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Laya healthcare

Gender Pay Gap Report

November 2025



part of AXA



Introduction

At laya healthcare, Diversity & Inclusion has been at the heart of our people strategy for many years. This is underpinned by our ambition to be recognised as the most inclusive health insurance provider and one of the most inclusive workplaces in the country, with a workforce that is representative of the wider community. Our working environment is particularly designed to address the needs of those with caring and family responsibilities. It is perhaps for this reason that women continue to form a majority (71%) of our team.



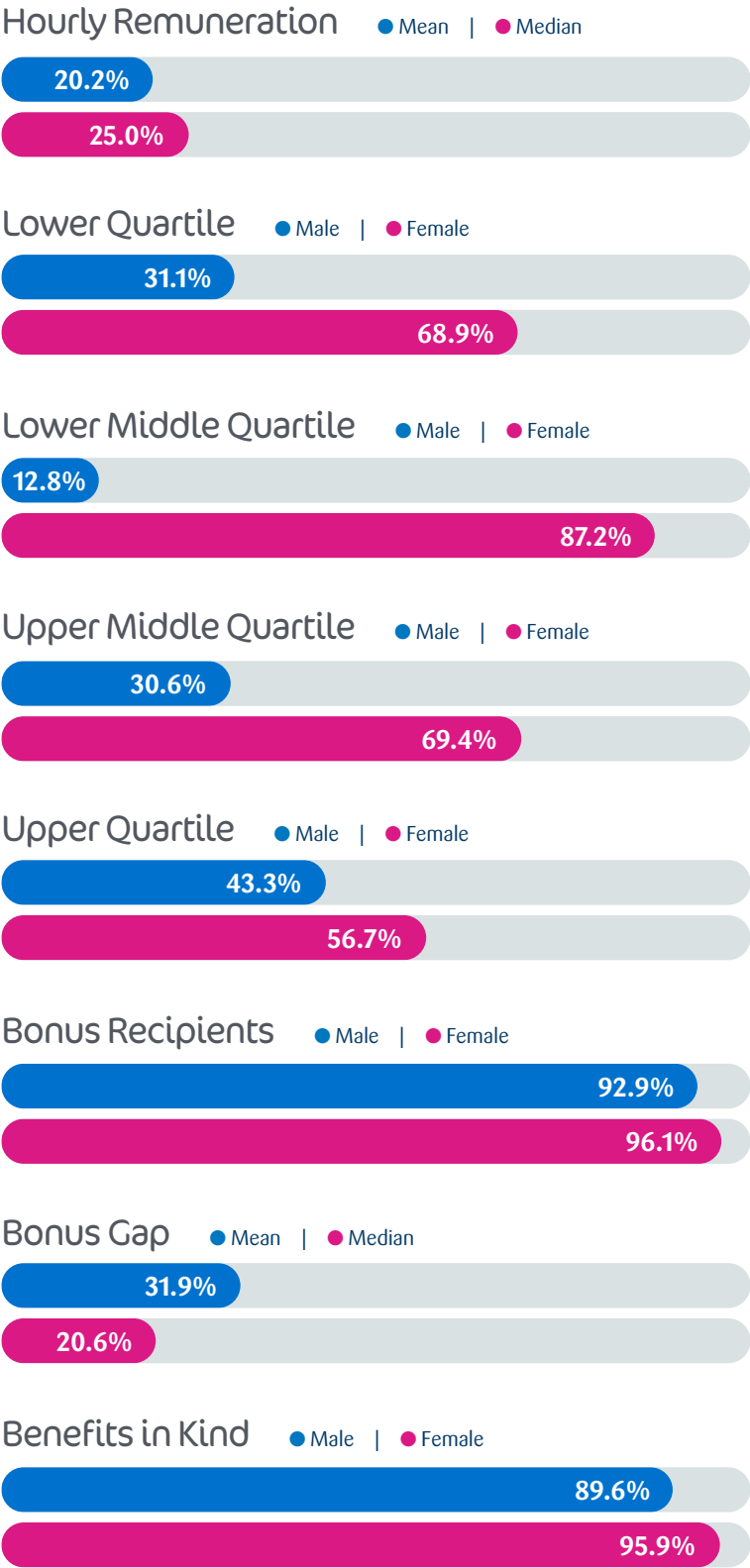
We have made significant strides in our Diversity & Inclusion journey over a number of years and are steadfast in our commitment to continue cultivating and maintaining an inclusive working environment for all.

Now part of AXA, we are delighted to leverage their global expertise to further strengthen our Diversity & Inclusion position. Our vision includes but also extends beyond our team. We at laya healthcare have helped many employers in Ireland to provide inclusive wellness programmes and

healthcare provisions for their teams. We are proud to have conducted a significant body of research on the gender health gap in 2025 which shows a clear difference in how men and women perceive their healthcare experience in Ireland. The gender health gap highlights that women can face delayed diagnoses, limited access, and less focus in research. Meaningful progress in this area depends on listening to women, learning from their experiences, and collaborating and empowering individuals, the medical community and employers to open the conversation and ultimately close the gap. Our research is well aligned to AXA Group's global commitment to reduce the gender health gap as underpinned by their significant investment in this area.

We are proud that our team recognises our commitment to Diversity & Inclusion. A significant proportion (88%) agree that they can be themselves at work without worrying about being accepted, while 84% agree that senior leadership supports Diversity & Inclusion. Diversity & Inclusion within laya healthcare is also externally recognised: we have been reaccredited this year with **Investors in Diversity Gold certification** from the Irish Centre for Diversity. We are 1 in only 11 employers in Ireland to hold a **Platinum Excellence Through People certification**, the highest possible award from the National Standards Authority.

Gender Pay Gap reporting and equal pay



Laya healthcare applies equal pay principles because it's the fair and right thing to do by our team. We provide equal pay for equal work.

We engage an external independent company to scrutinise our pay provisions at role and individual level on a yearly basis. This process is rigorous, and it is applied to all of our team regardless of gender.

As an additional layer of rigour, in 2024 (and annually going forward) we conducted a fair pay exercise which includes regression analysis to ascertain whether Laya healthcare team members are paid fairly and equally for performing the same or comparable work. No issues concerning equal pay were identified as part of this fair pay exercise. As a result of this analysis we are satisfied that we provide equal pay for equal work.

The gender pay gap metrics set out in this report do not measure equal pay. The Gender Pay Gap Information Act 2021 instructs us to calculate our gender pay gap based on broad averages across the organisation, without regard to the different roles that our team members occupy.

Our gender pay gap metrics

We calculated our gender pay gap metrics in line with the government's rules. We used a snapshot date of 30 June 2025, with a reference period of 1 July 2024 - 30 June 2025. We had at this time 720 employees of whom 212 are men and 508 are women. We had 66 part time employees and 53 on temporary contracts.

Hourly Remuneration	
Mean	Median
Part-Time employees	
19.2%	30.8%
Temporary Contracts	
11.8%	-1.1%

The figures explained

- **Hourly Remuneration** refers to the difference in total earnings (including basic pay, allowances and bonuses) between men and women on a mean (average) and median (middle ranking) basis. A positive number indicates a gap in favour of men.
- **Bonus Recipients** sets out the proportion of men and of women who receive any form of bonus. 'Bonus' for this purpose includes voucher awards and executive bonuses as well as regular performance bonuses.
- **Bonus Gap** refers to the gap between men and women on the value of all bonus items taken together. 'Bonus' for this purpose includes voucher awards and executive bonuses as well as regular performance bonuses.
- **Benefits in kind** sets out the percentage of our team who are in receipt of non-cash benefits of monetary value – for example health insurance or gym membership. Benefits in kind are offered to our people on an equitable basis; however, some of our team may have reasons for refusing them.
- **The lower quartile** sets out, in respect of the lowest paid quarter of our team by hourly remuneration, what percentage are men and what percentage are women.
- **The upper quartile** sets out, in respect of the highest paid quarter of our team by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile

It is important to note that the Irish legislative requirements are binary with regard to gender (specifying female compared to male). Whilst we are reporting our statistics in a manner set out by law, at laya healthcare, we recognise and support all gender identities.



The Gender Pay Gap at laya healthcare

There is a mean gender pay gap of 20.2% in favour of men at laya healthcare for 2025. We are pleased to report that our mean hourly remuneration gap has narrowed by 3.6% since 2024.

At laya healthcare, we pride ourselves on our flexible working practices which are of significant value to our team. Our inclusive culture and supportive working conditions at laya healthcare make jobs at the entry and intermediate levels particularly attractive to those with family responsibilities, who require or value flexibility. A significant proportion of those that benefit most from this flexibility are women, reflecting broader societal norms beyond our immediate control.

When we look at the proportions of men and women at the different levels of our organisation, we find the following:

Women form the majority of our team at laya healthcare overall

71%

Women comprise a greater majority of the people paid at our organisational average or below

78%

Women form a majority of the highest paid quarter of our team at laya healthcare

57%

Women form a majority in all of our pay quartiles - lower paid and higher paid. However, the female majority among the two lower paid quartiles is larger than the female majority in the highest paid quartile. This produces a gender pay gap when averages are calculated.

Laya healthcare has verified, and continues to verify, that all of our team members are paid equitably for the roles that they occupy and the work that they do.



Our Progress on Diversity & Inclusion

We set out below some of the current measures in place to support Diversity & Inclusion at Laya healthcare:



Diversity & Inclusion Strategy

Laya healthcare operates a D&I action plan as monitored, adjusted and contributed to by our dedicated D&I Specialist and Culture & ESG Manager, employee nominated D&I Council and our Board.



Leadership Development Programme

Training was delivered to our leadership teams on unconscious bias, inclusive leadership and equality legislation in 2025.



Caring for Our Team and Their Families

Provision of comprehensive family support policies including; paid maternity, paternity, adoptive and parents leave. In addition, Laya healthcare provide paid time off for fertility treatment. Other family friendly policies include parental leave, term time, carers leave and career breaks.



Equality, Diversity & Inclusion Training

Training was made available to all team members on disability awareness, reasonable accommodation, unconscious bias and inclusive language.



Flexible Working

Flexible working is a highly valued benefit for our team, and we are proud to offer a comprehensive suite of options including blended working, flexible working hours and compressed working weeks.



Autism Accessible Employer

We partnered with Autism charity AsIAM, signing the Insurance Industry Autism Accessible Employer Charter and delivering training on autism awareness to our team.



Female Representation

Maintaining representation at senior levels remains a priority and is supported by our intentional efforts to integrate diversity considerations into our succession planning.



Fair Recruitment & Advancement

Our People & Culture team are equipped with the tools necessary to recruit and retain a diverse workforce. Performance reviews are carried out in a sensitive, non-discriminatory manner and excellence is rewarded with team members promoted based on merit.



Female Mentoring Programme

A female mentoring programme was successfully completed in 2024 and 2025 in collaboration with AXA with 15 mentees from Laya healthcare over the course of 9 months. Following its success, a new mentoring initiative 'Amplify Your Potential' has launched for 2025.



Wellbeing Strategy

We have a dedicated wellbeing strategy which encompasses 3 pillars; education & awareness, mental wellbeing and prevention with modules that focus on the needs of different cohorts.

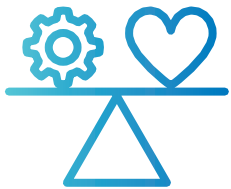


Women in Finance Charter

Laya healthcare are proud signatories to the Women in Finance Charter which is aimed at improving gender balance across all levels within the finance sector.

Conclusion

Laya healthcare, part of AXA, aims to be recognised as the most inclusive health insurance provider in Ireland and one of the most inclusive workplaces in the country, with a workforce that is representative of the wider community. We are delighted to now be part of AXA and in a position to draw on their extensive global expertise in the Diversity & Inclusion space. Our working environment and culture is warm, friendly, caring, and open. Our core values underpin how we treat each other as a team, our members, and our partners. We expect our team to be fair, caring, grounded and innovative. Our team members are encouraged to bring their whole selves to work, while treating one another with kindness.



Fair

We always do the right thing. We keep our promises, because we believe that what is good for our customer, is good for our business



Caring

We have a genuine interest in our customers' wellbeing, we are compassionate and empathetic, treating people with courtesy and respect



Grounded

We are a hands-on, approachable business with a team that has empathy for their members and each other. At the heart of what we do is the concept of kinship - we are always there for you



Innovative

It starts with being curious and asking questions, this brings fresh thinking. We have the courage to disrupt the status quo in our business and our industry to ensure we deliver innovations that really make a positive impact



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To find out more about career opportunities and our approach to Diversity, Inclusion and Equality at laya healthcare, please go to layahealthcare.ie/diversityandinclusion



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