

Eldon Insurance Services Limited

Gender Pay Gap Report 5th April 2017

At Eldon Insurance Services Limited we are committed to being an inclusive and diverse employer, drawing on different perspectives and experiences, to add value to the way that we do business. We believe that success of an organisation is hugely dependent on its people.

This year organisations with over 250 employees are required by law to begin publishing an annual gender pay gap report. Eldon Insurance Services Limited is the only legal entity within the Group that has more than 250 employees.

The report shows a snapshot of the overall gender gap as at 5 April 2017 based on hourly rates of pay. The bonus gender gap is based on the bonuses paid out in the 12 months leading up to 5 April 2017.

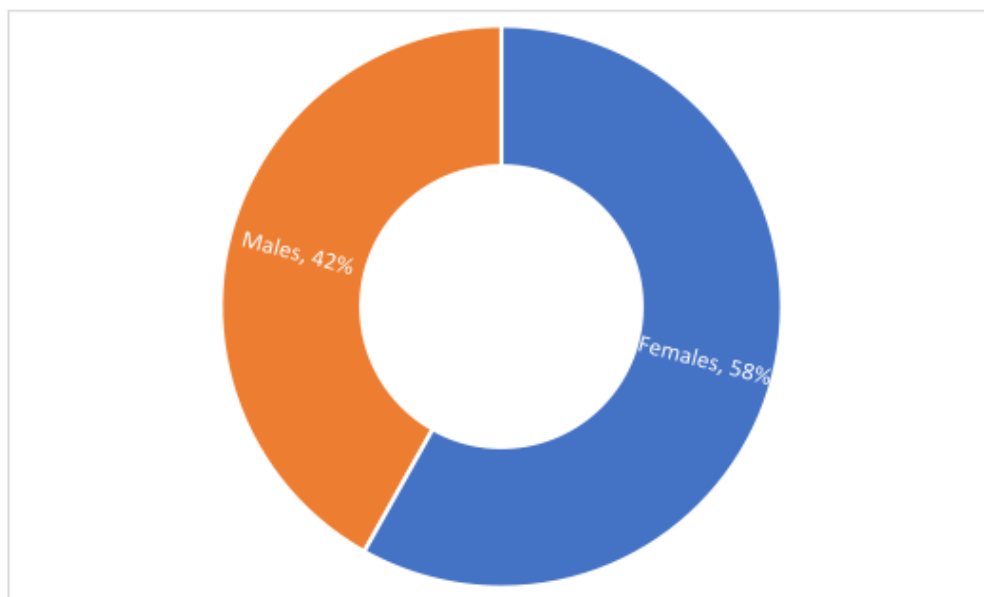
If the pay or bonus gap figures are positive, this shows that women on average receive lower pay or bonus than men.

The gender pay gap is a measure of the difference between men's and women's average earnings. It is not the same as equal pay which references the pay differences between men and women who carry out the same or similar jobs.

The figures have been calculated in line with the government regulations, and are expressed as a percentage of men's earnings.

It is important to note that despite having a gender pay gap, we are confident that there is equal opportunity and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy or maternity, sexual orientation, gender reassignment or disability in line with the Equality Act 2010. We act to ensure that men and women are receiving equal pay for equal work by reviewing reward decisions and analysing our place in the market.

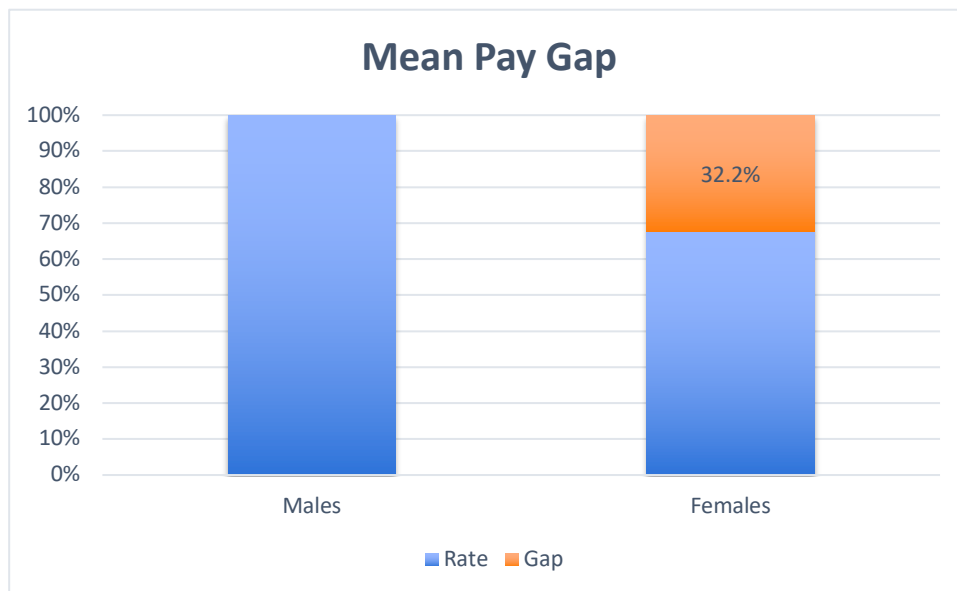
Headcount:



The pay gap:

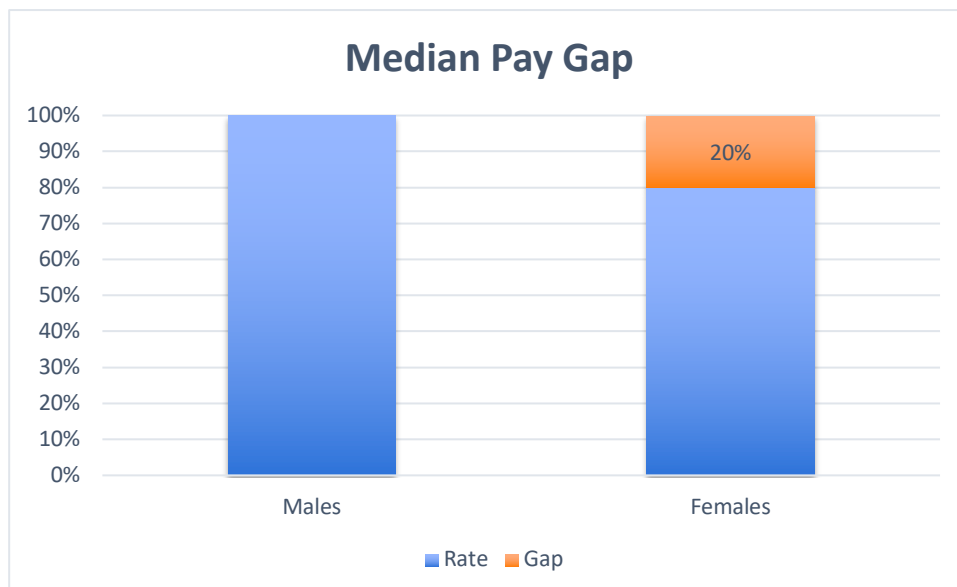
Mean	Median
32.2%	20%

Mean



(Mean: This figure shows the average value of a set of data)

Median



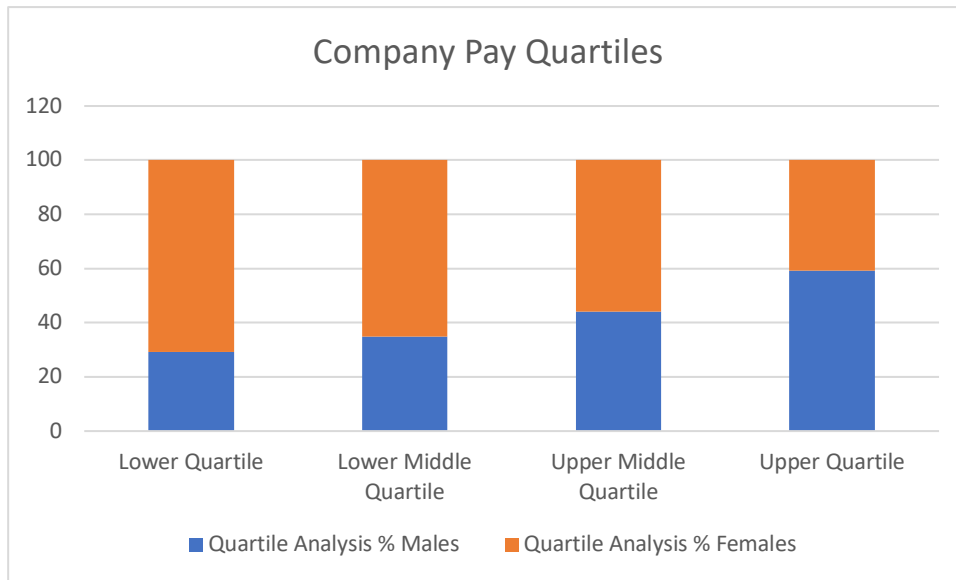
(Median: This figure is the middle figure of values in a numerical order)

Pay Quartiles

To calculate these figures, we did the following:

- Ranked our employees from highest to lowest paid
- Divided into four equal parts, or 'quartiles'
- Calculated the percentage of men and women in each quartile

Gender	Lower quartile	Lower middle quartile	Upper middle quartile	Top quartile
Men	29.1%	34.9%	44.2%	59.3%
Women	70.9%	65.1%	55.8%	40.7%



The bonus gap:

	Mean	Median
Bonus	18.1%	23.9%

The proportion of employees receiving a bonus:

Women	27.0%
Men	18.3%

Demographics:

Gender	Females		Males		Mean Pay Gap
	%age of the population	Average Length of Service (years)	%age of the population	Average Length of Service (years)	
Non-Managers	50.9%	3.5	34.3%	4.1	24.4%
Managers	7.3%	5.1	7.6%	5.0	30.2%

What are the underlying causes of Eldon Insurance Services Limited's gender pay gap?

The vast majority of organisations have a gender pay gap and similarly to many other organisations in the insurance sector, there are more men in senior roles that carry higher pay. This is reflected in our pay quartiles, with women making up 40.7% of the highest paid roles whilst being 58% of the workforce as a whole.

The proportion of men and women in management roles is balanced, meaning that we are an equal opportunity employer. We do however see a pay gap within these roles, and as a consequence an opportunity to close this gap. As a company, we strive to grow our talent and where possible promote from within. The largest population of our non-manager's talent pool are women, all non-managers moving into management position require time in role to develop skills and experience and gain the associated pay.

We also see that women's average length of service is less than men's meaning that they do not have the comparable length of time to develop skills and experience.

The percentage of women and men receiving a bonus closely matches the demographic of the Company, therefore bonus payment eligibility show that there is an equal opportunity for all employees. However, the majority of internal bonus schemes apply a percentage to basic salary, therefore a gap in salary will also cause a gap in bonus payment. Intervention to reduce the gender pay gap will have a direct impact on the gap in bonus.

In benchmarking our gender pay data, it is apparent that whilst we recognise that we need to put into place interventions to close our gender pay gap, it is already lower than many of our competitors.

What action will we be taking to address the gender pay gap?

During the year we are rolling out a management development program to ensure we are upskilling all of our managers. This will give the opportunity for those returning from a leave of absence to upskill and develop. This should see a fundamental change in the managers mean pay gap. We are also launching an aspiring managers program later in the year to ensure we are starting the upskill of our talent pool early to reduce the skill gap upon any promotion into management.

Traditionally, some of the occupations within the Company have a lower salary benchmark in the market, and are occupied by more women than men. However, we have designed internal frameworks to more effectively recognise potential progression on a technical basis, which will then give more opportunity and internal mobility for talent development as an alternative to management progression.

It is important that as an inclusive employer we proactively look to reduce any identified gender pay gap. In 2018 we will be reviewing our reward strategy to support our progress in addressing any identified imbalance within the organisation.

As a company, we are committed to encouraging all employees to reach their full potential and to be being an employer of choice.

We confirm that the information in this report is accurate.



Liz Bilney