



**ENSTAR UK
GENDER
PAY GAP
REPORT
2023**



Realising Value

FOREWARD

Enstar values its diverse, inclusive corporate culture and is committed to maintaining an environment of mutual respect amongst colleagues, with employees of all genders recognised for their contributions to the business. In 2022, we focused on employee wellbeing and inclusion.

Over the course of the year, we implemented initiatives to foster mental and physical wellbeing, increase engagement and celebrate the differences amongst employees. These important actions help ensure Enstar attracts and retains the diverse workforce needed to deliver our strategic objectives.

Our Diversity, Equity & Inclusion (DE&I) goal is to create an inclusive culture that enables all colleagues to reach their potential. We do this by embedding inclusive, equitable and responsible practices, by representing the diversity of our people, our clients and our communities, and by driving measurable, demonstrable improvements in our diversity performance.

Since our first Gender Pay Gap report in 2018, Enstar continues to progress gender balance, but we recognise we have a gap and that there is more to do in this space. We continued our journey in 2022, building on our earlier progress with positive incremental changes including:

- Delivered leadership training with female representation;
- 50% female participation in our inaugural summer internship programme;
- Upgraded our external Careers website to improve employee value proposition transparency for candidates; and
- Added a company-funded comprehensive medical assessment and mammogram.

DE&I remains at the heart of Enstar's strategic goals and is a constant consideration in how we build, develop and support our colleagues.

We will further detail how we support an inclusive workplace, including our support for organisations that champion furthering equality and encourage women empowerment, in Enstar's 2022 ESG and DE&I reports, to be published in April 2023.

DARREN TRUMAN

CHIEF EXECUTIVE OFFICER, ENSTAR (EU) LIMITED
AND GROUP HEAD OF TECHNICAL CLAIMS



“Our Diversity, Equity, & Inclusion (DE&I) goal is to create an inclusive culture that enables all colleagues to reach their potential.”

WHAT IS DRIVING THE GAP?

The 2022 figures show an improvement in both our gender pay gap and gender bonus gap and we anticipate seeing a tangible shift in data within the next few years. We are committed to putting in the effort to bridge the gap and have seen reductions in our mean and median gender pay gap and bonus gap since we started reporting in 2018.

The change continues to be incremental, and we appreciate that representation drives results.

Factors leading to this year's gender pay gap include:

Representation

Lower representation of women in senior leadership roles, which by their nature will be higher paying roles.

Sector

Historically, the insurance sector attracted a higher proportion of men to women. Enstar operates an acquisitive business model with employees hired along with the business acquired. Given this, gender representation is often heavily influenced by the legacy employer.


Location

Enstar UK offices are in Guildford and London, with London being the highest paying location. Outside of London, headcount is almost equally split between men and women. In London, 65% of headcount is male and 35% female. A higher portion of men in London increases the mean average pay and bonus for males.

The bonus gap is driven by increasing variable pay opportunity with seniority, at which levels there is higher male representation as illustrated by the pay quartiles. Additionally, Enstar offers part-time schedules which have a higher take-up amongst women (84% of part-time employees are female), which also impacts the bonus pay gap. Bonus pay gap uses actual bonuses paid, rather than a full-time equivalent value, so a higher percentage of women in part-time roles will directly reduce the mean bonus for females. While part-time working will have a negative impact on the bonus pay gap, Enstar is committed to supporting flexible working.

Enstar provides opportunities for employees to make responsible financial decisions where possible. One such programme is to give employees the choice to put their annual bonus into a pension. 16% of the bonus-eligible women chose to do so in 2022. While this has a negative impact on the % of women receiving bonus under the bonus pay gap reporting, we are committed to offering employees the choice to make financially sound decisions where possible.





Senior leadership roles held by women across the group in 2022

CHIEF FINANCIAL OFFICER, ENSTAR GROUP
GROUP CHIEF RISK OFFICER
GROUP GENERAL COUNSEL
SVP & HEAD OF MANUFACTURING LIABILITIES
CEO/CFO, ENSTAR AUSTRALIA
GROUP TAX DIRECTOR
CFO, ENSTAR US
CHIEF TRANSACTION ACTUARY M&A
SVP, HEAD OF CLAIMS, ENSTAR US
SVP, GROUP LITIGATION DIRECTOR
PRESIDENT, DCO LLC
CEO, ALPHA INSURANCE
GROUP HEAD OF INTERNAL AUDIT
HEAD OF FINANCE, ENSTAR (EU)
DIRECTOR OF OPERATIONS & LEGAL MGT.
SENIOR TRANSACTION ACTUARY

ENSTAR UK GENDER PAY GAP REPORT FOR 2022

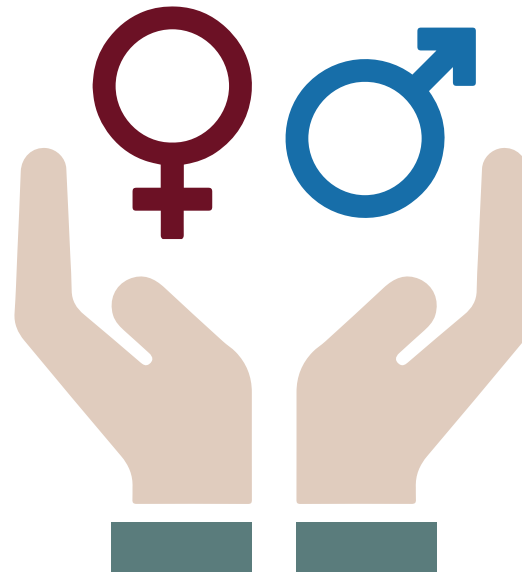
As a UK company employing more than 250 employees, we are required to publish our gender pay gap data. This is Enstar’s fifth year of reporting this information. This gender pay gap report provides a ‘snapshot’ of pay balance, by gender, as of 5 April 2022. It quantifies the difference between the average and mean earnings of men and women, irrespective of role or seniority.

WHAT IS “GENDER PAY GAP” AND IS IT DIFFERENT TO EQUAL PAY?

The gender pay gap is different from equal pay; the gender pay gap measures the differences between the average and median pay of male and female employees irrespective of job role or seniority. Equal pay issues focus on pay differences between male and female employees performing the same or similar work, or work of equal value.

For example, where an employer delivers the same pay for employees in comparable roles, but the leadership team is comprised of 78% men, assuming these are higher-paid roles, this will generally give rise to a gender pay gap but not an equal pay issue.

Enstar determines pay based on role requirements including, but not limited to, accountability, responsibilities, specialised or technical expertise, location, education, qualifications, years of experience, working hours and individual performance. We are confident that our pay gap is not a result of paying men and women differently for the same or similar work, or work of equal value.



MEASURING THE GENDER PAY GAP

MEAN PAY GAP

The mean gender pay gap is an average comparison. It is calculated by adding together the hourly pay rates of male full-pay relevant employees and dividing this figure by the number of male full-pay employees to determine the mean hourly pay rate for men. The same figure is calculated for women. The calculation then subtracts the mean hourly pay rate for women from the mean hourly pay rate for men, divides the result by the mean hourly pay rate for men and multiplies the result by 100. This gives us the mean gender pay gap in hourly pay as a percentage of male pay.

MEDIAN PAY GAP

The median gender pay gap is a comparison of the middle of the hourly pay rate range for men and women. It is calculated by arranging hourly pay rates for male full-pay relevant employees from highest to lowest and taking the hourly pay rate for the middle-ranked man. This same figure is calculated for women. The calculation then subtracts the median hourly pay rate for women from the median hourly pay rate for men, divides the result by the median hourly pay rate for men and multiplies the result by 100.

SUMMARY OF OUR NUMBERS

PAY GAP

Mean (average): 27.3% (47.3% when we first started reporting in 2018), meaning that on average, our women employees' hourly rates of pay are 27.3% lower than our men employees' hourly rates of pay. We are pleased that the mean gap has reduced over the last four years and continue to work hard to close the pay gap.

Median (middle): 19.2% (34.3% when we first started reporting in 2018). We are pleased that the median gap has reduced over the last four years and continue to work hard to close the pay gap. We recognise that there is more work to be done and the shift we would like to see will take time.

BONUS GAP

The average bonus pay is 52.5% higher for staff who are men compared to average bonus pay for staff who are women. A positive improvement from the 58.6% reported last year and the 72.7% when we first started reporting in 2018.

Median bonus pay (the middle bonus pay level of all men and all women) is 44% higher for staff who are men compared to mid-level for staff who are women. A positive improvement from the 51.8% when we first started reporting in 2018.

QUARTILES

In comparing quartile data to 2018 when we first started reporting gender pay gap, we see a decrease from 60.2% to 53.3% in the portion of women in the lower quartile. At the same time, women in the upper-middle quartile increased from 28% to 34.4% and in the upper quartile increased from 20.4% to 24.7%. This is a positive shift across all quartiles for pay distribution among women employees.

GENDER PAY GAP

Year	Mean	Median
April 2022	27.3%	19.2%
April 2021	36.7%	24.7%
April 2020	39.8%	29.6%
April 2019	36.6%	27.3%
April 2018	46.4%	34.1%
April 2017	47.3%	34.3%

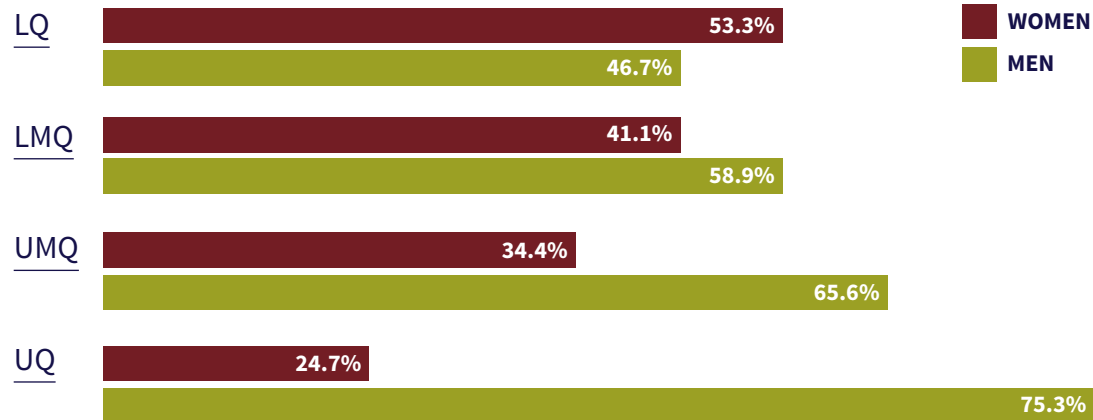
BONUS PAY GAP

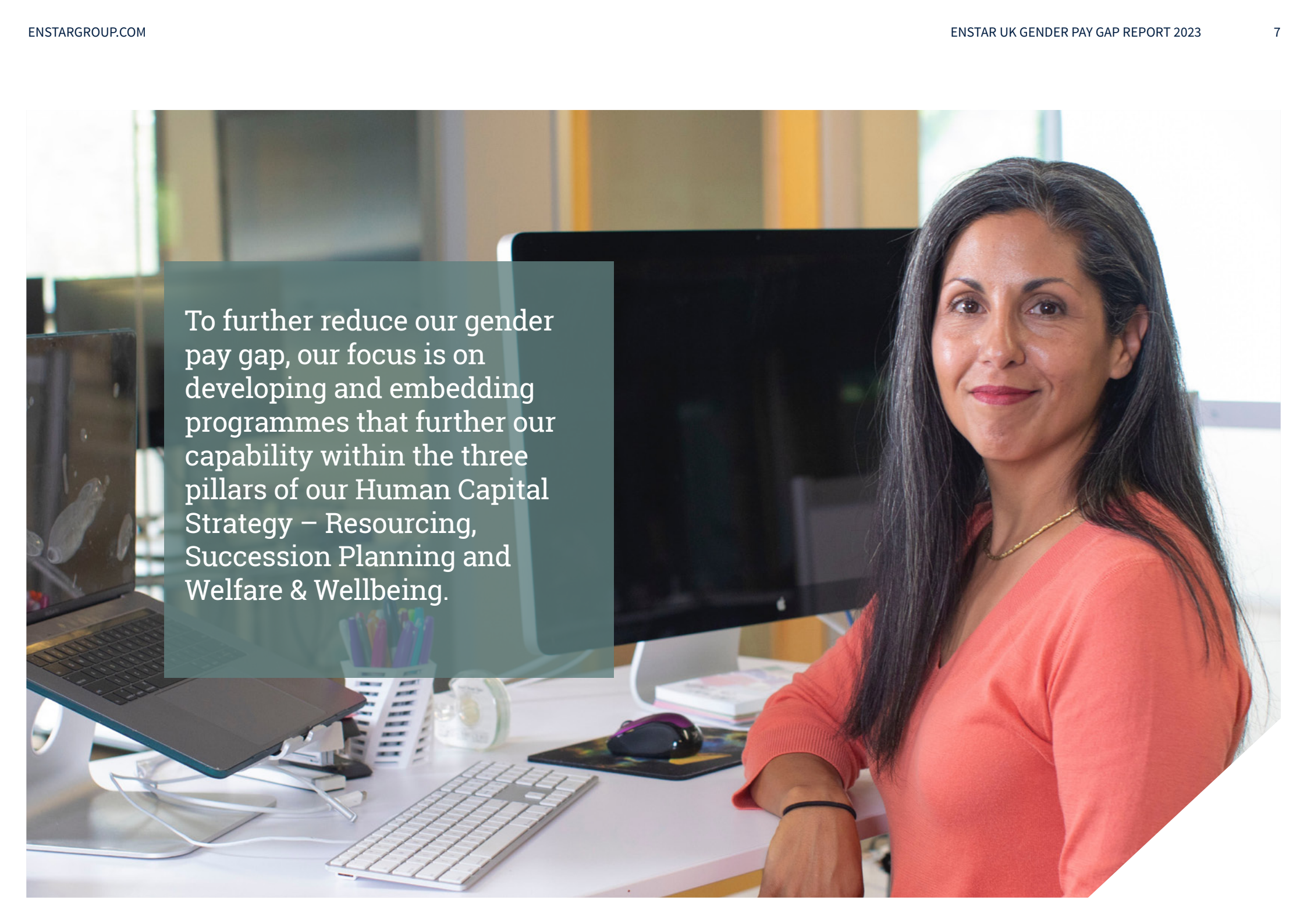
Year	Mean	Median
April 2022	52.5%	44.0%
April 2021	58.6%	31.0%
April 2020	68.2%	50.1%
April 2019	67.6%	49.3%
April 2018	80.5%	55.8%
April 2017	72.7%	51.8%

% EMPLOYEES RECEIVING A BONUS

Year	Men	Women
April 2022	84.0%	84.7%
April 2021	89.5%	84.7%
April 2020	79.3%	83.3%
April 2019	81.9%	89.0%
April 2018	82.7%	86.8%
April 2017	84.0%	82.7%

PROPORTION OF MEN AND WOMEN BY PAY





To further reduce our gender pay gap, our focus is on developing and embedding programmes that further our capability within the three pillars of our Human Capital Strategy – Resourcing, Succession Planning and Welfare & Wellbeing.

OUR FOCUS

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RESOURCING

Building a diverse workforce requires attracting and retaining high calibre talent from diverse backgrounds in leadership roles and building a diverse pipeline.

In 2022, improving diversity of senior hires was strengthened via initiatives including hiring manager training and gender diverse shortlists for most roles.

Diverse candidate pipeline development was strengthened via channels including an upgrade to our external Careers website and launch of our Summer Internship Programme.

The upgrade to the external Enstar Careers website significantly modernised our approach, clarified our value proposition, improved accessibility and adopted inclusive language. The update added employee images and videos which highlight our brand, articulate the nature of our business and work environment and share our story to assist efforts to attract diverse candidates.

The launch of our Summer Internship Programme provided a rich mix of industry training, departmental experience and personal development activities to a class which was 50% women, 43% ethnically diverse and from socioeconomically diverse backgrounds. 100% of interns said they would work at Enstar again and we are planning to bring back top candidates this summer as well as expand the number of available roles.

SUCCESSION PLANNING

Developing a diverse workforce requires a learning culture which enables all employees to develop and progress their careers. We deliver targeted leadership training with key female representation to build management capability, broad-based employee training to support career growth and a performance review process which encourages continuous feedback and identifies future talent and employees ready for promotion opportunities.

Almost 100 employees have completed leadership training programmes which help identify future leaders for stretch roles. Representation of women in executive level training programmes is at 38% and 33% for their direct reports. An added positive outcome of this training is a realised reduction in attrition.

Broad-based employee training is delivered via a digital learning platform, launched in 2020, which has been used by 65% of employees and more than 10,000 courses have been accessed. We are committed to enhancing the learning experience to support all employee's personal and professional development goals.

In March 2022, we launched a new performance management platform which provides an anytime feedback option to encourage a continuous feedback loop. The performance management process includes annual Talent Review Boards, to identify internal talent and employees ready for promotion opportunities which have more than doubled the rate of internal promotions.

WELFARE & WELLBEING

Supporting a diverse workforce requires policies, practices and programmes which enable welfare and wellbeing.

POLICIES

The Enstar Group Board and Executive Team are deeply committed to ensuring employees of all genders are valued and can bring their true self to work. The Board of Directors Diversity Policy outlines the approach to achieving and maintaining diversity on the Board. The Group Diversity, Equity and Inclusion Policy provides guidance on employee level responsibility and outlines the positive business impact of DE&I.

PRACTICES

We have expanded our DE&I practices via:

- the creation of a DE&I Action Group;
- the creation of an ESG Oversight Group;
- the creation and delivery of an Inclusive Leadership Manager Programme;
- hosting events and articles that recognise key milestones such as International Women's Day and Black History Month;
- a DE&I Intranet site for internal and external initiatives;
- pay and promotion assessments based on a role-based evaluation, grading and benchmarking approach to deliver market competitive pay on a gender-neutral basis;
- enhanced bonus eligibility for family leave (maternity, paternity, adoption or family care), with the first 91 days of that leave bonus eligible; and
- gender-neutral reward practices which support business objectives and reward employees in relation to company and individual achievements.



PROGRAMMES

AGILE WORKING

We recognise that work-life balance is key for employees of all genders and are committed to job flexibility, with 30% of our employees working remotely, 69% following an Agile working approach and with the remaining office-based jobs being those that require on-site presence. Our manager-led Agile working approach considers where and when work is completed to create an efficient working environment that benefits both employee and employer. There is an equal split of men and women working in Agile and remote jobs.

EMPLOYEE ENGAGEMENT

Employee engagement is measured via annual surveys and regular focus groups, which explore the employee experience and define core areas for attention and follow-up. In 2022, Enstar received the People Insight Outstanding Workplace Award for exceeding industry benchmarks for engagement scores in our sector. Our 2022 results indicate employees consider Enstar a place where they can be themselves, with positive scores in responses to the following engagement measurements:

- 81% indicate Enstar provides an environment for free and open expression of ideas, opinions and beliefs;
- 79% believe we are doing a good job of recruiting people from diverse backgrounds; and
- 81% feel that they can be their true selves at work.



WELLNESS (MENTAL, PHYSICAL AND FINANCIAL)

Wellness is a key part of our Employee Value Proposition, with initiatives including:

- Enstar Wellness: an annual reimbursement of expenses which support mental or physical wellness;
- Wellbeing platform: to provide consistent and wide-ranging support in the areas of physical, emotional and financial wellbeing;
- Employee Assistance Programme;
- Mental Health First Aiders: trained staff members who are available as a first line of support;
- Mental Health Awareness Training: managers training to help identify mental health challenges, guidance and assistance techniques; and
- a company-funded comprehensive medical assessment and mammogram.



ENSTAR

For more information, please contact:
HR.Europe@enstargroup.com

Realising Value