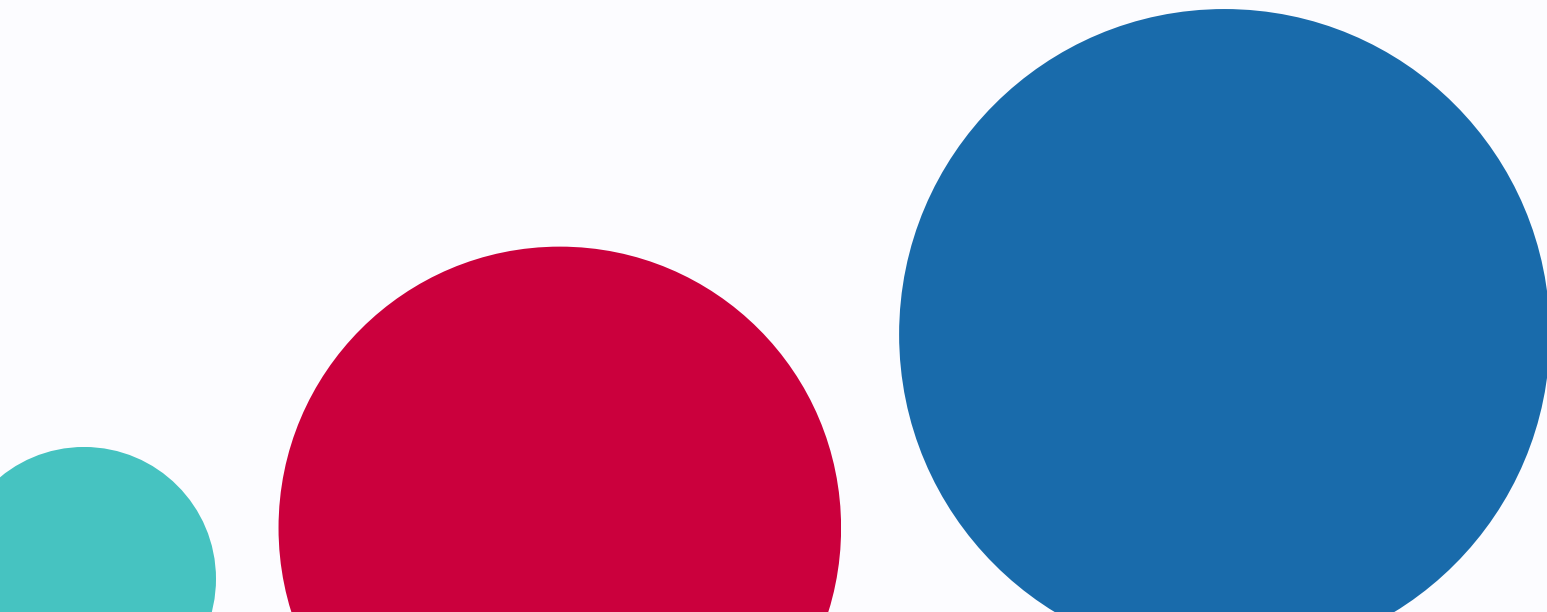




D O L M E N
INSURANCE BROKERS

GENDER PAY GAP REPORT 2025

CREATING A FAIR, INCLUSIVE & EQUITABLE
WORKPLACE



Context & Commitment

Compliance & Values

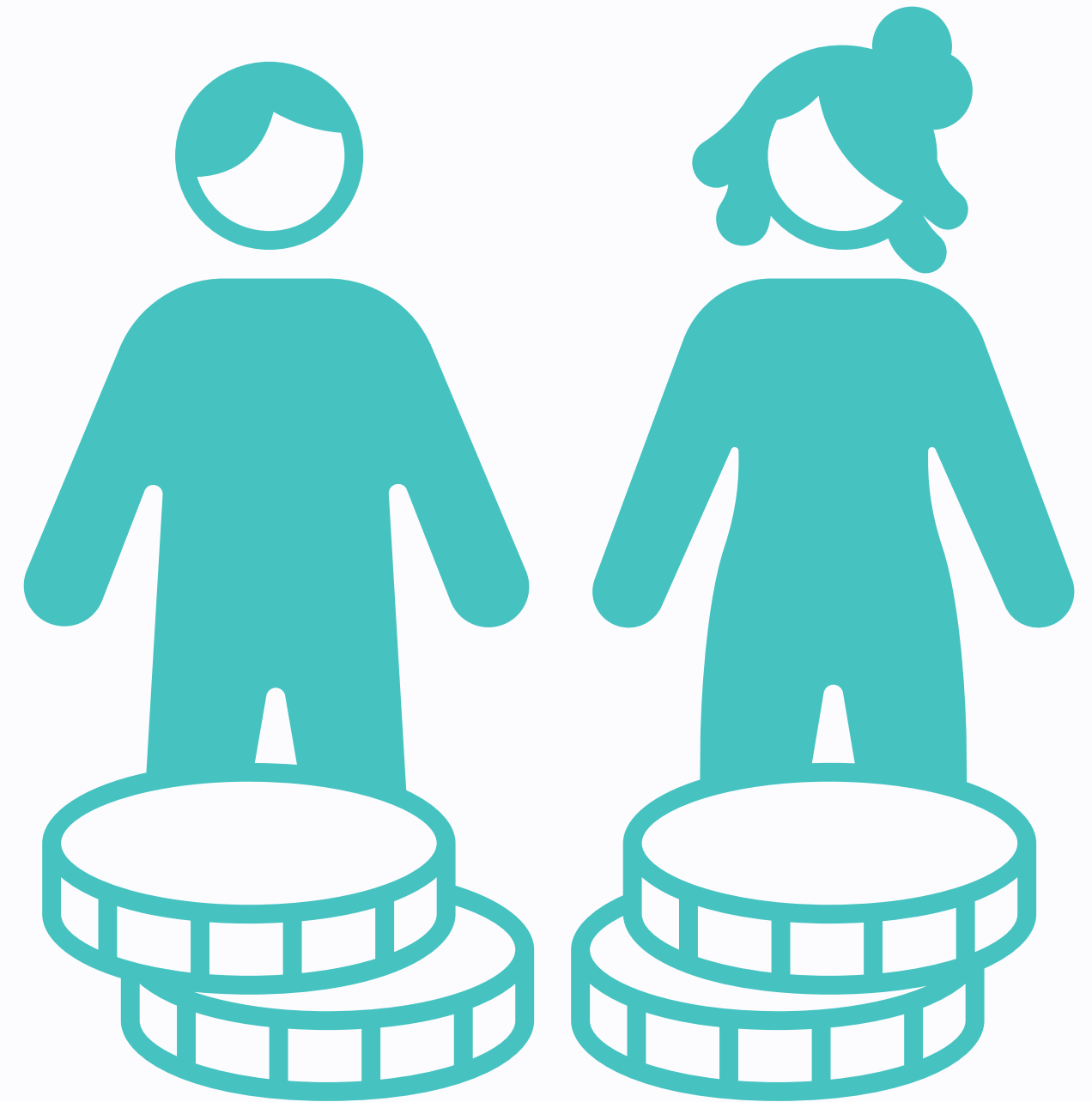
In compliance with the Gender Pay Gap Information Act 2021, we present our Gender Pay Gap Report.

Dolmen Insurance Brokers are deeply committed to transparency and creating an equitable environment for all employees.

Defining the Metric

The Gender Pay Gap measures the difference in average gross hourly earnings between all male and all female. It is a measure of representation, distinct from Equal Pay (equal pay for equal work), which is a legal requirement we rigorously uphold.

Our gender pay gap reflects the current distribution of male and female across different levels of seniority, not differences in pay for the same work. Dolmen hires and rewards people based on experience, capability and contribution, supported by company-wide training and our investment in professional development. We also fund relevant professional memberships and exams to help colleagues gain industry qualifications and advance their careers.



Executive Summary

The Findings

Our data reveals a pay gap in favour of male employees. This gap exists across both hourly pay and bonus pay metrics, highlighting a disparity in how the value of financial rewards are currently distributed across the gender divide.

The Driver

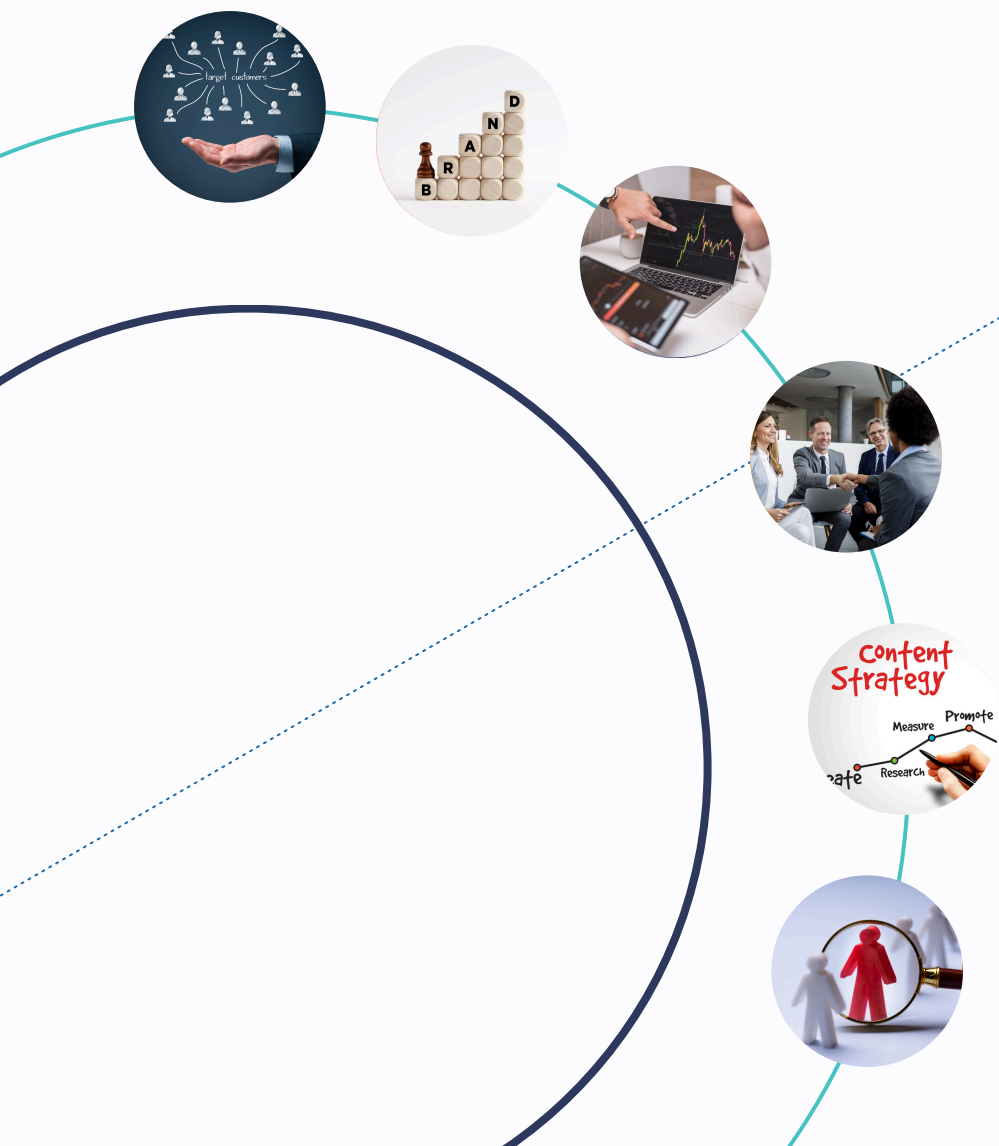
This gap is primarily structural. It is driven by less female representation in the most senior, highest-paid roles (Upper Quartile) and a higher concentration of female employees in junior, lower-paid roles (Lower Quartile).



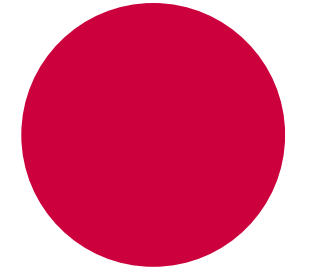
Hourly Pay Gap Metrics

The data below is based on a snapshot date of 30 June 2025, utilising remuneration figures from 1 July 2024 to 30 June 2025.

Metric Category	Mean Gap (Favour of Men)	Median Gap (Favour of Men)
All Employees	53%	30%
Part-Time Employees	61%	32%
Temporary Employees	22%	22%



Bonus Pay Gap & BIK



72%

MEAN BONUS GAP

Gap in average bonus payments

50%

MEDIAN BONUS GAP

Gap in middle-range bonus payments

69%

OF MALES

Receive a bonus

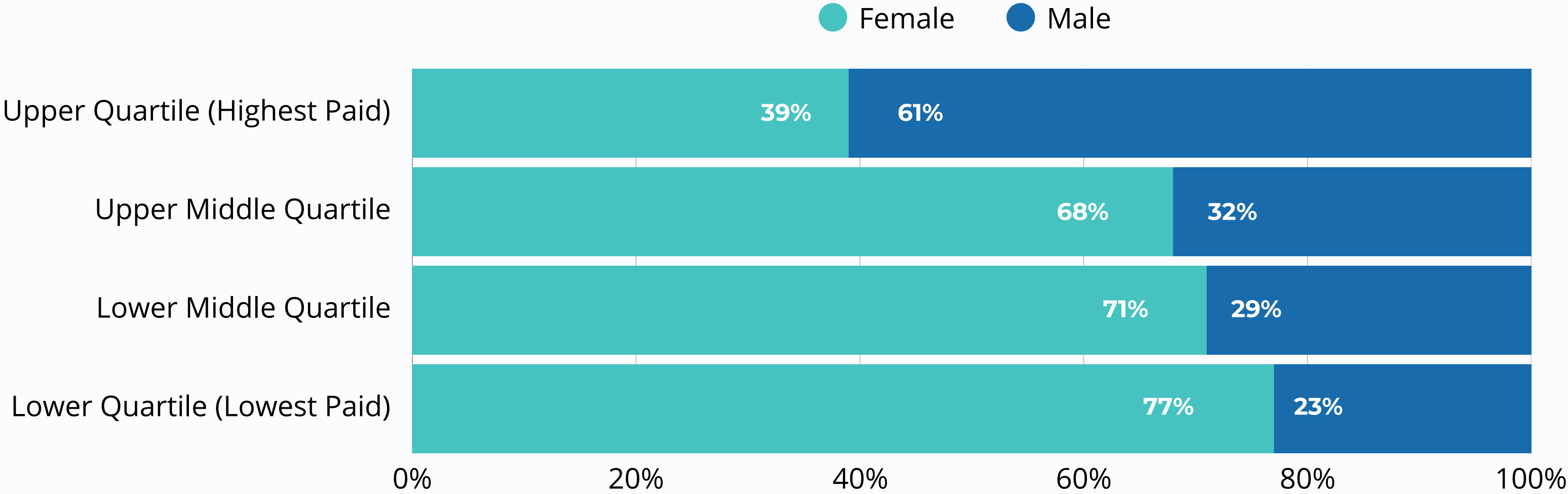
77%

OF FEMALES

Receive a bonus

PLEASE NOTE: BIK does not apply to staff in Dolmen Insurance Brokers.

The Structural Driver: Seniority



Females are under-represented in the top 25% of earners, while dominating the remaining 75%

Understanding the Causes

SENIOR ROLES

The Upper Quartile is 61% male.
Senior roles attract the highest salaries and bonuses, skewing the average male earnings upward.

JUNIOR CONCENTRATION

The Lower Quartile is 77% female.
A higher concentration of females in entry-level or administrative roles depresses the average female pay.

BONUS IMPACT

Bonus payments are often linked to senior performance. The lack of women in these roles creates a correlating Mean Bonus Gap.

Plan of Action

Targeted Progression

Developing an internal talent pipeline to support and accelerate high-potential female employees into leadership roles.

Fair Recruitment Practices

Acknowledge, attract and retain high-performing and leadership-level female currently within the industry.

Work-Life Support

Promoting and normalising flexible working and family-friendly policies for all genders to support caregiving responsibilities.

