



GENDER PAY GAP

2024 Report





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Founder & Chief Executive Officer

In this report we detail our 2024 gender pay gap across Aptia in the UK and will outline the work we are doing to improve this gap and better reflect the company we aspire to be.

As the trusted provider of pension and healthcare solutions for millions of people, we want our colleagues to reflect the full diversity of people we serve.

We are committed to providing an environment that fosters ownership, learning and collaboration and we aspire to be a diverse and motivated workplace where everyone can thrive. All our colleagues bring their unique experience and collectively we have the talent to transform our client, member and participant experience for the better.

Our compensation programme is designed to remunerate our colleagues competitively and recognise individual contributions. Pay equity is fundamental to our ability to attract, retain and motivate our colleagues who are critical to our success.

I am proud to introduce our first gender pay gap report, the results of which have given us confidence we have solid foundations to develop from. But we still have work to do. This journey may take time, but we are confident that we have the right culture to nurture and develop a motivated, diverse workforce. We expect everyone, at all levels, to support diversity, equity and inclusion (DEI) in the workplace.

How do we measure the Gender Pay Gap?

The gender pay gap is measured using ordinary hourly pay for full-pay relevant employees and bonus pay for all employees, as defined by the UK government.

For both pay elements, mean and median gaps are calculated:

$$\text{Mean} = \frac{\text{Total sum of values}}{\text{Number of values}}$$

Median = Middle value that splits a dataset into two equal halves

Our gender pay gap metrics

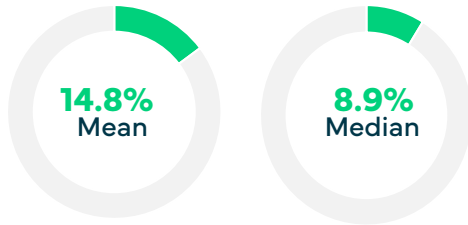
Snapshot date	Who is included?	Ordinary pay	Bonus pay
5 April 2024	All employees on full pay, including those on fixed-term contracts (FTCs) employed on the snapshot date.	Contractual pay (e.g. salary, allowances) after salary sacrifice, based on payments made in April 2024.	Variable payments made in the 12 months leading up to 5 April 2024.



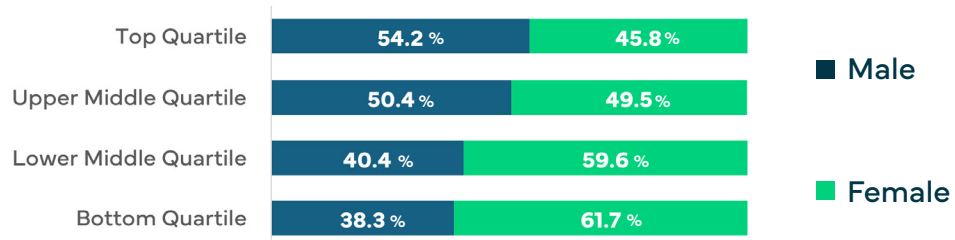
Aptia's 2024 Gender Pay Gap

Aptia's median ordinary pay gap stands at 8.9%. It is driven by a higher representation of men in the top quartile of the employee population. We also have a legacy gender split at senior level after our successful carve-out and set up of Aptia in January 2024.

Ordinary Pay Gap

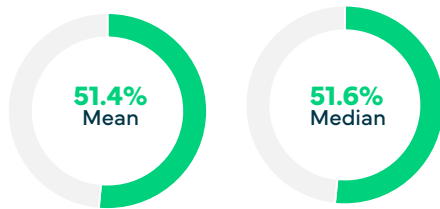


Aptia's proportion of Male and Female in each ordinary pay

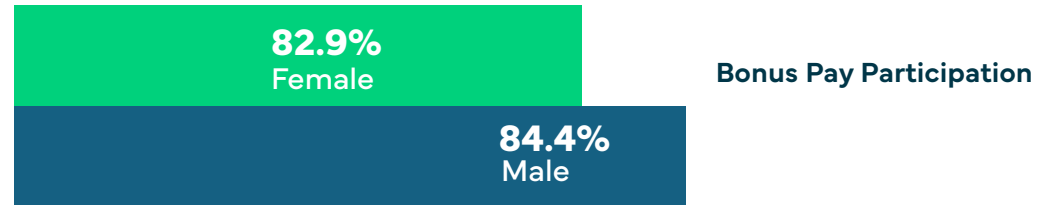


Our median bonus gap is at 51.6%. The main driver behind the bonus pay gap is the representation of male colleagues in higher paid positions.

Bonus Pay Participation



Bonus pay – all employees



In addition to calculating the ordinary pay gap, gender representation is analysed using the following steps:

1. Employees are ranked from lowest to highest pay.
2. The population is then divided into four equal groups (quartiles).
3. The proportion of men and women in each quartile is measured.

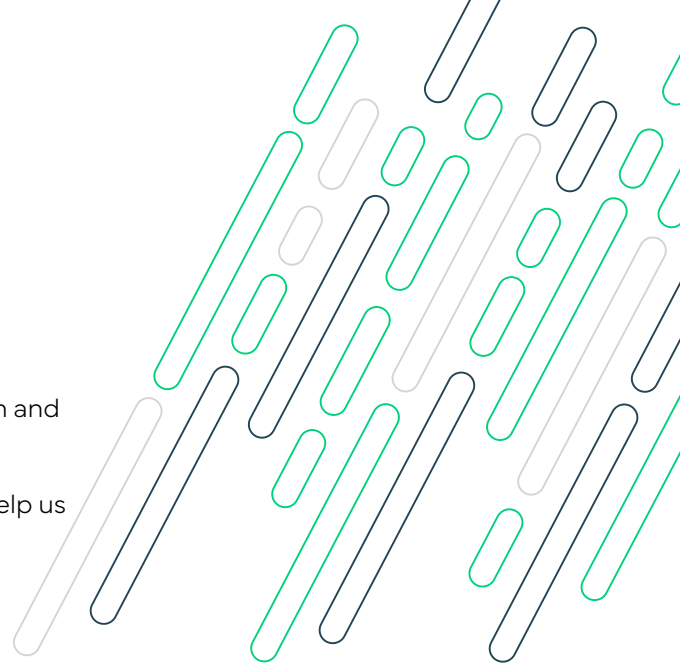
For bonus pay, the proportion of employees receiving a bonus is calculated separately for men and women.

These measures help to highlight differences in pay and representation, offering insights to help us understand the areas to focus on for improvement.

Gender pay gap vs. Equal Pay

The **Gender Pay** gap reflects differences in hourly earnings between men and women across an organisation, regardless of job role or seniority. It highlights disparities in representation at different pay levels but does not necessarily indicate unequal pay for equal work.

Equal Pay, on the other hand, is a legal requirement under the UK's Equality Act 2010, ensuring that men and women performing the same or equivalent work receive the same pay. A gender pay gap can still exist even when equal pay laws are followed - for example, if men hold higher-paying roles. Based on the analysis we have conducted, we are confident that at this point in time we have a gender pay gap but no equal pay gap.



How we are making a difference

At Aptia, we are committed to fostering a fair and inclusive workplace and recognise that one of the key ways of doing this is by embedding, and monitoring compensation systems and broader people initiatives that minimise gender bias. Our efforts span across pay structures, performance management, recruitment, development, and workplace policies.

Fair and bias-free compensation



- We use a grading structure that evaluates roles (not individuals) based on the internationally recognised method from Mercer, which is used by thousands of companies around the world, across all industries. This approach is free from gender or other biases.
- Regular pay audits are conducted, particularly during the annual global compensation review, to ensure decisions on both fixed and variable pay are fair, equitable, and free from gender bias.
- As part of our global performance management process, our People team partners with the Executive and leadership teams to ensure performance assessments are objective and consistent.

Embedding fairness across the employee lifecycle

Beyond compensation, we actively promote equity in all aspects of the employee experience, including recruitment, training, benefits, and inclusion initiatives:

- **Recruitment and hiring:**
We advertise roles to encourage a diverse talent pool and ensure gender-balanced interview panels for senior positions.
- **Training and development:**
We have invested in Degreed, a leading learning platform, and established a partnership with the Pensions Management Institute (PMI) to support continuous learning, helping all employees develop and progress in their careers.
- **Benefits and family-friendly policies:**
We offer inclusive benefits and provisions that support employees at different life stages, from cycle to work, to additional insurance for spouses and dependents, to will writing services.
- **Inclusion and mentorship:**
We have established the Aptia Women's Network that includes mentoring programmes, and leadership development initiatives, to foster career progression and representation at all levels.



Conclusion

At Aptia, we are committed to creating a workplace where everyone has an equitable opportunity to succeed. This report outlines our gender pay gap and the steps we are taking to foster a more balanced and inclusive organisation.

While our analysis confirms that we do not have an equal pay gap, we acknowledge the need to reduce our gender pay gap. By embedding fairness into our compensation structures, performance management, recruitment, and development initiatives, we are driving progress.

We know that meaningful change takes more than words - it requires sustained action. Fortunately, we have a leadership team that not only values diversity and equity but also understands the commercial benefits of a truly inclusive workplace. With this commitment, we will continue making Aptia a place where all colleagues can thrive.



About Aptia

Founded to shape the future of pensions, health, and insurance solutions, Aptia is a leading professional services firm dedicated to simplifying complexity for businesses and individuals. We bring together cutting-edge technology and deep industry expertise to help organisations navigate an evolving landscape with clarity and confidence.

With a presence in the US, UK, India, and Portugal, we support over six million people and more than 1,100 clients, delivering solutions that drive efficiency, enhance financial security, and provide peace of mind.

Our strength lies in the combination of smart technology and expert teams, ensuring that managing pensions, health, and insurance is more effective. By focusing on innovation, accessibility, and client success, we help businesses take care of their people, so they can focus on what they do best.

For more information, please visit: [aptia-group.com](https://www.aptia-group.com)