



# 2025 GENDER PAY GAP REPORT



We are committed to ensuring that every individual has the opportunity and support to succeed at Insight. No gender, race or group has a monopoly on the talent that we seek for our business.

The Gender Pay Gap is not the same as equal pay. The gender pay gap is a measure of the difference between the average earnings of all our women and the average earnings of all our men. Insight has a gender pay gap because it has more men than women in senior, higher-paying roles.

Equal pay ensures that men and women are paid the same for the same role. There are no equal pay gaps at Insight because men and women are paid equally for doing equivalent jobs with similar levels of experience and skill. At Insight, we have gender-neutral pay processes and we conduct regular pay reviews to ensure all employees receive equal pay for equal roles.

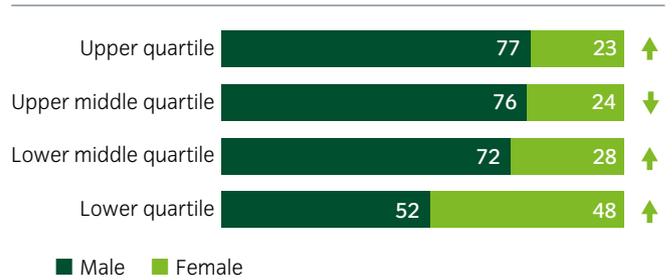
In a performance-driven business such as Insight, our culture remains a critical component of our success. We believe in meritocracy and in ensuring that every colleague has the opportunity and support to succeed. We create an environment in which our people have the confidence to speak up, share ideas and challenge the status quo. Diverse teams think differently and, by relying on different experiences and perspectives, they can deliver better outcomes to our clients.

## Pay and bonus gap

As at 5 April 2025, Insight's mean pay gap was 19% and the median pay gap 21%.

Year		Pay gap	Bonus gap
2020	Mean	24%	58%
	Median	27%	57%
2021	Mean	19%	45%
	Median	19%	29%
2022	Mean	19%	46%
	Median	17%	31%
2023	Mean	18%	55%
	Median	21%	40%
2024	Mean	18%	52%
	Median	19%	40%
2025	Mean	19%	58%
	Median	21%	35%

## Population breakdown by pay quartile (%)



We can also look at our gender pay gaps in the context of each quartile. The table below shows a view highlighting little to no gaps when comparing similar levels of work in each quartile.

Quartiles	Mean	Median	% of women
Upper Quartile	11%	9%	23%
Upper Middle Quartile	0%	0%	24%
Lower Middle Quartile	2%	2%	28%
Lower Quartile	0%	1%	48%

The small gap in the upper quartile is attributed to more of our most senior roles being filled by men. Gender representation continues to be of critical importance. We look for talent everywhere and have balanced shortlists.

In 2025, 37% of all appointments were female. Moreover, 36% of new joiners in the Upper Quartile and 50% of all graduate hires were women.

As at 5 April 2025, Insight's mean bonus gap widened to 58% and the median bonus gap narrowed to 35%. The bonus gap figures include not only cash bonuses but also exercised long term incentives, which introduces significant volatility in the reporting.

## Proportion of employees receiving an incentive award – 2025



All UK employees have an equal opportunity to participate in our incentive plans. The proportion of men receiving an incentive award for 2025 was the same as it was in 2024 and it slightly decreased for women (this is due to having more female FTCs who

are not eligible for a bonus). Employees within the relevant population for this review not receiving an incentive award include new joiners who started after the eligibility date, and those on long-term leave.

### Salary and performance decisions are subject to rigorous governance and carefully calibrated across all departments.

There is a multi-step approach to compensation processes which includes reviewing individual pay decisions. The process also considers job descriptions, tenure, experience and performance, plus subsequent aggregated reviews of employees' pay position versus market rates.

A further role-level review, by gender, is conducted to identify any potential anomalies. Reviews are completed at the aggregate level, both company-wide and divisionally, with pre- and post-compensation rounds to ensure fairness and consistency.

## RETAINING AND ENGAGING TALENT: HOW WE PLAN TO BRIDGE THE GAP

### Career opportunities

- Effective line management is crucial to engagement and retention. Our managers are a primary resource for encouraging a culture of learning and development.
- All employees are offered learning and development opportunities: We offer a range of in-person sessions designed to be relevant to all, a successful mentoring programme, as well as access to a large suit of e-learning modules. Over 2025, the promotion rate was the same for both men and women.

### Connecting our colleagues

- Affinity Groups representing different demographics operate firm-wide to build community within the firm and shine a spotlight on ways we can further improve employee experience. Members of the Executive Management Committee sponsor and advocate for these employee-led groups. The initiative provides a leadership opportunity for individuals happy to put themselves forward as representatives.
- The Women at Insight group offers a forum for in-depth discussion about the experiences of our female colleagues. For example, its lens on women in the workplace allows for deeper discussions with group members about gender pay. The theme for 2025 was about advocacy: both for yourself and for others. The group organised a series of events and development opportunities, such as external speakers and internal group mentoring, to encourage their members to develop skills and to encourage those with more influence and power to become advocates for Benefits and wellbeing

- We offer benefits that we believe will support all employees. Colleagues can benefit from family- friendly policies including Global Caregiver Leave with 10 days paid leave per year for planned and unplanned caring needs. In 2025, 22.8% of women utilised caregiver leave versus 16.3% of men.
- We encourage take up of Maternity and Adoption Leave (26 weeks full salary pay) and have an Equal Parental Leave policy (16 weeks full salary pay) for new parents. We provide working families with child and eldercare support and have toolkits for parents who are on or returning from leave.
- All colleagues can take advantage of these flexibility benefits. In 2025, 23% of women accessed flexibility options versus 16% of men.
- Feedback from our colleagues is that our hybrid-working model of three days per week in the office and two weeks of 'extended remote working' per year has helped them to better integrate their personal and professional lives.

### External collaboration

- Insight works with external partners to address the societal inequities that can make it challenging for talented people from disadvantaged backgrounds to break into our industry.
- We ask external recruitment partners to deliver balanced shortlists and then encourage managers to simply hire the best candidates.
- Internal interview panels are diverse. When recruiting graduates, we use 'blind' interviews in which the interviewee's CV is not shared with interviewers.

We continue to work hard to address and improve the gender pay gap at Insight. We believe that the initiatives we have underway will, over time, continue to improve gender balance and the overall diversity of our teams. We have made steady progress and we know that encouraging our people to develop and grow their careers will create a future pipeline into senior roles in the future.

I confirm the data reported is accurate.



**Raman Srivastava**  
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