



DILIGENTA

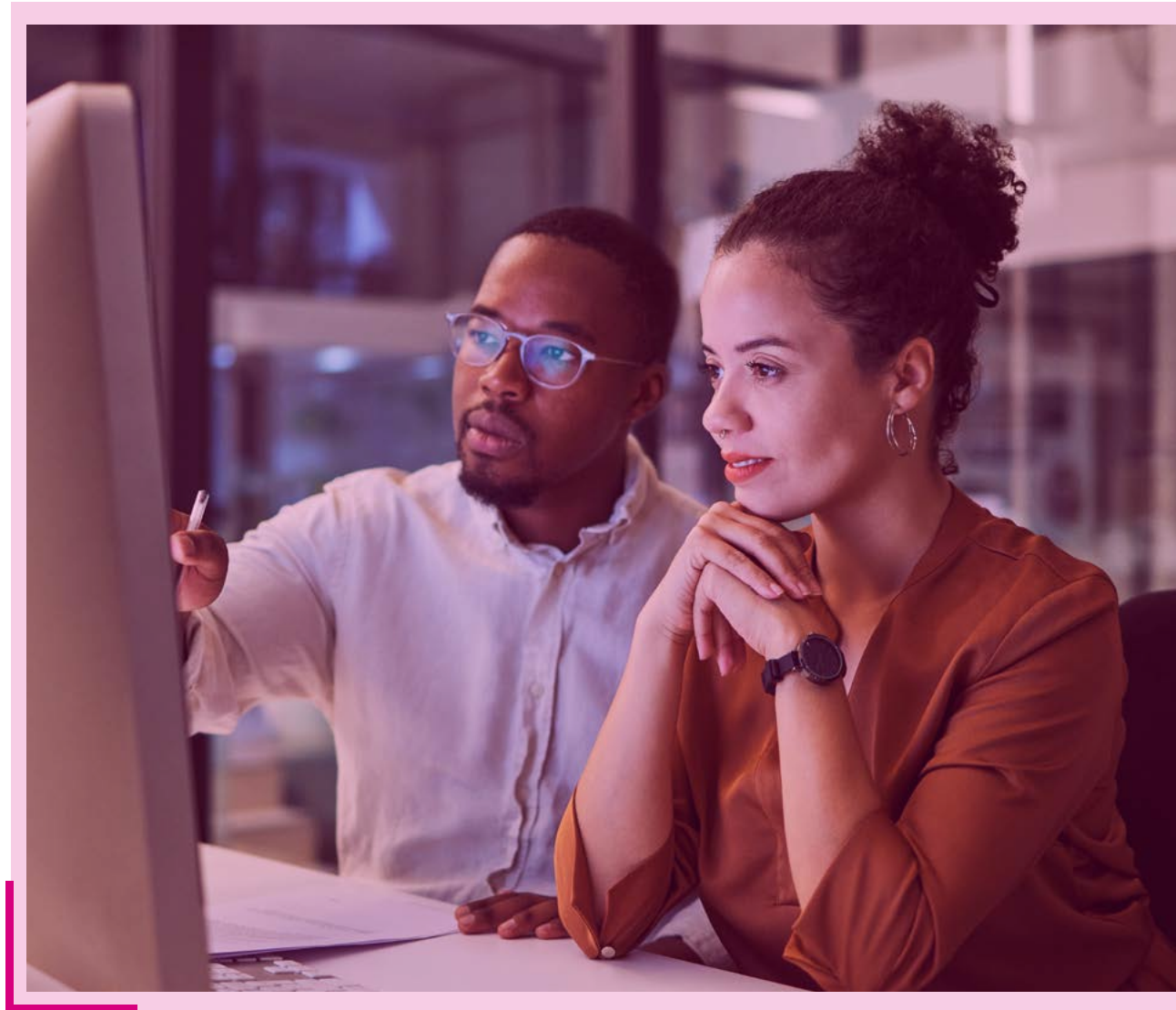
2025

# GENDER PAY GAP REPORT

## WELCOME TO DILIGENTA'S ANNUAL REPORT 2025

We are pleased to present an overview of our company's gender pay data as of April 2024. As the UK's market-leading life insurance and pension administrator, we have a responsibility to continue creating a diverse and inclusive workforce, where everyone can thrive and succeed.

This report reflects our ongoing dedication to fostering an inclusive workplace where all colleagues have equal opportunities for growth and advancement.





## A WORD FROM OUR CEO...

The past year has shown yet another significant increase in the size of our Diligenta community. Given that a large proportion of our workforce joins Diligenta through TUPE transfer, we often inherit existing challenges in relation to gender pay gap points. Regardless of this, we are very pleased to see that both our mean and median gaps for this reporting year have continued to show a downward trend.

Throughout 2023/24, we have continued to focus on improving our offering to our people – a path we are maintaining and focused on developing further with a focus on internal mobility, colleague progression and embedding an inclusive workplace.

In March 2024, we were delighted to establish two new functions our Diversity and Inclusion team, and our Corporate Talent team. I am looking forward to seeing how our focus and investment in these critical areas further enhance our ability to nurture and develop a workplace culture that drives internal mobility, celebrates our diversity, and supports our colleagues in the moments that matter.

I can confirm that the data utilised in the preparation of this report is a true and accurate representation of our workforce, that the narrative is accurate, and that as a leadership team we maintain our commitment to targeting issues related to imbalances within our community.



**Daniel Praveen,**  
CEO & Approved Director

## WHAT IS THE GENDER PAY GAP?

The gender pay gap is the percentage difference between the average hourly pay of male colleagues and the average hourly pay of female colleagues across an organisation.

This is shown as mean average (calculated by adding the remuneration of all male and all female employees and dividing it by the number of employees) and median (the middle value when all female and all male colleagues hourly pay is listed from lowest to highest value).

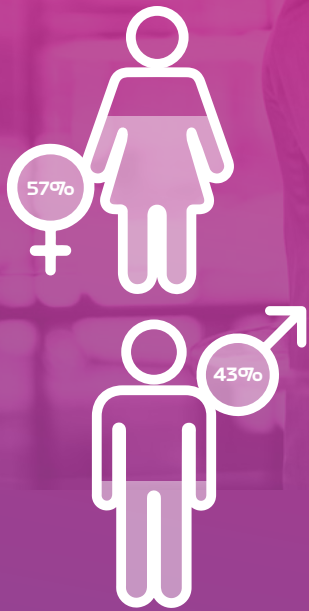
The median, being the middle point of a population, is not skewed by high/low pay rates, and is therefore a better indicator of typical pay than the mean. However, for the purposes of this report, and in line with legal requirements, both are included.

A positive (+) figure shows a gap that favours male colleagues, and conversely a negative (-) figure highlights a gap that favours female colleagues.

Gender pay gaps are different to equal pay, which is covered by the Equality Act 2010 and requires employers to pay men and women the same for work of equal value.

Gender pay data and equal pay data is based on sex, not gender identity. This report uses the terms men/ women and male/female to denote colleagues of either sex. Our report is based on a total headcount on the snapshot date of **5 April 2024** of **6022 colleagues**.

## OUR UK BUSINESS (AT APRIL 2024)



A slight increase in our male population from **41% to 43%** and corresponding change from **59% to 57%** for our female colleagues

## GENDER PAY GAP REPORT

(BASED ON EMPLOYEE DATA AT SNAPSHOT DATE OF 5 APRIL 2023)

## PAY QUARTILES

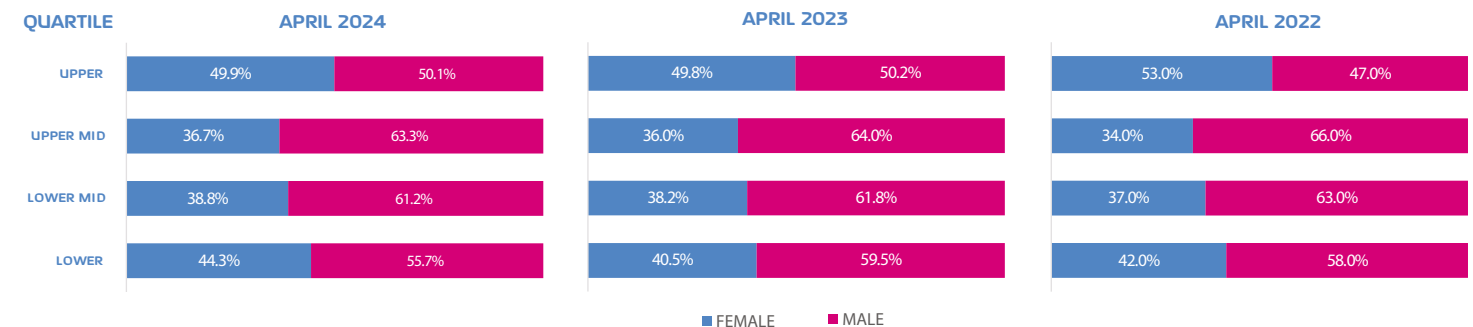
PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS

Splitting our population into pay quartiles based on hourly pay rates, with the upper quartile being the highest hourly rate and the lower quartile being the lowest, is extremely useful in showing where there could be imbalances that contribute to a gender pay gap.

In this period we have seen an increase in the proportion of male colleagues in the lower pay quartile, with the proportion of male colleagues increasing nearly 4 percentage points from 40.5% to 44.3%. The proportions of male and female colleagues in the other quartiles have remained largely unchanged, and we have seen a continued balance of male and females in our upper pay quartiles.

*We can clearly see our improvements in our gender pay gap figure this year came from improving the balance of male and female colleagues in the lower quartile.* In part this may have been influenced by the extension of the offering of our Apprenticeship programmes across more varied, non-administrative roles which may attract a higher proportion of male candidates.

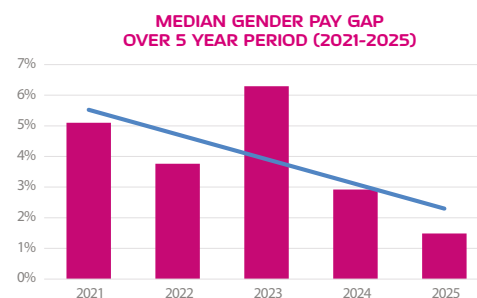
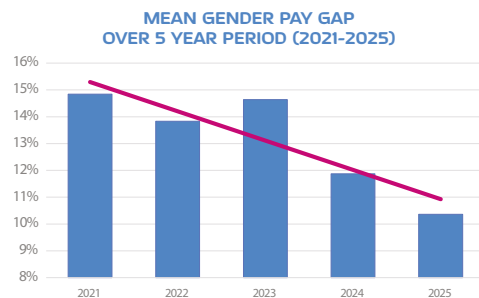
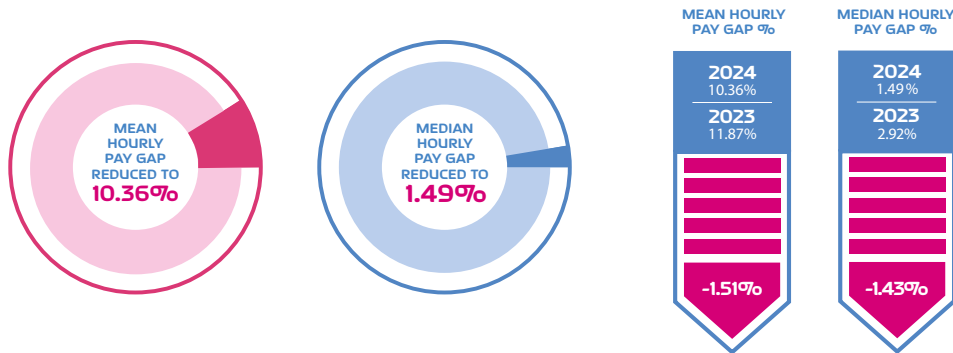
## PROPORTION OF MALES AND FEMALES BY QUARTILE





## OUR PAY GAPS

We continue to see a downward trajectory in both our mean and median gaps, with our mean pay gap reducing from 11.87% (2023) to 10.36%, and our median gap from 2.92% to 1.49%. Having reported on our Gender Pay Gap for several years, we are able to track our trajectory with both our mean and median gaps and this data is showing a very positive downward trend over the last five years. In flight initiatives and a continued focus on diversity, inclusion and internal talent mobility will enable a continuation of that trend in the future.



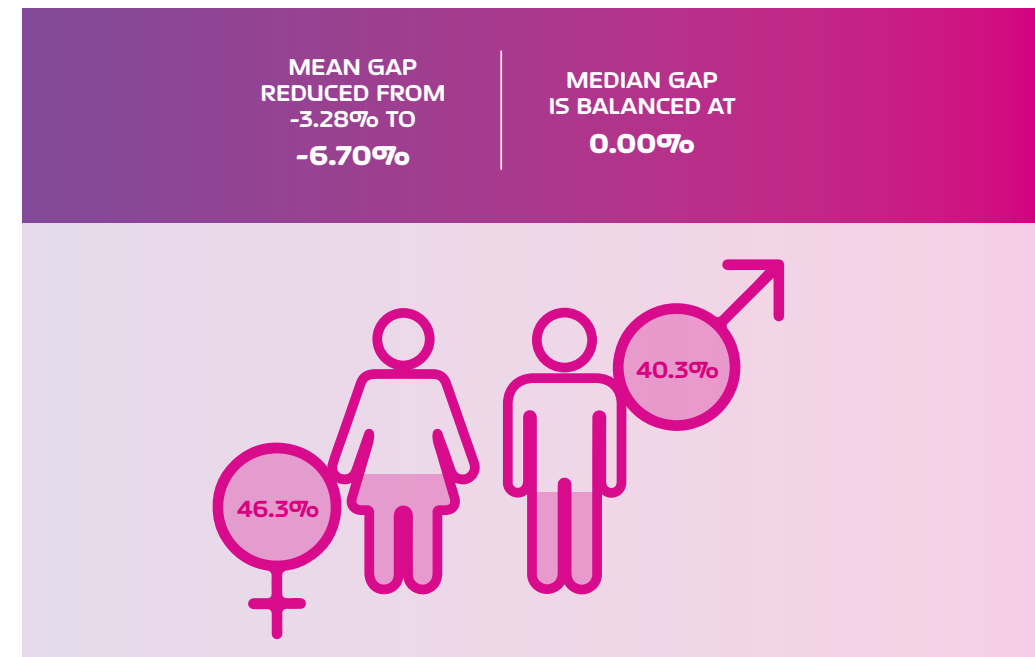
## BONUS PAY

### PROPORTION OF MEN AND WOMEN RECEIVING BONUS

46.3% of female colleagues and 40.3% of male colleagues received bonus payments in 2024.

The mean bonus amount paid to female colleagues was slightly higher than for male colleagues resulting in a mean bonus pay gap of **-6.70%**, which increased from last year's figure of **-3.28%**.

The median bonus pay was balanced for all colleagues at **0.00%**.



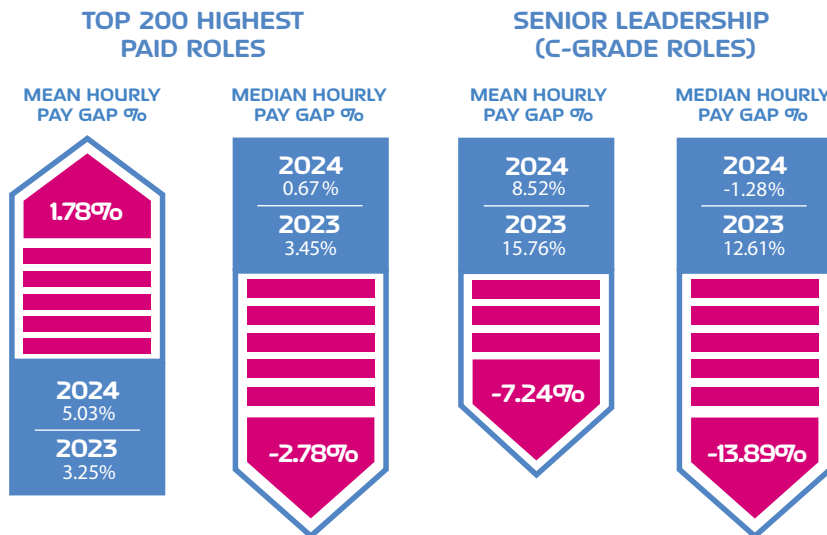
## REPRESENTATION ACROSS OUR ORGANISATION

### SENIOR LEADERS

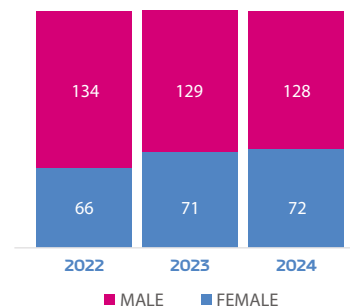
To understand more about the dynamic of our senior leadership community, we have identified two cohorts for greater investigation – our top 200 highest earners, and our larger Senior Leadership population, made up of all of our C-grade employees.

### TOP 200

This group are the top 200 highest earners within our organisation. We can see that gender representation has remained largely static, with a marginal increase to our female population. Our mean pay gap in this category has increased slightly from 3.25% to 5.03%, whereas our median has decreased from 3.45% to 0.67%. We will continue to monitor both of these gaps to explore the rationale behind these movements.



### TOP 200 HIGHEST PAID ROLES



### SENIOR LEADERSHIP POPULATION

During 2023, and as a result of a number of significant transfers over the previous five years, we started an internal project to realign our internal role grade categories in order to ensure that our employees are mapped to the correct Diligenta grades.

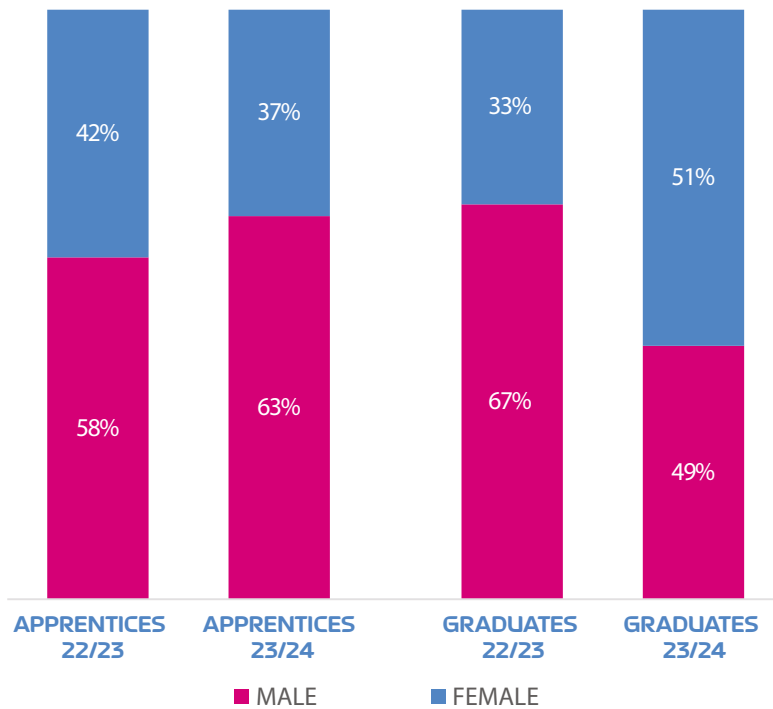
As a result of this, we have identified a reduction in the number of colleagues that sit in our senior leadership community (364 in 2023 to 334 in 2024), leading to a significant shift in both our mean and median pay gaps for our G-level employees, despite a slight decrease in female representation (44.2% in 2023, 41% female in 2024). Our mean pay gap for this community has reduced from 15.76% to 8.52%, and our median has reduced from 12.61% to -1.28%.

We are confident that the work that we have carried out internally has helped create a more accurate overview of our senior leadership community, and we look forward to exploring this data in greater depth in future reporting.

## APPRENTICES AND GRADUATES

Diligenta has recently introduced an 'Apprenticeship' first approach to growing talent both from the external and internal market, and we look forward to seeing how this helps ensure a diverse candidate pipeline for internal mobility.

### GENDER BALANCE OF OUR APPRENTICE AND GRADUATE COHORTS 22-24



### APPRENTICES AND GRADUATES

We are delighted to be continuing to develop our apprenticeship and graduate opportunities, and are proud to report that the number of apprentices and graduates has increased significantly during this period.

**Our apprenticeship intake grew to 46,** showing a noteworthy rise. Although the proportion of female to male apprentices slightly decreased from 42% to 37%, the actual number of female apprentices grew by 240%. Similarly our graduate intake saw remarkable growth, with the proportion of female graduates rising from 33% to 51%, an impressive 18 percentage point increase, and the actual numbers grew some four and a half times the previous years cohort.

**We continue to monitor our apprentice and graduate communities for gender balance, and are committed to ensuring that our early talent cohorts are a diverse pipeline of future leaders.**

## LOOKING FORWARD

With the full support of our Board and Executive Management Team, a new Diversity, Inclusion and Corporate Social Responsibility function was established in April 2024.

In addition, with our new Talent Development function, also established in early 2024, we are reaffirming our commitment to developing the skills of our colleagues across the business. These two functions are closely aligned and will work together to ensure that barriers to internal progression are eliminated for colleagues from marginalised backgrounds and we are committed to seeing the number of females increase across both Leadership and STEM roles.

This significant investment in ensuring that our workplace is inclusive and committed to supporting our people marks an exciting opportunity for our organisation, and we look forward to assessing the impact of these two critical functions in future pay gap reports.







**DILIGENTA**