

A photograph of three people in an office setting. In the foreground, a woman with dark hair, wearing a yellow sweater, is smiling and looking towards the right. She is holding a blue marker and a white notepad. Behind her, two men are looking in the same direction. The man on the left is wearing a blue and white checkered shirt and glasses. The man in the middle is wearing a maroon shirt. They are standing in front of a whiteboard covered with various papers, sticky notes, and diagrams. The background is slightly blurred, showing office lights and other people.

# Gender Pay Gap Report

2025



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“

We continue to be fully committed to providing equal pay for work of the same value, regardless of gender. Our reward systems and approach supports our ability to achieve this.”



Rob Brown - Group CEO

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# 1 GENDER PAY GAP EXPLAINED

The gender pay gap is the difference between the average pay of men and women in an organisation.

## The 'snapshot'

On a specific date each year (the 'snapshot date') we calculate our gender pay gap data. Any employer with 250 or more employees on a specific date each year must report their gender pay gap data.

This report shows the gender pay gap for UK staff employed by Charles Taylor in the twelve months leading up to 5 April 2026. It measures the differences in average (mean and median) pay between men and women. The gender pay gap reflects the difference in the proportion of men and women in roles at different levels of seniority in companies (rather than differences in pay for men and women in the same roles).

Charles Taylor's gender pay gap information relates to its UK businesses that have 250 or more employees. These are: Charles Taylor Administration Services Limited and Charles Taylor Assistance.

## Gender pay gap and equal pay

Gender pay gap reporting doesn't specifically ask who earns what, but what women earn compared with men. It provides a framework within which gender pay gaps can be surfaced, enabling us to constructively consider why they exist and what to do about them.

Gender pay gaps are the outcome of economic, cultural, societal and educational factors. Some argue that they reflect personal choice but, although the decision to seek paid employment may be an individual choice, that choice is strongly influenced by matters outside of the individual's control, such as the availability and affordability of childcare, and it is still the case that the choices available to women are more constrained than those available to men.

*Chartered Institute of Personnel and Development*

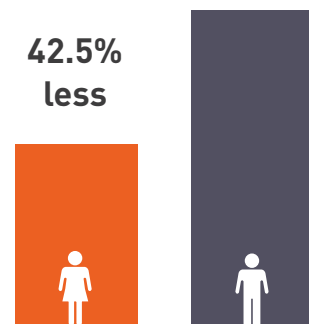


# 2 OUR GENDER PAY GAP

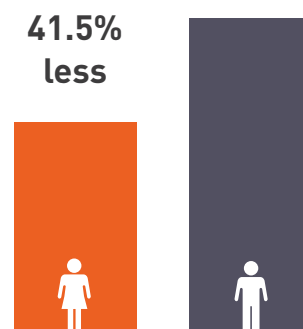
Charles Taylor Administration Services

Women Men

Median hourly pay



Mean hourly pay



Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



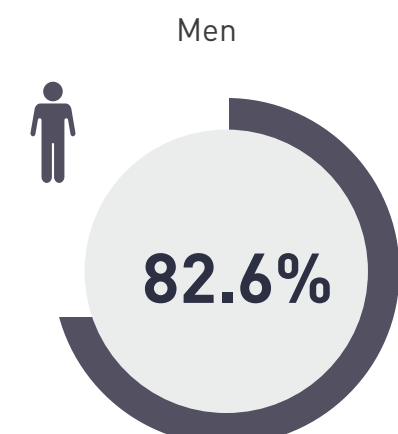
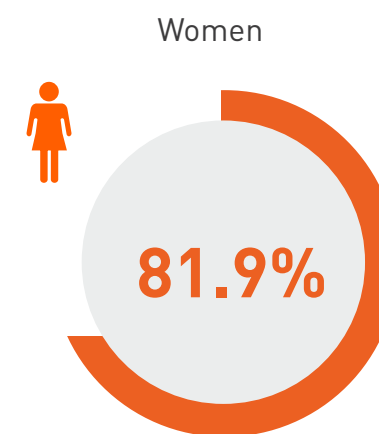
Lower middle hourly pay quarter



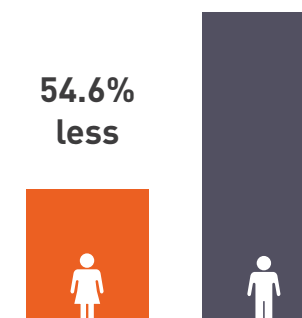
Lower hourly pay quarter (lowest paid)



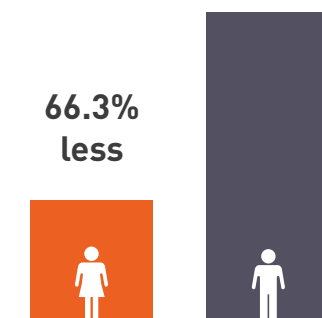
## Who received a bonus



Median bonus pay

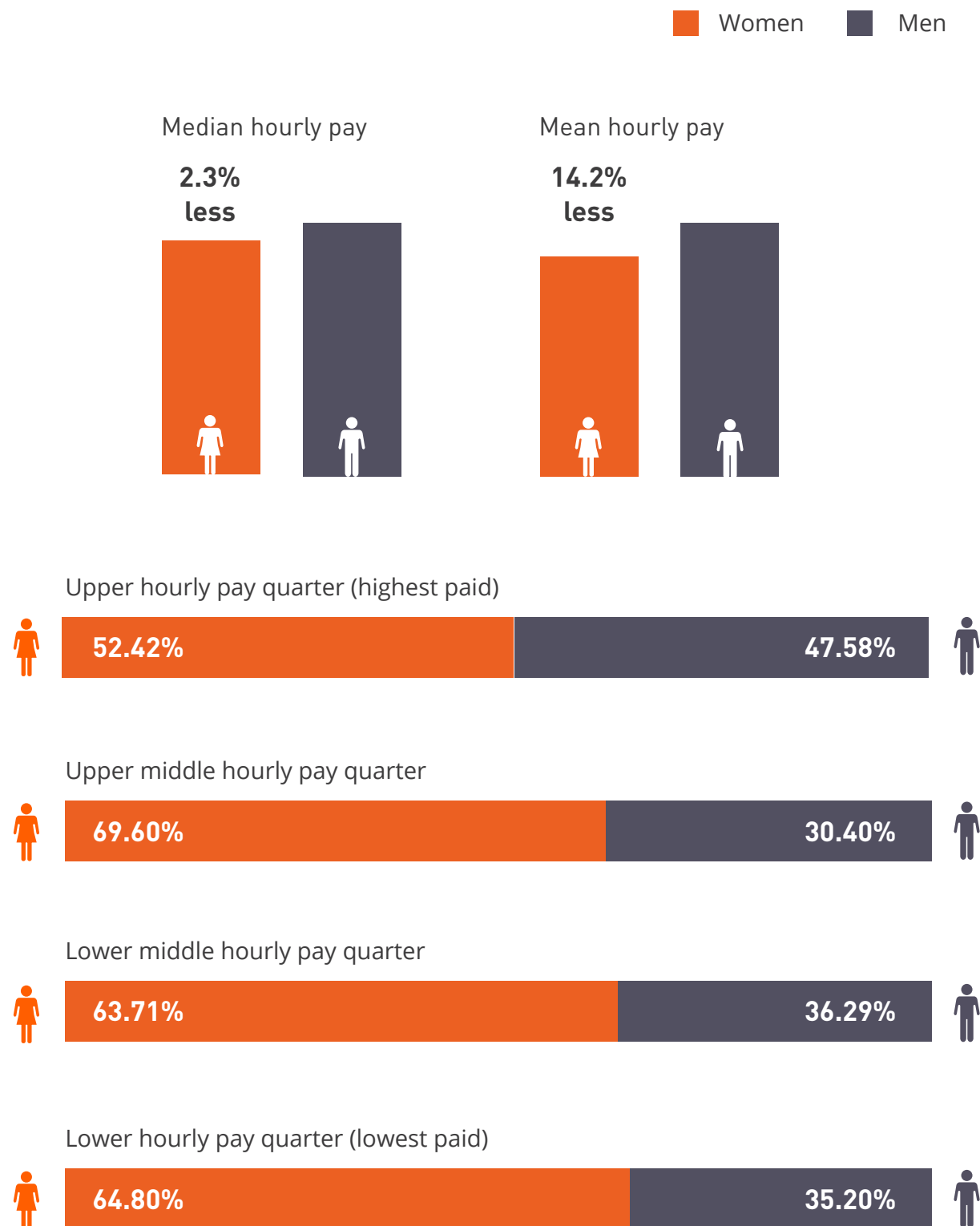


Mean bonus pay

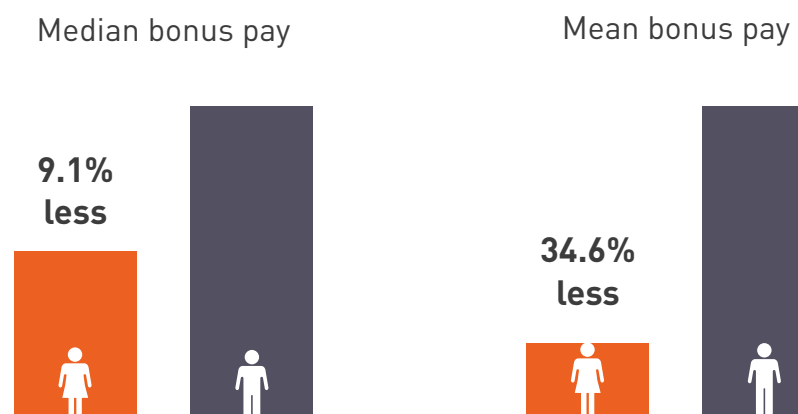
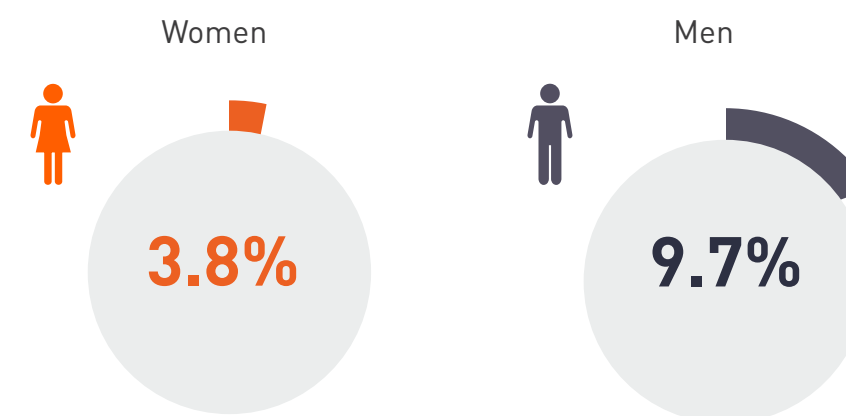


# 2 OUR GENDER PAY GAP

Charles Taylor Assistance



## Who received a bonus



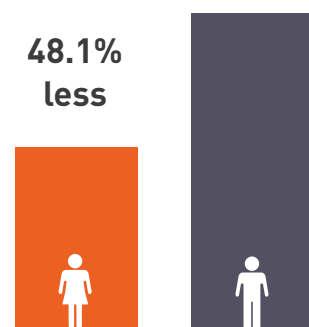
# 2 OUR GENDER PAY GAP

All UK employees

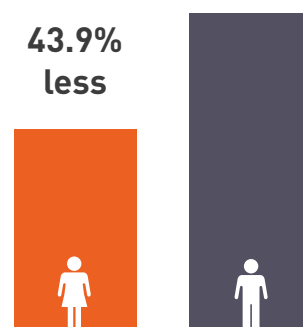
(Charles Taylor Administration Services, Assistance, Criterion)

Women Men

Median hourly pay



Mean hourly pay



Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



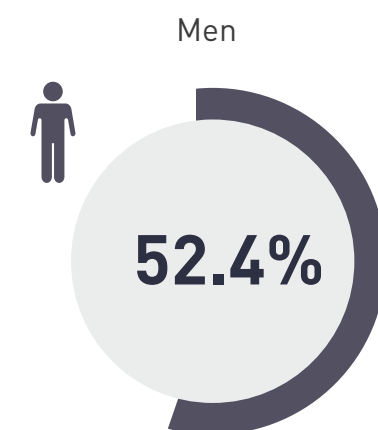
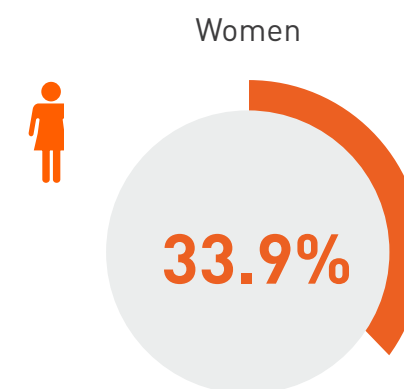
Lower middle hourly pay quarter



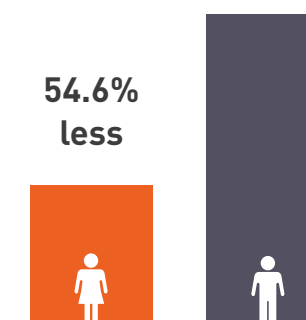
Lower hourly pay quarter (lowest paid)



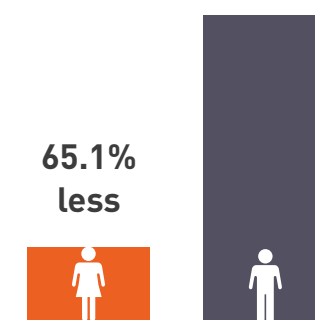
## Who received a bonus



Median bonus pay



Mean bonus pay



# 3

## WHAT THE DATA TELL US

### Charles Taylor Administration Services

We remain committed to introducing and developing female talent into Charles Taylor. However, this year's data reflects a continued structural concentration of women in lower-paid roles, with 67.9% of the lower quartile being female compared to just 13.0% in the upper quartile. This distribution is the primary driver of the 42.5% median and 41.5% mean hourly pay gaps. On a more positive note, bonus receipt rates are now broadly equal between men and women — 81.9% of women and 82.6% of men received a bonus — demonstrating equitable access to variable pay across the business. The remaining bonus gap reflects differences in seniority rather than differential treatment for equivalent roles.

### Charles Taylor Assistance

Charles Taylor Assistance continues to maintain its stance on flexibility which gives team members of any gender the ability to blend personal and professional commitments. This allows the business to attract a talented and diverse cohort of people at each of its sites. At the snapshot date, the business had significantly higher females in its workforce compared to males. Female team members dominate each of the quartiles and the business continues to commit to regular and ongoing reviews of its talent and succession plans so that team members, regardless of gender, are able to take key roles when they are available, as well as progress through its structured pay-band system as their skill sets grow.

The narrow median pay gap of 2.3% reflects the relative pay parity across most levels of the business. Male/Female differences in mean pay and bonuses payable are a result of the reward for the most senior roles in the business, which are occupied by males. Overall, the business continues a strong culture of merit-based reward even if this influences its gender pay gap position.

### Charles Taylor Administration Services, Assistance, Criterion

Women now represent a majority of the combined UK workforce at 52.1%, demonstrating our ongoing commitment to narrowing the gender imbalance in the industries in which we operate. There has been a year-on-year increase of women in the upper middle quartile, which now stands at 52.1% female. However, the overall median and mean hourly pay gaps have widened this year, driven primarily by the persistent underrepresentation of women in the upper quartile, which stands at 21.6%. This remains the key area of focus for the business. Women's bonuses are lower than men's, reflecting seniority differences, and bonus receipt rates continue to be lower for women than men. Increasing the pipeline of women into senior roles remains central to our strategy for closing the gap in the years ahead.



# 4 What have we achieved so far

Charles Taylor is committed to fostering an inclusive environment where individuals, regardless of gender, can contribute their unique experiences, backgrounds, and perspectives, knowing they will be respected and celebrated.

The Company has:

- Reviewed and enhanced organisational values to better reflect the company's culture. The inclusion of Care and Collaboration reinforces the ongoing commitment to building an inclusive environment that celebrates diversity and supports all genders.
- Ensured job descriptions align with company values and remain gender-neutral. This supports managers in assessing talent objectively and expands opportunities for a more diverse candidate pool.
- Promoted a culture of inclusion and collaboration through organisation-wide development initiatives, supporting the retention of key talent. Management programmes emphasise unconscious bias awareness, encourage constructive challenge, and foster objective decision-making within an environment where individuals feel confident addressing bias.
- Encouraged diverse interview panels, comprising both male and female representation where possible, to enhance inclusivity and bring broader perspectives to recruitment decisions.
- Delivered global awareness initiatives accessible to all employees, covering a range of topics including menopause and support for working fathers.
- Implemented a structured job architecture framework to strengthen the organisation's ability to analyse and address gender pay equity across all roles and levels.
- Refreshed and repositioned the Gender Equity Network (GEN) to strengthen a sense of belonging, encourage open dialogue, and promote allyship across the organisation.



# DIVERSITY, EQUITY, & INCLUSION AT CHARLES TAYLOR

Charles Taylor remains committed to building a diverse workforce and enabling its people to succeed. We recognise that Diversity, Equity and Inclusion are fundamental to delivering better outcomes for the insurance market.

By leading responsibly and setting the right example, we fulfil our purpose and create lasting value for our clients, colleagues, and the communities in which we operate.

We actively promote and celebrate difference, fostering an inclusive environment where everyone feels valued and empowered to reach their full potential.

Across our global organisation, each individual contributes a unique perspective that strengthens our collective performance. We are proud to be a business where “Our Uniqueness Unites Us in Our Work.”

Our Diversity, Equity and Inclusion strategy is divided into the three pillars:

## Employee Engagement

Employee voice is essential to creating a diverse, equitable and inclusive environment and our Employee Networks play a fundamental role. Connecting our global vision with our regions to provide resources to both our colleagues and the organisation. Our employee networks represent each area on our DE&I agenda.

## Transparent Data, Policy & Processes

It is the data we collect that strengthens our understanding, and our policies and processes underpin our commitment to a diverse, equitable and inclusive business. We continuously work to ensure Charles Taylor is recruiting a diverse workforce through fair and unbiased processes, and ensure our policies are inclusive for all. We are driven to continuously improve our culture and as such, collect regular employee engagement data focussed on diversity, equity and inclusion drivers.

## Accountability

We are not one voice but many, aligned to our purpose and DE&I pledge and all colleagues will continue to play a role in driving our agenda by attending required DE&I training for all colleagues, leading by examples with DE&I interventions at Management and Leadership levels, and holding our suppliers accountable.



# 6 SUMMARY

Charles Taylor remains firmly committed to advancing its strategy to close the gender pay gap. The Company continues to prioritise Diversity, Equity and Inclusion (DEI), recognising that while progress has been made, further work is required. It is proud to operate as a gender-neutral and equitable employer.

Charles Taylor acknowledges the historical underrepresentation of women in senior and specialist roles within the industry. In response, its processes and systems are designed to ensure gender neutrality, while actively supporting the attraction, development and progression of female talent. The Company remains committed to offering flexible working arrangements, irrespective of any impact on gender pay reporting.

To support fair and objective hiring practices, managers are encouraged to undertake training that equips them with the tools to assess candidates consistently and without bias. A culture of openness is promoted, where colleagues are empowered to contribute ideas, work collaboratively, and express their perspectives. Leaders are expected to role model behaviours that reinforce the Company's commitment to diversity and equity.

Talent management and succession planning at Charles Taylor are based on capability, potential and performance, without regard to gender. Continuous learning is actively encouraged, supported by a strong framework for self-directed development. Reward practices are underpinned by robust benchmarking methodologies focused on skills and expertise rather than individuals, helping to mitigate bias.

In addition, enhanced transparency enables managers to better understand the impact of reward decisions, supporting fair and equitable outcomes. Structured review and moderation processes further ensure that any potential bias is challenged and addressed.



The Company remains committed to recognising and rewarding its people fairly, supported by structured job families, clear development levels, and performance-based incentives. We will actively review and challenge any working practices that may introduce bias, including those related to performance ratings, promotions, and salary increases.

Charles Taylor takes pride in its diverse, multicultural workforce—distinct in background yet united in purpose. We continue to promote equal opportunities, encourage diversity of thought, and foster an inclusive workplace free from discrimination in all its forms.

To read more about our approach and progress on diversity and inclusion, head to our website.

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