

## Gender Pay Gap Statement under Circular 10 of 2024

Following is gender pay gap calculated for the year ended December 31, 2025

	Median	Mean
<b>Management Staff</b>		
Senior Management	-16.73%	19.9%
Middle Management	-8.64%	-5.7%
Operational Staff	3.0%	-1.1%
<b>Banca</b>		
Team Leaders	7%	12.6%
Sr. BSR/BSR	0%	-1.2%
<b>Direct Distribution Sales</b>		
Higher Management	-	-
Middle Management	0%	20%
Lower Management	0%	-8%

On behalf of Adamjee Life Assurance Company Limited



Manzar Mushtaq  
Chief Executive Officer

Date: February 18, 2026