



2020 GENDER PAY GAP REPORT

WE BELIEVE THAT DIVERSE GROUPS MAKE MORE INFORMED AND BALANCED DECISIONS, AND AN INCLUSIVE CULTURE PROVIDES EVERY INDIVIDUAL WITH THE OPPORTUNITY TO SUCCEED AT INSIGHT. AS PART OF OUR COMMITMENT TO EQUALITY, INSIGHT HAS PUBLISHED ITS FOURTH UK GENDER PAY GAP REPORT, IN ACCORDANCE WITH THE UK GOVERNMENT'S CRITERIA.

Diversity and inclusion is championed at the highest level at Insight. A new Diversity and Inclusion Committee was established in 2021, which reports into our Executive Management Committee, chaired by a senior leader and supported by representatives from across the organisation. We are encouraged to note that our efforts to date have begun to bear fruit and our gender pay gap has narrowed, but there is more work to do and we recognise the importance of listening to our people and encouraging them to shape the next stage of our journey.

GENDER PAY VERSUS EQUAL PAY

Measuring a gender pay gap is not the same as measuring equal pay. The gender pay gap is a measure of the difference between the average earnings of men and women. Equal pay means being paid the same for the same or similar work. Insight conducts ongoing and consistent reviews of pay levels across all comparable roles in the organisation to ensure men and women are paid equally for doing equivalent jobs with similar levels of experience and skill.

Pay and bonus gap

	2018		2019		2020	
	Mean	Median	Mean	Median	Mean	Median
Pay Gap	28%	28%	26%	29%	24%	27%
Bonus Gap	59%	66%	63%	67%	58%	57%

As at 5 April 2020, the disclosable mean pay gap is 24% and the median pay gap is 27%. For 2019, the figures were 26% and 29% respectively. Our gender pay gap continues to be influenced by the greater proportion of men than women in senior roles. However, we are encouraged to see a decrease of 2% for both our mean and median pay gaps. We recognise we still have a long way to go to reaching a more balanced female representation at every level of the organisation and we will continue to promote initiatives and processes to help us achieve this.

Looking closer at the year on year narrowing of our gender pay gaps, this was driven by the mean and median pay for women increasing by 1% and 3% respectively, compared to a 2% decrease in mean pay for men with no change in the median pay. There has also been a narrowing of our bonus gap figures, which whilst this is positive, does continue to be impacted by not only cash bonuses but also exercised long term incentives and a greater proportion of women occupying part-time roles.

Proportion of employees receiving an incentive award – 2020



All UK employees have an equal opportunity to participate in our incentive plans. The gap reflects a small proportion of female Fixed Term Contractors who are not eligible for an award.

Population breakdown by pay quartile

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	51%	68%	80%	83%
Women	49%	32%	20%	17%

We go beyond the minimum required from gender pay gap reporting and monitor closely the way in which we allocate our salary and bonus spend. While we know that our gap is the result of too few women at senior levels in our business, we also know that our salary and total compensation positioning against market benchmarks is aligned across males and females in our business.

ACCELERATING FEMALE REPRESENTATION AT ALL LEVELS

The success of our organisation has been built upon the principles of inclusion, equal opportunity and meritocracy. We want to inspire high performance and provide equality of opportunity to all employees, regardless of gender and background. To do this we need to continue to challenge ourselves to create an environment in which everyone can flourish and develop their career at Insight.

Here are some of our initiatives to increase female representation.

- In 2020 our Diversity and Inclusion strategy built on the considerable work already underway to attract, develop and retain female talent. The strategy includes agreed medium-term targets for female representation across all levels of our firm.
- One particular area of success in 2020 was the build-out of our new technology hub in Manchester. Our recruitment process drew on the expertise of professional networks that support female technology talent. We also directed our recruitment partners to focus on increasing female representation.
- We continue to work with recruitment partners to ensure balanced shortlists of candidates. This approach is paired with a selection process that seeks to minimise the risk of unconscious bias. In our graduate scheme we have reviewed and removed any aspects which may result in unconscious bias at all stages of attraction and selection, and we are pleased that this has resulted in an increase in applications from female undergraduates. For 2020 there was a 20% increase of women in Insight's population of new recruits with 60% of new graduates being female.

RETAINING FEMALE TALENT

- Through our flexible working policies we continue to support all colleagues in balancing their work and home life.
- We encourage all employees to take advantage of the diverse range of support benefits available such as discounted childcare support, emergency childcare and elder-care, parental leave and dedicated maternity coaching for working mothers.

DEVELOPING FEMALE TALENT

- We hold an annual talent review process with the heads of our business divisions where we focus discussions on the career development of female colleagues, agreeing development priorities and actions.
- Each year and in partnership with Henley Business School we run Women in Insight, a programme which supports the development and advancement of female talent across the firm. In 2021 we have planned a number of alumni events for previous participants.
- Through our membership of the 30%Club, we participate in a cross company mentoring programme pairing high potential female colleagues from Insight with senior executive mentors from other organisations.



Overall, we continue to work hard to improve the gender pay gap and although we have more work to do we believe that the initiatives we have underway will, over time, continue to improve gender balance and the overall diversity of our teams.

I confirm the data reported is accurate.



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