



OUR WHY

OUR WHAT

OUR HOW

MAGNETIC
VALUE

DARE TO DO
DIFFERENT

UNBEATABLE
PLATFORM

ACE WHAT
MATTERS
MOST

DATA
MAGIC

PLAY STRONG
AS ONE

DRIVING
GOOD

Gender Pay Gap Report 2024

“We’re committed to driving gender equality across our business”



Foreword

At esure, we believe creating an inclusive, diverse, and welcoming workplace is paramount to the success of our people and our business. We are committed to creating a truly inclusive culture where our people can thrive and reach their full potential.

Caroline Smith

Chief People Officer



What is the gender pay gap?

The gender pay gap is a measure to highlight the difference in the mean and median hourly rate between men and women, which is expressed as a percentage of men's earnings. It enables us to track our progress against key initiatives, while identifying future areas of improvement to have a more balanced and inclusive workforce.

How the gender pay gap is different from equal pay?

Equal pay is when men and women receive identical pay for the same or a similar job. Our gender pay gap is not a result of equal pay issues. We have a gender-neutral approach to pay across all levels of the organisation, which we monitor regularly during processes like annual pay increases.

Summary of the numbers and what is driving the gender pay gap

For the period covered by this report (6 April 2023 to 5 April 2024), female colleagues made up 44% of our total workforce. Our customer-facing roles in Claims and Operations, which make up 60% of our total population, comprises 51% female colleagues.

The representation of women across our other functions is playing a role in creating our gender pay and bonus gap. Fewer women hold senior and technical roles, which typically benefit from higher salaries and bonuses, and have been increasing year-on-year as the demand for technology and data professionals across the market has continued to grow.

Ensuring strong representation of women in senior roles across all functions is a critical focus for us. As of April 2024, 28% of our senior roles were held by women, a similar number to last year.





Our results

Across the business, we continue to have more men in roles that typically attract higher salaries in the market, particularly in technical roles, which influences our gender pay gap. We offer a variety of flexible working patterns for our colleagues. A quarter of women at esure work part time hours, compared to only 2% of men, which further impacts our gender pay gap.

Gender pay and bonus gap

From 2023, our mean gender pay gap has decreased by 8% to 26.4%, while our median gap has increased by 2.3% to 25%. Our mean gap is the lowest it has been since 2019.

Our bonus gap has increased with a mean of 46.2% and a median of 25.1%, which is an increase of 5.6% and 4.9% respectively. However, almost 100% of women were paid a bonus and 97% of men were paid a bonus. The bonus gap is due to having a higher proportion of men in more senior and technical roles who are eligible for higher bonuses.

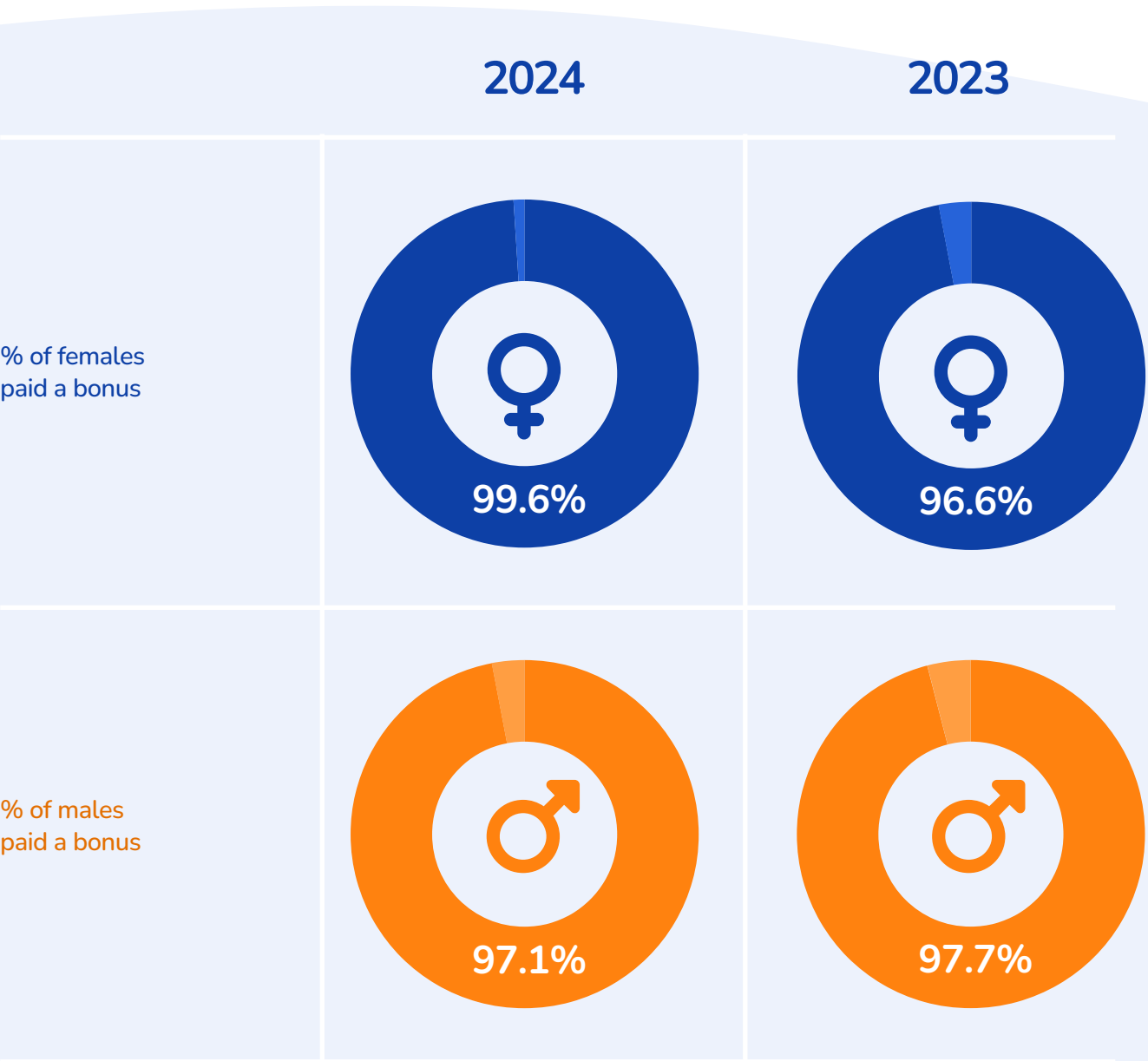
The table below summarises our pay and bonus gaps using the snapshot date of 5 April 2024 and the bonuses in the year up to 5 April 2024. It includes our 2023 data for comparison.

Pay	2024	2023
Mean	26.4%	34.4%
Median	25%	22.7%

Bonus	2024	2023
Mean	46.2%	40.6%
Median	25.1%	20.2%

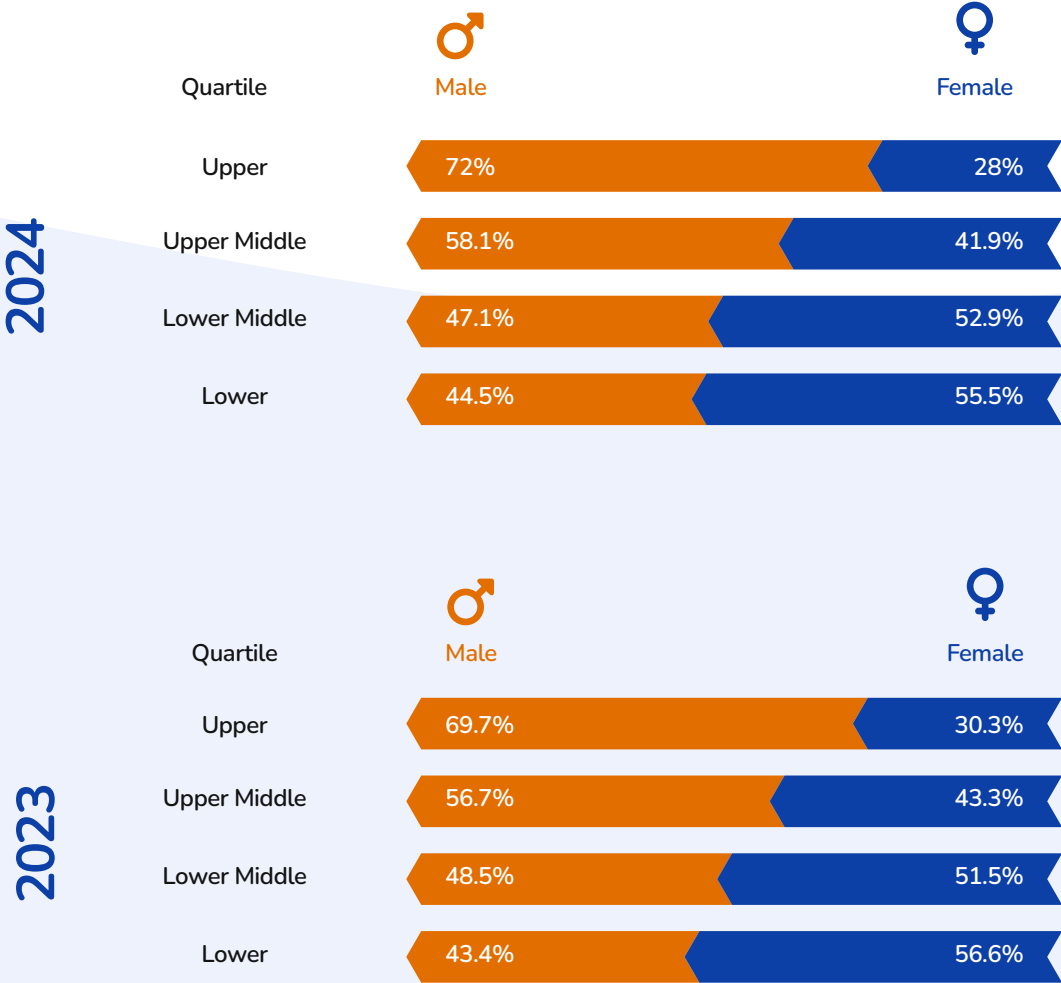
Proportion of females and males receiving a bonus payment

Our reward structure continues to deliver variable pay elements for our employees.



Percentage of females and males in each pay quartile

Overall, our distribution of women across the different quartiles has stayed relatively consistent to last year, as shown in the table below, with the percentage of men increasing slightly in both the upper and upper middle quartiles. The majority of colleagues in the lower quartile are women, whereas the majority of colleagues in the upper and upper middle quartiles are men. While this distribution is common across financial services, we remain committed to attaining a better gender balance across all roles and functions at esure.





Our plans

Our gender pay gap is impacted by several factors – the overrepresentation of women in our lower pay quartile and the overrepresentation of men in the upper quartile, as well as the availability of talent in critical areas such as technology and data, which is impacting our ability to recruit women into senior roles in these teams.

Growth opportunities

We are committed to ensuring esure is an inclusive and diverse place to work, but driving significant change in our gender pay gap is a challenge and will not happen quickly. Nurturing talent is a core part of our ethos. By providing development and growth opportunities to all colleagues, we believe we will improve gender balance in more senior and technical roles over time. Over the last 12 months, we have delivered further development initiatives, including:

- Launching dedicated learning days for our Agile squads
- Partnering with Circl to help our leaders become more inclusive and learn vital leadership and coaching skills through working with under-represented 18–24-year-olds
- Launching a new mentoring programme, which enables informal development support and encourages career growth

Our business strategy requires us to attract and retain digital skills in areas which remain heavily male dominated, such as data science, AI, and Cloud-based engineering.

While we have strong female representation in areas where it's historically been a challenge (e.g. our Data team), supporting progression opportunities to allow a strong female talent pipeline remains key across these teams and skills.



Women in the workplace

In 2024, we continued our focus on creating an inclusive culture by refreshing the policies and partnerships that allow us to support women in the workplace – a key factor in helping us reduce our pay gap in the future. Among other achievements, we have:

- Continued to grow our Women in Data network, winning the 'partner of the quarter' award
- Launched a new colleague-led gender equality community to support women in the workplace
- Enhanced our carers' leave offering to ensure we support caregivers and allow them to balance their responsibilities at home with the needs of work (the burden of care falls disproportionately on women in the UK)
- Welcomed a new female member to our Board
- Partnered with Diversity Job Board to ensure our vacancies are advertised to all

We recently completed our all-colleague DE&I survey and are delighted that our work to make esure a more inclusive and diverse business is making a positive difference for our colleagues. Our inclusion and diversity score significantly improved from the last survey we conducted in December 2022, now above our industry benchmark and placing esure in the top quartile of financial services companies for inclusivity. We will continue to use colleagues' feedback and survey insights to define and deliver our DE&I agenda, especially broadening the focus of our efforts beyond gender and ethnicity to include other characteristics.

Our commitment

There is more we can do to close our gender pay gap and know this will take time. We are focused on creating an inclusive and diverse work environment and our recent DE&I survey results reassure us that we are continuing to make strong progress on this. We are also committed to investing in all.

Declaration

We confirm the information and data provided are accurate and in line with mandatory requirements.

