



Gender Equality

Gender Pay Gap Report Prepared for Innovation Group, March 2026

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Message from Norbert Dohmen, Group Managing Director

Gender pay gap within the UK remains a complex issue. While we have seen an overall reduction since first reporting in 2019, year on year fluctuations persist. While the overall mean gender pay gap has reduced progress remains gradual and uneven across the organisation.

We continue to review and implement measures to reduce our gender pay gap, recognising the ongoing challenges created by lower female representation in leadership, technology, and sales roles, where higher salaries and bonuses are more prevalent and turnover remains low.

This report is an important means of tracking progress towards a more balanced workforce and informs the actions required to drive further improvement.

Achieving a more balanced gender representation across all roles is central for addressing the pay gap. We remain committed to equal pay for equal work, while also maintaining low attrition to protect critical skills and business knowledge. We will continue to review and strengthen our approach to inclusion, ensuring all employees are supported in their career development, whether through progression or role-based growth.



Key Summary

- At Innovation Group, our gender pay gap reflects well-documented structural challenges within the insurance and services industry rather than unequal pay for equivalent roles and continues to be driven primarily by an imbalance in gender representation across seniority levels. Higher-paid leadership, technology, sales and specialist roles continue to have lower female representation and attract greater variable remuneration, while women are more highly represented in operational and support functions that can sit in lower pay quartiles. Longer tenure and lower attrition within senior roles further influence the pace of change, meaning this workforce dynamic continue to impact our gender pay gap outcomes.
- Bonus pay gaps remain significant, reflecting the concentration of variable pay within senior and specialist roles that are predominantly male-occupied. Increasing female representation in upper-quartile roles is critical to closing both the pay and bonus gaps, alongside continued investment in development, progression opportunities and inclusive workforce practices.
- Our overall mean gender pay gap has continued to reduce year on year, decreasing from 34.5% last year to 27.9%. While the mean bonus gender pay gap has increased slightly, from 62.7% to 65.7%, this remains predominantly driven by Sales, Senior Leadership and Technology roles, where higher levels of variable pay are more common and female representation remains lower.
- A greater proportion of women received a bonus this year compared with last year (41.4% vs 24.7%); Overall, women continue to represent fewer than 20% of upper-quartile roles, where bonuses are typically paid.
- Despite these challenges, it is encouraging that the mean gender pay gap continues to reduce across the Group, with only one group company recording an increase year on year, from 0% to 6.8%.

Reporting Requirements

Innovation Group has three companies within the UK which are within scope for the regulations and for whom Gender Pay Gap Reports have been provided:

- Innovation Property (UK) Limited
- Motorcare Services Limited
- The Innovation Group Limited (including EMAC)

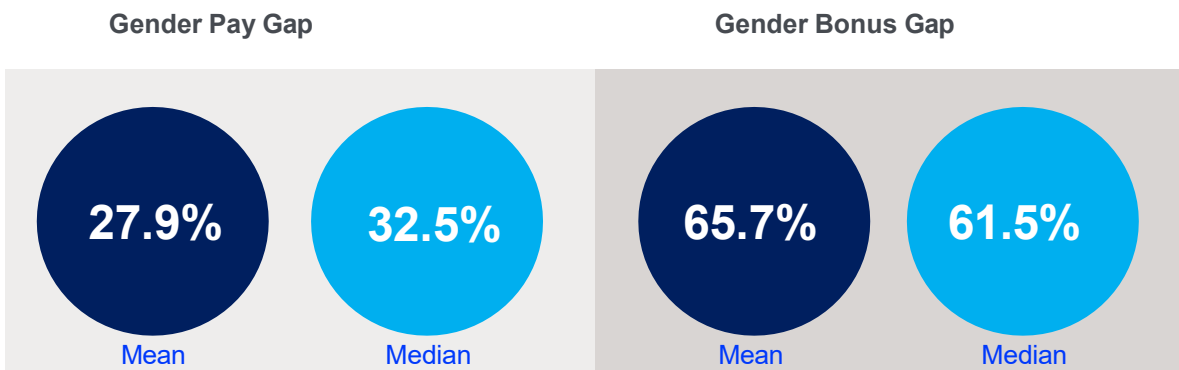
In addition to the legally required disclosures, we have prepared the statistics for all employees in Innovation Group in the UK to provide an overall picture. We have undertaken an analysis of the data to produce the legally required statistics and carried out further analysis to identify root causes.

Data Spilt

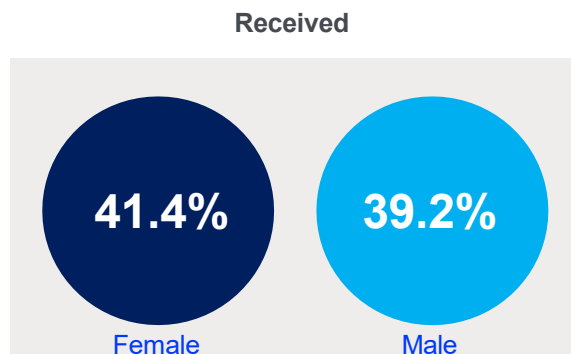
Male: 63%
Female: 37%

Our Statistics

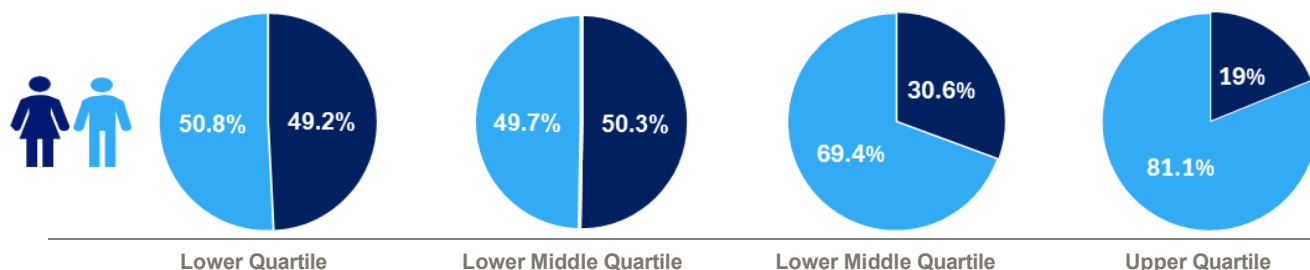
The Gender Pay and Bonus Gap



Percentage of Males and Females Receiving a Bonus



Percentage of Males and Females in each salary quartile (each quartile contains 25% of the number of total employees)



What are we doing?

We continue to work on initiatives to support a move toward a smaller gap. These initiatives have benefited all employees, and we continue to invest in the initiatives from prior years:

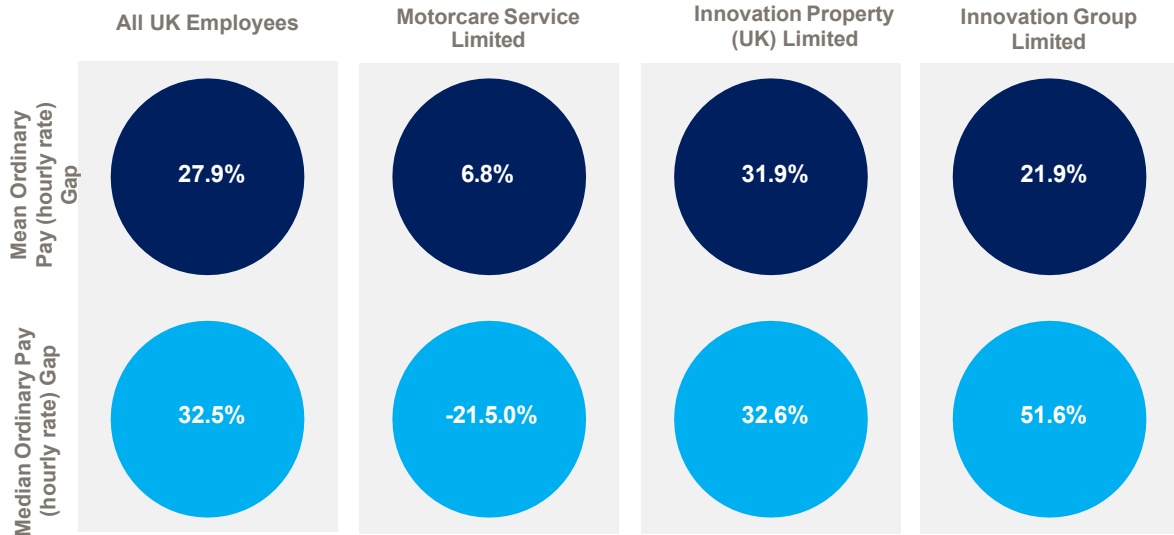
- Learning and Development opportunities
- Coaching and Mentoring initiatives
- Where possible, removal of location specific roles has helped enable movement between roles and promotion
- Flexible and part-time working available to everyone
- Vacancy opportunities are advertised internally to widen the pool of candidates
- Ensuring shortlists for senior and specialist vacancies are balanced wherever possible, supported by inclusive recruitment practices.
- We continue to work towards a culture of open communication where our employees can raise matters directly with their manager or other avenues such as our Engagement committee.

We continue to work to identify new initiatives internally and explore long-term external opportunities where we can help to inspire and promote young people and women into traditionally male-dominated fields and industries.

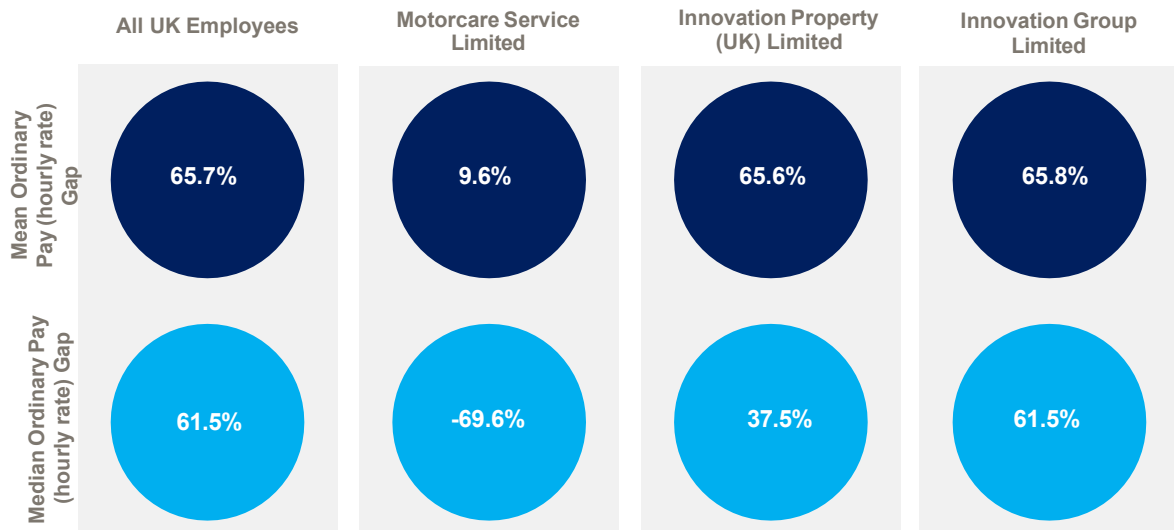
All Data

This shows the full picture of Innovation Group as a whole and the three companies that we are legally required to report on.

Gender Pay Gap

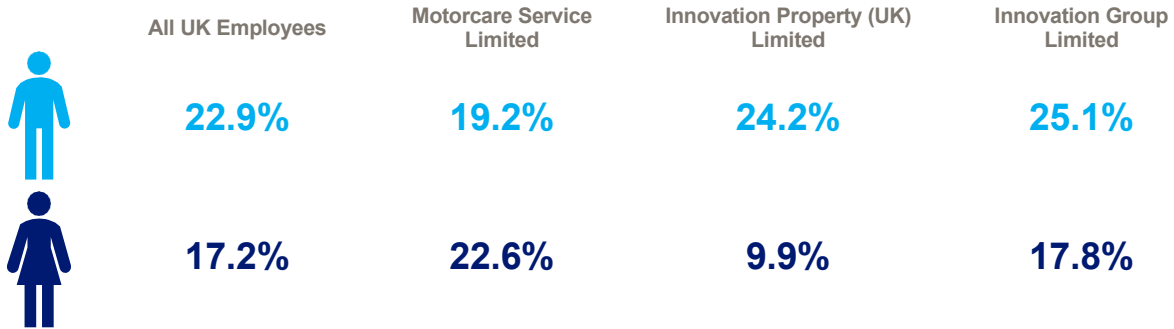


Gender Bonus Pay Gap



Whilst there is very little difference in the overall percentage of employees receiving bonus, the highest bonuses paid were received by males. Predominantly these bonuses were paid to employees in Leadership, Technology and Sales roles which attract more men than women within the industry and remain areas of lower attrition within Innovation Group.

Percentages of Males and Females receiving bonus



Percentage of Males and Females in each Quartile

At Innovation Group, women occupy 18.9% of the highest paid jobs and 49.2% of the lowest paid jobs.



More information

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