



Gender Pay Gap Report 2021

esure
GROUP

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**We're committed
to driving gender
equality across
our business**



Foreword

esure Group is committed to creating an inclusive workplace where everyone is welcome. We are currently undergoing a fundamental change to the way we operate as a business and at the core of that change is our commitment to being an inclusive organisation. We recognise that this type of change takes time, and our commitment and investment will span many years. Like many companies in our sector, our gender balance is a particular challenge in certain functions and will take time to change.

We are pleased with the progress we have made with our inclusion and diversity agenda in the last twelve months and are confident that our plans will continue to build a foundation for an inclusive and diverse culture.

Caroline Smith

Caroline Smith
Chief People Officer



What is the gender pay gap?

The gender pay gap shows the difference in the average pay between all men and women. Legally we are required to publish both median and mean gender pay gap information.



The gender pay gap is different from equal pay

Equal pay is about a man and a woman receiving equal pay for the same or 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 that we monitor regularly.



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

For the period covered by this report, our overall colleague population was almost equally split, with female colleagues making up 48% of our total workforce. However, we currently have more female colleagues in junior roles and more male colleagues in higher-paid leadership roles. As is common across financial services, we have a smaller number of female colleagues in more senior roles which lowers the average pay for these colleagues, creating an overall pay and bonus gap.

Increasing the number of female colleagues in senior roles is a critical focus for us. We are starting to see a positive impact of some of the initiatives we have introduced, and although we still have some way to go, we now have 30% of women in senior roles, which is a 1% improvement from 2020.

Reducing our gender pay gap continues to be high on our inclusion and diversity and environmental, social and governance agenda. Although our gender pay gap may sometimes be impacted by extraordinary business circumstances in any given year, the changes we have made and continue to implement and evolve will ensure long-term, sustainable improvement.





Our results

Across the business, we continue to have more males in roles that traditionally attract higher salaries in the market, especially across technical roles.

Gender pay and bonus gap

Our mean gender pay gap has marginally reduced compared to the 2020 snapshot by 0.1% and our median has increased by 2%, from 17.3% to 19.3%.

Our bonus gap has a mean of 41.1% and a median of 34.7%, which is an increase of 18% and 10.2% respectively. This increase is predominantly due to a one-off change in bonus payment timings which have distorted our year-on-year comparisons. These numbers for the bonus gap now provide an accurate benchmark for us.

The table below summarises our pay and bonus gaps using the snapshot date of 5th April 2021 and the bonuses in the year up to 5th April 2021. It includes our 2020 data for comparison.

Pay	2021	2020
Mean	28.3%	28.4%
Median	19.3%	17.3%

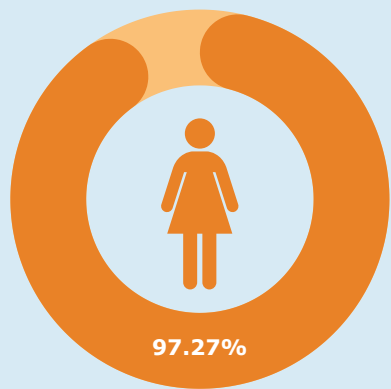
Bonus	2021	2020
Mean	41.1%	23.1%
Median	34.7%	24.5%



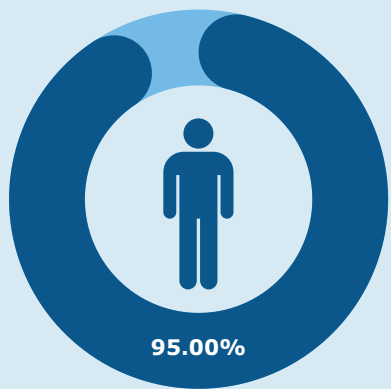
Proportion of females and males receiving a bonus payment

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

2021

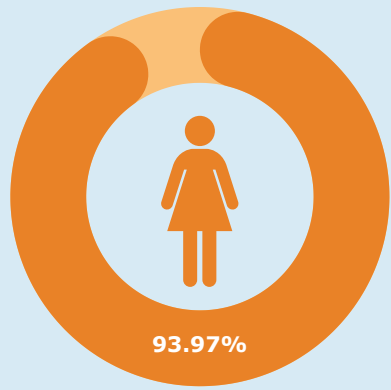


percentage of females paid a bonus

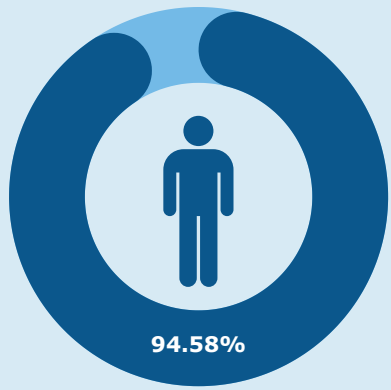


percentage of males paid a bonus

2020



percentage of females paid a bonus



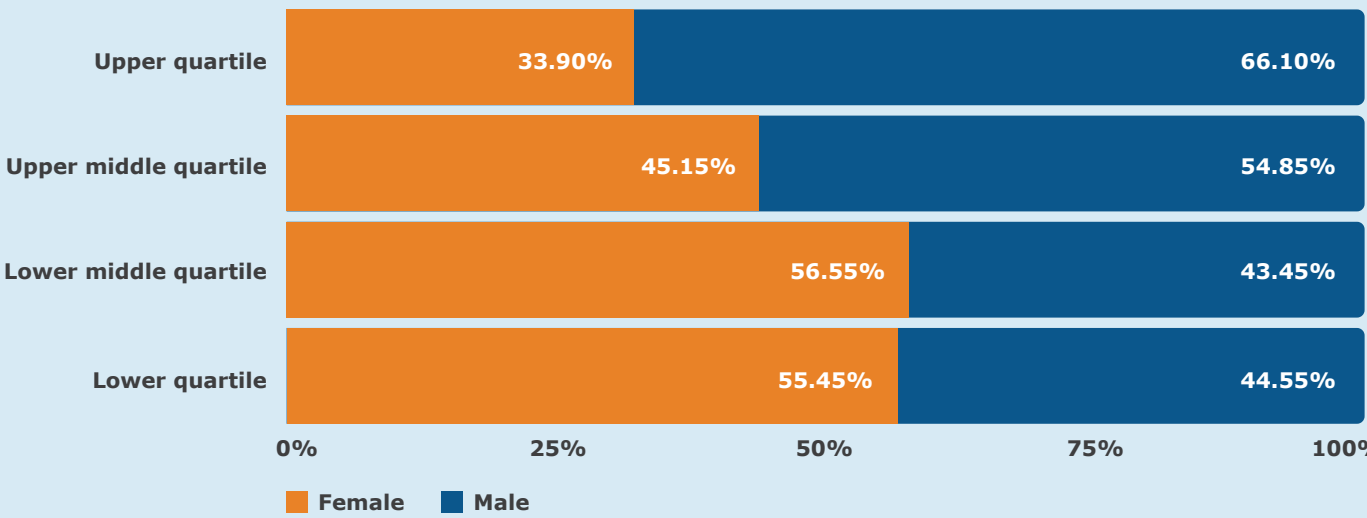
percentage of males paid a bonus



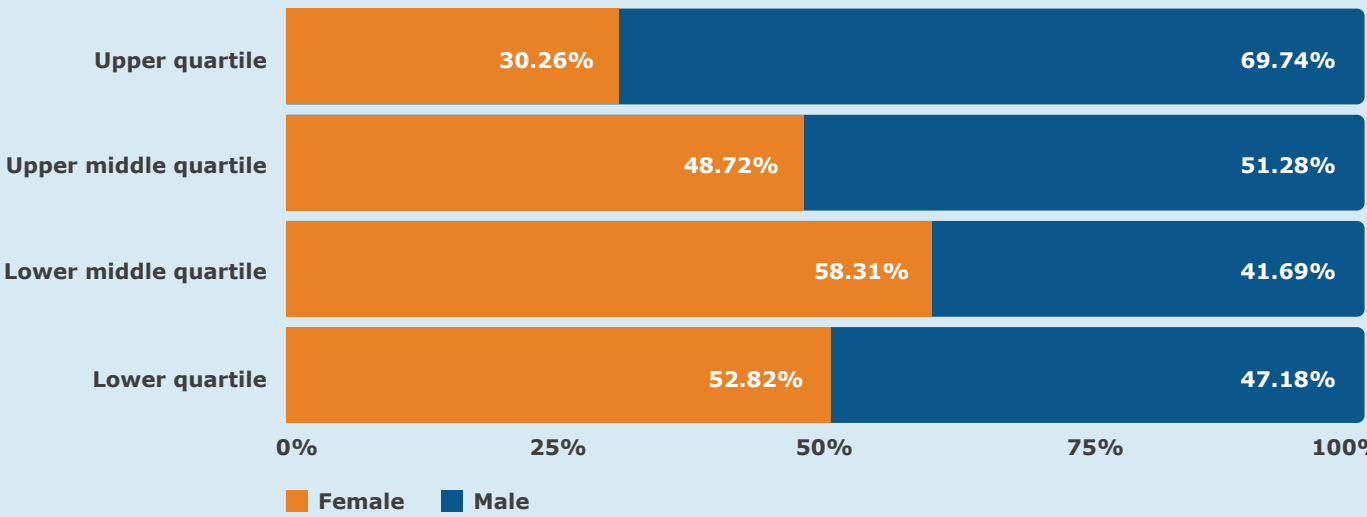
Percentage of females and males in each pay quartile

During the reporting period, we saw an increase in females in the upper and lower quartiles, with increases in male representation in the upper middle and lower middle quartiles. We acknowledge it will take time to readdress the imbalance in senior roles, but we are committed to investing in achieving this. In doing so, the gender gaps will continue to reduce over time.

2021



2020





What are we doing about our gender pay gap?

We are confident that the initiatives we have in place, particularly our focus and commitment to inclusion and diversity as we undergo our transformation journey, will make a lasting change. Like other organisations in our sector, we recognise the challenge of recruiting female talent into technical roles and we are actively working to address this.

Our progress and plans include:

Data-based decisions

In 2021 we introduced a detailed HR dashboard for our leaders, which puts inclusion and diversity front and centre of decision-making.

Greater transparency of data

Providing learning opportunities with all colleagues around our gender pay gap, what it really means and the steps we are taking to close the gap.

Talent development

We recently launched a series of leadership programmes for all levels of the organisation and committed to at least 50% of the participants being female. Our first master leadership programmes took place in February, May and September 2021, with 50% female participants. A further programme will launch in May 2022.

In April and September 2021 we launched our Life Leader programmes aimed at our more junior colleagues. We plan to launch another programme in February 2022.

To build our critical business capabilities, we extended the range of apprenticeship programmes we offer from core insurance level 3 to degree and master levels 6 and 7. Apprenticeships are available to colleagues at all levels. We had 83 learners in November 2021 with 37% female learners on the programme. 10 colleagues have achieved their apprenticeships in 2021. We offer 26 types of programme including insurance, technology, data, engineering, management, actuarial, human resources and financial crime.

We continue to develop our front-line team leaders, those newly promoted to management, and managers new to esure Group through the Management Excellence Programme. The programme is open to all managers and launched for 33 managers in September 2021 with 33% female participation. The four-month programme blends core management soft skills with how to manage people the esure Group way using our core people policies.

We launched esure Group Learning Academies to make capability building widely available to everyone, including in agile, transformation, data and engineering skills. We rolled out LinkedIn Learning as part of our Academies and we will use this to deliver a broad range of inclusion and diversity awareness training across the company as well as supporting individual development needs.



Inclusion and diversity

esure Group has an active inclusion and diversity working group that are driving a broad range of initiatives across the business. We completed an inclusion and diversity survey at the end of 2020 and the 2021 survey will take place in December. Survey results have informed eight priorities we have been driving in 2021. The 2021 results will be used to refine our strategy and approach.

Some of the actions taken to date include:

Inclusive recruitment

In July 2021 we implemented Textio which uses data science to reveal the hidden bias in documents. Using this we have successfully removed gender bias from role profiles and job advertisements to improve the appeal of roles across genders. Textio found our role specifications leaned heavily towards a male demographic. Using suggestions on the system we have tailored this to be more balanced and have chosen to adopt terms and phrases more aligned to the female audience.



Flexible working

The COVID-19 pandemic allowed us to review our approach to flexible working, and we are working to take the positives we have learned whilst working remotely to transform our flexible and hybrid working options. In addition to our hybrid working approach, we are committed to providing flexible working options, where these meet business and colleague needs.

In March 2021 we signed up to the ABI's Making Flexible Work charter. Over the next twelve months, we have plans in place to meet the three charter commitments 'making it clear', 'making it possible' and 'making it happen'. We will report back to the ABI on our progress.

Inclusion and diversity calendar

We launched our inclusion and diversity calendar in February 2021. Each event included in the calendar was chosen based on colleague feedback. Through recognising these important events, we want to promote respect and understanding. The response has been excellent with colleagues reaching out with their thoughts, suggestions and many commenting they have found the campaigns informative, interesting and thought-provoking.



Menopause awareness training

Working with Henpicked we successfully ran several menopause awareness workshops, aimed at men and women across the business to promote awareness and understanding of menopause and its impact.

Working with external groups

We continually seek to collaborate with external groups to support how the insurance industry is perceived in order to change the traditionally held views of it being a primarily male domain.

In addition to our Women in Finance Charter commitments, we have developed partnerships with Women in Tech and Data. These align closely with our ambition of becoming a leading digital insurer.



Board and executive level

We continue to ensure high visibility of gender metrics at board and executive level but will look to expand the current reporting to include ethnicity data and the ethnicity pay gap.



Our commitment

We recognise that the gender pay gap is a long-term issue and actions will take time to have an impact on the figures we report. We are confident in the steps we are taking and in the monitoring we have in place to track their effectiveness and identify opportunities for additional actions.

Declaration

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

Caroline Smith

Caroline Smith
Chief People Officer

The logo for esure GROUP. The word "esure" is in a white, lowercase, sans-serif font. Below it is a thin white horizontal line, and then the word "GROUP" is in a white, uppercase, sans-serif font. The logo is positioned in the bottom left corner of a large dark blue rectangle that occupies the left half of the page. To the right of this rectangle are three overlapping squares: a light blue one, an orange one, and a red one, all in the bottom right corner.

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