Gender Pay Gap
Report 2025

“We’re committed to driving gender equality across our business”

Foreword

At esure, we believe creating an inclusive, diverse, and welcoming workplace is paramount to the success of our people and our business. We are committed to creating a truly inclusive culture where our people can thrive and reach their full potential.

Caroline Smith

Chief People Officer

What is the gender pay gap?

The gender pay gap is a measure to highlight the difference in the mean and median hourly rate between men and women, which is expressed as a percentage of men's earnings. It enables us to track our progress against key initiatives, while identifying future areas of improvement to have a more balanced and inclusive workforce.

How the gender pay gap is different from equal pay?

Equal pay is when men and women receive identical pay for the same or a similar job. Our gender pay gap is not a result of equal pay issues. We have a gender-neutral approach to pay across all levels of the organisation, which we monitor regularly during processes like annual pay increases.

Summary of the numbers and what is driving the gender pay gap

For the period covered by this report (6 April 2024 to 5 April 2025), female colleagues made up 45% of our total workforce. Our customer-facing roles in Claims and Operations, which make up c.60% of our total population, comprises 51% female colleagues.

The representation of women across our other functions is playing a role in creating our gender pay and bonus gap. Fewer women hold senior and technical roles, which typically benefit from higher salaries and bonuses, and have been increasing year-on-year as the demand for technology and data professionals across the market has continued to grow.

Ensuring strong representation of women in senior roles across all functions is a critical focus for us. As of April 2025, 31% of our senior roles were held by women which is a 3% increase on last year's figures.

Our results

Across the business, we continue to have more men in roles that typically attract higher salaries in the market, particularly in technical roles, which influences our gender pay gap. We offer a variety of flexible working patterns for our colleagues.

A significant factor contributing to our gender pay gap is the disparity in part-time work between females and males. Currently, almost a quarter of females in our workforce work part-time, whereas only 2.5% of males do. Since part-time roles typically offer fewer hours, lower overall pay, and lower bonuses, a higher proportion of females in these positions reduces their average earnings relative to males. This imbalance in working patterns directly widens the gender pay gap, as females are disproportionately represented in lower-paid, part-time roles compared to their male counterparts.

Gender pay and bonus gap

For 2025, our mean gender pay gap has increased by 1.7% to 28.1%, while our median gap has decreased by 2.3% to 22.7%. Our mean gap continued to remain lower than 2020 levels while our median gap is back down to 2023 levels.

While the mean gender pay gap has increased, this is primarily due to a small number of high-salaried roles being filled by men, which skews the average. However, the median pay gap has decreased, which reflects ongoing progress to narrow the pay differences between male and females. This suggests that more females are entering higher-paid positions and that our efforts to close the gap at the average employee level are working. We remain focused on driving change at all levels, including our most senior positions.

Our bonus gap has increased with a mean of 51.5% and a median of 28.8%, which is an increase of 5.3% and 3.7% respectively. 98.5% of women were paid a bonus and 98.6% of men were paid a bonus. The bonus gap is due to having a higher proportion of men in more senior and technical roles who are eligible for higher bonuses. Additionally, higher than typical bonuses were paid during the snapshot period due to excellent business performance.

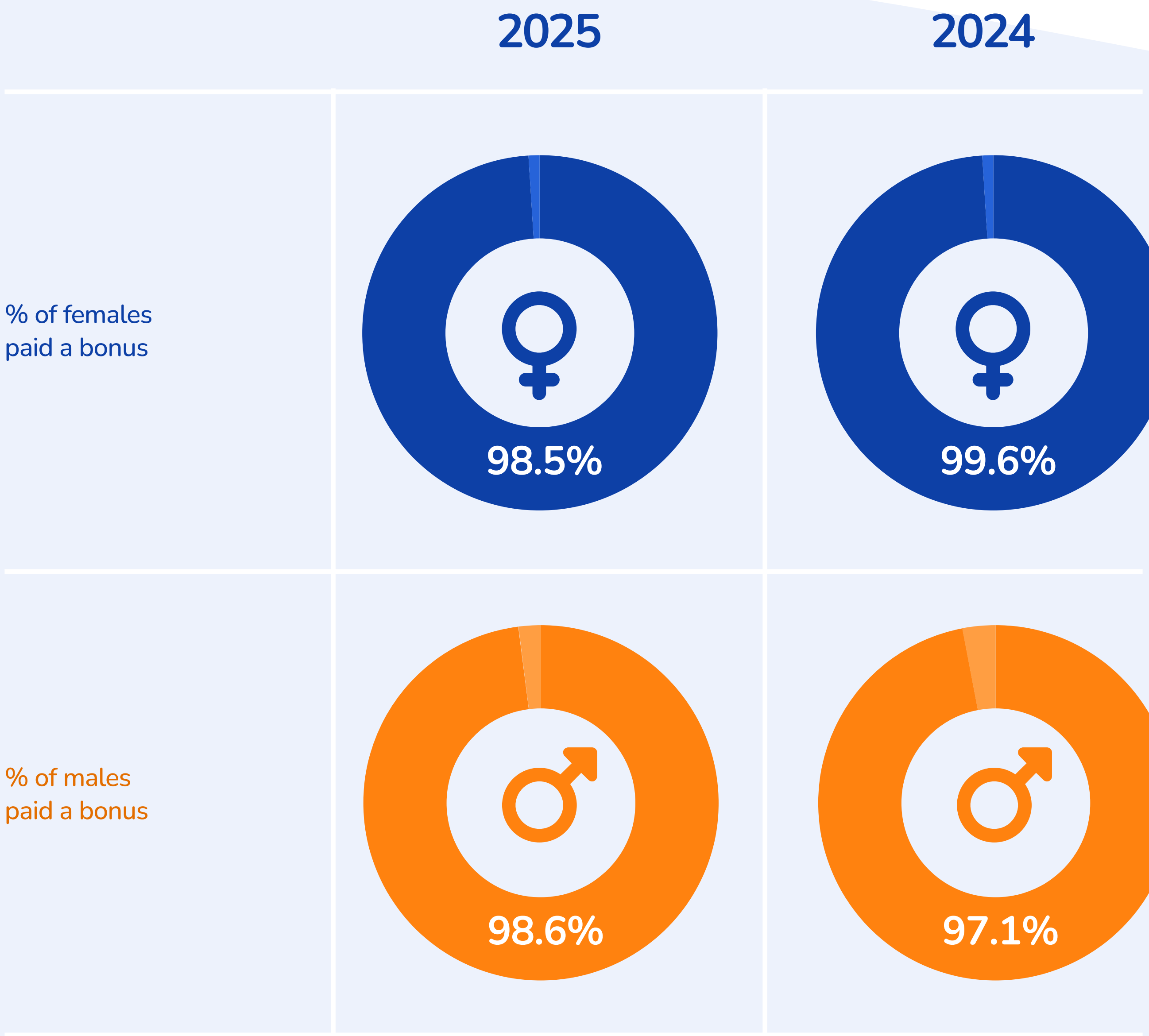
The table below summarises our pay and bonus gaps using the snapshot date of 5 April 2025 and the bonuses in the year up to 5 April 2025. It includes our 2024 data for comparison.

Pay	2025	2024
Mean	28.1%	26.4%
Median	22.7%	25%

Bonus	2025	2024
Mean	51.5%	46.2%
Median	28.8%	25.1%

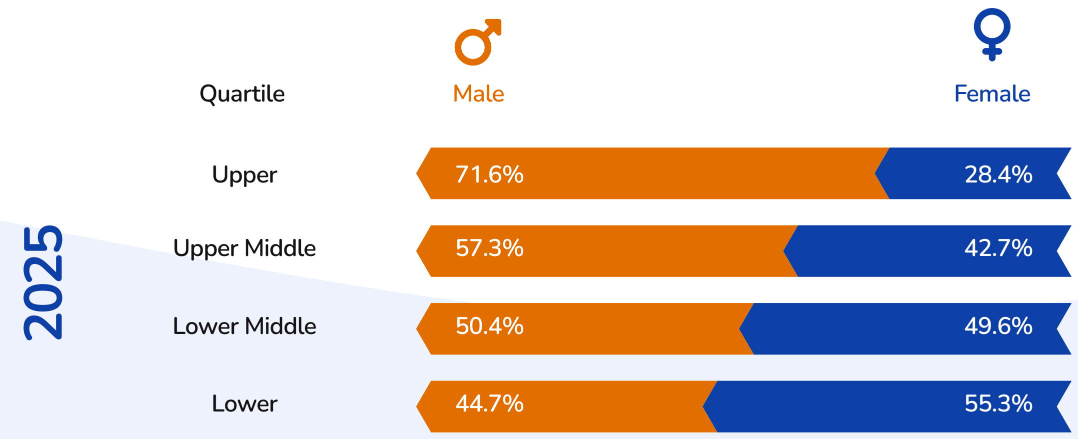
Proportion of females and males receiving a bonus payment

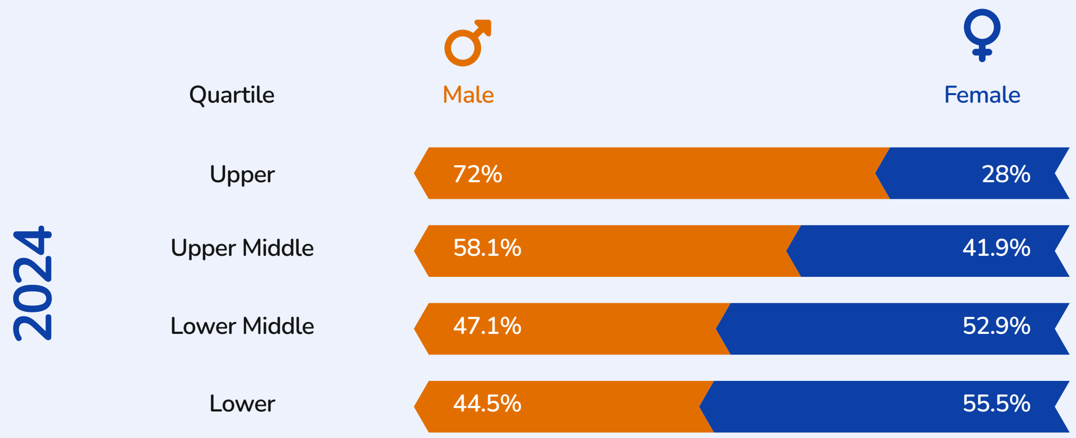
Our reward structure continues to deliver variable pay elements for our employees.
A slightly higher percentage of men at 98.6% received a bonus versus 98.5% of women.



Percentage of females and males in each pay quartile

Overall, our distribution of women across the different quartiles has stayed relatively consistent to last year, as shown in the table below, with the percentage of women increasing slightly in both the upper and upper middle quartiles. The percentage of men and women across the lower middle quartile is almost a 50/50 split. The majority of colleagues in the lower quartile are women, whereas the majority of colleagues in the upper and upper middle quartiles are men. While this distribution is common across financial services, we remain committed to attaining a better gender balance across all roles and functions at esure.





Our plans

Our gender pay gap is impacted by several factors – the overrepresentation of women in our lower pay quartile and the overrepresentation of men in the upper quartile, as well as the availability of talent in critical areas such as technology and data, which is impacting our ability to recruit women into senior roles in these teams.

Growth opportunities

We are committed to ensuring esure is an inclusive and diverse place to work, but driving significant change in our gender pay gap is a challenge and will not happen quickly. Nurturing talent is a core part of our ethos. By providing development and growth opportunities to all colleagues, we believe we will improve gender balance in more senior and technical roles over time. Over the last 12 months, we have delivered further development initiatives, including:

- Launching dedicated learning days for our Agile squads
- Partnering with Circl to help our leaders become more inclusive and learn vital leadership and coaching skills through working with under-represented 18–24-year-olds
- Launching a new mentoring programme, which enables informal development support and encourages career growth

Our business strategy requires us to attract and retain digital skills in areas which remain heavily male dominated, such as data science, AI, and Cloud-based engineering.

While we have strong female representation in areas where it's historically been a challenge (e.g. our Data team), supporting progression opportunities to allow a strong female talent pipeline remains key across these teams and skills.

Women in the workplace

Over the past year, we have continued our focus on creating an inclusive culture by refreshing the policies and partnerships that allow us to support women in the workplace – a key factor in helping us reduce our pay gap in the future. Among other achievements, we have:

- Held several internal Women in Data events, won Partner of the Quarter award and posted relevant jobs on WiD job board, helping us build advocacy as well as retain and attract strong talent
- Championed our colleague-led gender equality community to support women in the workplace
- Enhanced our neonatal care leave & pay offering to ensure we support new parents and allow them to balance their responsibilities at home with the needs of work
- Made several key appointments of females in senior level roles across functions such as Technology, Operations, Finance and Risk
- Renewed our partnership with Diversity Job Board and posted all roles on their 7 job boards designed to attract a diverse range of colleagues and increase diversity in our pipeline
- Delivered inclusive Recruitment training to all of our Technology senior leadership team
- Enhanced our gender reporting in Recruitment so we can identify where in the 'funnel' we see drop-outs so we can improve the journey

We recently completed our all-colleague DE&I survey and are delighted that our work to make esure a more inclusive and diverse business is making a positive difference for our colleagues. Our inclusion and diversity score significantly improved from the last survey we conducted in December 2022, now above our industry benchmark and placing esure in the top quartile of financial services companies for inclusivity. We will continue to use colleagues' feedback and survey insights to define and deliver our DE&I agenda, especially broadening the focus of our efforts beyond gender and ethnicity to include other characteristics.

Our commitment

There is more we can do to close our gender pay gap and know this will take time. We are focused on creating an inclusive and diverse work environment and our recent DE&I survey results reassure us that we are continuing to make strong progress on this. We are also committed to investing in all.

Declaration

We confirm the information and data provided are accurate and in line with mandatory requirements.