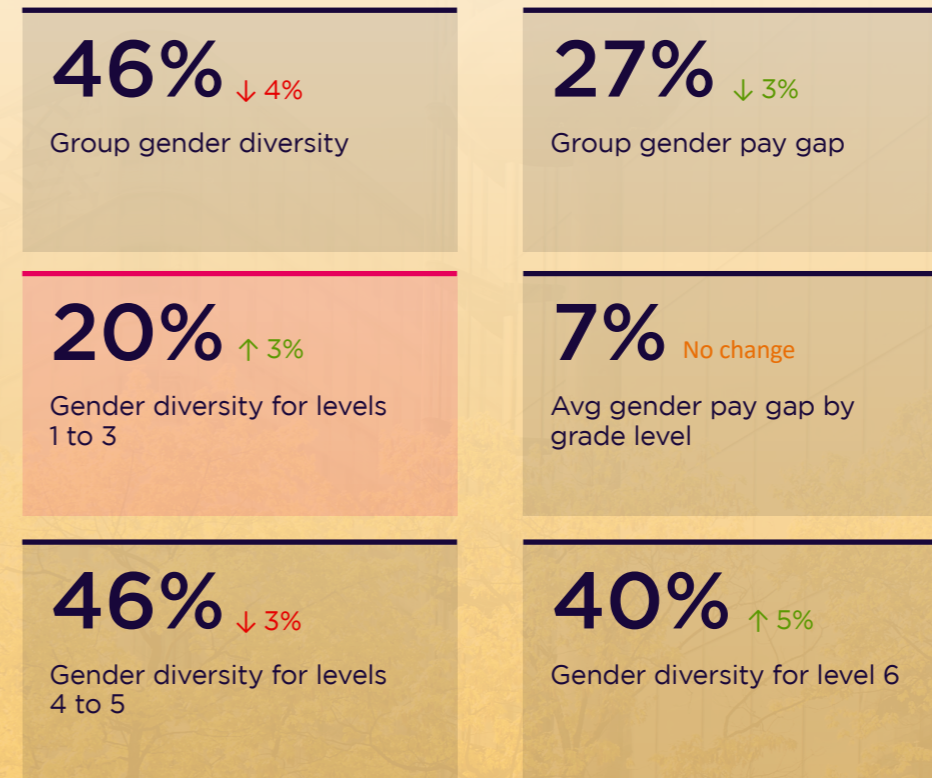
Setting targets

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 Developments

Group	Female Employees Basic Salary / Hour (£)			Male Employees Basic Salary / Hour (£)			All Employees Basic Salary / Hour (£)			Equal Pay Ratio		
	2021	2020	Chg	2021	2020	Chg	2021	2020	Chg	2021	2020	Chg
Level 1				127.30	117.29	10.00	127.30	117.29	10.00	100%	100%	0%
Level 2	47.21	48.99	(1.78)	60.66	56.31	4.35	58.29	54.98	3.30	78%	87%	(9%)
Level 3	37.25	33.47	3.78	36.74	35.83	0.91	36.85	35.33	1.52	99%	93%	5%
Level 4a	25.99	24.54	1.45	26.54	25.99	0.55	26.30	25.32	0.98	98%	94%	4%
Level 4b	20.38	20.97	(0.59)	22.97	21.52	1.44	21.82	21.32	0.51	89%	97%	(9%)
Level 4c	24.56	24.25	0.31	24.20	22.98	1.22	24.31	23.42	0.89	99%	95%	4%
Level 5a	15.64	16.53	(0.89)	16.35	15.41	0.94	15.90	16.20	(0.30)	96%	93%	2%
Level 5b	15.47	15.32	0.16	15.88	17.30	(1.41)	15.67	16.09	(0.43)	97%	89%	9%
Level 5c	15.39	14.28	1.11	18.13	16.83	1.30	16.58	15.41	1.17	85%	85%	0%
Level 5d	11.87	11.91	(0.05)	12.50	12.45	0.05	12.20	12.18	0.02	95%	96%	(1%)
Level 6a	12.76	12.58	0.18	12.23	12.25	(0.01)	12.52	12.45	0.07	96%	97%	(1%)
Level 6b	12.07	11.28	0.79	11.27	12.09	(0.82)	11.88	11.37	0.51	93%	93%	0%
Level 6c	8.46	8.18	0.27	9.59	8.31	1.28	9.36	8.28	1.09	88%	99%	(10%)
Total	17.80	16.75	1.05	24.27	24.00	0.27	21.29	20.42	0.87	73%	70%	4%

Group	No. Female Employees			No. Male Employees			Total No. Employees			Gender Diversity Ratio		
	2021	2020	Chg	2021	2020	Chg	2021	2020	Chg	2021	2020	Chg
Level 1				3	5	(2)	3	5	(2)	100%	100%	0%
Level 2	3	2	1	14	9	5	17	11	6	18%	18%	(1%)
Level 3	9	8	1	32	30	2	41	38	3	22%	21%	1%
Level 4a	15	12	3	19	14	5	34	26	8	44%	46%	(2%)
Level 4b	31	22	9	39	36	3	70	58	12	44%	38%	6%
Level 4c	24	21	3	57	40	17	81	61	20	30%	34%	(5%)
Level 5a	14	19	(5)	8	8	0	22	27	(5)	36%	30%	7%
Level 5b	21	17	4	19	11	8	40	28	12	48%	39%	8%
Level 5c	52	49	3	40	39	1	92	88	4	43%	44%	(1%)
Level 5d	7	6	1	8	6	2	15	12	3	47%	50%	(3%)
Level 6a	49	55	(6)	41	37	4	90	92	(2)	46%	40%	5%
Level 6b	7	23	(1)	7	3	4	29	26	3	24%	12%	13%
Level 6c	1	1	0	4	3	1	5	4	1	20%	25%	(5%)
Total	248	235	13	291	241	50	539	476	63	46%	49%	(3%)

Evaluating our performance

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

During 2021 our overall gender diversity reduced by 3% reflecting the gender mix of acquisitions within the period. However, this is still well ahead of our 37.5% target.

Our gender diversity is now ahead of our target for levels 4 to 6 of our Group. Although gender diversity at the leadership levels (levels 1 to 3) improved by 1% it is still significantly below our target at that level of the business.

Our overall gender pay gap reduced from 30 % in 2020 to 27% in 2021. The root cause of our disparity for the pay of the minority gender remains our low level of diversity at senior management levels.

The Group has continued its programme of developing women in leadership with 18 women in the business having now completed the course.

We have also facilitated our first member of the leadership to participate in the Global MBA programme at INSEAD.

Gender Pay Gap In Detail

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					136.39	109.11		127.30	136.39	109.11		127.30	100%	100%	0%	100%
Level 2	47.74	46.15		47.21	56.22	87.29		60.66	55.01	73.58		58.29	85%	53%	0%	78%
Level 3	37.25			37.25	37.18	34.37		36.74	37.20	34.37		36.85	100%	100%	0%	99%
Level 4a	27.01	20.19	22.75	25.99	26.20	29.46	22.88	26.54	26.59	27.61	22.82	26.30	97%	69%	99%	98%
Level 4b	20.82	18.87	19.91	20.38	23.57	23.29	18.14	22.97	22.35	21.08	18.73	21.82	88%	81%	91%	89%
Level 4c	24.33	26.53	24.73	24.56	24.42	25.67	16.53	24.20	24.39	25.77	20.05	24.31	100%	97%	67%	99%
Level 5a	16.24	14.64	14.46	15.64	18.49		14.22	16.35	16.93	14.64	14.30	15.90	88%	100%	98%	96%
Level 5b	14.83	18.21	14.81	15.47	16.82	13.40	15.30	15.88	15.71	16.15	15.12	15.67	88%	74%	97%	97%
Level 5c	15.76	14.28	15.10	15.39	20.14	18.11	14.45	18.13	17.61	16.19	14.82	16.58	78%	79%	96%	85%
Level 5d	12.34		11.67	11.87			12.50	12.50	12.34		12.18	12.20	100%	0%	93%	95%
Level 6a	13.80	12.93	11.68	12.76	12.63	13.72	11.83	12.23	13.19	13.01	11.77	12.52	92%	94%	99%	96%
Level 6b	11.97	13.58	11.55	12.07	12.53		11.06	11.27	12.03	13.58	11.37	11.88	95%	100%	96%	93%
Level 6c			8.46	8.46	9.90		9.28	9.59	9.90		9.00	9.36	100%	0%	91%	88%
Total	19.93	16.12	14.03	17.80	27.34	28.97	13.54	24.27	24.03	22.54	13.77	21.29	73%	56%	97%	73%

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					2	1		3	2	1		3	100%	100%	0%	100%
Level 2	2	1		3	12	2		14	14	3		17	14%	33%	0%	18%
Level 3	9			9	27	5		32	36	5		41	25%	100%	0%	22%
Level 4a	12	1	2	15	13	4	2	19	25	5	4	34	48%	20%	50%	44%
Level 4b	23	6	2	31	29	6	4	39	52	12	6	70	44%	50%	33%	44%
Level 4c	19	2	3	24	38	15	4	57	57	17	7	81	33%	12%	43%	30%
Level 5a	9	3	2	14	4		4	8	13	3	6	22	31%	100%	33%	36%
Level 5b	14	4	3	21	11	3	5	19	25	7	8	40	44%	43%	38%	48%
Level 5c	30	6	16	52	22	6	12	40	52	12	28	92	42%	50%	43%	43%
Level 5d	2		5	7			8	8	2		13	15	100%	0%	38%	47%
Level 6a	15	17	17	49	16	2	23	41	31	19	40	90	48%	11%	43%	46%
Level 6b	8	4	10	42	1		6	7	9	4	16	29	11%	100%	38%	24%
Level 6c			1	1	2		2	4	2		3	5	100%	0%	33%	20%
Total	143	44	61	248	177	44	70	291	320	88	131	539	45%	50%	47%	46%

Review of FY 2021

We have made some progress during 2021 with respect to gender diversity and reduction in gender pay gap.

The overall number of employees at the year end in the UK was 539 (476 FY2020) a growth of 13%.

Male employees were the majority gender in 8 of our operating levels and women were the majority gender at 5 of our operating levels. Our overall gender diversity was 46%.

Our primary area for improvement remains to improve our gender diversity in levels 1 to 3 in our organisation for which we have started to implement the following programme:

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



Inspired PLC

29 Progress Business Park
Orders Lane
Kirkham
Preston PR4 2TZ

www.inspiredplc.co.uk

