

OUR 2018 GENDER PAY GAP REPORT

Equality, diversity and inclusion are aligned to our purpose – which is to make people healthier and to enhance and protect their lives – and to our values, which include fairness, and liberating the best in our people. We take diversity seriously, because it is good for our business, our people, and our reputation.

PAY AND BONUS GAP

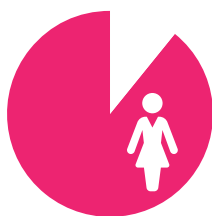
DIFFERENCE BETWEEN MEN AND WOMEN		
	Mean	Median
Hourly fixed pay	31.55	16.50
Bonus paid	69.26	28.67

This table reflects our gender pay gap at the snapshot date (5th April 2018).

BONUS DISTRIBUTION



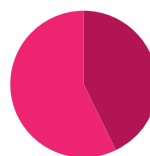
MEN 86%



WOMEN 89%

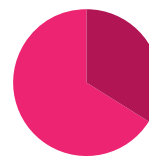
PAY QUANTILES

LOWEST



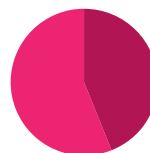
57% FEMALE 43% MALE

QUARTILE 2



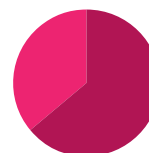
66% FEMALE 34% MALE

QUARTILE 3



56% FEMALE 44% MALE

HIGHEST



36% FEMALE 64% MALE

There are 371 employees in each quartile.

We are confident that men and women are paid equally for doing equivalent jobs at Vitality. Our pay gap is explained by the under-representation of female employees in senior leadership roles. We are committed to increasing the number of women in these roles as positions become available, and will be able to draw on a strong layer of female talent at the level below the executive. Vitality has also launched a range of additional initiatives aimed at facilitating the advancement of women in our organisation.

An extensive pay review has confirmed that men and women are paid equivalent salaries for equivalent jobs at Vitality. Our pay gap is explained by the under-representation of female employees in senior leadership roles. We are implementing a raft of initiatives to change this, including:

- Signing up to the Women in Finance Charter
- Setting targets to increase the percentage of women in senior leadership positions
- Adopting progressive parental leave and flexible working policies
- Enhancing our recruitment and selection practices to source more talented women
- Including a focus on diversity and inclusion in a series of learning and development initiatives, including a mentoring programme
- Applying a gender lens to succession planning and talent management

JUDY PARFITT, DIRECTOR OF PEOPLE

A handwritten signature in black ink, appearing to read 'Judy Parfitt', with a stylized flourish at the end.