

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.



At Hastings, building a truly diverse organisation where all colleagues can thrive is at the heart of our culture.

We're proud to be a company that encourages colleagues to be themselves. We believe diversity of thinking and different perspectives strengthens the way we work and make us successful. We want every colleague to thrive in an environment that supports who they are and what they want to achieve in their career. This has been reflected in our being named the UK's #1 Best Big Company to Work for 2024.

Improving gender balance at all levels, especially in leadership roles remains a key area of focus for me and the executive team. I'm delighted that my executive team is now 50% female, and our senior leadership group representation improved to 34% in 2024 and continues to improve.

I'm also pleased by the improvement in our gender pay gap for this reporting period, with a 4.9% reduction in 2024. However, we know we need to continue this momentum. We remain confident that men and women in equivalent roles at Hastings are paid equally and further increasing the number of women in more senior and higher paid roles will reduce our gender pay gap.

We continue to make progress on our long-term plans in this space and remain committed to closing the gap over time.

Toby van der Meer

Toby van der Meer
CEO



Diversity, Equity and Inclusion Strategy progress update

By continuing to build an inclusive culture and striving for balanced representation, we will further enhance our reputation as a company that truly values diversity in all forms.

Culture

Our 4Cs culture starts with our colleagues. Our year end engagement survey shows that 82% of colleagues feel comfortable being who they are at work and 84% feel that everyone has an equal opportunity to succeed regardless of their background.

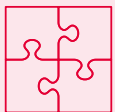
Our Inclusion Council continues to play an important role in advocating positive change. In 2024 we created a disability working group, and together we developed a new Colleague Workplace Adjustments policy (launched March 2025). Our Inclusion Council help us recognise key faith and culture dates including Black History Month, Interfaith Week and National Inclusion Week. Our Men's Talking Groups and Menopause Cafes run throughout the year for colleagues to connect, share experiences and learn from each-other.



Workforce

We have increased female representation in senior leadership roles from 30% in 2023 to 34% in 2024, and this continues to improve. 50% of our Executive Committee are now female. As a signatory of the Women in Finance Charter, we have committed to achieve at least 35% of senior roles held by women by 2025 and fully expect to achieve this.

We remain committed to hiring and developing diverse talent across all levels of our organisation, and in 2024 67% of successful candidates on our graduate schemes were female, and 29% were from ethnic minority backgrounds. Our partnership with the 30% Club continues to be successful in supporting female internal promotions, and in 2024 we increased our investment with 29 colleagues enrolled in this programme.



Reputation

We are proud that our colleague feedback and insights resulted in us being named the UK's #1 Best Big Company to Work for 2024. We also retained a Top 20 position in the UK's Top 50 Most Inclusive Employers listing and are active members of the Association of British Insurers Diversity and Inclusion Network.



This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

Headline gender pay gap*

The gender pay gap* at Hastings Insurance Services Limited is based on a snapshot of hourly rate of pay on 5th April 2024. The bonus gap is based on bonus pay in the 12 month period leading up to 5th April 2024.

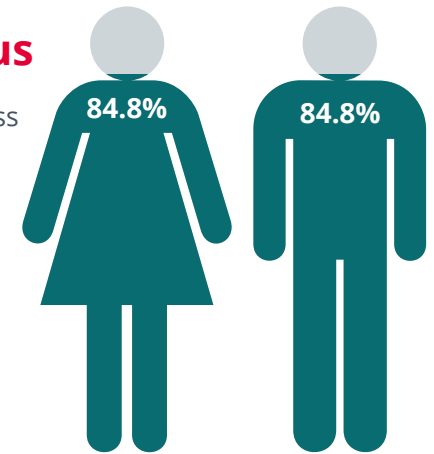
Difference between men and women		
	Mean difference	Median difference
Pay gap (hourly rate)	18.0% (2023 - 22.9%)	9.9% (2023 - 10.9%)
Bonus gap	43.1% (2023 - 60.1%)	14.5% (2023 - 13.0%)

Why we have a gender pay gap*

We are confident that, overall, we pay men and women equally for performing similar roles and apply the same pay processes to men and women. However, we are conscious that the reported data is impacted by the fact that we have a higher number of men than women in roles attracting the highest average rates of pay. Closing this gap will take time, and we are confident that the initiatives we have put in place will bring about meaningful and lasting change in the longer term.

Proportion of men and women receiving a bonus

Colleagues at all levels across the business are eligible to be considered for a bonus depending on performance, in 2024 we achieved bonus distribution parity with the same proportion of men and women receiving a bonus. **84.8%** (2023 - 87.2%) of **men** received a bonus against **84.8%** (2023 - 85.6%) **women**.

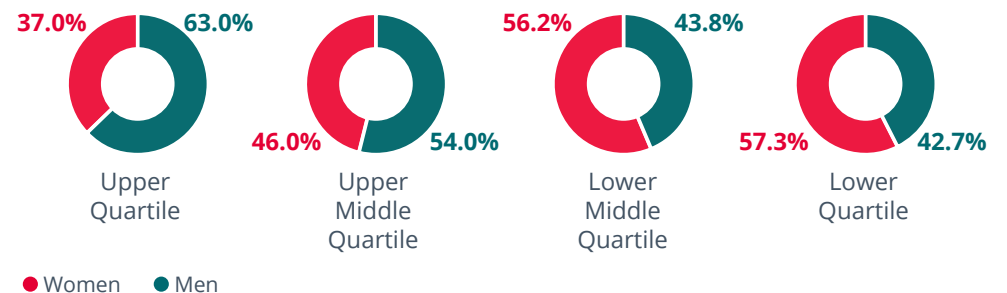


- Did receive a bonus
- Did not receive a bonus

Based on performance

Proportion of men and women in each pay quartile

These charts shows the gender split when we order hourly rates of pay from the highest to lowest and group into four equal quartiles:



*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that men and women receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoint in the ranges of hourly earnings of men and women.

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

What are we doing to narrow our pay gap?



Ensuring we have a **diverse workforce** is one of the fundamental pillars of our inclusion strategy. We continue to strengthen our investment in **leadership development for high potential female talent**, offering a suite of options such as mentoring programmes and coaching which is being positively reflected in our senior level appointments. With more female senior leaders at executive level, we are demonstrating our commitment internally and externally to supporting career advancement for female colleagues.

We are active members of the **30% Club** who deliver external mentoring opportunities and currently have colleagues on both the **Mission Gender Equity** (aimed at gender equity) and **Mission Include** (aimed at ethnic minority equity) streams.

Making progress against our goal to improve representation of female colleagues in our middle management and senior leadership roles remains our focus. As signatories of the HM Treasury's **Women in Finance Charter**, we achieved our initial target of 30% ahead of deadline and are on target to achieve our revised ambition of 35% female representation in senior leadership roles by the end of 2025.



In summary

The three areas we're committing to taking action to reduce our gender pay gap are:

- Supporting our existing female talent to progress their careers at Hastings.
- Attracting the best female senior leaders to join us.
- Creating opportunities for aspiring female leaders to join us through any of our early career initiatives.