

TALBOT

An **AIG** company

Talbot 2025 Gender Pay Gap



Talbot Underwriting Ltd (“Talbot”) is committed to fostering a culture of inclusion for all its employees. We are working to reduce any gender pay gap and to achieve gender representation parity in our leadership pipeline.



Our Pay Philosophy

We recognise, develop and reward the contribution of all our employees. We strive to attract highly motivated people, keep them engaged and help them achieve their career aspirations.

As part of these efforts, we have internal policies and processes to assist us in identifying and addressing gender-related pay gaps. For example, employees are placed into our specific job grades based on their duties and responsibilities, with each job grade providing associated guidance on appropriate salaries. We also periodically conduct internal reviews under privilege of our pay practices for any potential unexplained differences by gender, as well as external benchmarking studies of our grade and pay structure.

Recruitment, Promotion and Succession

We appoint people to roles based entirely on talent and merit, regardless of age, race, gender, marital status, sexual orientation, disability, gender identity, or religion and belief. The language and activities we adopt in our recruitment process reflect our inclusive culture.

As a Managing Agent within the Lloyd’s market, we are expected to have at least 35% female representation in leadership positions (i.e. across all roles on the Board, Executive Committee and direct reports of Executive Committee members). Our recruitment, promotion and succession activities remain focussed on this, particularly in succession where we are seeing more gender-balanced appointments at all levels of the organisation. In March 2025, we appointed our first female CEO, Emma Woolley.

At each touch point with candidates, we share positive stories about our culture and the way we work, emphasising:

- Career progression, and the opportunity for challenging and exciting moves both within Talbot and AIG;
- Professional development and learning opportunities for all, either via programmes available through AIG, or on an individual basis;
- Our Employee Resource Groups (ERGs), the high level of participation, their profile and influence across wider AIG. All new employees learn about the importance of ERGs and allyship at their corporate induction; and
- Our Values and the culture characterised by collaboration, inclusion and support.

Our succession and talent planning activities provide equal opportunity for all. We actively support employees in their career development and progression, such as through mentoring, and technical and leadership development programmes.

The majority of our vacancies are advertised internally, and we actively support lateral and cross-departmental moves, both within Talbot and across the AIG group, that helps employees broaden their skills. We put in place structured support when employees take on new roles to ensure they are set up to succeed.

Culture & Inclusion

We focus on fostering an inclusive culture that enables employees to fulfil their potential and feel a strong sense of belonging.

We have increased the formal and informal channels of communication between senior leaders and the wider employee population to encourage an open dialogue that promotes the sharing of different perspectives. As a Managing Agent within the Lloyd's market, we have also taken steps to ensure our Culture Action Plan, which is overseen by the Board of Directors and the Executive Committee, focuses on shaping a culture of high performance where talent flourishes.

As we continue to follow a strategic roadmap towards greater inclusivity, our initiatives are focused on all aspects of diversity, rather than solely on gender balance. Activities include:

Education and Awareness

We continue to promote opportunities for our managers and employees to increase their awareness of inclusion through our regular Culture & Inclusion-focused communications and monthly People Newsletter.

All employees have a mandatory Culture & Inclusion goal as part of performance management which identifies how they can personally contribute to our Culture & Inclusion ambitions. Their performance against the goal is evaluated at year-end and contributes to their overall rating, which in turn is linked to their remuneration.

Talbot employees are actively involved in AIG's Employee Resource Groups (ERG), of which there are nine in the UK, and we continue to drive deeper connection between our ERGs across our global business to maximise their leverage and impact. ERGs are sponsored by senior managers and membership across the Group remains high with 41% of UK employees being a member of at least one ERG and higher for managers, at 45%.

We continue to support employees experiencing menopause. Alongside our menopause guide, activities include multiple awareness events run by our ERGs and all menopause resources are captured under one section on the landing page of our employee portal.

All Talbot employees have attended *Inclusion in Action* training which incorporates psychological safety, as well as active bystander guidance to equip them with the skills and confidence to recognise when and how to intervene effectively to support colleagues.

Development and Mentoring

Employees are actively encouraged to engage with the extensive learning materials and programmes that are available through AIG, Lloyd's and Talbot. Via our learning and development offering, we invest in employees to enhance the Learn-It-All culture by offering continuous learning opportunities and professional development to equip our talent with the skills they need to fulfil their potential.

We offer a development programme to our mid-management population focusing on proactively developing the skills needed to progress their career. We also offer group coaching to our senior managers to develop their leadership and further their career. We ensure gender balance in participant groups in our internal management and leadership programmes across all levels.

We continue our partnership with the *ISC Group* to provide high potential senior, mid and emerging women leaders with development, networking and mentoring opportunities.

Parental and Caring Support

We introduced enhanced UK Family Leave Policies in July 2025 (applicable to Talbot employees), reflecting our commitment to supporting families during life's important moments. Our new policies include 26 weeks of fully paid leave for maternity, adoption and shared parental leave; and six weeks of fully paid paternity leave.

We offer return to work coaching for all employees who have taken an extended leave of absence from work.

We support a flexible and agile working environment, providing assistance for those returning to work after a career break.

Our Working Families and Carers ERG runs supportive events for parents and carers on topics such as supporting children with exams, will writing and Powers of Attorney and reproductive and fertility health.

We also continue to partner with *Work Life Central* to provide resources, webinars and support groups to parents and carers primarily, but also wider support on careers and wellbeing. We support flexible working and provide assistance to managers on this topic.



What is Gender Pay Gap?

UK law requires employers with 250 employees or more to report their gender pay gap (based on sex at birth). The analysis is based on data as of April 5 every year.

The gender pay gap calculations set out in this report compare the average pay received by all females to the average pay received by all males, without taking each person's role or location into account. Gender pay gap is distinct from the concept of equal pay, whereby men and women in the same employment performing equal work are required to receive equal pay.

We disclose the gender pay gap and the gender bonus gap based on mean and median averages, the proportion of men and women that receive a bonus, and the proportion of men and women in each pay quartile.

Mean pay gap is the average pay difference between men and women calculated by dividing the total hourly pay of each group by the number of employees in that group. This measure includes all eligible employees, but results can be skewed by outliers like high earners.

The median pay gap compares the middle earner in each group (e.g. men vs. women), showing the difference between typical earnings. Unlike the mean, the median isn't affected by high earners, but it doesn't show the full pay range. Using both helps give a clearer picture. Bonus pay for the purpose of gender pay gap reporting includes any rewards related to profit-sharing, productivity, performance, other incentives or commission.

Pay Gap

The percentage difference in pay between men and women

	Mean			Median		
	2025	2024	2023	2025	2024	2023
Gender Pay Gap	22%	28%	27%	28%	24%	26%
Bonus Pay Gap	44%	63%	65%	44%	37%	48%

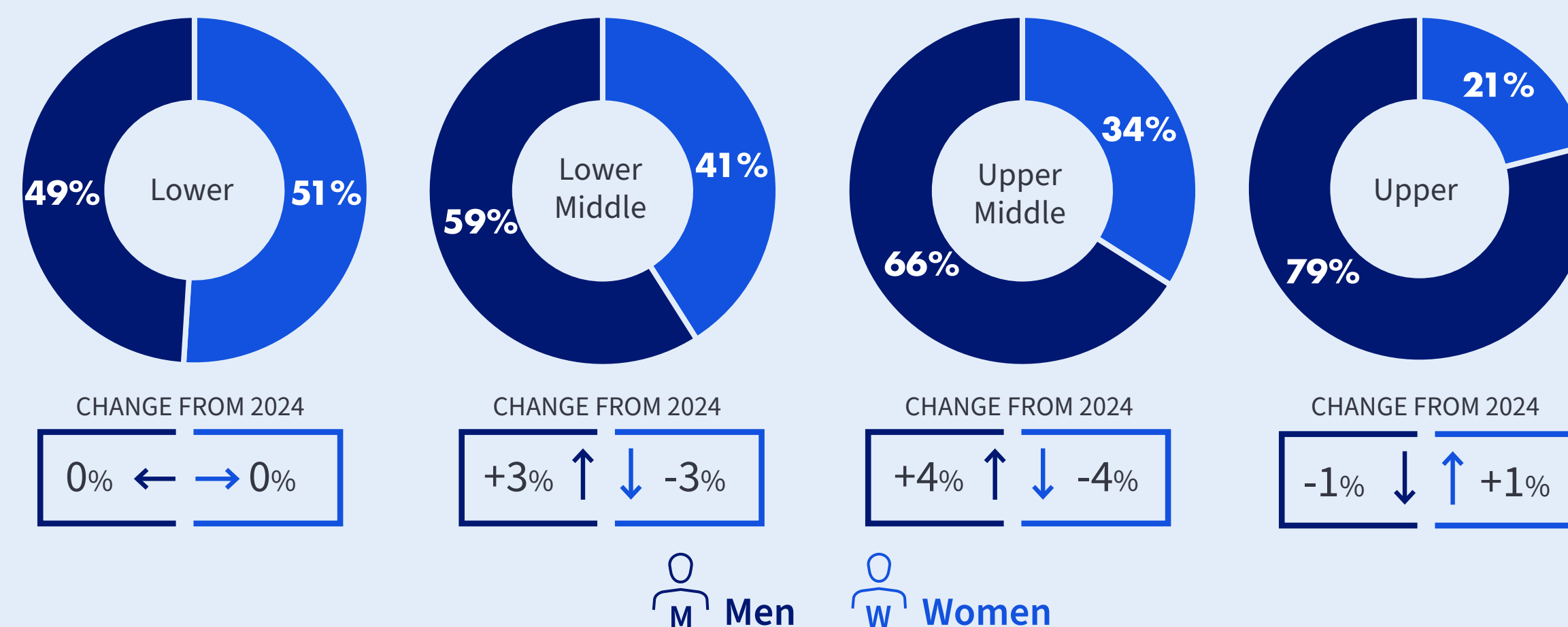
Percentage of Employees Awarded a Bonus



In the previous year, 93% of men and 88% of women received a bonus.

Pay Quartiles

Quartiles are calculated by ranking hourly pay for each employee from highest to lowest. The list is then divided into four pay bands (quartiles) to assess representation at each level by gender. As illustrated in the graphs below. We have proportionally more men than women in the top two pay quartiles which is the primary reason for our gender pay gap.



Closing the Gap

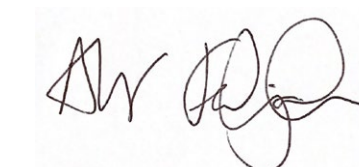
We are committed to improving gender balance and cultivating a culture of inclusion. We continue to explore opportunities for further progress with a strong commitment to investing in activities that will enable more women to reach senior positions, and progress at all levels of the organisation.

I confirm the information in this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



Emma Woolley

Chief Executive Officer, Talbot



Alex Fredjohn

Head of HR, AIG UK & Talbot



Talbot Underwriting Ltd operates within the Lloyd's insurance market through Syndicate 1183, Syndicate 2019, Syndicate 2478 and Syndicate 2479. Syndicate 1183 focuses on underwriting a number of specialty risks including marine, energy, political violence, political risk, accident and health, contingency, financial institutions and property. Products or services may not be available in all countries, and coverage is subject to actual policy terms. Non-insurance products and services may be provided by independent third parties. Talbot Underwriting Ltd is registered in England: company number 02202362. Registered address: 60 Threadneedle Street, London EC2R 8HP England. Talbot Underwriting Ltd is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and Prudential Regulation Authority (FRN number 204890).