

## 2019 GENDER PAY GAP REPORT

The Embark Group began its journey in 2013. Since then we have grown to become one of the UK's largest retirement savings providers following the successful implementation of our strategy.

We are pleased to see that our results have continued to progress in a way that promote our meritocratic culture without artificial barriers. Our employee survey results support this progress too and we continue this positive strategy as we welcome colleagues from further acquisitions.

As with the two previous reporting periods, whilst our companies are not legally required to report, to demonstrate our commitment to gender and pay equality we have chosen to publish our Group findings voluntarily.

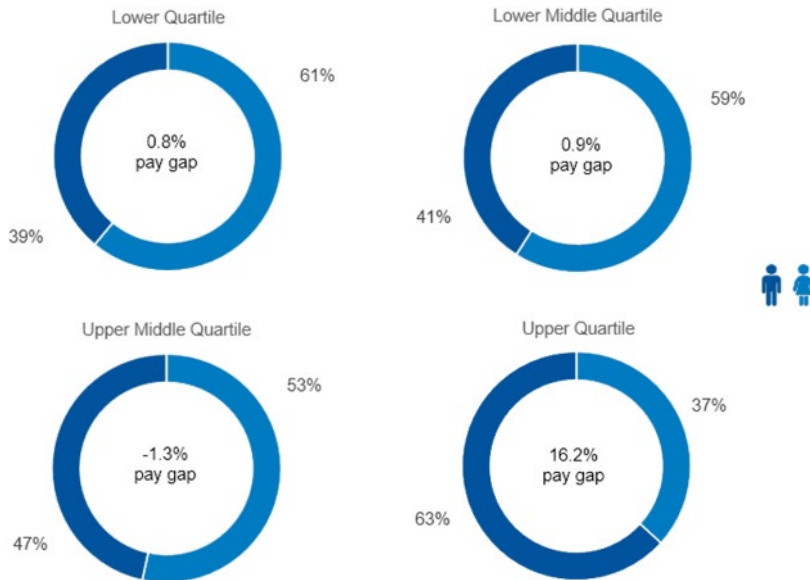


# 2019 GENDER PAY GAP REPORT

## Pay quartiles

The table below illustrates our gender distribution across four equally sized quartiles. The quartile distribution demonstrates a clear parity across most of our Group.

|                       | male | female | pay gap |
|-----------------------|------|--------|---------|
| Lower quartile        | 39%  | 61%    | 0.8%    |
| Lower middle quartile | 41%  | 59%    | 0.9%    |
| Upper middle quartile | 47%  | 53%    | -1.3%   |
| Upper quartile        | 63%  | 37%    | 16.2%   |



## Gender pay and bonus gap

|                  | median | mean |
|------------------|--------|------|
| Gender pay gap   | 19%    | 28%  |
| Gender bonus gap | 27%    | 59%  |

The table shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2019). It also captures the mean and median differences between bonuses awarded to men and women in the year up to 5 April 2019. We are seeing a positive movement in the mean bonus gap with reduction of 6% from 65% in 2018 to 59% in 2019.

## Proportion of employees awarded a bonus

|        | received a bonus | did not receive a bonus |
|--------|------------------|-------------------------|
| Male   | 45%              | 55%                     |
| Female | 41%              | 59%                     |

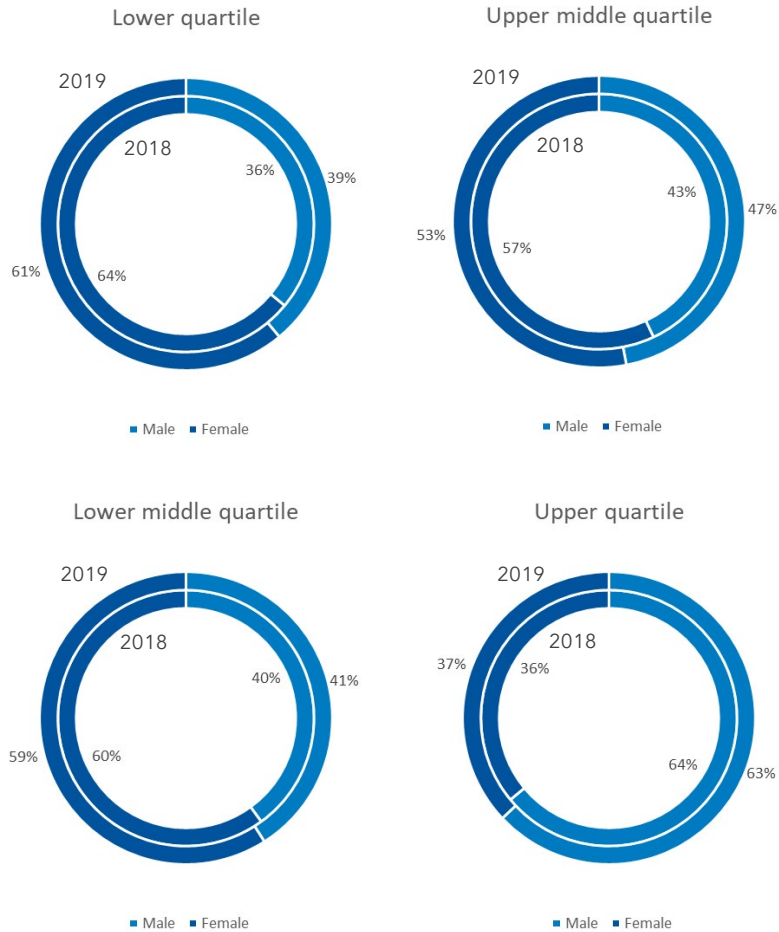
## Our analysis

The results reflect our ongoing confidence that our gender pay gap is not as a result of any systemic issue, reaffirming our confidence that there is no inherent gender bias in the approach taken to employee compensation.

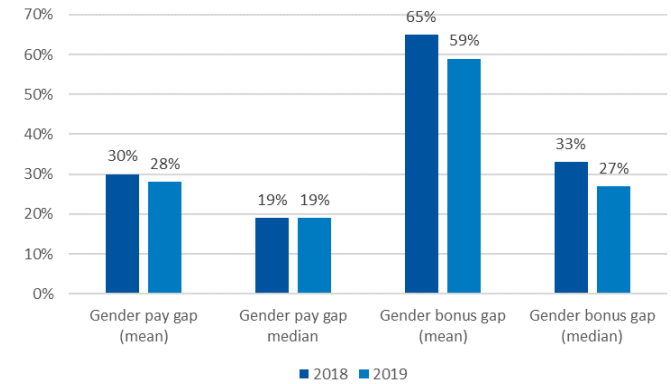
The gap this year is much smaller between male and females receiving a bonus and reflects the impact of a merit-based performance management process now rolled out and embedded across the full Group.

## Comparison: 2018 and 2019

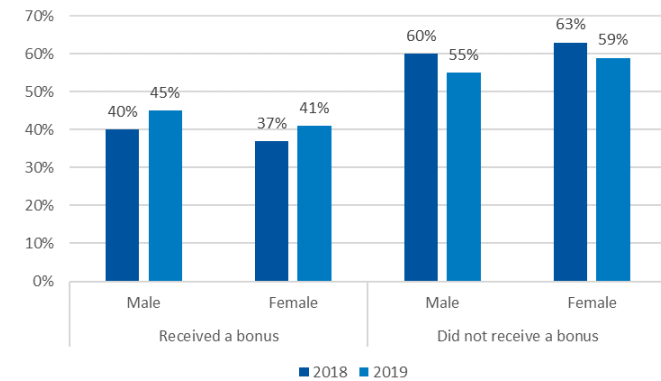
### Pay quartiles



### Gender pay gap



### Gender bonus gap



## Our sector

Having reviewed the published reports of our direct competitors and reviewing the broader Financial Services sector as our benchmark, we remain happy to be well below the sector average and have the lowest mean difference in hourly rate and bonus compared to our competitors. We believe the results reflect the demographics of our Group.

## Our commitment

Whilst we track below the sector indicative pay gap, we are not complacent. We have now undertaken three pay reviews as a Group and remain committed to meritocracy as well as opportunity for all.

As part of our continuous development and people strategy evolution, we continue to commit to exploring and understanding our workforce demographic in greater detail, focusing on how we offer opportunity, support and development to all.

We will do this by:

- Evolving and embedding our employee benefits package further
- Recognition and supporting high performance
- Embedding our inclusive and diverse Group policies and processes that support our employee value proposition
- Ensuring we skill managers to develop their teams in diverse and challenging ways

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## Declaration

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to be "Kay Smith", written over a thin horizontal line.

Kay Smith  
Group HR Director  
March 2020