



2026

Ireland gender pay gap report

GENDER PAY GAP REPORT



Foreword

Sedgwick is committed to continuously fostering an inclusive environment which enriches our culture and better enables us to take care of our colleagues, clients and the communities in which we operate.

By reviewing our pay data, identifying areas for improvement and the actions required, we aim to ensure that all colleagues are compensated equitably for their contributions. This report reflects our dedication to transparency and our ongoing efforts to address and close the gender pay gap. Through our flexible working philosophy and talent programmes, we're aiming to drive colleague engagement, development and career advancement with equal opportunity for all. I am proud to share my own Sedgwick career journey with colleagues across the organisation as an example of this.

We continue to focus our efforts on supporting inclusion to attract, retain and develop the very best talent by creating a world class colleague experience which supports a culture of high performance, wellbeing, connection and growth.

I confirm that the data contained in this report is accurate and complies with the requirements of the gender pay reporting regulations. This report accompanies Sedgwick Ireland's statutory gender pay gap figures for the relevant snapshot dates and is prepared in line with the Gender Pay Gap Information Act 2021 and associated regulations. It provides additional organisational context, interpretation of the data and an overview of the actions we are taking



Ruth Leggett
CEO, Ireland

ABOUT SEDGWICK

About Sedgwick

Sedgwick is the world's leading risk and claims administration partner, helping clients thrive by navigating the unexpected. The company's expertise, combined with the most advanced AI-enabled technology available, sets the standard for solutions in claims administration, loss adjusting, benefits administration and product recall. With more than 33,000 colleagues (including 538 in Ireland) and 10,000 clients across 80 countries, Sedgwick provides unmatched perspective, caring that counts, and solutions for the rapidly changing and complex risk landscape.

**We enable clients to
thrive by helping them
navigate the unexpected.**

Sedgwick offers services designed to keep pace with the evolving needs of our clients and consumers, taking care of their needs when something unexpected happens. It could be anything from a small accident in the home to a catastrophic loss in a major business. Sedgwick is there to offer expert guidance to make things right quickly and efficiently, minimising disruption and helping get things back to normal as soon as possible.

What is the gender pay gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

From 2022, organisations with over 250 colleagues began reporting on their gender pay gap. It compares the pay of all working men and women; not just those in similar jobs, with similar working patterns or with similar competencies, qualifications or experience.

The gender pay gap is a different measure to equal pay. Equal pay is a measure that explains the pay differences between men and women carrying out the same or comparable work or work that has been classed as equivalent or of equal value.

In 2022 the gender pay gap in Ireland was 9.6% in favour of men.

Our gender pay gap analysis includes all permanent colleagues and those employed on fixed-term contracts to ensure a comprehensive and accurate representation of our workforce. We do not employ colleagues on temporary contracts, and therefore no temporary colleagues are included in the data. This is consistent with our workforce model which prioritises continuity, team integration and long-term engagement over short-term staffing solutions. This approach supports transparency and consistency in our reporting.

We at Sedgwick Ireland welcome this critical reporting requirement and feel it is one of a much-needed wider strategy to address female participation rates and employment gaps between genders.

Gender pay gap report overview

Our report provides details of the following specific gender pay information:

- The mean gender pay gap - the difference between the average hourly pay of all women and all men.
 - The median gender pay gap - the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from highest to lowest and picks the middle salary.
 - The mean bonus gender pay gap - the difference between the average bonus pay of all women and all men.
 - The median bonus gender pay gap - the difference between the midpoints in the ranges of bonus earnings of men and women. It takes all bonuses in the sample, lines them up in order from highest to lowest and picks the middle bonus value.
- 1.** The percentage of male and female colleagues who received a bonus payment.
 - 2.** The percentage of male and female colleagues who received a Benefit in Kind (BiK) payment.
 - 3.** The percentage of male and female colleagues in four pay quartiles.

Our gender pay gap analysis includes all permanent colleagues and those employed on fixed-term contracts to ensure a comprehensive and accurate representation of our workforce.



Our gender pay gap metrics

This report and calculations are based on figures from the snapshot date of 30 June 2024 and 30 June 2025.

30 JUNE 2024

Gender pay gap by		
	Mean	Median
Hourly rate	22.38%	4.91%
Bonus	55.48%	18.75%
Hourly rate part time	16.23%	-9.66%

Bonus paid proportions:	
Male	Female
62.46%	63.35%

30 JUNE 2025

Gender pay gap by		
	Mean	Median
Hourly rate	17.18%	10.73%
Bonus	45.23%	12.50%
Hourly rate part time	36.63%	45.34%

Bonus paid proportions:	
Male	Female
77.56%	83.73%

Why is there a gender pay gap at Sedgwick?

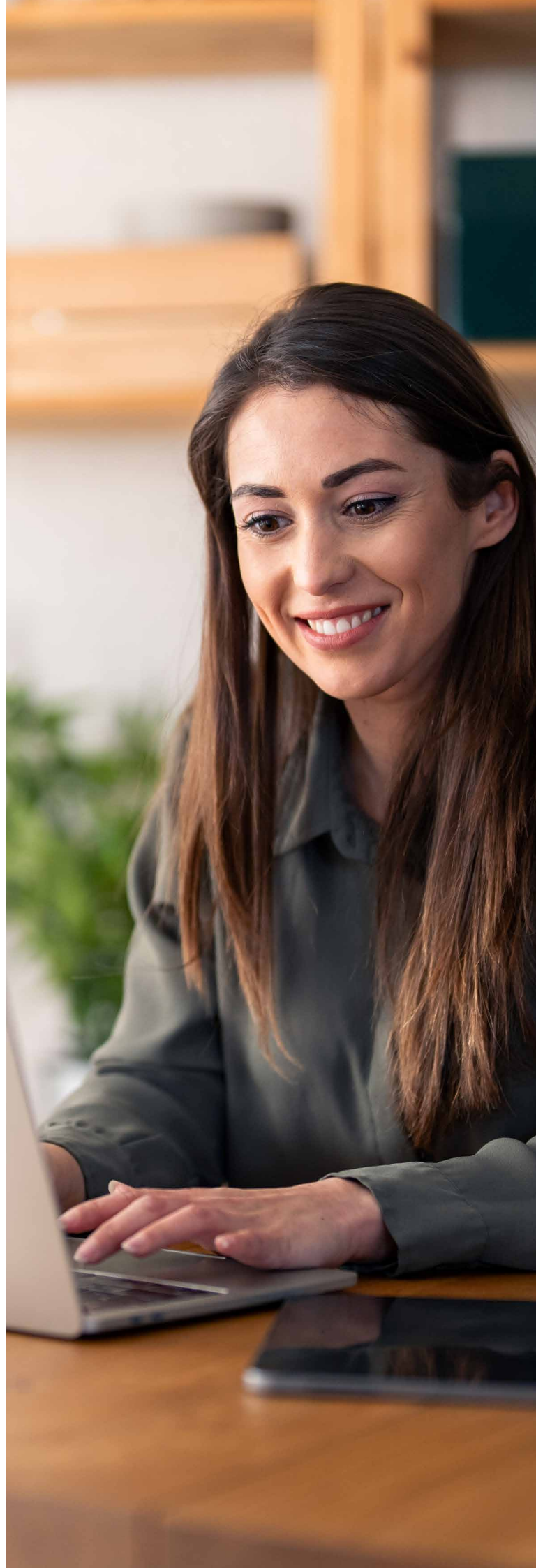
Sedgwick's gender pay gap reflects the composition of our workforce rather than unequal pay for equal work. Like many organisations in the insurance sector, our gender pay gap is influenced by the distribution of men and women across different grades, functions and seniority levels. A higher proportion of men currently occupy senior, specialist and higher-graded positions which carry higher hourly rates and contribute to our overall pay gap.

It is also important to acknowledge the wider context in which we operate. The insurance industry remains male-dominated, particularly in senior technical and leadership roles. This industry pattern influences the talent pool available to us. However, we are encouraged by the continued progress we are making within Sedgwick itself. In 2024, 44 new female colleagues joined Sedgwick and 37 women progressed through internal moves. This positive trajectory strengthened further in 2025, with 70 new female colleagues joining the business, representing 54% of all new hires, and 35 women receiving internal promotions. These year-on-year improvements demonstrate our continued commitment to increasing female representation across all levels of the organisation. We expect this sustained progress to have a positive influence on our gender pay gap in future years.

Talent acquisition, alongside retention and development, remains one of the most impactful levers in addressing gender imbalance over time.

In 2025, we saw a meaningful improvement in the mean hourly gender pay gap, reducing from 22.38% in 2024 to 17.18% in 2025. This progress suggests that more women are entering or progressing into higher-graded roles, helping to narrow the average difference in hourly earnings.

The median hourly pay gap increased from 4.91% to 10.73%, reflecting changes in the distribution of typical male and female roles at mid-career levels in 2025. While our average (mean) gap is moving in the right direction, we know there is more to do at mid-senior levels to ensure continued, sustainable improvement across the organisation.



Sedgwick remains committed to building a more balanced workforce through targeted development initiatives, leadership pathways and inclusive recruitment practices that support women to progress and thrive across all areas of our business. Sedgwick is committed to improving on these figures through our talent acquisition and inclusion strategy.

Our gender bonus gap is influenced by the types of roles that are bonus-eligible and the seniority of colleagues receiving higher bonus payments. Since senior and specialist roles typically attract larger bonuses, and with men comprising a larger share of these roles, this results in a higher average bonus gap.

In 2025, we saw continued improvement in both the mean and median gender bonus gaps. The mean bonus gap decreased from 55.48% in 2024 to 45.23% in 2025, while the median bonus gap reduced from 18.75% to 12.50%.

Bonus eligibility also became more evenly balanced across genders. In 2024, bonus-receipt rates were already closely aligned, with 63.35% of women and 62.46% of men receiving a bonus. This parity strengthened further in 2025, when 83.73% of women received a bonus compared with 77.56% of men. This progression demonstrates not only sustained fairness in bonus distribution, but a clear shift towards broader female participation in bonus-eligible outcomes. This improvement is supported by the increasing progression of women within Sedgwick, including 37 female internal moves in 2024 and 35 internal promotions in 2025, which has strengthened female representation in bonus-eligible roles.

These reductions indicate that bonus awards became more balanced across genders, with fewer high value awards concentrated among men and a more even distribution of bonus payments across the workforce. While progress is positive, the remaining gap reflects the ongoing challenge of increasing female representation in senior, bonus-eligible roles. As part of our broader inclusion and talent strategy, we continue to focus on development pathways, leadership programmes and initiatives that support equitable access to higher graded opportunities.

Benefit in Kind (BiK)

30 JUNE 2024

BiK paid proportions:	
Male	Female
11.26%	3.11%

30 JUNE 2025

BiK paid proportions:	
Male	Female
15.12%	5.42%

In both 2024 and 2025, a higher proportion of male colleagues received a Benefit-in-Kind (BiK) payment compared with female colleagues. In 2024, 11.26% of men received a BiK payment versus 3.11% of women. This increased further in 2025, with 15.12% of men and 5.42% of women incurring BiK charges. This difference is primarily driven by the nature of roles that typically attract BiK-eligible benefits, particularly company cars.

Within our organisation, the majority of loss adjuster and field-based roles, which require frequent travel and therefore come with the provision of a company vehicle, continue to be held by men. As a result, male colleagues are more likely to incur BiK charges associated with company cars.

This structural distribution of roles, rather than inequitable access to benefits, remains the key factor behind the higher BiK proportions among men. As we continue to broaden representation across field-based and specialist positions, we expect this gap to gradually narrow over time.

Pay quartiles

Pay quartiles involve listing the rates of pay for each colleague from highest to lowest and splitting that list into four equal bands: Upper quartile (quartile four), upper-middle quartile, lower-middle quartile and lower quartile (quartile one). The percentage of male and female colleagues is calculated in each quartile.

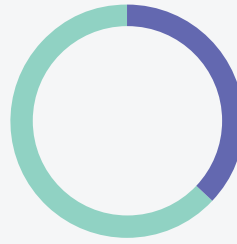
Across both 2024 and 2025, women continued to represent the majority of colleagues in every pay quartile, with particularly strong representation in the lower-middle and upper-middle quartiles. Female representation in the lower quartile reduced slightly year on year (from 63% to 57%), while the lower-middle quartile saw a further increase in female representation, rising from 67% in 2024 to 74% in 2025. The upper-middle quartile remained broadly consistent across both years at around two-thirds female. The upper quartile remained close to gender parity, with female representation at 52% in 2024 and 51% in 2025.

This pattern shows that women are well represented across the organisation, including in the highest pay quartile. However, the overall gender pay gap continues to be influenced by a smaller number of senior, specialist and higher-graded roles that remain more commonly held by men. This strong representation across quartiles is encouraging and we remain focused on further balancing senior and specialist roles that influence the overall gender pay gap.

This pattern shows that women are well represented across the organisation, including in the highest pay quartile

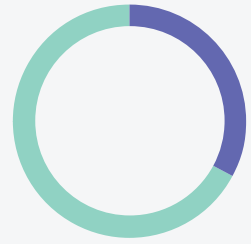
Population by pay quartiles: 30 June 2024

Lower quartile Q1



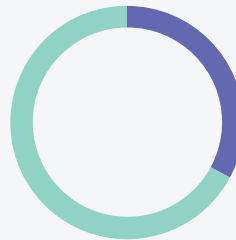
Male Female

Lower-middle quartile Q2



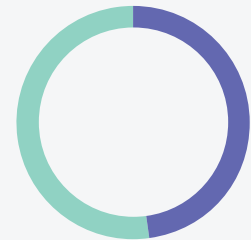
Male Female

Lower-middle quartile Q3



Male Female

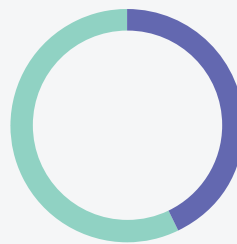
Lower-middle quartile Q4



Male Female

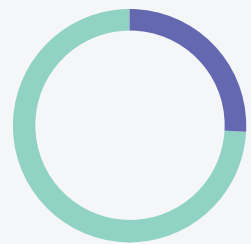
Population by pay quartiles: 30 June 2025

Lower quartile Q1



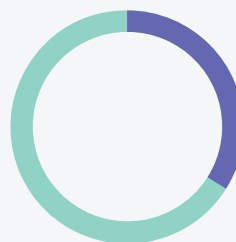
Male Female

Lower-middle quartile Q2



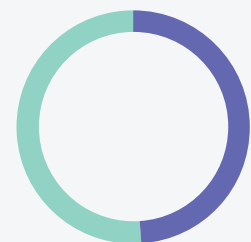
Male Female

Upper-middle quartile Q3



Male Female

Upper quartile Q4



Male Female



Our commitment and actions to tackle the gender pay gap

Sedgwick has always had a strong commitment to evolving an inclusive workplace culture, ensuring everyone is valued for their uniqueness and that all colleagues get the support they need including opportunity for development and advancement.

Some of the actions we've taken to tackle the gender pay gap, and that make our business more diverse and inclusive, are outlined below.

Learning, development and career opportunities

We offer colleagues a wealth of opportunities to develop both personally and professionally to help achieve their career aspirations, including:

- Our leadership academy, which can help colleagues reach their full leadership potential, provides access to interactive workshops, curated and personalised development pathways, skills benchmarks and AI-supported learning resources.
- Leadership Academy LIVE (launched in 2024) offers live monthly webinars presented by global leadership experts to people leaders, aspiring leaders and those who are simply interested in learning key leadership skills and behaviours.
- Leadership circles, which are facilitated by seasoned leaders, offer collaborative, online meeting spaces for front line leaders to speak openly about key leadership topics, challenges, techniques and strategies.
- Growth Week which is a global annual week of events and opportunities for colleagues to learn, develop, innovate and get inspired.
- Formally launching our global career framework to all colleagues which provides a consistent and transparent career path across Sedgwick. This allows for an impartial way to evaluate jobs and ensure alignment of roles across the company. Sitting within the career framework are job families, job levels and internationally consistent job profiles. This allows our colleagues to understand where their role fits in the organisation and how they can develop and map their career at Sedgwick. We continue to conduct pay analysis and review salaries based on our job levels to ensure equity.
- Continuing to evolve our talent review and succession planning processes to identify emerging talent and pipeline for leadership and business critical roles. Inclusion principles are integrated into our approach to all talent processes, including talent review and succession planning.

Remote and flexible work

- While female employment in Ireland has grown significantly in recent years, women continue to be disproportionately affected by family and caring responsibilities, including higher levels of unpaid work. These factors influence women's ability to participate fully in the labour market and contribute to the persistent gap between male (78.2%) and female (69.9%) employment rates, with research showing that participation often drops during child-rearing years due to the age of children and the cost and availability of childcare. At Sedgwick, we are committed to supporting women to join, stay and progress within our organisation by offering flexible and remote working arrangements that help balance work and caring responsibilities. Our CEO, Ruth Leggett, is a strong example of the opportunities available for women to grow and develop their careers with us.
- We recognise the impact that career breaks or reduced working hours can have on skills development, promotion opportunities and long-term earning potential. Our Colleague Resources (CR) team maintains regular contact with female colleagues taking short- or long-term career breaks, offering support and encouraging a smooth and flexible return to work that aligns with personal needs and our flexible first philosophy.
- Childcare availability and affordability continue to be significant barriers to women's participation in the workforce in Ireland. Research highlights that childcare costs are among the highest in the Organisation for Economic Co-operation and Development (OECD) and remain a major factor influencing maternal employment. We also understand that unexpected childcare challenges can make it difficult for colleagues to remain in the workforce. At Sedgwick, we aim to support our female colleagues through these periods by offering flexibility wherever possible.

Talent acquisition

We're continuing to widen our talent pool and diversify our candidate base through our talent acquisition strategy and action plans, welcoming more female candidates in what has typically been a male-dominated industry. This includes:

- Creating partnerships to support social mobility initiatives.
- Developing a talent pipeline with diverse routes into Sedgwick.
- Building on our early careers strategy.
- Continuing our graduate programme and apprenticeship schemes.

We've also:

- Fully rebranded our external careers site and messaging on social platforms promoting our equality messaging and core values.
- Created ongoing work-life balance support through flexible work options, modern collaboration tools and our inclusive culture.
- Rewritten our job adverts to ensure the language is gender-neutral and appeals to a more diverse candidate pool.
- Invested in upskilling our hiring managers and making sure those who play a part in recruiting are trained in how to avoid bias and stereotyping.
- Reshaped our interview panels to ensure they have a more diverse representation.

Connecting our colleagues

Our colleague resource groups (CRGs) bring people together through global, cross-functional, colleague-led communities that foster inclusion. They deepen engagement, build community and help create a strong sense of belonging.

Our Women's CRG was the first global group, established in recognition of the contribution and impact of women in our business. With the full support of our executive leadership team, this CRG provides our female colleagues with opportunities for personal and career development, networking, business engagement and community outreach.

In Ireland, we have also launched our working parents support group, designed to support colleagues who balance work with family life. This group provides a space for parents to share experiences, exchange practical tips/peer advice and connect with others navigating similar challenges. It also helps surface insights that inform our policies and flexible working practices, ensuring we continue to evolve in ways that genuinely support working parents.

We're also proud to support International Women's Day — honouring women's achievements and promoting gender parity — but our commitment extends far beyond a single day of recognition. Throughout the year, we focus on strategic action planning informed by insights from our engagement surveys and regularly update our colleagues to ensure they know we are listening and responding in line with their feedback.

Celebrating our values

Our five core values of accountability, collaboration, empathy, growth and inclusion form the foundation upon which we conduct our business activities. It's important for us to celebrate colleagues who live our core values in their everyday approach and work activities. We recognise colleagues year-round through our global recognition platform, Props, which supports instant leader and peer to peer appreciation along with redeemable points and timely recognition/feedback when colleagues demonstrate our core values.

Our commitment to benchmarking, measurement, insights and change

We monitor and analyse key colleague data at regular touchpoints to ensure equality and fair treatment together with sharing key gender metrics with leaders to enable more transparency of our colleague profile. This in turn drives initiatives and action plans within our respective business areas.





Summary

We recognise it will take time to close the gender pay gap but we are happy with our progress so far.

We will continue to encourage and develop the next generation of female talent at Sedgwick and are committed to their ongoing personal and professional growth in order to support their career aspirations and advancement within the organisation.

For any questions or more information, please contact hr@ie.sedgwick.com

sedgwick

TOGETHER WE **THRIVE**

[SEDGWICK.COM](https://www.sedgwick.com)