

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 being named, for the second year running, the UK's #1 Best Big Company to Work for 2025.

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 we have continued to improve representation in our senior leadership group, with 36% female and that 60% of promotions into these roles are female.

I'm also pleased by the improvement in our gender pay gap for this reporting period, with a further reduction to 16.6%. 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 continuing to increase 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

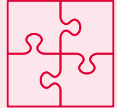


Our 4Cs culture starts with our colleagues. Our engagement survey shows that 84% of colleagues feel comfortable being who they are at work and 86% feel that everyone has an equal opportunity to succeed regardless of their background.

Our Inclusion Council and colleague networks play an important role in advocating positive change. Through their work, we established a colleague led Neurodiversity network, which now has over 120 members. The newly formed Ethnicity and Culture network help us to recognise key faith and culture dates, and in 2025 we celebrated Communal Iftar, attended by over 100 colleagues.

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 are a signatory of the Women in Finance Charter and have increased female representation in senior leadership roles from 27% in 2019 to 36% in 2025.

We remain committed to hiring and developing diverse talent across all levels of our organisation, and our graduate talent pool has 60% female representation, and 47% are from ethnic minority backgrounds.

Our partnership with Moving Ahead and the 30% Club continues to be successful with 6 female colleagues promoted to senior leadership roles following their mentoring programme. We continue our investment with 32 colleagues currently 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 the second year, as well as being ranked #1 Best Big Company in the Insurance sector.

We are now a Disability Confident Employer and are active members of the ABI's Diversity and Inclusion Network.

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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 2025. The bonus gap is based on bonus pay in the 12 month period leading up to 5th April 2025.

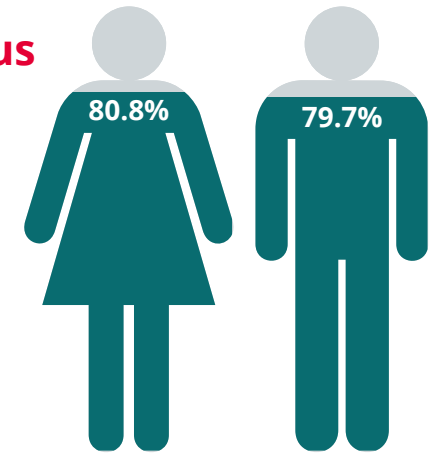
Difference between men and women		
	Mean difference	Median difference
Pay gap (hourly rate)	16.6% (2024 - 18.0%)	10.1% (2024 - 9.9%)
Bonus gap	46.9% (2024 - 43.1%)	12.5% (2024 - 14.5%)

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. We are closing this gap but recognise it will take time. 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 2025 more women than men received a bonus, **79.7%** (2024 - 84.8%) of **men** received a bonus against **80.8%** (2024 - 84.8%) **women**.

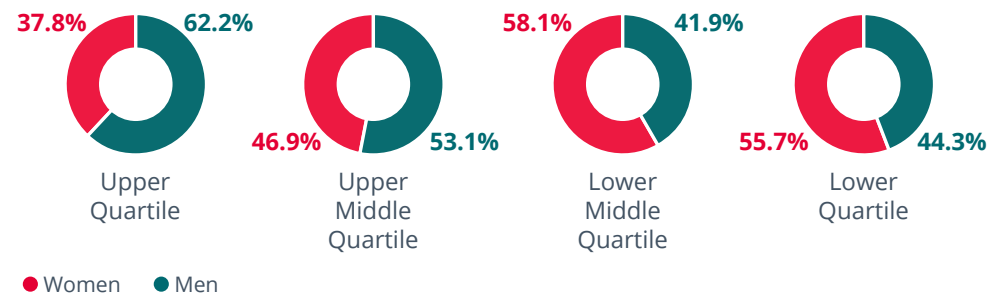


- Did receive a bonus
- Did not receive a bonus

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.

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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 **investing in our senior female colleagues** with a Women in Leadership Development programme, creating connectivity and community, to support retention and further progression.

We are active members of the **30% Club**, and in partnership with **Moving Ahead** currently have colleagues on both their **Mission Gender Equity** and **Mission Include** cross-company mentoring programmes.

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 have achieved our most recent ambition of **35% female representation in senior leadership roles** ahead of target. We are now working towards **40%** representation by **2027**.



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.