



Gender Pay Gap Report



The gender pay gap represents the disparity in earnings between women and men in the workplace. This report aims to provide a comprehensive analysis of the gender pay gap within TIAA and Adsure, its implications, and actionable recommendations. The persistence of this gap reflects broader systemic issues and can significantly affect employee morale, productivity, and our company's reputation.

Overview of the Gender Pay Gap

The gender pay gap is typically measured as the difference in average earnings between women and men, expressed as a percentage of men's earnings. Numerous factors contribute to this disparity, including occupational segregation, differences in work experience, education levels, and discrimination.

National and Global Context

Globally, the gender pay gap remains a significant issue. According to the World Economic Forum's Global Gender Gap Report 2025, it will take approximately 123 years to close the global gender pay gap. In our national context, recent statistics indicate that women earn on average 14.3% less than men. This disparity is even more pronounced in certain industries and roles.

In the UK, the government requires public, private and voluntary sector organisations with 250 or more employees to report on their gender pay gaps annually. The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than

men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

According to the Office for National Statistics (ONS), median hourly pay for full-time employees was 7% less for women than for men in April 2024, while median hourly pay for part-time employees was 3% higher for women than for men (figures exclude overtime pay). The median is the point at which half of employees earn more and half earn less. It is regarded a better measure of pay of the 'typical' employee than taking an average.

Because a larger proportion of women are employed part-time, and part-time workers tend to earn less per hour, the gender pay gap for all employees is considerably larger than the full-time and part-time gaps. Median pay for all employees was 13.13% less for women than for men in April 2025.

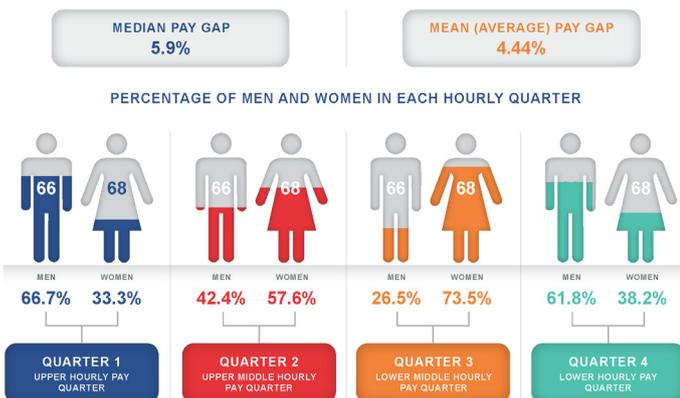
The full-time pay gap has been getting smaller since 1997 and the overall pay gap has also decreased over the period. The part-time pay gap has generally remained small and negative, with women earning more than men on average.

Company Context

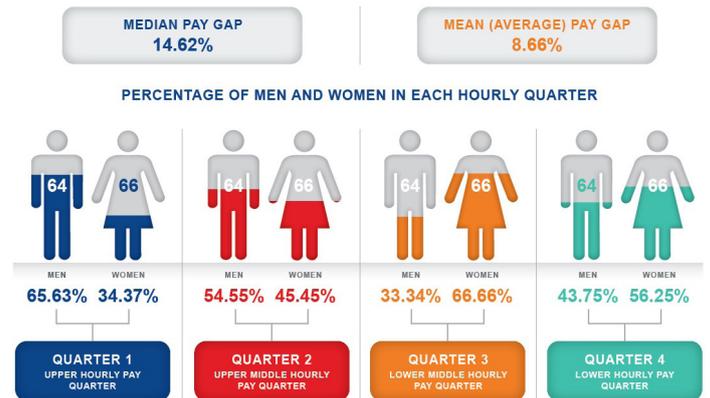
Although we are not required by the UK Government to collect on our gender pay gap. Data has been collected and reported for the past four years.

The following graphics show the Pay Gap statistics for TIAA/Adsure over the previous two years:

tiaa GENDER PAY GAP APRIL '25



tiaa GENDER PAY GAP APRIL '24



Note: Mean is the number you get by dividing the sum of a set of values by the number of values in the set. In contrast, the median is the middle number in a set of values when those values are arranged from smallest to largest.
Note: quartile pay bands – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands. Each quartile represents 25%

There has been a change over the three years in the number of men and the number of women, which in a small population can show changes in the pay gap percentage.

Gender Pay Gap Analysis: Trends and Contributing Factors

Recent data demonstrates a consistent downward trend in our mean gender pay gap since 2022. Specifically, the mean pay gap decreased from 15.23% in 2023 to 8.66% in 2024, and then to 4.44% in 2025. This indicates ongoing progress in closing the gap at the average level. In contrast, the median pay gap did not follow the same pattern. While it fell from 23.30% in 2022 to 12.25% in 2023, the reduction was less pronounced in 2024, with the median standing at 14.62%. This suggests that improvements have been uneven when considering the middle point of earnings distribution.

The difference between the mean and median pay gaps currently stands at approximately 1.56%. This relatively narrow gap highlights a slight skew in the dataset, which can be attributed to the presence of lower-paid roles. Notably, many of these positions within Corporate Services are predominantly held by women, while the 2024 cohort of Trainees—roles that are typically lower paid—was mainly composed of men. This distribution influences the overall pay gap statistics and explains the observed discrepancy between the mean and median figures.

It is important to recognise the professional skills required for many of these roles and acknowledge recent pay increases within Corporate Services. These adjustments are expected to contribute to a further reduction in the pay gap going forward. However, as the data for 2025 is not yet fully reported, ongoing monitoring will be essential to confirm whether these positive trends persist. Overall, the observed trends and figures suggest that targeted interventions in pay and role distribution are beginning to make an impact, although continued attention is required to ensure sustained progress.

The change in profile of the four years for the lower quartile reflects the change in profile of staff in the lower quartile as mentioned being predominantly female Corporate Services staff. This quartile now includes the recently recruited trainees which are predominately male. This shows the narrowing of the gap between the profile of men and women.

The changes observed in the middle 50% of salary ranges reflect ongoing efforts to make salary and benefits consistent across staff with different employment contracts. Additionally, there is now a more clearly defined pay scheme for the various grades of staff.

There is still a gap between the men and women in the upper quartiles, however this has narrowed due to the change in makeup of the senior team, now including more women. As above the work completed in aligning grade and salary packages should see a further minimising of the gap in 2026.



Factors Contributing to the Gender Pay Gap

Occupational Segregation

One of the primary drivers of the gender pay gap is occupational segregation, where women and men are distributed differently across industries and roles. Typically, roles predominantly occupied by women tend to be lower-paying than those dominated by men. This is one of the issues for us in the Professional Services Industry, although as we can see the gap is narrowing.

Work Experience and Education

Differences in work experience and education levels also contribute to the pay gap. Women are more likely to take career breaks for caregiving responsibilities, which can affect their work experience and career progression.

Promotion and Advancement Opportunities

The disparity in promotion and advancement opportunities further exacerbates the gender pay gap, as women are often underrepresented in senior and leadership positions that command higher salaries. At TIAA/Adsure, however, we have achieved an equal split at the Executive level, with 50% of executive roles held by women and 50% by men. This demonstrates our commitment to gender parity at the highest levels of leadership. This achievement stands out when compared to industry norms, where women typically occupy only 25% of executive positions. Such equal representation at TIAA/Adsure not only sets us apart but may also foster a more inclusive workplace culture and support ongoing efforts to close the gender pay gap.

Fluctuations

We see fluctuations in our median pay gap year on year, because we are a medium-sized organisation with a relatively even spread between male and female workforce. Small changes in our employee profile can have a significant impact.

Implications of the Gender Pay Gap

The gender pay gap can have several implications TIAA/Adsure:

- **Employee Morale and Retention:** A significant pay gap can lead to lower morale among female employees and higher turnover rates.
- **Productivity:** Disparities in pay can affect productivity, as employees who feel undervalued are less likely to be motivated.
- **Reputation:** Maintaining a noticeable pay gap can damage our reputation as an equitable and fair employer.

Current Initiatives and Progress

As shown, we have already taken several steps to address the gender pay gap:

- Compiling the annual pay gap reports to identify and address disparities.
- Promoting flexible work arrangements to support work-life balance.
- Enhancing parental leave policies to support both men and women in caregiving roles.
- Implementing set pay grades for all staff.
- Inclusive recruitment policies.

While these initiatives have led to some progress, it is clear that more needs to be done to close the gap completely.

Recommendations

To further address the gender pay gap, the following will be introduced:

- **Enhanced Data Transparency:** Increase transparency by publishing gender pay gap reports and sharing this information with employees.
- **More detailed data reporting.**
- **Targeted Leadership Development:** Implement leadership development programs specifically targeted at women to prepare them for senior roles.
- **Regular Pay Reviews:** Conduct annual pay reviews to ensure ongoing assessment and adjustment of pay disparities.
- **Mentorship and Sponsorship Programs:** Establish mentorship and sponsorship programs to support women's career advancement.

Conclusion

Closing the gender pay gap is not only a matter of fairness but also a strategic imperative for us as a BCorporation. By addressing the underlying causes of this disparity, we can foster a more inclusive and equitable workplace. The recommendations outlined in this report provide a roadmap for achieving pay equity and ensuring that all employees are valued and rewarded equitably for their contributions

Action

The Remuneration Committee are requested to note the report.



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