

2017
GENDER PAY
GAP REPORT

esure Group 2017 Gender Pay Gap Report (GPGR)

Under new legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap. This report provides esure's outcomes in relation to this mandatory requirement. In addition to this, we have set out what we are doing now and what we will continue to do to improve gender balance.

Our aim is to provide a great place to work for our colleagues and we continue to do this by investing in our people who are fundamental to our success. This aim drives how passionate we are about improving gender balance and is why we signed up to the HM Treasury's Women in Finance Charter in March 2017. This Charter commits organisations to supporting the progression of women into senior roles in the financial services sector.

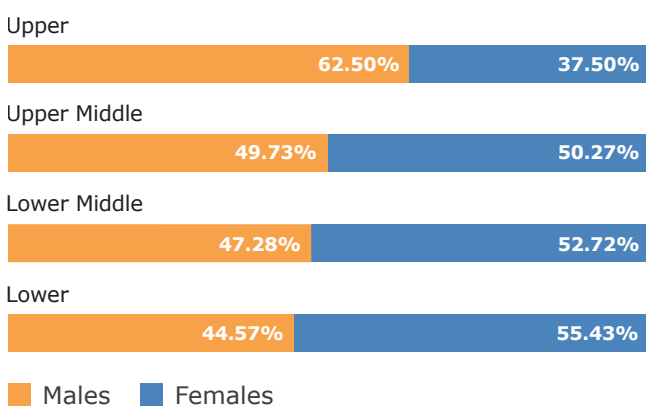
What is our gender pay gap?

The results of our analysis show our overall median and mean gender pay and bonus gap as at the snapshot date of 5 April 2017, and bonuses in the year to 5 April 2017.

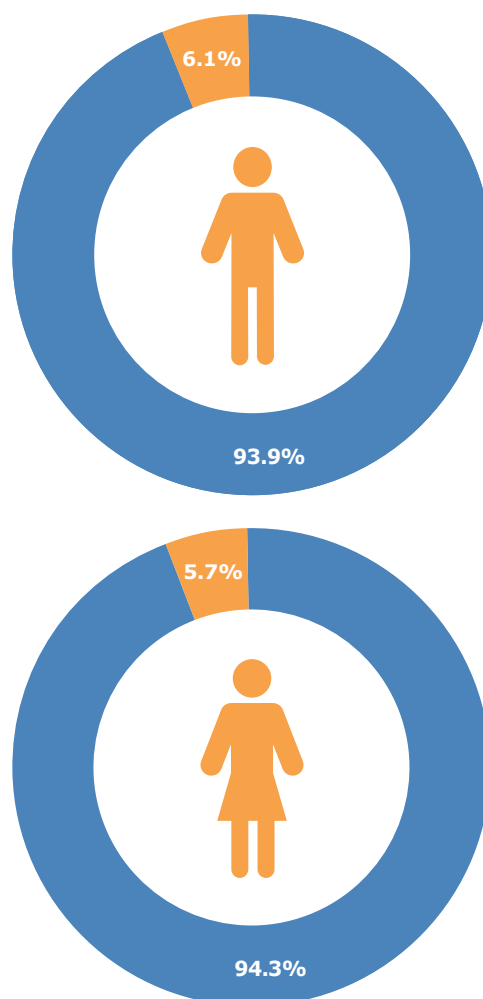
Pay and bonus gap

	Median	Mean
Hourly pay gap	10.37%	25.55%
Bonus gap	24.22%	58.51%

Proportion of females and males in each quartile band



Proportion of females and males receiving a bonus payment



■ % received a bonus
 ■ % did not receive a bonus

What does our pay gap tell us?



Our pay gap can be attributed to the current demographics of our business with more males in leadership positions than females. Our analysis would suggest that if we adjust for these demographics (structure), our pay gap would fall to 1.16%. As bonus eligibility is linked to role level, similarly the higher number of males in leadership positions compared to females also impacts the bonus gap.

What we are doing now and what we will continue to do

It is important to us that we play our part in societal change by increasing gender balance in senior roles and we believe in having a diverse workforce to strengthen our business performance. This is why we have signed up to the Women in Finance Charter and have set ourselves targets to achieve by 2020.

Women in Finance and gender pay

Our targets for 2020 are outlined below:

	38% of our senior managers to be female by 2020
	The gender split of esure to remain broadly 50 50

We put fairness, consistency and transparency at the core of what we do

Our Pay and Reward Framework is regularly reviewed and provides our colleagues with easy to understand, transparent information on how we do things such as our Annual Pay Review. This includes reviewing our performance management outcomes to ensure fairness and consistency in respect of gender. We also regularly review our equal pay position.

We set targets, review and report on them regularly, and we have Board and Senior Leadership buy in

In addition to our commitment to Women in Finance, we regularly review and report on our gender balance more generally across esure. Gender balance is identified as one of our key risk factors which we report on at Executive level. Gender diversity is encouraged and supported at our Board and Senior Leadership level. This is shown by the balance of our Board which is made up of 33% females, as at 1 January 2018.

We provide equal opportunities regardless of gender in our training, development and talent programmes

We take a balanced approach in the selection of applicants in our talent programmes. Also, we have a Management Excellence Programme which is a development programme available to all Team Leaders. In addition to this we seek to introduce apprenticeships in areas which are typically under-represented by females such as within Information Technology.

We seek to further develop how we support our colleagues during their time at esure

Our approach to flexible scheduling is being reviewed within our Operational areas of the business to allow colleagues to balance their home and work needs. We also look at opportunities to widen our recruitment pool by applying flexibility to the geographic location of roles if appropriate.

We are seeking to introduce a 'return to work' programme to provide our colleagues with the additional support that they need following a period of absence to help the transition back into the workplace.

We carry out ongoing reviews of our processes to ensure they are supportive of our gender balance targets

Our recruitment processes are being reviewed to understand how we can support our gender balance targets whilst ensuring we continue to recruit the right person for the right role.

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



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