

GENDER PAY GAP Report 2022



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Overview

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

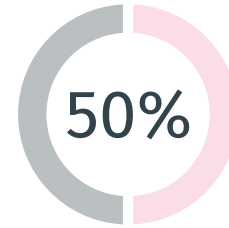
Our diversity targets can be summarised as:

"For any level of the organisation no gender should be represent less than 37.5% of the employees."

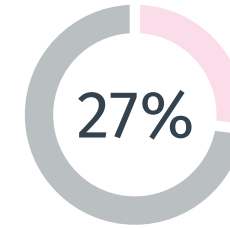
Some readers will ask why the target is not 50% and the answer lies in simple mathematics.

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.

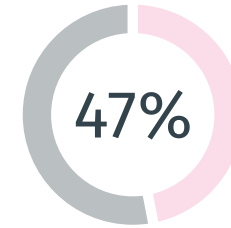
Gender diversity



Group gender diversity
(increase of 2% on 2022 figure, 48%)

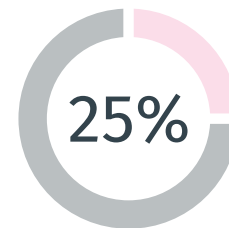


Gender diversity for levels 1 to 3
(increase of 3% on 2022 figure, 24%)

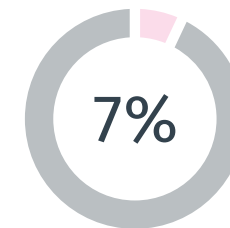


Gender diversity for levels 4 to 5
(increase of 1% on 2022 figure, 46%)

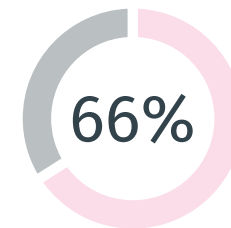
Gender pay



Group gender pay gap
(decrease of 2% on 2022 figure, 27%)



Avg gender pay gap by grade level
(no change on 2021 figure, 7%)



Gender diversity for level 6
(decrease of 2% on 2022 figure, 68%)

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.

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

Gender Pay Gap Developments

Group	N° Female Employees			N° Male Employees			Total N° Employees			Equal Pay Ratio		
	2022	2021	Chg	2022	2021	Chg	2022	2021	Chg	2022	2021	Chg
Level 1		0	0	3	3	0	3	3	0	100%	100%	0%
Level 2		3	(1)	12	14	(2)	14	17	(3)	14%	18%	(3%)
Level 3		9	3	29	32	(3)	41	41	0	29%	22%	7%
Level 4a		15	(1)	22	19	3	36	34	2	39%	44%	(5%)
Level 4b		31	2	53	39	14	86	70	16	38%	44%	(6%)
Level 4c		24	5	71	57	14	100	81	19	29%	30%	(1%)
Level 5a		14	5	13	8	5	32	22	10	41%	36%	4%
Level 5b		21	14	22	19	3	57	40	17	39%	48%	(9%)
Level 5c		52	19	58	40	18	129	92	37	45%	43%	1%
Level 5d		7	2	10	8	2	19	15	4	47%	47%	1%
Level 6a		49	11	34	41	(7)	94	90	4	36%	46%	(9%)
Level 6b		22	8	7	7	0	37	29	8	19%	24%	(5%)
Level 6c		1	0	1	4	(3)	2	5	(3)	50%	20%	30%
Total		248	67	335	291	44	650	539	111	48%	46%	2%

Evaluating our performance

At a Board level the company has a 29% gender diversity ratio.

During 2022, our overall gender diversity increased by 2%. Our gender diversity is ahead of target for levels 5 to 6 of our Group, and just below (34%) for level 4.

Gender diversity at the leadership levels (levels 1 to 3) improved by 4% to 24%, but it is still significantly below our target at that level of the business.

Our overall gender pay gap remained constant at 27% for 2022. The root cause of our disparity for the pay of the minority gender remains our low level of diversity at senior management levels.

Gender Diversity ratio

Group	No. Female Employees				No. Male Employees				Total No. of Employees				Diversity Ratio			
	30 to 50 years old	over 50 years old	under 30 years old	Total	30 to 50 years old	over 50 years old	under 30 years old	Total	30 to 50 years old	over 50 years old	under 30 years old	Total	30 to 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			2	10	2		12	12	2	-	14	17%	100%	0%	14%
Level 3	12			12	26	3		29	38	3	-	41	32%	100%	0%	29%
Level 4a	12	1	1	14	19	2	1	22	31	3	2	36	39%	33%	50%	39%
Level 4b	26	5	2	33	32	11	10	53	58	16	12	86	45%	31%	17%	38%
Level 4c	25	1	3	29	44	21	6	71	69	22	9	100	36%	5%	33%	29%
Level 5a	12	4	3	19	6	1	6	13	18	5	9	32	33%	20%	33%	41%
Level 5b	19	9	7	35	11	4	7	22	30	13	14	57	37%	31%	50%	39%
Level 5c	36	14	21	71	35	8	15	58	71	22	36	129	49%	36%	42%	45%
Level 5d	3	1	5	9	4		6	10	7	1	11	19	43%	100%	45%	47%
Level 6a	28	14	18	60	15	2	17	34	43	16	35	94	35%	13%	49%	36%
Level 6b	11	4	15	30			7	7	11	4	22	37	100%	100%	32%	19%
Level 6c			1	1			1	1	-	-	2	2	0%	0%	50%	50%
Total	186	53	76	315	204	55	76	335	390	108	152	650	48%	49%	50%	48%

Review of FY 2022

We have made some progress during 2022 with respect to gender diversity. The overall number of employees at the year end in the UK was 650 (539 FY2021), a growth of 21%. Male employees were the majority gender in 7 of our operating levels and women were the majority gender at 5 of our operating levels, with parity for one level. Our overall gender diversity was 48%. 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.

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