



**LOCKTON®**

# **UK GENDER PAY GAP**

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REPORT 2024-2025

**At Lockton, we are committed to providing an inclusive working environment where all Associates can fulfil their potential. We are also committed to employing the best and most talented people ensuring that they are paid fairly, irrespective of their gender.**

Like all UK companies with 250+ employees, we are required to publish our gender pay and bonus gap each year, based on data as of 4th April. The gender pay gap looks at the difference between the average pay and bonus of all men and all women across the whole business, regardless of job type or how senior they might be. Equal pay is different; it looks at the pay difference between a man and woman doing the same role. We recognise that the gender pay gap is a complex issue influenced by a variety of factors that need to be addressed at an organisational and societal level.

We continue to attract more women into Lockton. We are seeing increased representation of women across our top three quartiles, which has had a positive impact on our mean pay gap.

Our focus to bring more women into our early to mid-level roles is having an adverse short-term impact on our median pay gap. Despite this, we know it's the right thing to do. Increasing the representation of women in our entry and mid-level roles is typically associated with better average hourly pay rates. This is creating a stronger pipeline for women to progress through the organisation and narrows pay gaps in the top pay quartiles.

We are taking a range of steps to build long-term gender balance, including enhanced parental leave, driving demographic change through the proportionality principle and rolling out an individualised development programme for our female talent.



## 2025 gender pay gap results

Overall gender representation of women has increased YoY (year over year) however we still have more males in senior positions.



Addressing the gender pay gap remains a long-term priority for Lockton. As we continue to grow, we are committed to ensuring a strong pipeline of female talent and remain focused on bringing in great female talent in more senior positions.

## Q&A

### What is our gender pay gap and why does it exist?

The gender pay gap is driven by having proportionately more men than women in higher-paying, senior roles. This is evident when you look at our pay quartiles; in our highest pay quartile, 72% are men and 28% are women. When you look at our lowest pay quartile, 55% are women and 45% are men. This is why the average pay for men is higher than women.

Our median gender pay gap has improved marginally by 0.2% year on year, reflecting steady progress in the representation of women across parts of the organisation. It also demonstrates the continued placement of women into mid and senior-level roles, both through internal progression and external hiring. Representation of women has increased by approximately 2% in our upper quartile, 1% in our upper middle quartile and 1.5% in our lower quartile.

### Why does our bonus pay gap remain?

We expect continued volatility in our bonus gap figures until women are better represented in senior leadership and revenue-generating roles. All UK employees have an equal opportunity to participate in our incentive plans, dependent on the role being performed. Our data reflects a higher frequency and magnitude of bonuses awarded to men, a pattern we are committed to addressing.

Encouragingly, our bonus gap improved this year, with the mean bonus gap narrowing by 3% to 62% and the median bonus gap improving to 40%, by 18%. In the last year, we've also seen a higher proportion of women receiving bonuses, increasing by 4% to 71%.

### What is Lockton doing to close the gender pay gap?

Addressing the gender pay gap remains a long-term priority for Lockton, as it does across the wider industry. We continue to focus on improving access to opportunity, supporting career progression and strengthening representation at every level of the organisation.

While progress is often gradual, we are seeing positive movement in several areas of our data. We also recognise that meaningful change takes sustained effort over time:

- DEI remains a strategic priority led through our DEI Steering Committee and report directly to our Executive Committee. This work is not treated as a standalone initiative, but as a long-term commitment embedded across our strategy, decision-making and people infrastructure.
- We actively track how talent progresses through the organisation and use proportionality measures to assess whether representation is improving across key career stages. We have achieved gender parity across our two most junior grades, Associate and Associate Vice President, and are working towards extending that progress across mid-level roles. We continue to strengthen our approach to hiring, promotion and retention, supported by DEI dashboards that help business areas review trends, challenge assumptions and make balanced decisions.
- We also continue to broaden how we access talent, particularly through early careers activity and alternative talent pipelines, helping improve representation of women across the insurance sector over time.

### What are some examples of initiatives currently in place to address the gender pay gap?

- Reaching, recruiting and retaining more women at entry level to build a pipeline of talent for the future.
- Partnering with industry networks to collaborate on gender balance issues.
- Agile working arrangements and additional support for working parents and carers.
- Enhanced parental pay policy supported by return-to-work workshops and coaching for those taking leave.
- Targeted development including coaching and mentoring to address gender imbalances and organisational barriers to women's progression.
- Monitoring the development of our talent and succession planning to drive equal opportunities for progression based on merit.
- Creating awareness, development, networking and mentoring opportunities through our Associate Resource Group: Women in Lockton.
- Supporting women's health in the workplace through initiatives such as our partnership with Endometriosis UK and participation in the Endometriosis Friendly Employer Scheme.





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