

A close-up photograph of a leaf, likely from a plant like a coleus, showing intricate vein patterns. The colors are a mix of deep purple, magenta, and pink, with some areas appearing lighter and more translucent. The leaf is positioned on the left side of the frame, with its veins running diagonally and horizontally.

INSPIRED

Inspired
Gender Pay Gap Report
2024-25

Overview

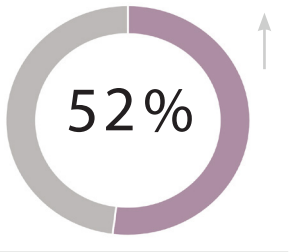
About this document

The statutory gender pay gap disclosure does not align with Inspired's financial year and does not capture all employees across every part of the Group. This supplementary report therefore provides a more comprehensive view of gender diversity and pay across Inspired as a whole.

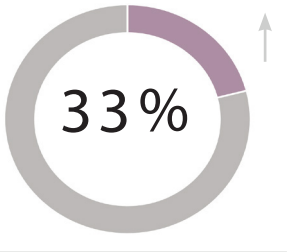
As the gender balance varies across different levels of the organisation, the minority gender may be either women or men depending on the area being reported.

Inspired is committed to ensuring equal pay for men and women with comparable experience and performance at each organisational level. The Group's overall gender pay gap is therefore driven primarily by the current gender balance across different levels of seniority, particularly the lower representation of women in senior leadership positions. Improving diversity at these levels remains a key area of focus for the Group.

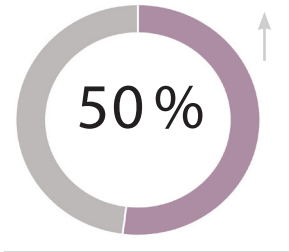
2025



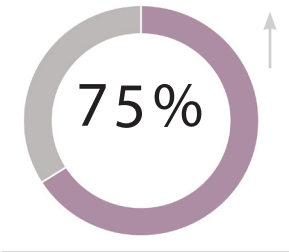
Group gender diversity
(Increase of 1% from 2024, 51%)



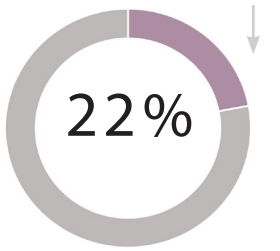
Gender diversity for levels 1 to 3
(Increase of 23% from 2024, 27%)



Gender diversity for levels 4 to 5
(Increase of 6% from 2024, 47%)

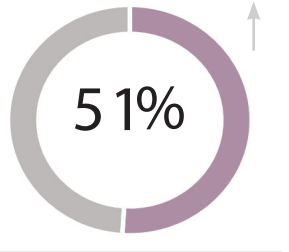


Gender diversity for level 6
(Increase of 1% from 2024, 72%)

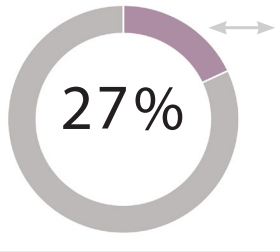


Group gender pay gap
(Decrease of 1% from 2024, 23%)

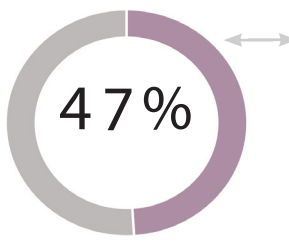
2024



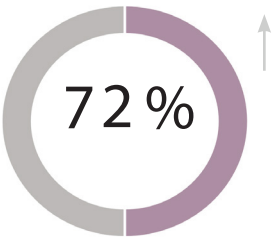
Group gender diversity
(Increase of 1% from 2023, 50%)



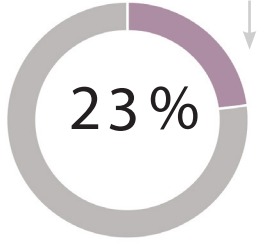
Gender diversity for levels 1 to 3
(No change from 2023)



Gender diversity for levels 4 to 5
(No change from 2023)



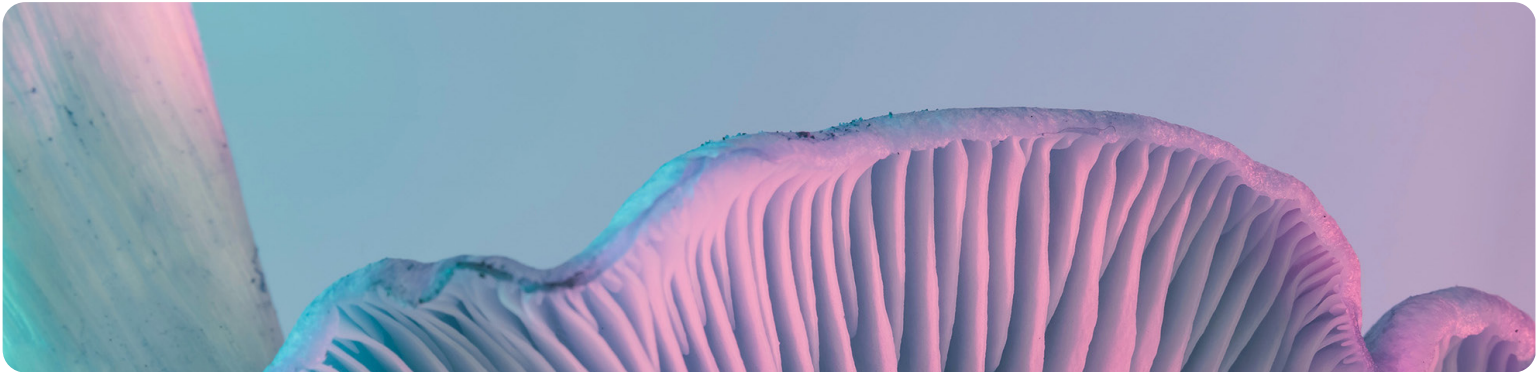
Gender diversity for level 6
(Increase of 9% from 2023, 66%)



Group gender pay gap
(Decrease of 2% from 2023, 25%)

Unadjusted Gender Pay Per Level

	31 December 2025				31 December 2024				31 December 2023			
	30 - 50 years	over 50 years	under 30 years	Total	30 - 50 years	over 50 years	under 30 years	Total	30 - 50 years	over 50 years	under 30 years	Total
Level 1	100%	100%	n/a	100%	100%	100%	n/a	100%	100%	100%	n/a	100%
Level 2	-1%	100%	n/a	-1%	6%	100%	n/a	9%	18%	100%	n/a	21%
Level 3	-2%	100%	n/a	-6%	1%	100%	n/a	0%	8%	100%	100%	6%
Level 4a	12%	26%	n/a	16%	18%	22%	20%	19%	16%	23%	n/a	18%
Level 4b	12%	13%	100%	12%	8%	7%	2%	7%	12%	7%	11%	10%
Level 4c	6%	-4%	34%	7%	2%	-27%	35%	-1%	3%	-26%	100%	-1%
Level 5a	-1%	-2%	20%	1%	0%	27%	35%	12%	3%	38%	n/a	5%
Level 5b	2%	0%	1%	1%	5%	-4%	0%	3%	8%	-9%	8%	6%
Level 5c	9%	22%	10%	12%	6%	25%	-55%	-5%	6%	30%	-78%	-7%
Level 5d	9%	2%	13%	10%	11%	100%	n/a	13%	100%	n/a	n/a	9%
Level 6a	-3%	-13%	-3%	-3%	1%	1%	4%	2%	3%	5%	0%	3%
Level 6b	6%	-11%	0%	1%	-50%	9%	-6%	-20%	-23%	-26%	-3%	-12%
Level 6c	n/a	n/a	0%	0%	n/a	n/a	100%	100%	n/a	n/a	-10%	-10%
Total	17%	39%	9%	22%	20%	44%	5%	23%	23%	46%	0%	25%

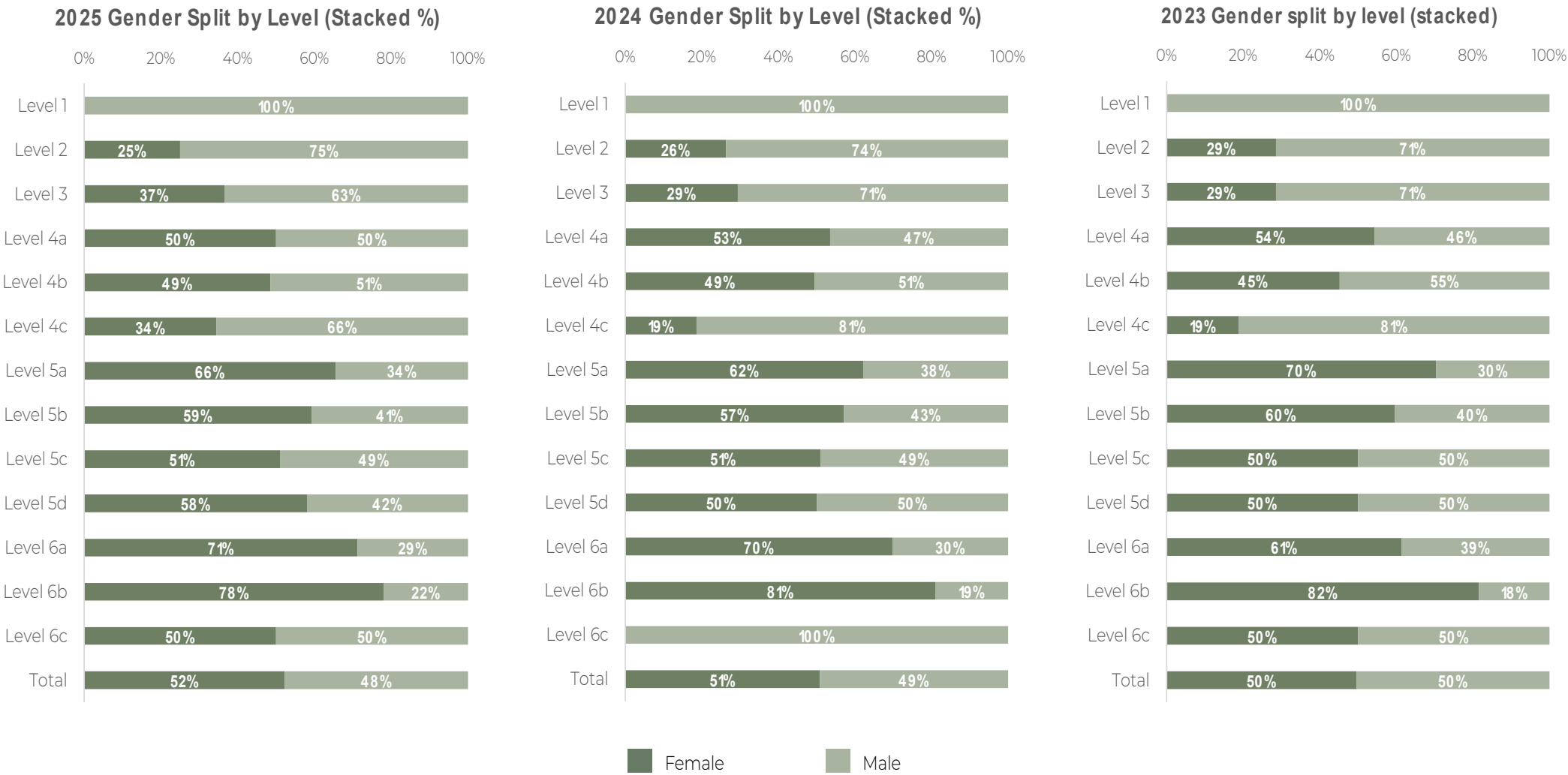


Looking Ahead

As part of our ongoing commitment to creating a fair, transparent and inclusive workplace, we have completed a comprehensive review of our reward arrangements. Following the reporting period, we will begin implementing a new Reward Framework during 2026/27. The framework will introduce clearer pay principles, strengthened job grading, greater transparency around pay progression and a more structured approach to reward decisions across the business.

By improving governance and consistency, we aim to ensure colleagues are rewarded fairly for their contribution, regardless of gender, while supporting equal opportunities for development and career progression. We will continue to monitor the impact of these changes as part of our wider efforts to reduce the gender pay gap and promote fairness across Inspired.

Gender Split by Level





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