



SUCCESSION
WEALTH



Succession Wealth

Gender Pay Report 2025

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Foreword

Closing the gender pay gap is not only a matter of compliance with current legislation but an essential step in fostering a diverse, inclusive, and equitable workplace. Through this report, we reaffirm our commitment to addressing pay disparities and promoting gender equality at every level.

Transparency and accountability are crucial in driving our progress and we remain dedicated to implementing meaningful actions that support equal pay and opportunities for all.

Our 2025 gender pay gap data shows we continue our commitment to being an equal opportunities employer, actively striving to eliminate barriers in progression and ensuring every individual is treated fairly, has access to the same opportunities for growth and development within our organisation.



Our Purpose

To make a meaningful and lasting impact on the lives of our clients and their families.

Our Values



Client-first
The Foundation



Do the right thing
Deliver on promises and exceed client expectations.



Work as one team
Win together with respect and decency – no egos.



Consider long-term legacy
Decisions aligned to our ambition and vision.



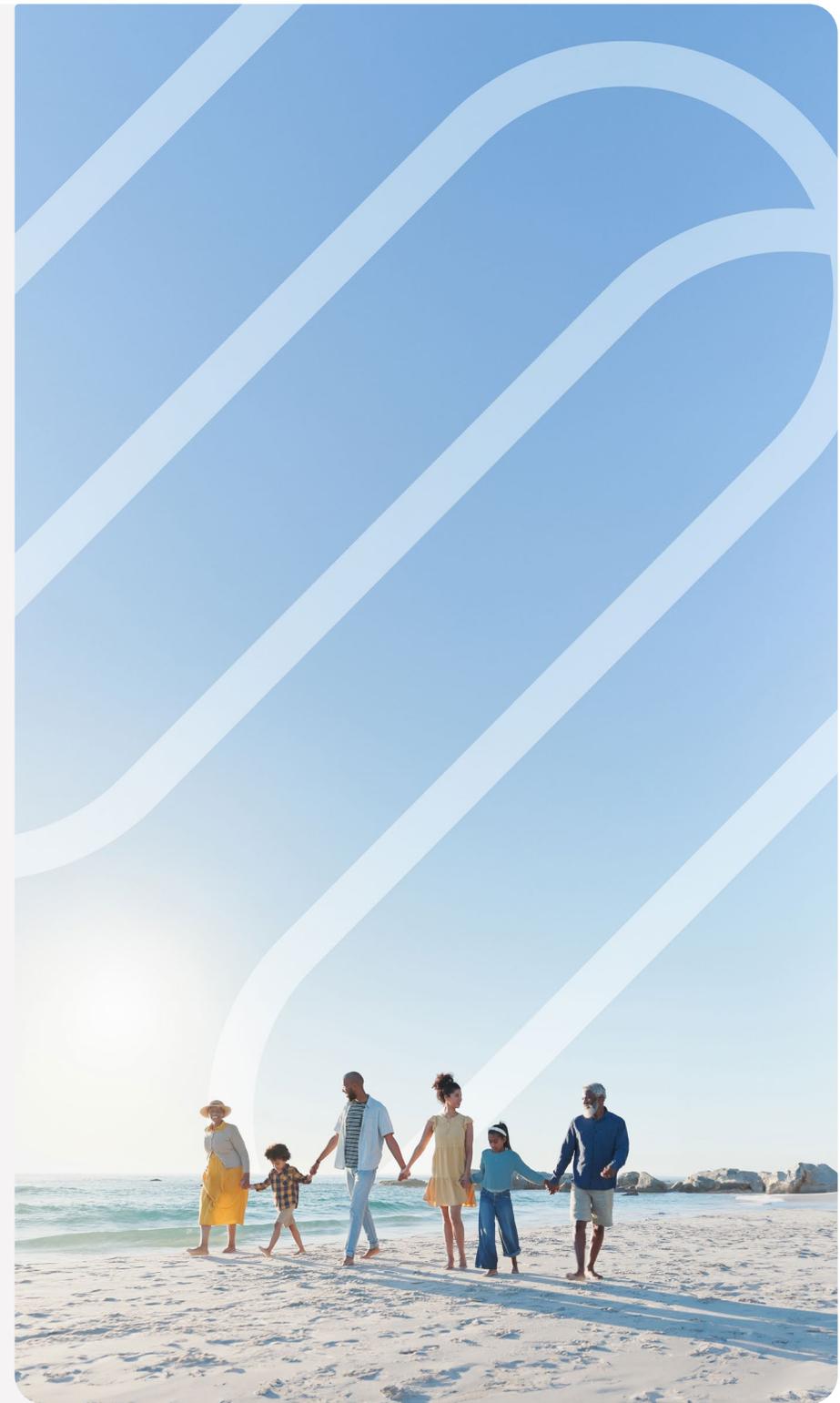
Listen and act
Our colleagues and partners actively engaged in the pursuit of our vision.

Our Vision

To be the **go-to partner** that individuals, families and institutions trust to help achieve their financial goals.

To be the **employer of choice** in the Wealth Management sector.

To drive **stable, profitable growth** for our business and the Aviva Group.



Gender Pay Gap

Since our gender pay gap monitoring efforts began in 2021 we have seen a significant positive change in our gender pay gap in relation to bonus. Our mean bonus pay gap has reduced from 75.9% in 2021 to 60.7% in 2025 (-15.2%) and our median bonus pay gap from 89.2% in 2021 to 48.9% in 2025 (-40.3%). We recognise that we still have work to do and are dedicated to further closing this gap.

Our data shows the mean gap has remained relatively stable over the past five years, ranging from 36.1% to 40.2%. Our median gap shows a similar trend, with a slight increase from 22.9% in 2021 to 27.5% in 2025.

A higher proportion of men continue to receive a bonus compared to women and is an area of continued focus. The percentage of women receiving a bonus has increased over the last 4 years from 6.4% in 2021 to 23.8% in 2025 (+17.4%). Whilst the gap is likely caused by the proportion of men in our Financial Planner Community we have actively recruited more women in senior leader positions and continue to focus on this.

The reduction in our bonus pay gap is notable and something which we are proud of, increasing the proportion of women who receive this and demonstrating positive movement towards greater equity.

We know that consistency is key in addressing pay disparity and we are gradually advancing and changing this and remain focused on our DE&I efforts to ensure that Succession moves in the right direction.



Key Points

Understanding the Gap

A key factor contributing to our pay gap is the imbalance between men and women within our Senior Leadership Teams and Planner Community. We have taken steps to address this, with women now representing 43% of our Executive Team. We continue to recognise and address this disparity via our recruitment, succession planning and learning and development processes.

Variable Pay within our Planning Community is a significant contributing factor to the proportion of bonuses awarded to women, mainly due to female representation being 20% within this area.

Our Quartiles

Women continue to be well-represented in the lower and lower-middle pay quartiles, with female employees currently making up over 60% of these groups. This demonstrates our ability to attract and retain talented women at the foundation of our organisation. The upper-middle quartile shows a near-equal gender split, reflecting progress towards gender balance as employees progress.

The difference in hourly pay between men and women within each quartile are generally small, and in some years women's average pay exceeds that of men in certain quartiles, suggesting that with comparable roles pay equity is being achieved.

While male representation remains higher in the upper quartile, we see this as a clear opportunity to support more women into senior and higher-paid roles. The data provides us with a roadmap for targeted development and progression initiatives.

Our Gender Pay Gap remains steady

Since our reporting efforts began we have seen an initial improvement to our gender pay gap with it remaining steady in recent years.

There has been a notable reduction in the median bonus pay gap over recent years, showing that efforts to create a more equitable bonus structure are having an impact.

Our focus on our reward and remuneration structure continues, aligned to our organisational goals, strategy and values.

Clear Areas for Focus

The data highlights specific areas of focus such as female representation in higher-paid roles, where targeted actions can drive meaningful change. This provides a foundation for action, with the consistency in reporting providing a solid base for implementing effective strategies and monitoring progress.

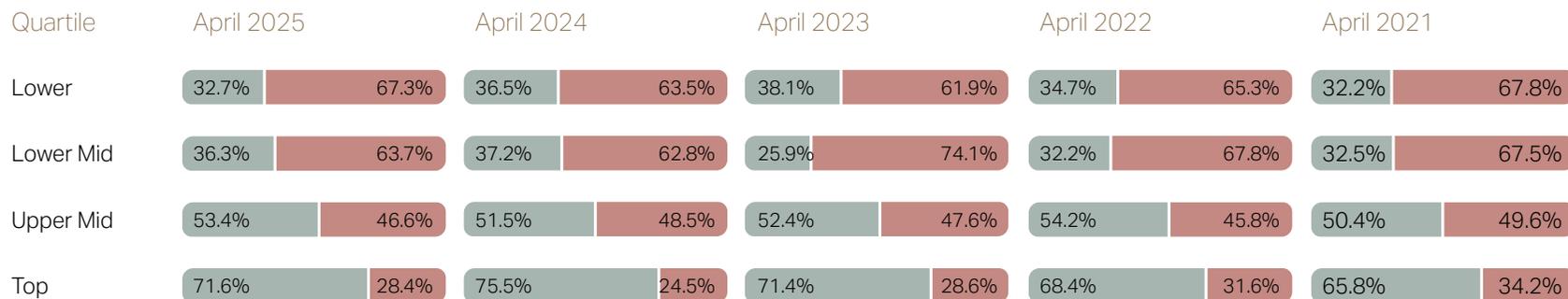


Our Data

Succession's Gender Pay Gap		April 2025	April 2024	April 2023	April 2022	April 2021
Gender Pay Gap	Mean	39.1%	39.4%	40.2%	39.3%	36.1%
	Median	27.5%	27.5%	25.7%	26.6%	22.9%
Bonus Pay Gap	Mean	60.7%	54.4%	50.6%	56.3%	75.9%
	Median	48.9%	48.2%	66.6%	74.7%	89.2%
% Employees receiving bonus	Mean	44.9%	40.9%	30.8%	30.9%	19.8%
	Median	23.8%	16.1%	9.0%	10.1%	6.4%

Proportion of males and females by pay quartile

Key Male Female



Our actions

Activity across the organisation to address the gender pay gap falls into three main areas:



Recruitment



Retention



Progression



Recruitment

Our data from 2025 showed that across all roles at 'Application' stage we had a split of 52% male, 46% female, 1.5% not disclosed, 0.5% non-binary. At 'Hired' stage, a split of 46% male, 54% female.

For roles paying £50,000 PA or above, 57% of successful applicants were male and 43% were female.

For roles recruited in 2025, the average starting salary for females was £48,275 and for males £51,150.

Our Recruitment approach continues to ensure we offer equal pay for equal work regardless of gender, ethnicity or socio-economic background.

Attracting and Recruiting Diverse Talent

- A DE&I monitoring form is utilized to track gender representation during both the application and hiring stages, with reports shared monthly with the Executive Team.
- Proactive headhunting efforts focus on attracting female candidates within an industry traditionally dominated by men.
- Job advertisements emphasise flexible working options, such as compressed hours, family-friendly policies, leave provisions, and menopause support.
- Inclusivity training has been implemented across the Senior Leadership Team to address and eliminate unconscious bias in the recruitment process.



54%

Hired in 2025 were female.

43%

Women representation on Executive Team

Retention

Inclusivity

2025 saw us audit, train and embed workplace inclusion across the organisation focusing on 4 key areas:

- Recruitment, talent management and inclusive leadership
- Dignity at work and unconscious bias
- Audits of culture policies and processes
- Mentoring, strategy and staff networks

Succession offer equal parental leave policies, granting all employees four months of full paid leave regardless of gender. This has promoted balance and sharing of childcare responsibilities.

Flexible benefits – we offer a flexible benefits package that enables employees to choose options that meet their differing and diverse needs.

Health Assessments – in collaboration with our Health Assessment provider, we continue to support employees affected by menopause through Women's Hormonal Health Assessments, alongside Health Assessments specifically for male colleagues.

Succession Voice Survey

Providing colleagues with a safe place to work where colleagues are free to be their authentic selves is of the upmost priority at Succession.

In our 2025 all colleague Succession Voice Survey:

89% of respondents answered favourably to the question: I work in an inclusive environment free of discriminatory behaviour.

70% responded favourably to the statement: I feel like I belong at Succession.

Progression

Women in Banking and Finance (WIBF)

We maintain our Corporate Partnership with WIBF, a volunteer-driven organisation dedicated to advancing diversity and gender equality within the financial services sector.

Personal memberships are available for all employees, granting them access to mentoring programmes as well as a variety of educational and networking opportunities.

Corndel Leadership Programme

In 2025, we partnered with Corndel to offer a leadership development programme to our future leaders with 25 colleagues enrolled throughout 2025.

Inclusion Steering Group

We continue to support inclusivity across the organisation through our Inclusion Steering Group and Networks, including an Inclusion Network for Carers, Balance, Ethnicity, Ability, Generations and Ethnicity.

Pay Benchmarking

2025 saw us undertake a piece of work to benchmark all roles across the organisation using Willis Towers Watson methodology to ensure our roles are competitive in the market, able to attract and retain talent and that pay is fair across the organisation.

Awards

Succession is immensely proud that a number of our female colleagues have been nominated for the 2025 Women in Financial Advice Awards.

In 2025, Succession was honoured to receive the Wealth Management Company of the Year award (under £25bn AUM) for the second consecutive year.

Growing our female leaders

The Leadership Apprenticeship program designed for aspiring leaders has a significant number of female participants enrolled.

64% Female participants

Level 5 Leadership Programme

**65% Female
35% Male**

Level 7 Leadership Programme

**63% Female
37% Male**

Declaration

We confirm that our data is accurate and have been calculated according to the requirements of The Equality Act 2019 (Gender Pay Gap Information) Regulations 2017.

Signed:



Roger Marsden
Chief Executive Officer



Matthew Gent
People Director