



# Gender Pay Gap

## Report 2023

esure  
GROUP

“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. As we progress through our digital transformation journey, we are committed to creating a truly inclusive culture where our people can thrive and reach their full potential.

*Caroline Smith*





## 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 2022 to 5 April 2023), our overall colleague population was almost equally split, with female colleagues making up 45% of our total workforce. Our customer-facing roles in claims and operations, which make up just under two-thirds 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 more senior and technical roles, which are crucial during our digital transformation journey. These technical roles typically benefit from higher salaries and bonuses, which have been increasing year-on-year as the demand for Technology and data professionals across the market increases.

Ensuring strong representation of women in senior roles across all functions is a critical focus for us. As of April 2023, 31% of our senior roles were held by women, a 3% decrease since last year. Despite an overall decrease of senior female representation, we have welcomed three women into our Technology and data senior leadership teams which were comprised of only men 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. Over a quarter of women at esure work part time compared to only 3% of men, which can further impact our gender pay gap.

# Gender pay and bonus gap

From 2022, our mean gender pay gap has increased by 4.8% to 34.4%, while our median gap has increased by 4.4% to 22.7%.

Our bonus gap has improved this year with a mean of 40.6% and a median of 20.2%, which is a decrease of 7.5% and 13.6% respectively. This is due to a lower overall pay-out of bonuses in 2023 for the 2022 performance year, despite having a higher proportion of men in more senior and technical roles who are eligible for higher bonuses. A slightly higher percentage of men at 97.7% received a bonus versus 96.6% of women.

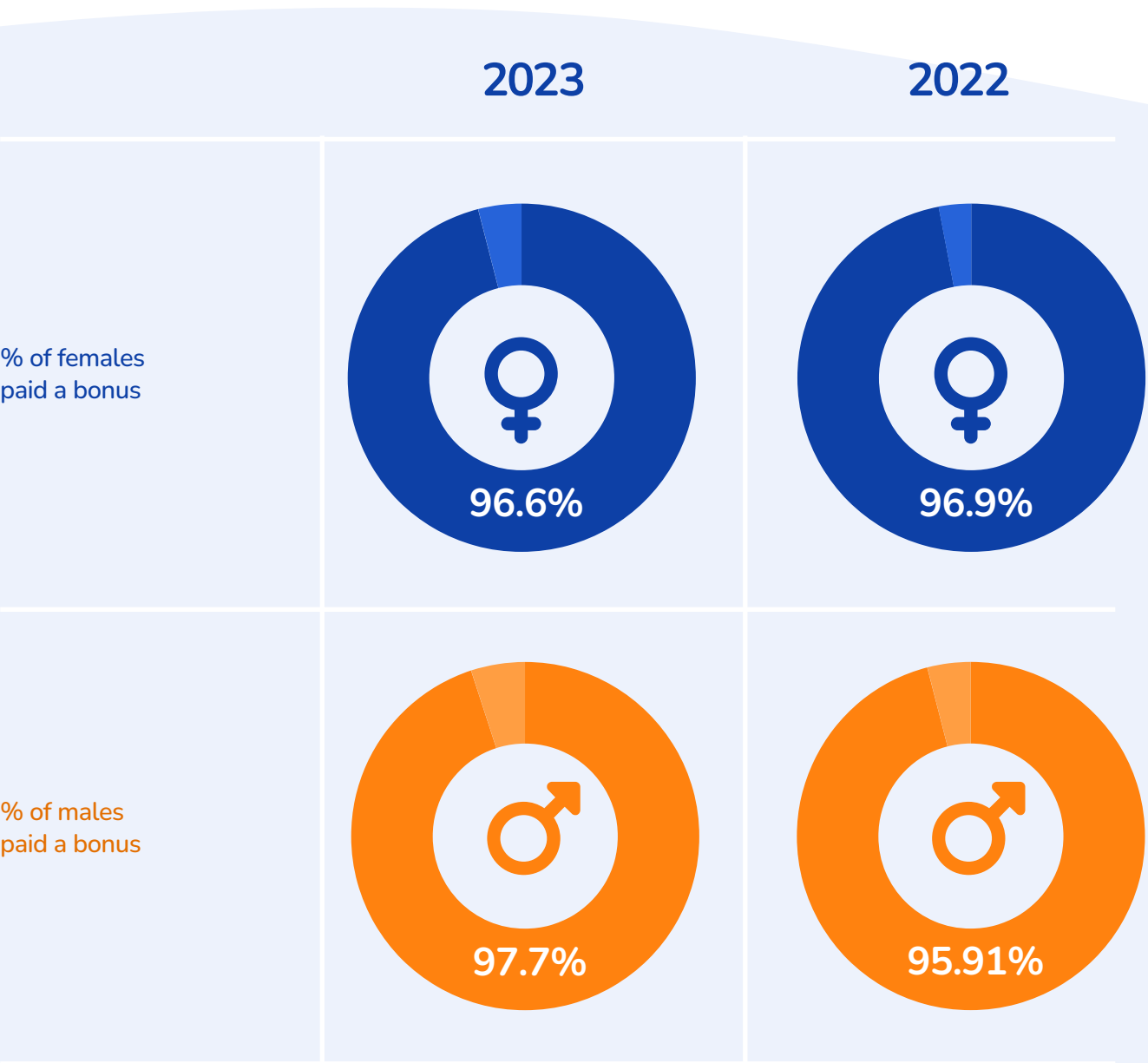
The table below summarises our pay and bonus gaps using the snapshot date of 5 April 2023 and the bonuses in the year up to 5 April 2023. It includes our 2022 data for comparison.

Pay	2023	2022
Mean	34.4%	29.6%
Median	22.7%	18.3%

Bonus	2023	2022
Mean	40.6%	48.1%
Median	20.2%	33.8%

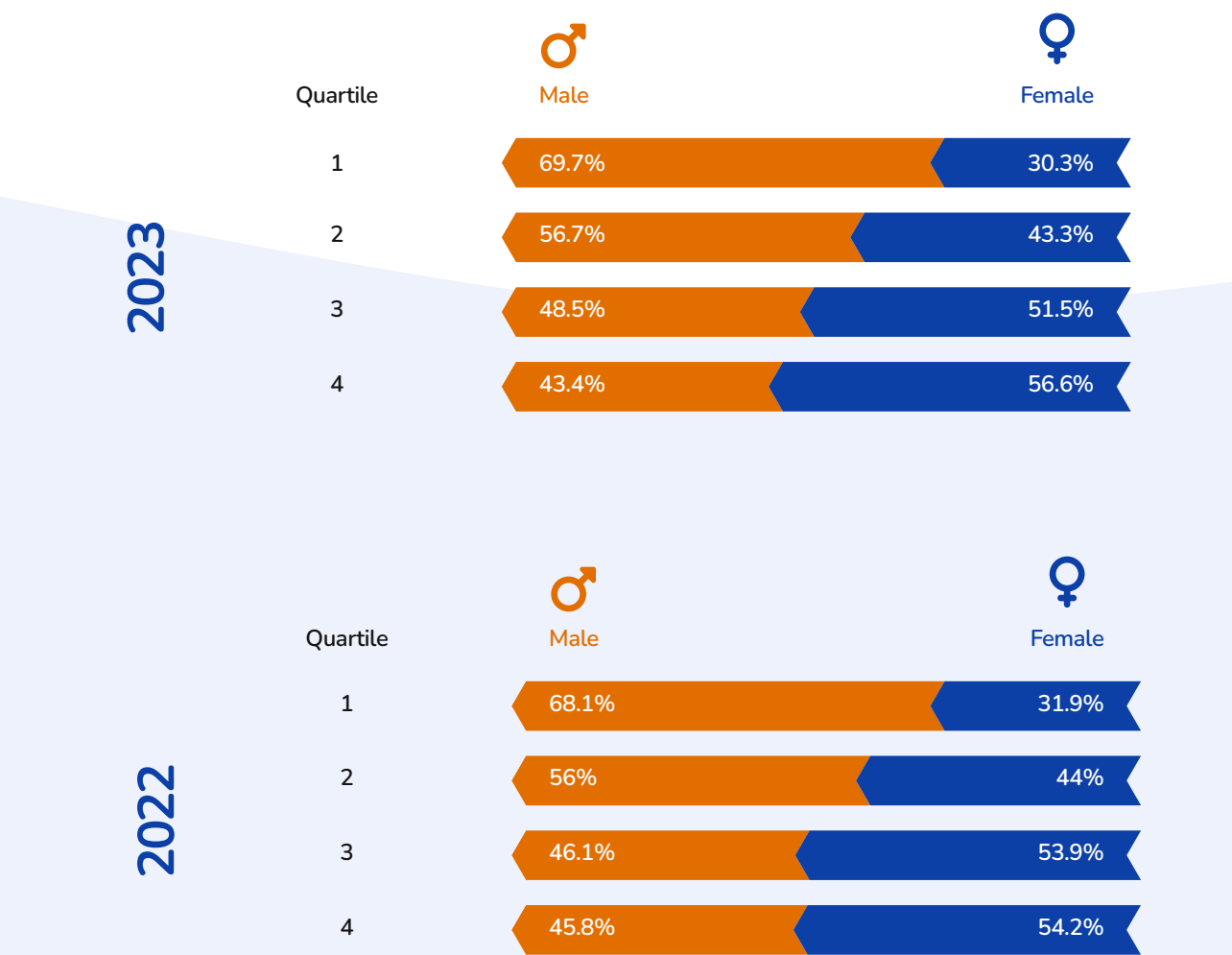
# Proportion of females and males receiving a bonus payment

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 consistent with our results last year, as shown in the table below. The majority of our women sit within the lower quartile (31%), while the majority of men fall into the upper quartile (34%). This distribution is common across financial services, and we remain committed to attaining a better gender balance across all roles and functions at esure.





# What are we doing about our gender pay gap?



## What are we currently doing:

### Being flexible

We are a proud signatory of the ABI's Making Flexible Work Charter. Through our commitment to the Charter, we are open to flexible working, including part-time working where appropriate, and/or as a job-share if the role is full-time.

### Our three charter commitments are:

1. **Making it clear:** details of our flexible working policy are publicly available for colleagues and prospective candidates.
2. **Making it possible:** we advertise the majority of our roles as being open to flexible working.
3. **Making it happen:** we have processes and guidance to support different forms of flexible working.

We advertise the majority of our roles as flexible and publish our related policies on our corporate website, career site, and partner sites, including Women in Data.

We are proud to see just over a quarter of women at esure work on a part-time basis, highlighting our commitment to providing flexible working options, where these meet colleague and business needs. Through our work to action the charter commitments, we are proud to have commenced two job shares recently.

We are also proud that our flexible approach to work means that we are already adhering to the new Employment Relations (Flexible Working) Act 2023, as all esure colleagues have the right to request flexible working from the first day of their employment.

### Family friendly policies

In December 2022, we launched our updated Becoming a Parent policy to work towards achieving gender-neutral parental pay and leave to support those building or growing their families. We have published the significant enhancements to this policy externally on our website so that potential candidates are aware of our family friendly policies to encourage more applications from women.

### Strong partnerships

We have a strong partnership with Women in Data that closely aligns with our ambition to become a leading digital insurer. We have just celebrated our first anniversary with Women in Data and have signed up to a further three years together. We are proud that our internal Women in Data community has grown from 30 to 200 colleagues in a single year, including women working in data roles across esure and their allies.



### Leadership programmes

At esure, we work hard to develop our talent from within. We offer colleagues leadership programmes to support and develop our future leaders, which have included at least 50% female participants. This will enable us to create a balanced talent pipeline.

### Hiring manager training

We set a target to roll out inclusive recruitment training for all our hiring managers to ensure our end-to-end recruitment process is inclusive and free of bias. We have achieved this by going live with our updated recruitment policy, while ensuring that hiring managers have received training to empower them to effectively shortlist, interview, and make unbiased decisions. We have also ensured that outside of the recruitment process, the materials and content for this training are available to all line managers.



### Textio

Following the success of Textio, a tool that uses data science to remove biased language, in creating inclusive, bias-free job adverts and profiles, we have extended the use of this technology across our application and onboarding process to ensure our language is inclusive throughout the colleague journey. We also now use Textio for external publications on LinkedIn and have given access to our internal communication department to ensure we are using unbiased language across all our internal and external communications.

### Senior leadership training

Change always starts from the top, which is why we held an external full-day inclusion and diversity event with our senior leadership team across the business. This helped our leaders further understand their role in removing bias and driving an inclusive culture, as well as empowering them to drive communities to allow colleagues to connect and share experiences





## What are we planning to do:

### Mentoring

Across esure, we are looking to drive more representation of women in senior roles. To help drive this, we plan to support and encourage mentoring from senior women within the business to help support and develop other female colleagues with skills, ambition, and drive to reach their potential and obtain a more senior role.

### Our commitment

We recognise there is more we can do to create an inclusive and diverse workforce and close our gender pay gap, but we know this will take time. We are confident that our changes and plans are taking us in the right direction as we further invest in our people, who are the foundation of our success..

### Declaration

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



