

Foresters 
Financial



Gender Pay Gap Report 2024

Forward by Nici Audhlam-Gardiner

Chief Executive Officer & Executive Director, UK

As we publish our gender pay gap report for the first time, we acknowledge the importance of transparency and accountability in achieving pay equity amongst our colleagues. This report provides valuable insight and highlights areas where, as an employer, we are strong, and where we need to improve.

Alongside our Executive Leadership Team, with oversight from the UK Board, I am committed to fostering a workplace where everyone is valued and rewarded fairly. Diversity of lived-experience and thinking are fundamental to our ability to operate effectively and achieve our purpose of improving the financial well-being of everyday families and communities.

As of 1 March 2024, our workforce evolved due to a Transfer of Undertakings (Protection of Employment) Regulations (TUPE), integrating colleagues from our Distribution (Financial Advisers & Sales) teams into our Central teams (Management and Operations). This structural shift is reflected in our reporting.

Women make up 48% of our total workforce, and while we have a broadly balanced gender mix across Foresters, we recognise the opportunity to improve the representation of women in leadership and managerial roles within our Central teams. Additionally, we are focused on achieving greater gender parity in our Distribution teams, where women are currently under-represented, although good progress has been made over the last 3 years. Addressing these imbalances is an overarching priority.

We will continue to take proactive steps to drive meaningful and sustainable change through our proactive actions across: leadership accountability; attracting and retaining diverse talent; supporting and developing all colleagues; and fostering an inclusive culture.

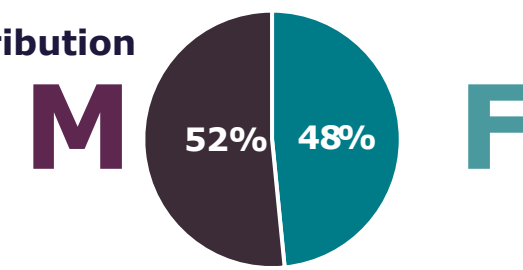
To further support our colleagues, we have implemented flexibility in our working model through hybrid working (location) and flexible working arrangements. Recognising the importance of mental health and overall well-being, we have trained mental health advisers and continue to offer a range of wellbeing benefits to ensure our people feel supported both personally and professionally.

Our commitment to diversity and inclusion remains steadfast, and we will keep driving meaningful change to ensure every colleague can thrive.



Nici Audhlam-Gardiner



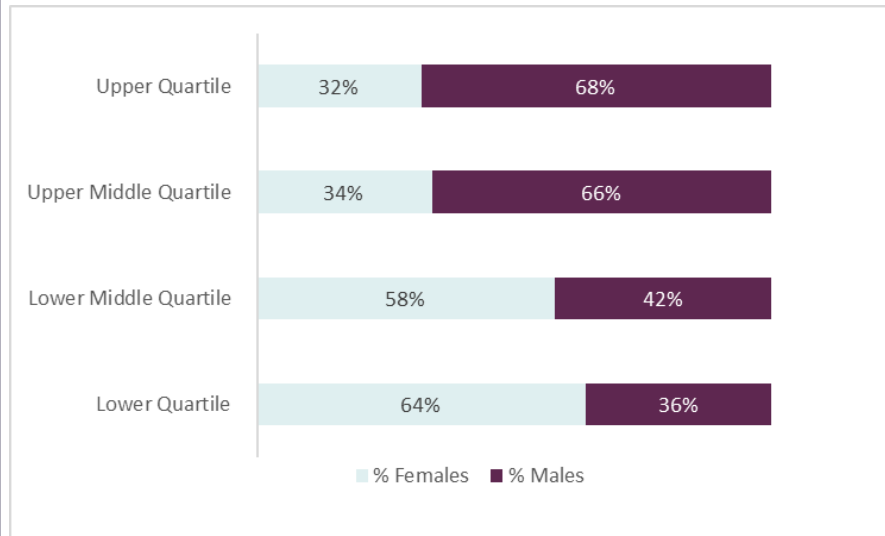


Gender Pay Gap Report 2024

Gender Pay Gap

(including Distribution)
Pay Quartiles

Men and women across 4 hourly pay quarters from upper to lower quartiles.



Mean

The difference between the average male and female hourly pay, divided by the average male hourly rate



Median

The difference between the middle ranked male and female hourly pay



Bonus Pay Gap

(excluding Distribution)
Receiving Bonus

A reflection of the distribution of bonus payments made to men and women



Mean

The difference in the mean (average) bonus pay paid to men and women.



Median

The difference in the median bonus pay paid to men and women (middle ranked).



The gender pay gap reports on salaries for the group, including Distribution. The bonus pay gap, however, excludes Distribution due to the variable bonus scheme in place for advisers which is driven by sales and other metrics with minimal subjectivity.

Pay Quartiles: Female colleagues account for 32% of employees in the upper hourly pay quarter whilst they account for 64% in the lower hourly pay quartile. There is a weighting towards women in the lower quartile as they make up a greater proportion of our Customer Service and Admin roles. Whilst the gender distribution in the Executive team is balanced, we have further work to do to achieve gender balance in the next level leadership team.

To provide ourselves with further reassurance, we have calculated the gender pay gap within the quartiles. Our review of the pay gap within the quartiles clearly shows that the average hourly rate between men and women is very similar meaning our approach to pay is fair and consistent.

Total Pay gap: This year the average gender pay gap between men and women is 19.7% (mean) and 32.5% (median). The gap is primarily driven by the weighting of women in customer services and administration roles and a higher proportion of women in part time roles. The higher proportion of women vs men who were new starters between Oct 23-Mar 24, earning no/pro rata bonus based on their start date, also had an impact.

Bonus pay gap: The distribution of performance ratings, which are linked to bonus calculations, in the Central Team demonstrates that women have a slightly higher performance rating on average, meaning that women are not unfavourably rated. There is also a balanced proportion of men and women in receipt of a bonus.

The median bonus gap is at 31% while the mean bonus sits at -16%. Higher level roles have a greater bonus opportunity as a % of their pay, hence why our mean is in favour of female colleagues, who are over-weighted at the executive level within the top pay quartile. Our actions to support gender balance in more senior roles will drive greater bonus parity. Additionally, there was a greater proportion of women vs men joiners between October 23-Mar 24, receiving no/pro-rata bonus due to their start date.

Actions We Are Taking to Close the Gender Pay Gap

Leadership & Accountability

- Our Inclusion, Diversity and Equity (IDE) strategy and plan is led by the Executive Leadership Team, with oversight from the UK Board.
- The tone from the top is important. We have a strong Executive and Board representation of women, who provide mentoring and support to women across the business
- UK CEO and other Executive Committee (EC) members are executive champions for our Employee Resource Groups (ERGs) supporting gender and other diversity characteristics.
- The UK Executive Leadership Team reviews performance and remuneration calibration to ensure fair outcomes
- We are determined to build on the level of diversity data to enable us to take appropriate actions (culture measures).

Hiring & Retention

- We have a structured interview process and selection is based on skills.
- The appointment of a Talent Acquisition Manager in Q4 2024 allows us to work directly on increasing gender diversity at all levels, with a particular focus on the Distribution team
- We are carrying out further recruitment training for people leaders to ensure awareness on unconscious bias and discrimination.
- We carry out external benchmarking of salaries to ensure consistency with markets (2025).
- We review our engagement survey, attrition data and exit surveys to determine if there are barriers for women to thrive or want to stay with us.
- We have increased the flexibility of our working model – both hybrid working and non-standard working contracts.

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Talent Management & Development

- We offer a broad range of development opportunities to all colleagues. In 2024, development has been particularly focused on the Customer Services team, which is weighted towards women, where we have developed individual and manager skills.
- In 2025 our focus is on development of people managers and leaders, with a key focus on building skills and confidence of colleagues to lead effectively.
- We promote apprenticeships and other investment in qualifications (three-quarters of apprenticeships taken up in 2024 were by women).
- We carry out annual talent mapping at manager and leadership levels to ensure development plans are in place for further progression. We have developed succession plans for our executives, and in 2025 will extend this to the leadership level, which will allow us to identify and develop the future leadership level and build greater gender parity in this group.
- We are reinforcing personal development plans and discussions with managers for all colleagues.

Workplace Flexibility

- We are a hybrid-working company and flexible working is available to colleagues taking account of individual and team/business needs. This ensures that carer needs are taken into consideration.
- Our Work From Anywhere Policy allows colleagues the opportunity to work from anywhere for up to 5 days per annum.

Health & Wellbeing

- We have trained Mental Health First Aiders who are able to support our colleagues.
- We provide an Employee Assistance Helpline for all colleagues along with other health and wellbeing benefits.

Actions We Are Taking to Close the Gender Pay Gap

People Policies

- We have a Respect in the Workplace policy and annual training for all colleagues.
- A new Sexual Harassment Policy is being introduced along with training for all colleagues in 2025.
- We will be introducing a Lone Worker Policy along with training for all colleagues in 2025. This will be of particular support to female advisers

Inclusion, Diversity and Equity

- We leverage our Women's ERG to stimulate conversations on the inequities and inequalities facing women in the workplace.
- We collaborate with HR on initiatives which address and seek to dismantle those challenges.

Further Exploration

We continue to strengthen our understanding of the Gender Pay Gap by collecting further MI to inform an exploration of the following areas:

- Recruitment biases
- Barriers to promotion
- Performance ratings
- Pay, bonus, overtime and other remuneration
- People leaving the organisation
- Part time employees
- People with carer responsibilities