



Gender pay gap

2025 Report





At Aptia, we care deeply about the people who rely on us - our clients, members, partners and, above all, our colleagues. That sense of responsibility shapes how we build our business and how we show up for one another. While the language we use may evolve, the sentiment remains the same: doing the right thing, and doing it well, matters.

As we continue to shape the future of pensions, health and insurance solutions, powered by technology and talent, we know that an equitable and inclusive workplace is fundamental to our success. Creating an environment where everyone feels valued and able to thrive leads to better decisions, stronger teams and better outcomes for the people we serve. Our analysis confirms that while we have a gender pay gap, we feel confident that do not have an equal pay gap.

I am pleased to introduce our 2025 Gender Pay Gap Report, which reflects both the progress we have made and the work still ahead. This year's data presents a mixed picture: changes in senior level representation, including external leadership hires, have influenced our median ordinary pay gap, while targeted changes to our reward approach have led to a positive reduction in our bonus pay gap.

In this report, we set out our 2025 gender pay gap across Aptia in the UK, alongside the actions we are taking to strengthen equity, representation and opportunity - and to better reflect the deeply inclusive organisation we aspire to be.

Roopa Kochhar
Chief People Officer

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

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



Employees are ranked from lowest to highest pay.



The population is then divided into four equal groups (quartiles).



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.

Aptia's 2025 gender pay gap

Aptia's median ordinary pay gap stands at **9.8%**. It is driven by a higher representation of men in the top quartile of the employee population. Whilst we have made progress in the year-on-year evolution of the female representation in our upper middle quartile (54.6% vs. 49.5% in 2024), we have progression of male representation in the top quartile, in parts due to external senior hires in the reporting period.

Our median bonus gap is at **12.2%**. The main reason for the marked reduction in the overall gap is the positive reconfiguration of our bonus plan, which saw an improvement for colleagues in lower grades.



Our gender pay gap metrics

Snapshot date:

5 April 2025

Who is included?

All employees on full pay, including those on fixed-term contracts (FTCs) employed on the snapshot date.

Ordinary pay:

Contractual pay (e.g. salary, allowances) after salary sacrifice, based on payments made in April 2025.

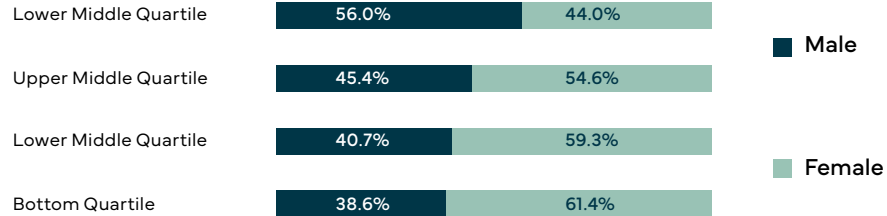
Bonus pay:

Variable payments made in the 12 months leading up to 5 April 2025.

Ordinary Pay Gap



Aptia's proportion of men and women in each ordinary pay quartile



Bonus Pay Participation



Bonus pay – all employees



How we are making a difference

At Aptia, we know that reducing our gender pay gap is not achieved through a single action or annual exercise. It requires sustained focus, disciplined processes and a broader commitment to inclusion across the business. Our approach centres on building fairness into how we reward, develop and support our people - and on continuously reviewing where we can do better.

We focus on both **pay equity** and the wider employee experience, recognising that representation, progression and opportunity all play a role in shaping long term outcomes.

Fair and bias-free compensation



We continue to strengthen the structures and governance that underpin fair and equitable pay decisions:

- We use a robust grading framework that evaluates roles, not individuals, based on the internationally recognised Mercer methodology. This ensures roles are assessed consistently and free from gender or other bias.
- Regular pay audits are carried out, particularly as part of our annual global compensation review, to ensure both fixed and variable pay decisions are fair, consistent and evidence based.
- Through our global performance management process, the People team works closely with Executive and leadership teams to promote objective, balanced and comparable performance assessments across the organisation.

Embedding fairness across the employee lifecycle

Alongside compensation, we continue to embed equity across the full employee lifecycle — from attraction and development through to progression and retention:

- **Recruitment and hiring**
We advertise roles in a way that encourages a broad and diverse talent pool, and we continue to use gender balanced interview panels for senior roles.
- **Training and development**
We invest in continuous learning through Degreed, supporting colleagues to build skills and progress their careers. Our partnership with the Pensions Management Institute (PMI) that launched last year will see 800 colleagues certified.
- **Benefits and family-friendly policies**
We offer a range of inclusive benefits designed to support colleagues at different life stages - from cycle to work schemes and insurance cover for families, to wellbeing and practical support services.
- **Inclusion and mentorship**
The Aptia Women's Network continues to play an important role in providing mentoring, connection and development opportunities, helping to support progression and representation across levels.
- **Health and wellbeing**
We have continued to enhance our benefits offering with more targeted provisions that support health outcomes across genders.



Conclusion

At Aptia, our commitment to equity and inclusion is rooted in the responsibility we feel to our people and to those who rely on us. This report sets out our 2025 gender pay gap and reflects both the progress we have made and the areas where further focus is needed.

Our analysis confirms that while we do not have an equal pay gap, we do have more to do to reduce our gender pay gap, particularly in strengthening representation, progression and access to opportunity over time.

By continuing to embed fairness into our compensation structures, performance management, recruitment and development practices, we are taking practical, sustained steps to support long term improvement.

Meaningful change is built through consistent action and informed decision making, not quick fixes. With the ongoing commitment of our leadership and the collective ownership of colleagues across the business, we will continue to strengthen Aptia as an inclusive and equitable workplace.



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. It brings together cutting-edge technology and deep industry expertise to help organisations navigate an evolving landscape with clarity and confidence.

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