

2018
GENDER PAY
GAP REPORT

esure Group 2018 Gender Pay Gap Report (GPGR)

Under 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. This report illustrates what we are doing now and what we are continuing to do to improve gender balance.

At esure our aim is to provide a great place to work for all colleagues and we continue to invest in our people who are fundamental to our success. This is why we are committed to the long-term goal of improving our gender pay gap and being part of wider societal change whilst appreciating that this may take some time. This report provides details around the foundations we have put in place and how we continue to look at what we are doing now and what we can do in the future to improve gender balance.

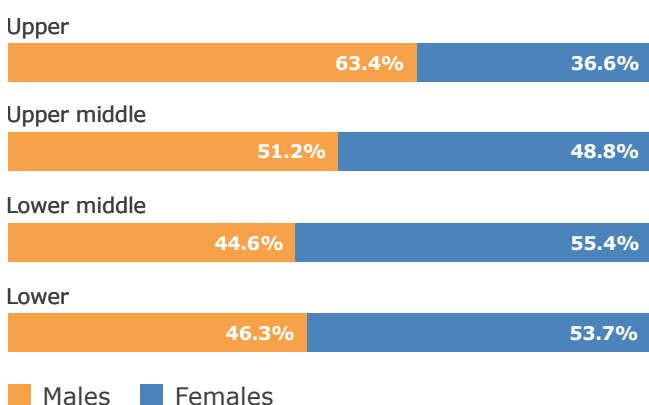
What is our gender pay gap?

The results of our analysis show our overall median and mean gender pay and bonus gap as at the snapshot date of 5 April 2018, and the bonuses in the year to 5 April 2018.

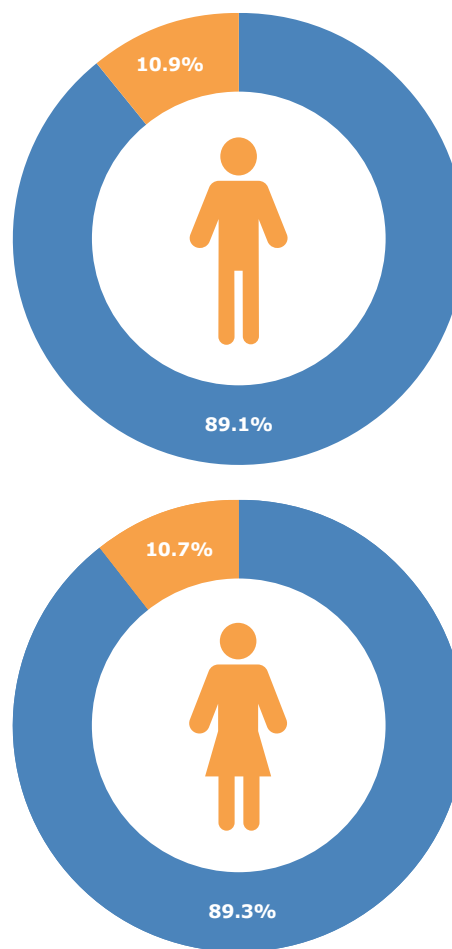
Pay and bonus gap

	Median	Mean
Hourly pay gap	11.8%	25.5%
Bonus gap	12.7%	66.6%

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 highlights the following:

- Our pay gap is attributed to the demographics of our business with more males in leadership positions than females and this has stayed broadly similar from 2017.
- Our analysis would suggest if we adjust for these demographics (structure), our hourly pay gap would fall to 1.9%.
- 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 in both 2017 and 2018.

What we are doing now and what we are continuing to do

We are continuing to build the foundations for the long term to improve gender balance and seek a diverse workforce to improve business performance. We believe to move forward with our Gender Pay Plan, that the following categories are the key focus:

Recruitment

We have reviewed our processes and continue to do so to ensure we have no barriers to improving gender balance and have sought opportunities to train and improve recruitment capability:

- Middle and Senior Management CVs are now anonymised.
- Diversity and inclusion training has taken place including unconscious bias for our Senior Leaders with a further roll out of this planned for Senior Managers during 2019.
- Recruitment training has been introduced for all managers to cover gender diversity including supporting tools.
- Within IT we have built new network opportunities to support the aim to have more 'Women in Tech'.

Policy and practice

We have made improvements to our family friendly policies and ways of working to support our colleagues in their life choices and work/life balance to remove any potential obstacles to gender balance:

- Revised maternity policy and paternity leave policy and introduced a career break policy.
- Additional support for those returning to work have been put in place and plans are in place to develop this further.
- We have increased the opportunities for flexible working with our customer teams with the introduction of choice-based scheduling.

Talent and career development

We are fair and consistent in our approach to both genders and to building a diverse talent pipeline in support of career development:

- Aim to have equal representation of males and females in our talent programmes and continue to take a balanced approach to gender as part of our talent programmes.
- A further review of ways to improve our talent pipeline is taking place.

Management

We have high visibility of gender at both Board and Executive level and continually review our position:

- Monthly reporting on our Senior roles gender split to measure our progress.
- Gender Diversity is a key risk metric and is continually reported on to measure our progress.
- Specific targets are in our Group Executives objectives around improving gender diversity.

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



Darren Ogden
Interim Chief Executive Officer

Year on year comparisons

Comparison of 2017 and 2018 Gender Pay Gap results

Pay and bonus gap

	Median		Mean	
	2017	2018	2017	2018
Hourly pay gap	10.4%	11.8%	25.6%	25.5%
Bonus gap	24.2%	12.7%	58.5%	66.6%

Proportion of females and males in each quartile band

	Males		Females	
	2017	2018	2017	2018
Upper Quartile	62.5%	63.4%	37.5%	36.6%
Upper Middle	49.7%	51.2%	50.3%	48.8%
Lower Middle	47.3%	44.6%	52.7%	55.4%
Lower Quartile	44.6%	46.3%	55.4%	53.7%

Proportion of females and males receiving a bonus payment

	Males		Females	
	2017	2018	2017	2018
Bonus receivers	93.9%	89.1%	94.3%	89.3%

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