

looking after you always



Laya healthcare

Gender Pay Gap Report

December 2024



Introduction

2024 has been a positive year of growth and progress made in terms of laya healthcare's ambition to be the most inclusive workplace in Ireland. Our ambition is further fuelled by being part of AXA – one of the most trusted and expert names in insurance and the No.1 health insurer in Europe. AXA shares our commitment to Equality, Diversity and Inclusion and in 2024 we joined forces on many progressive and exciting inclusion initiatives including a joint female mentoring programme.

While the most important validation of our Equality, Diversity and Inclusion initiatives will always come from our own team, we use external experts to ensure that we are following best practice. We are pleased to retain our status from Great Place to Work, both as one of Ireland's best large workplaces and as one of Ireland's Best Workplaces for Women. Laya healthcare is an established leader in Diversity and Inclusion and is one of only four companies in Ireland to have achieved reaccreditation of Investors in Diversity Gold and is one of only 22 organisations to hold the top tier of Ireland. We hold Platinum certification for Excellence Through People from the National Standards Authority of Ireland.

Our team deserves to feel valued and appreciated for their contributions. With an eye to their progression, we also want them to be empowered and supported to advance their careers. We will provide all of our team members, from all of their diverse backgrounds, with the tools and opportunities to be the best versions of themselves, both personally and professionally.

Laya healthcare actively promotes fairness, respect, equality, diversity, inclusion, and engagement. Through our policies and in our day-to-day working culture, laya healthcare is committed to promoting equality and fairness while combating discrimination. This applies to everyone, regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race, or membership of the Travelling Community.



Most inclusive workplace

Laya healthcare 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. 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 partner. We aim 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

Flexible working

Laya healthcare is a flexible employer. We offer term leave, enabling those with children of school age to apply to take leave during the school holidays, but smooth their pay over the entire year. The term leave facility was expanded this year to our call centre team members. We also facilitate compressed work weeks and flexible working hours. Our blended working policy allows our team the opportunity to work from both the office (minimum 40% of the time) and a remote location in Ireland where roles and circumstances allow for it.

Flexibility is valued by many of our team, and perhaps particularly by those with family commitments. The gender breakdown of our employees shows employment at laya healthcare to be particularly attractive to women. Almost three in four of our team (72%) are women. We believe this is because of the flexible, family friendly and inclusive culture that we offer.



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.

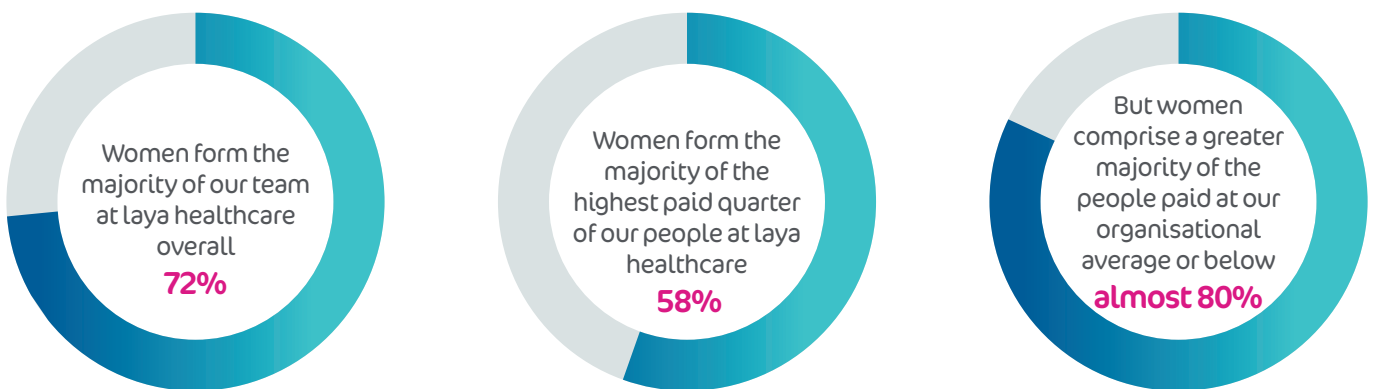
To protect this, we engage an external independent company to scrutinise our pay provisions at role and individual level on a yearly basis. Allowing for legitimate factors such as experience or qualifications, if an individual is paid too little for the role they occupy, we correct that imbalance. This process is rigorous, and it is applied to all of our team regardless of gender.

The gender pay gap metrics set out in this report, in keeping with new rules in Ireland, 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.

The Gender Pay Gap at laya healthcare

Based on the difference in mean hourly remuneration, there is a gender pay gap of 23.8% in favour of men at laya healthcare, narrowing by 2.5% on 2023. We are pleased to see that the mean gap has continued to narrow each year since our first reporting.

The main cause of our gender pay gap is that our culture and work conditions make jobs at the entry and intermediate levels of our organisation particularly attractive to women with family responsibilities. When we look at the proportions of men and women at the different levels of our organisation, we find the following:



Therefore, when broad averages are drawn using the methodology required by government, laya healthcare shows a gender pay gap in favour of men. Our gender pay gap reflects the fact that work and conditions at laya healthcare, especially at our entry and intermediate levels, are particularly attractive to people who need or value flexibility. A majority of the team members who most value flexibility are women, for societal reasons beyond our immediate control.

We foster conditions in which women and men can achieve promotion on an equitable basis. We are and will remain vigilant against any unconscious bias in hiring or in promotion.



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 2024, with a reference period of 1 July 2023-30 June 2024. We had at this time 714 employees of whom 199 are men and 515 are women. We had 71 part time employees and 36 on temporary contracts.

All employees															
Hourly Remuneration		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Bonus		Upper Quartile		Benefits in Kind	
Recipients	Bonus Gap	Benefits in Kind	F%	Mean	Median	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%
Mean	Median	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	Mean	Median	M%	F%
23.8%	24.0%	26.3%	73.7%	14.0%	86.0%	29.1%	70.9%	42.1%	57.9%	92.0%	97.3%	41.2%	30.8%	92.0%	95.1%

Part-Time employees				Temporary Contracts			
Hourly Remuneration				Hourly Remuneration			
Mean		Median		Mean		Median	
15.4%		5.0%		14.9%		4.8%	

The figures explained

- Hourly Remuneration refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis.
- **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.
- **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.
- **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.

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 the manner set out by law, at laya healthcare, we recognise and support all gender identities.



Diversity, Inclusion and Our Values

Our Diversity & Inclusion Strategy and Action Plan

Our Diversity & Inclusion Strategy and Action Plan has been in place for several years. It is reviewed weekly by our Culture, Diversity & Inclusion Specialist along with our Culture & ESG Manager. Our Diversity & Inclusion Council meets once a month to oversee progress on the Action Plan. Once a quarter, our Board discusses Diversity & Inclusion as a specific agenda item.

Our planning and decisions around DEI are informed by data. We run an annual Team Demographics Survey, which gives us data on the specific views, needs and concerns of our different employee segments. For example, our first survey gave us an awareness that a number of our colleagues have a neurodivergent diagnosis, leading us to take part in the AsIAm Employer Badge Programme.

Our culture is very much shaped by employees themselves, in part through the contribution of our culture teams. Each area of the business has a culture team in place. The culture teams meet monthly and discuss suggestions and ideas for improving engagement within their area.

As a sign of our commitment to our Diversity and Inclusion Strategy, we are signatories to the Women in Finance Charter. This means that we are committed to increasing the number of women in management and board level positions to achieve better gender balance.

Gender is one, but far from the only, consideration in our DEI strategy. Examples of non-gender related initiatives include:

- Rolling out Disability Awareness Training to all team leaders and managers
- Sponsoring the National D&I awards
- Rolling out Inclusive Language Training and launching our inclusive language guide
- Launching a quarterly newsletter featuring matters relating to Diversity, Equality & Inclusion alongside Sports & Social events

Fair Recruitment and Advancement

Laya healthcare is an equal opportunities employer – we make this clear on our job advertisements. All applicants are assessed against relevant job criteria and are not to be assessed on any other basis. Our People & Culture team has been equipped with the tools necessary to recruit and retain a diverse workforce.

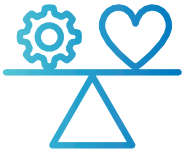
We ask external recruitment agencies to provide gender diverse slates of candidates. We have partnered with the Irish Centre for Diversity to conduct an independent and expert review of our recruitment and selection processes to ensure fairness.

Our performance reviews are carried out in a sensitive, non-discriminatory manner. We offer the same development and training opportunities to all team members to achieve high standards of performance. The organisation rewards excellence and team members are promoted based on merit.

In 2024, we piloted with AXA a female mentoring programme, in which mentors from Axa assist mentees from laya and vice versa. Apart from the mentoring itself, participants benefitted from personality profiling and masterclasses. A number of our colleagues at laya participated as mentees this year. The next stage is to launch a general mentoring programme available to all.



Reinforcing a Culture of Fairness



We educate all of our team on equality, diversity, and inclusion on an ongoing basis.

We ensure that there is targeted development on these matters by those involved in management and recruitment, for example on inclusive leadership training and on addressing unconscious bias. New team members are introduced to the Equal Opportunities Policy during induction. Inclusive language training has been made available to all of our team.

Family Support



Laya healthcare provides a workplace supportive of those with family commitments. Our team members benefit from:

- The ability to work from home up to 40% of the time
- Term leave, enabling those with children of school age to smooth their pay over the year while taking leave during the school holidays
- Compressed work weeks for those that want them
- A fertility policy, supporting those in need of fertility treatment with paid time off and explanatory webinars
- Flexible working hours

Addressing the wellness needs of our team

We encourage our team to become members of our medical insurance plans. Whether as employees or members, we make available to our team:

- **Team Wellbeing Screening** was delivered in 2024 as part of our Team Health and Wellbeing Strategy. Available to all our team, the screening consisted of a confidential health and lifestyle evaluation, involving pre-screening questions, blood tests for thyroid, bone health, renal function, liver panel and diabetes, as well as physical exams such as blood pressure, BMI, spirometry, and musculoskeletal checks. The aim of this screening was to empower our team members to adopt healthier lifestyles, aligning with the prevention pillar of our strategy.
- **Menopause support** in the form of webinars, 1:1 clinics and paid time off for consultations or procedures
- **Access to our Laya Health & Wellbeing clinics** for all members aged 12 months+
- **Healthcare concierge** service for members aged 18+
- **Our Digital Health Hub**, digital services including access to GP, physios, dieticians, and parenting coaches among other supports – available to members aged 17+
- **Healthcoach** – tailored fitness screening for members aged 18+
- **24/7 Mental Wellbeing Support**, available for members aged 16+
- **Heartbeat** – a Cardiac Screening available every 2 years to members aged 12+

In the last year we marked Men's Health week, International Men's Day, alongside International Women's Day and Menopause Day.



Are we succeeding?



We look for external experts to examine and validate our Diversity & Inclusion environment, and where appropriate suggest ways in which we can improve.

- We are officially recognised as one of [Ireland's Best Workplaces by Great Place to Work](#)
- We are recognised as one of the [Best Workplaces for Women](#), also by Great Place to Work
- We hold [Bronze, Silver and Gold Accreditation](#) from the Irish Centre for Diversity

“2024 has marked positive progress on our ambition to become Ireland’s most inclusive place to work. Providing equal pay for work of equal value is our North Star, and I’m proud of all our team for their shared commitment to build and nurture such a positive working environment at laya that offers flexibility and a welcome to all.

At Laya Healthcare, we take great pride in being a workplace that attracts and supports women, as demonstrated by the fact that most of our team members are women. Our flexible and family-friendly policies particularly benefit women, who often shoulder a greater share of childcare and family responsibilities and this is reflected in our gender pay gap. Now part of AXA Ireland, we are excited to continue our journey in 2025, leveraging AXA’s global expertise to further enhance our commitment to our team and members.”

Erika O’Leary, Director of People and Culture



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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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