



DILIGENTA

2024

GENDER PAY GAP REPORT

WELCOME TO DILIGENTA'S ANNUAL GENDER PAY REPORT.

We are pleased to present an overview of our company's gender pay data as at April 2023. This report reflects our ongoing dedication to fostering an inclusive workplace where employees have equal opportunities for growth and advancement, regardless of gender.

Through the analysis of pay differentials and workforce composition, we aim to identify areas for ongoing improvement and implement strategies to achieve this.

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.





A WORD FROM OUR CEO...

During the reporting period, we grew by over 1000 colleagues in the UK, further strengthening our foothold in the Life and Pensions industry. Throughout that time, our determination to champion better work and working lives for all, has never wavered. Our improved Gender Pay Gap results are testament to the hard work and positive changes that have taken place across our business. Most notably the increased number of female colleagues in leadership/senior roles as well as those taking up opportunities to learn, grow and develop within our business through the various avenues available to do so.

Whilst we are pleased to see our pay gap reduced, we remain focused on continuing to identify opportunities and implement the necessary changes to fulfil our overriding commitment to create a great workplace that enables everyone to thrive, develop, prosper and succeed, regardless of gender. Indeed, some of these changes are already in place, having launched in 2024 and I look forward to seeing their impact on next year's results.



Daniel Praveen,
CEO & Approved Director

WHAT IS THE GENDER PAY GAP?

Gender Pay Gap Reporting is a statutory requirement. Put simply, it seeks to explain the differences in the pay of male and female employees, as defined by a series of measures set by the UK government.

Our gender pay gap is the difference between the average hourly pay and bonuses of our male and female employees, irrespective of their role or grade. It is not the same as Equal Pay which does consider role performed.

OUR UK BUSINESS (AT APRIL 2023)



Our population split is largely unchanged at **59% female** and **41% male**

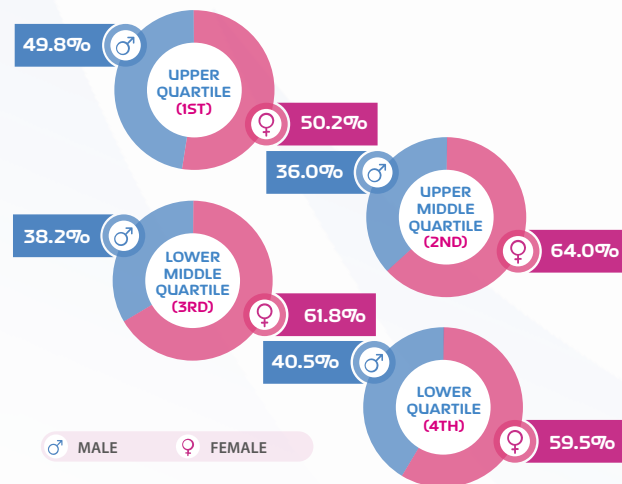
GENDER PAY GAP REPORT

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

PAY QUARTILES

PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS

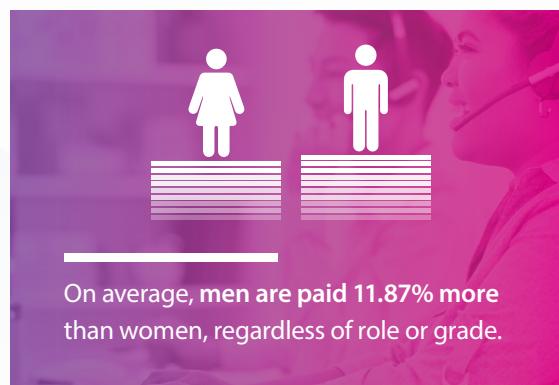
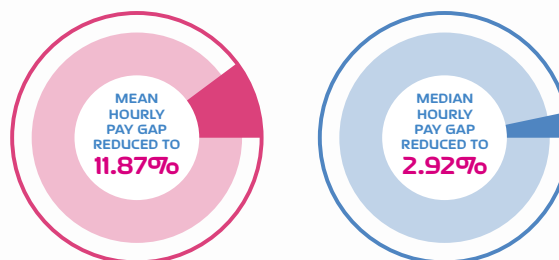
We have seen positive movement in the number of women that are now in roles with a higher salary. This is particularly prevalent in the 1st quartile, where we see an **increase of 3% in females to 50.2%**, we also see this trend continue in the 2nd quartile with a slight (0.6%) increase to 64%.



By splitting our population into pay quartiles based on hourly pay rates (with the 1st quartile being the highest hourly rate and the 4th quartile being the lowest), we can see that **there is an increase in female representation in higher paid roles in the 1st and 2nd quartiles.**

PAY

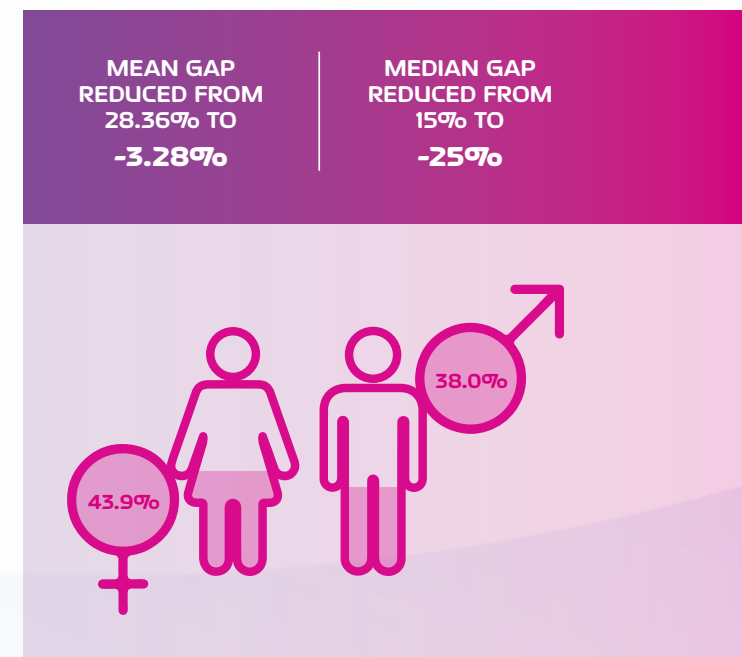
In addition to the positive movement we've seen in the pay quartiles **we have also seen a significant shift in the overall pay gap**. Compared to last year, we see decreases in both the mean gap from 14.64% to 11.87% and the median gap from 6.29% to 2.92%. Although this progress is encouraging we remain focused on seeing further reductions in the pay gap in the future.



BONUS PAY

PROPORTION OF MEN AND WOMEN RECEIVING BONUS

Our reported gap takes into consideration bonus payments required to fulfil TUPE transition agreements, however that aside, if we remove these from our gap calculation, **our underlying mean bonus gap would be -5.65% (v 28.36%) last year and our median gap would be 0% (versus 15% last year).**

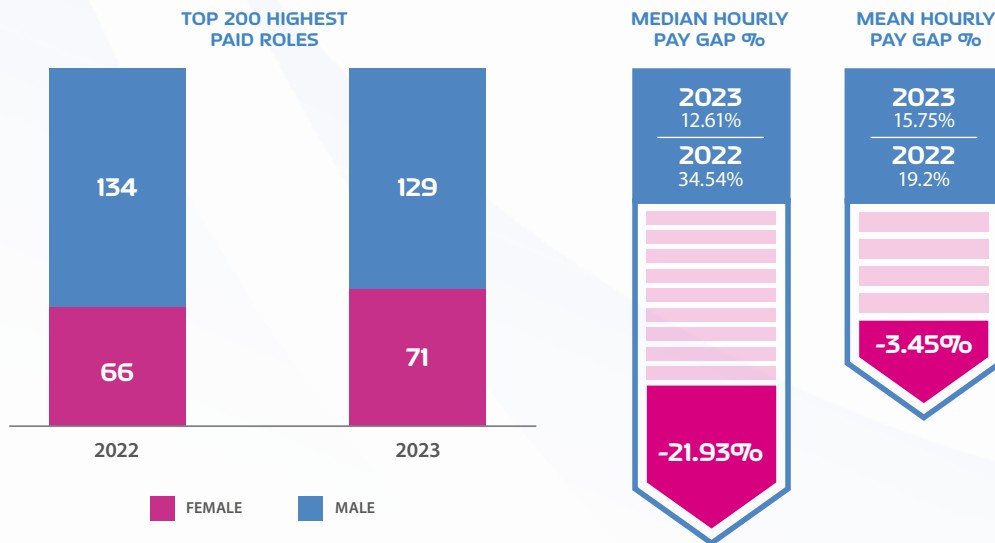


CONTRIBUTIONS TO OUR SUCCESS

WOMEN IN LEADERSHIP ROLES

Our continued focus on removing barriers to enable all employees to progress their career, is reflected in our improved 2023 pay gap figures which show our focused acceleration towards redressing the balance towards having more females in senior roles.

We have an increase of 5 more females moving into our senior leader population. In addition, within that population, our Median pay gap reduced by over 20% to 12.61% and the Mean gap by just over 3% to 15.75%. Whilst we recognise that these gaps are still greater than our overall Median and Mean pay gap percentages for the organisation as a whole, this does indicate that we are definitely making strides in the right direction.



APPRENTICES AND GRADUATES

Attracting, nurturing and developing new talent is key to our future success. During the reporting period our female apprenticeship intake increased by 10% which constituted more than half (53%) of our total apprenticeships. Of that, we are particularly proud that 2 of them were nominated as finalists in the Advanced and Higher Apprenticeships of the Year awards in 2023. In addition, whilst graduate places are secured on merit, it is pleasing to see that our female graduate intake increased from 33% to 35%.



ONGOING LEARNING & DEVELOPMENT

Our suite of L&D tools and resources and culture of continual learning are open to all and it is particularly encouraging that just over 50% of our learners, in the available professional disciplines were female, who will, we hope go on to become future leaders in our business.

GOING FORWARD – HOW WE PLAN TO CONTINUE TO IMPROVE OUR PAY GAPS...



WOMEN IN LEADERSHIP ROLES

We remain focused on being able to actively nurture more female employees into leadership roles and already have some strong female role models, particularly in our Change & Transformation areas, where the number of our female leaders in this area has recently increased to 34%. The launch of our 'Future Leaders' training programme enables employees to develop and progress in their leadership skills, as well as access to mentorship. "Matrix for Managers" is also available (from 2024) as a development tool that showcases all the training resources available to employees.



NETWORKS

Diversity and inclusion are central to our business, as well as organisational culture, and we are committed to attracting, motivating and retaining a diverse range of the best talent into our business, regardless of gender. Currently we have multiple networks that serve to make Diligenta an inclusive and diverse environment:

- Prism LGBTQ and Allies Network
- The Hive – Diligenta Women's Network
- Enable – Ability Network – part of the Diligenta Diversity & Inclusive Council



WORKING LIFE

A significant proportion (33%) of our female colleagues work part time, compared to only 6% of our male colleagues. We continue to provide flexible working guidelines and practices to support all employees, regardless of their gender, including part-time and hybrid working opportunities. Anyone, regardless of gender or role level, may make a flexible working request, and encouragingly we have seen a growing increase in the number of male employees who work part time.

We recognise the importance of inclusive policies and have recently launched our 'Moments that Matter' policies which include enhanced maternity, adoption and paternity benefits. As well as updated guidance on carer's leave, foster carer's leave, fertility leave, volunteering and retirement support. It is through these initiatives that support working life, that we hope will have a positive impact not only on our company culture but potentially on our pay gaps and our talent attraction and retention proposition.



WORKING PRACTICES AND POLICIES

Ongoing review/monitoring to ensure that all of our processes and guidelines (eg recruitment, training, promotion) are without bias. This would include ensuring that selection interviews are conducted with a balanced male/female panel.



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