



# UK Gender Pay Gap Report 2025

\* This report is for 2025 and includes data for our CNA Hardy UK employees only.

# Foreword



Since 2017, we have demonstrated transparency in sharing our Gender Pay Gap report. As an organisation, we continue to make positive progress and remain focused on improving year on year. We are proud of the significant progress we have made over the last year and remain committed to reducing the gap further.



# Our 2025 Gender Pay Gap

We have achieved an **18%** improvement in our average gender pay gap from 2017 to 2025, and a **10%** improvement since 2024. Our mean bonus gap has also decreased by **20%** since 2017 and by **12%** since last year.

Similarly, our median gender pay gap has improved by **22%** since 2017 and by **14%** since 2024. Our median gender bonus gap shows a **19%** improvement since 2017 and a **1%** improvement since last year.

## Key Metrics (Mean and Median)

	Gender pay gap		Bonus pay gap	
MEAN	2017 - 34%	2025 - 16%	2017 - 63%	2025 - 43%
MEDIAN	2017 - 34%	2025 - 12%	2017 - 57%	2025 - 38%

## Proportion of employees receiving a bonus (2025)



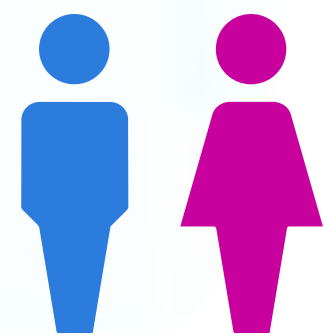
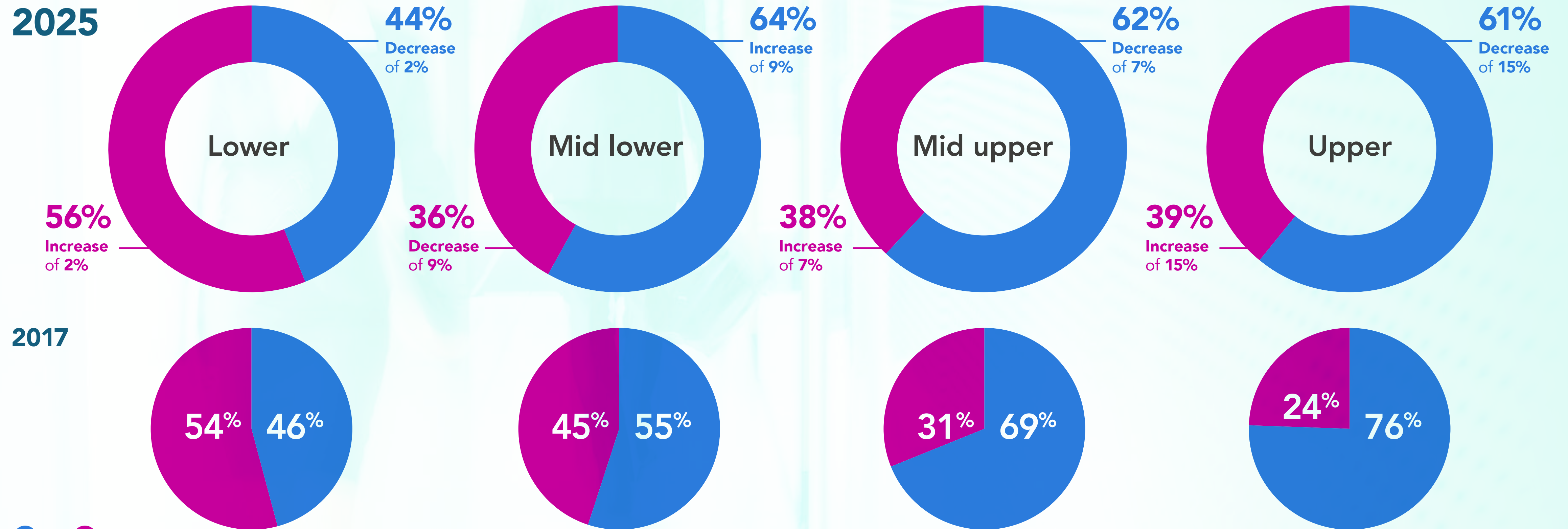
### What is the gender pay gap?

The gender pay gap measures the difference in the average pay between men and women across our UK workforce. It should not be confused with equal pay.

### What is equal pay?

Equal pay is the legal requirement to provide men and women with equal pay for equal work.

# Gender Representation by Workforce Quartile



Overall, our 2025 figures compared with 2017 show notable progress, including a **7%** increase in female representation in the upper-middle quartile and a **15%** increase in the upper quartile.

# Why does the gap exist?

Our median pay gap for 2025 is 12%, representing a 22% improvement since 2017. Our median bonus gap for 2025 is 38%, a 19% improvement over the same period.

While we are making strong progress, the demographic distribution across our mid-upper and upper quartiles continues to influence our results. Addressing these structural imbalances remains a priority.

## Taking action to close the gap

### Strategic focus:

We champion inclusiveness to ensure every employee has equal opportunity to excel. Gender parity remains a strategic focus for leadership, our Inclusion Council, and the wider business.

### Inclusive policies:

We continuously review policies to ensure fairness and alignment with market standards.

### Training and development:

We provide resources and training to increase awareness, address biases, and foster inclusive behaviours.

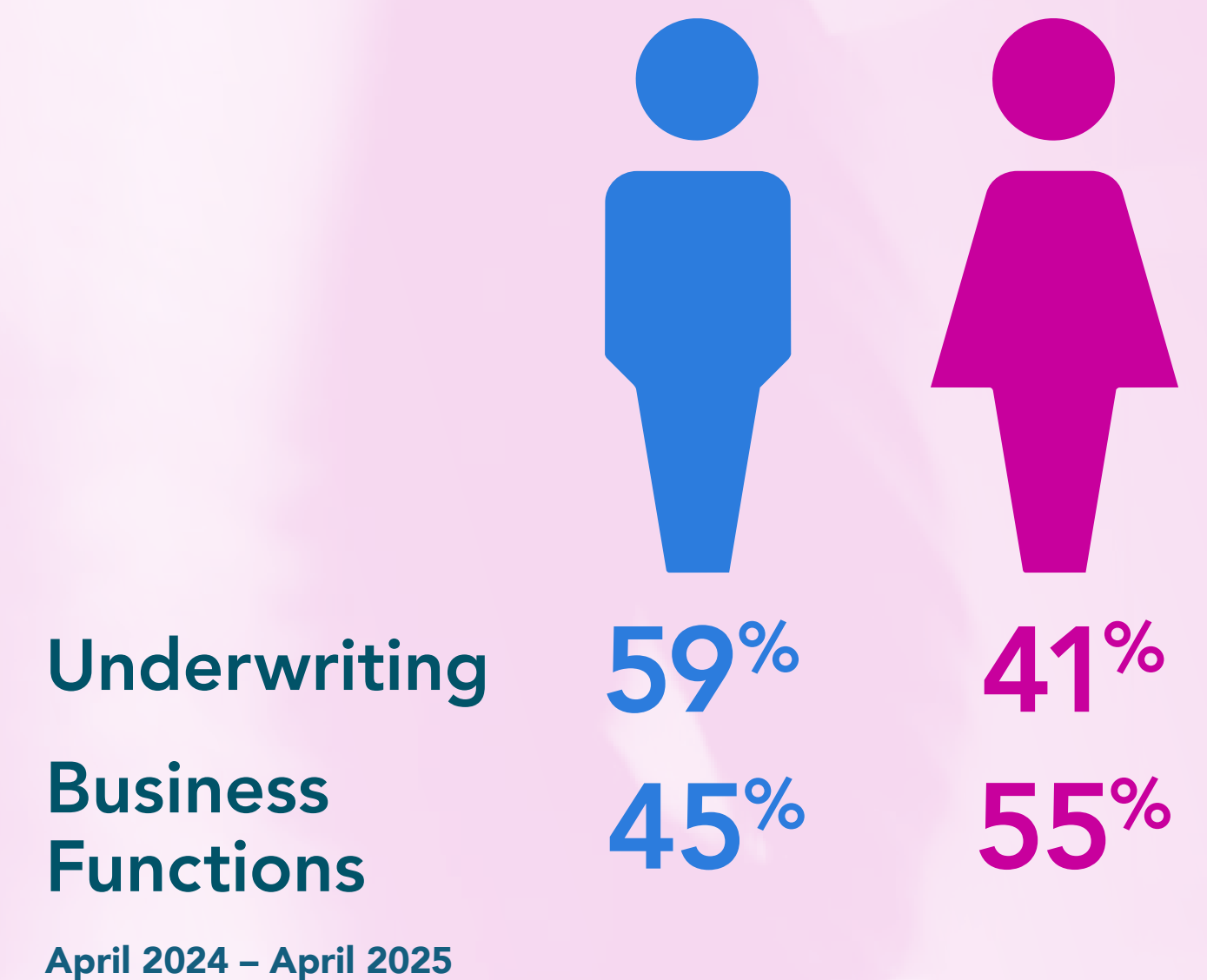
### Harnessing data:

Enhanced workforce data collection enables us to address concerns proactively. We encourage employees to keep their personal records updated. Inclusion metrics for all HR practice.

### Talent strategy:

Increased focus on critical role succession planning and building diverse pipelines. Partnerships with inclusive recruitment organisations help widen our diverse talent pipeline.

## Gender hiring distribution:



## Legal requirements

Companies with more than 250 employees in the UK are required to report on mean and median pay and bonus gaps, the proportion of employees receiving a bonus, and gender representation by quartiles.

## Declaration

We confirm that CNA Hardy's gender pay gap calculations are accurate and meet the requirements of the Regulations.



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