



UK pay gap report 2025





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01

Foreword

“

A balanced workforce is good for business. Our people are the foundation of Aviva's success, and we're working to create a diverse, inclusive workforce which can serve our customers brilliantly.

Each year, our gender and ethnicity pay gap report gives us a clear picture of our progress towards that goal, as well as how much further we need to travel. The data is important. It gives us the evidence we need to see what's working. The transparency it offers means we can understand what more is needed and ensures that we stay on track.

This year's figures show that progress continues, though at a pace that reminds us there is still more to do. We know the journey will take time but are encouraged that change is happening and we remain committed to the path because every step forward matters: for our people, for our customers, and for the future prospects of our business.”

Danny Harmer,
Chief People Officer

I confirm the gender pay gap data and narrative contained in this report is accurate.



02

Gender pay gap

Our gender pay and bonus gaps continue to narrow, with reductions across all measures in 2025. While change is gradual, the direction is consistent with recent years and reflects the cumulative impact of our long-term actions. We are determined to keep building on this momentum to sustain and accelerate progress.

Looking ahead, we recognise that future reporting periods may reflect some additional movement as we integrate colleagues from newly acquired businesses. As with any significant organisational change, this may influence our pay gap figures in the short term.



Key points

Understanding the gap

Our pay gap reflects the uneven distribution of men and women across our organisation, with women underrepresented at senior levels and more concentrated in junior roles. We also have a higher proportion of men in senior, higher-grade roles based in London, where salaries tend to be higher, which further impacts the gap. Continuing to increase female representation at senior levels remains central to long-term, sustained progress.

Our pay gap continues to close

In 2025 we saw a slight improvement in the proportion of women in senior management, alongside steady representation of women in pipeline roles that feed into leadership. Continued emphasis on recruitment, transparent pay ranges and flexible work are supporting this shift. The overall workforce mix remains broadly stable, which means even small shifts in senior representation translate into measured but meaningful progress in the headline gaps.

Our bonus gap is impacted by variable factors

Bonus outcomes are inherently more volatile than pay because they are influenced by eligibility (for example hire date), pro-rating due to absence (including parental leave), relative performance at business unit level and the vesting profile of share awards. Despite this volatility, both mean and median gender bonus gaps narrowed in 2025, reinforcing the longer-term downward trend. As reflected in previous reporting, prorated bonus payments for part-time colleagues (most of whom are women) continue to affect these figures. We remain committed to offering flexible working as a mechanism to support and retain our colleagues.



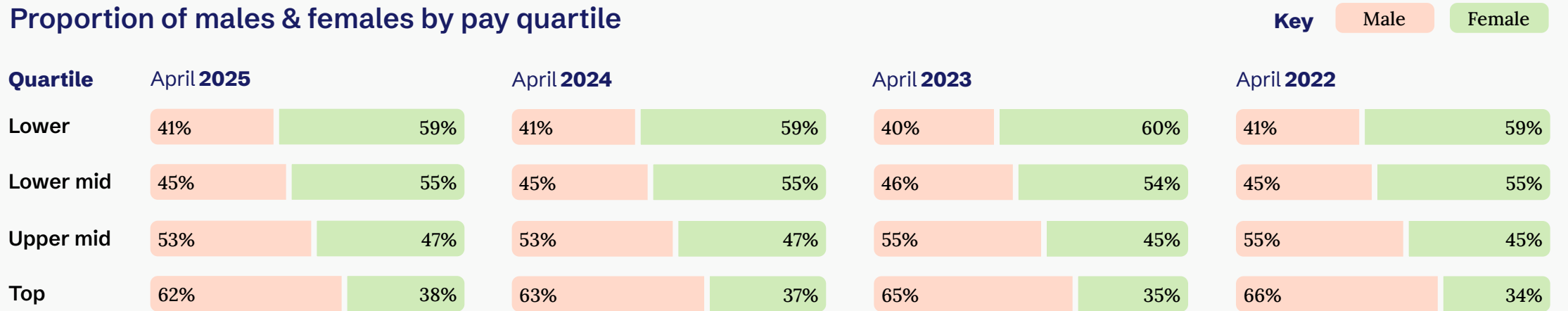
Aviva's gender pay gap

		April 2025	April 2024	April 2023	April 2022	April 2021	April 2020
Gender pay gap	Mean	19.0%	19.6%	21.3%	24.3%	25.9%	26.0%
	Median	20.0%	20.8%	22.7%	25.1%	25.8%	26.7%
Bonus pay gap	Mean	38.2%	42.5%	41.3%	50.9%	51.1%	51.2%
	Median	24.5%	26.9%	28.0%	33.7%	33.4%	36.5%
% employees receiving a bonus	Male	94.6%	95.0%	94.9%	95.2%	98.2%	96.3%
	Female	95.5%	95.6%	95.2%	96.2%	98.4%	96.5%

Gender split by level (as at 5 April 2025)

Senior Leaders	Male 561	Female 377
Management & specialist	Male 4,194	Female 3,072
Customer facing & support	Male 4,819	Female 6,200

Proportion of males & females by pay quartile



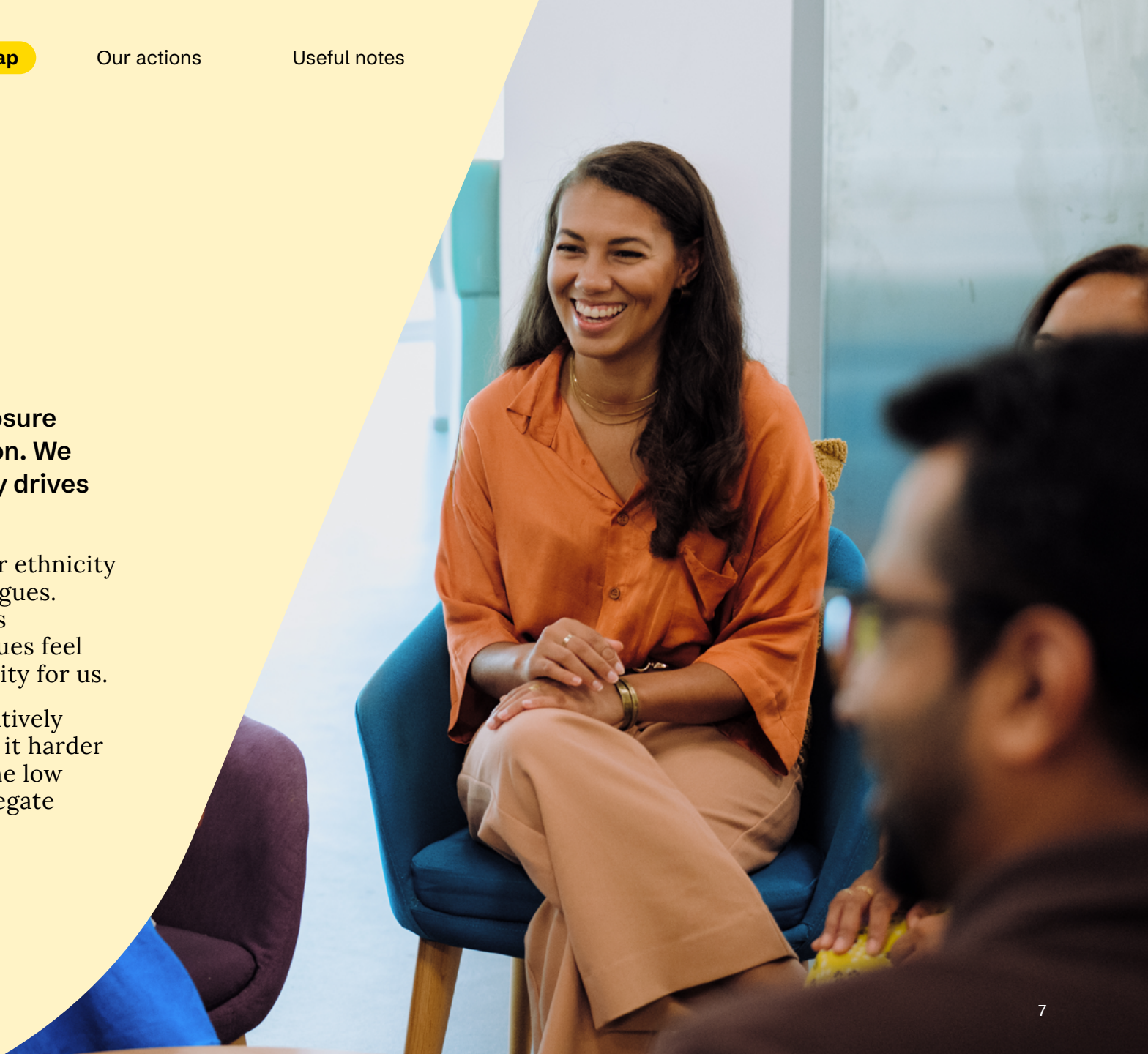
03

Ethnicity pay gap

We have long advocated for ethnicity pay gap disclosure and this is our fifth year of reporting our own position. We do this voluntarily because we believe transparency drives accountability and action.

Our figures are based on colleagues who disclosed their ethnicity data (as at 5th April 2025) – reflecting 94% of UK colleagues. Disclosure rates have increased since last year, which is encouraging. Creating a culture of trust, where colleagues feel safe to disclose their diversity data is a continued priority for us.

The overall ethnically diverse population remains a relatively small proportion of our UK workforce, which can make it harder to interpret trends and draw firm conclusions. Given the low representation across different ethnic groups, we aggregate our data for reporting purposes.



However, key points for this year are:

Our pay gaps remain negative

The small movements in both mean and median figures this year reflect the same general pattern we've seen in previous reporting cycles.

Our ethnically diverse workforce is small

In 2025 our ethnically diverse population accounted for about 11% of our UK workforce. Small changes in representation, grade mix or location can therefore result in relatively larger shifts in percentage differences - particularly for bonus, where the impact of eligibility and timing are significant.

Ethnicity distribution is different across role types and grades

Ethnically diverse representation is proportionally higher in specialist areas such as Investment Management, Actuarial, Data and Tech, where pay tends to be higher. This structural difference is a key driver of negative pay gaps. Broadening representation across all levels and all role types remains a priority.

Location is a factor

A higher proportion of ethnically diverse colleagues are based in London, where pay levels are typically higher. Location effects therefore contribute to the negative pay gap.

The bonus gap remains more variable than the pay gap

The mean bonus gap continues to be volatile. The median bonus gap is steady and close to zero. This reflects the variable nature of bonus outcomes, as well as factors such as eligibility, hiring patterns, and the distribution of colleagues in roles with higher variable pay. The relatively small number of ethnically diverse colleagues compared with white colleagues can drive highly variable results.

Aviva's ethnicity pay gap

		April 2025	April 2024	April 2023	April 2022	April 2021
Ethnicity pay gap	Mean	-11.8%	-11.5%	-13.7%	-20.1%	-18.8%
	Median	-19.2%	-19.6%	-22.2%	-24.8%	-24.6%
Bonus pay gap	Mean	15.2%	6.1%	-1.1%	-26.5%	-33.9%
	Median	-0.4%	-2.3%	1.5%	-10.5%	-21.1%
% employees receiving a bonus	White	95.3%	95.6%	95.8%	96.2%	98.1%
	Ethnically diverse	91.9%	91.4%	90.9%	91.3%	95.1%

Ethnicity split by level

Senior Leaders	White 761	Ethnically diverse 101
Management & specialist	White 5,646	Ethnically diverse 894
Customer facing & support	White 8,821	Ethnically diverse 1,112

Proportion of white and ethnically diverse by pay quartile

Quartile	April 2025				April 2024				April 2023				April 2022			
	White	Ethnically diverse	Prefer not to say	No data	White	Ethnically diverse	Prefer not to say	No data	White	Ethnically diverse	Prefer not to say	No data	White	Ethnically diverse	Prefer not to say	No data
Lower	81.8%	9.6%	2.1%	6.5%	80.4%	8.6%	2.4%	8.6%	75.5%	6.3%	2.4%	15.8%	73.8%	5.2%	2.4%	18.6%
Lower mid	80.8%	8.3%	2.8%	8.1%	81.2%	7.3%	3.0%	8.5%	79.2%	6.4%	3.3%	11.1%	77.2%	5.6%	3.4%	13.8%
Upper mid	79.4%	10.8%	4.4%	5.4%	80.0%	9.5%	4.7%	5.7%	79.2%	8.5%	4.9%	7.4%	77.8%	7.5%	5.2%	9.5%
Top	75.1%	15.1%	4.8%	5.0%	76.3%	13.1%	5.4%	5.1%	75.4%	11.6%	5.1%	7.9%	74.8%	10.7%	5.3%	9.2%

04

Our actions

We are determined to tackle the gender and ethnicity pay gaps. Our activity continues to focus on three areas:



Recruitment

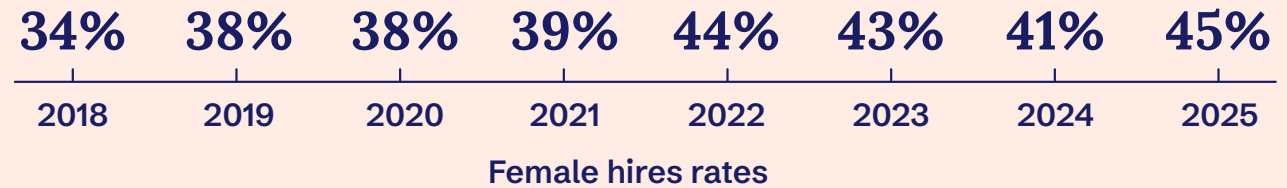
Attracting and recruiting diverse talent

- Diverse shortlists for all senior internal and external hiring, including a mix of gender and ethnicities.
- Inclusive recruitment training for all leaders, reducing bias in our recruitment and interview processes.
- Since April 2022 all job adverts have no more than five requirements and published salary bands for all roles.
- We advertise roles on specialist job sites VERCIDA, iCAN jobs board and BMEJobs.com to reach ethnically diverse candidates.
- We use specialist software, Textio, to create gender neutral vacancy marketing, reducing gender bias in our talent attraction.
- We encourage the next generation of female talent across our business through networks such as Aviva Investors Women's Network, Women in Tech, Commercial Lines Women's Network and our Aviva Balance Community, an employee resource group which focuses on gender parity.
- We are recognised by Great Place to Work as a leading workplace for Women, Wellbeing and Development and are a Times Top 50 Employer for Women.



- We continued our “Return to Work” programme in our Technology function. The programme supports individuals returning to the workplace after a career break of 18 months or more, enabling participants to refresh their knowledge and skills during a six-month work placement, supported by a range of networking and learning opportunities. Almost 70% of participants took on permanent roles in our 2025 cohorts, providing a pipeline of talent for the future.
- Our Aviva intern programme is now in its eighth year. In 2025 we had 37 interns go through the programme which balances gender, ethnicity, and socioeconomic background.
- Our apprenticeship programmes are also diverse, attracting new talent and providing development for existing colleagues. In 2025, we had 626 apprentices with a good mix of gender and ethnicity.
- Our graduate programme – a talent pool for future leadership – has a balance of genders and ethnicities.

The proportion of diverse hires (internal and external) into senior roles (the most senior 5% of employees) continues to increase:



Retention

Retaining our diverse talent

- Equipping our colleagues to demonstrate inclusive behaviours is an important part of our culture. We continue to provide leader training to create cultures where colleagues feel safe to speak up and contribute.

In our 2025 all-colleague Voice of Aviva survey:

87% of respondents answered favourably to the question 'it is safe for me to speak up and express my views/opinions, without fear of negative consequences'.

92% answered favourably to the question: 'I work in an inclusive environment free of discriminatory behaviour'.

94% answered favourably to the question: 'How effective is your team leader/manager at supporting inclusion and diversity?'.

- Since 2017, our equal parental leave policy enables all parents to be actively involved in childcare. This policy provides all UK employees with up to 12 months of leave, with six months fully paid.
- Flexible, job share, and part-time working is available to everyone. We have an internal 'job share tool' designed to match and connect colleagues who have an interest in job sharing. Continued promotion and role modelling is needed to encourage take-up.
- Advertising roles with flexible locations has helped enable career progression for colleagues who are less mobile.
- In 2025 we strengthened our wellbeing offer by extending private medical benefit to all colleagues, while continuing to provide access to Peppy and our wider wellbeing resources, supporting health and wellbeing at every life stage.

All employees are entitled to **35 hours** of paid carers leave a year, and an additional 35 hours paid leave for urgent dependants' care.

Leveraging networks and partnerships

- Our Origins Community celebrates race and ethnicity, faith and belief, and social mobility. The group promotes personal and professional growth, empowering members at every career stage. Origins collaborates with other communities to promote intersectionality.
- Our Black Professional Network (BPN), East & Southeast Asian (ESEA) Network and Aviva South Asian Professionals Network (ASAP) are all subgroups of Origins, empowering and supporting our people from a professional and personal perspective.
- We encourage ethnically diverse talent across our business through networks such as iCAN, the Insurance Cultural Awareness Network.
- We are founding members of Change the Race Ratio and signatory to the Race Equality Charter.
- Our female and ethnically diverse leaders act as role models for future talent, sharing their insights and experiences. For several consecutive years, Aviva colleagues have been named as HERoes and EMpower Role Models.
- Our Balance community collaborates with other groups to promote intersectionality and understand the diverse experiences of women. We have business-specific women's groups dedicated to supporting, promoting, and retaining women in Aviva Investors, Commercial Lines, Finance, and Technology.
- We are active members of the Women in Finance Charter and our CEO, Amanda Blanc, has served as HM Treasury's Women in Finance Champion spearheading efforts to boost gender diversity across UK financial services.
- The Women in Finance Blueprint, which helps organisations improve gender representation, continues to inform our internal activity as well as that of the wider industry.



Progression

Supporting all our talent

- We use data insights to monitor the inclusivity of our culture. We have developed machine learning to identify progression trends across all diversity characteristics, work patterns and geographical locations.
- In 2025 we piloted GenAI tools for part-time colleagues to help streamline routine tasks, reduce catchup burden and create more space for learning, development and longer-term progression. While the pilot is at an early stage, we are already seeing encouraging results.
- Alongside general succession planning, we undertake diverse talent sessions, spotlighting women and ethnically diverse colleagues who have the potential to progress.
- We have continued our coaching programme for parents returning from six plus months of leave (primarily women), building confidence and support networks to reduce the progression gap.

Growing our female leaders

As at 31st December 2025, we are at **41.2%** women in senior leadership in the UK and we are looking to grow beyond this in 2026.

Increasing ethnically diverse representation

As at 31st December 2025 we are at **12.8%** ethnically diverse leadership in the UK (based on 96.9% ethnicity self-disclosure) up from 6% in 2020 (based on 63% ethnicity self-disclosure). We will continue to work towards increasing representation of ethnically diverse colleagues at all levels in 2026.

05

Useful notes



Pay gap vs equal pay

A pay gap measures the difference between the average earnings of two groups across the whole organisation (e.g. men and women, ethnically diverse and white colleagues). Equal pay is our legal obligation to give equal pay for equal work. Our pay gaps are not a result of equal pay issues; we have a gender- and ethnicity-neutral approach to pay across all levels, monitored regularly as both a legal and moral obligation.

Mean and median explained

The mean pay gap is the difference in the arithmetic average hourly pay for one group compared to the other. The median is the middle point of pay when colleagues are ordered from lowest to highest - comparing the middle colleague in each group. Both measures matter; the mean can be skewed by smaller numbers of higher earners.

Reminder of the legislative requirements

UK gender pay gap legislation requires employers with 250+ employees to calculate and publish gender pay gap data annually based on figures at 5 April each year: mean and median pay gaps; mean and median bonus gaps (for bonuses paid in the 12 months to 5 April); the proportion of men

and women receiving a bonus; and the proportion of men and women in each pay quartile. The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x% less than men).

Defining the ethnicity pay gap

There is currently no legal requirement to publish an ethnicity pay gap; we do so voluntarily. Our ethnicity pay gap compares average pay for colleagues who have told us they are from an ethnically diverse background (Black, Asian, Mixed/Multiple and Other) with colleagues who have told us they are from a White background. Calculations follow government guidance for ethnicity pay reporting and mirror gender pay gap methodology. Figures reflect the position at 5th April 2025 for pay and the 12 months to that date for bonus.

