



Gender pay report
2017



At Hiscox we want to employ and keep the best people, and provide them with the means and motivation to excel in their careers with us. It is why we benchmark salaries and provide performance-related bonuses, employee share schemes and competitive benefits to all our employees. And we strive to be inclusive, so that everyone working here can fulfil their talent and ambition.

Like many other businesses, Hiscox has a 50/50 gender split at entry level roles, but we see a decline in women filling senior, more higher-paid roles. This is driving a gap between the average amount paid to men, compared to the average amount paid to women.

As well as bringing transparency to the gender pay gap, this report also outlines what steps we are taking to support more women to reach senior positions at Hiscox.



Bronek Masojada
Chief Executive

Pay and bonus gap – difference between men and women

	Median	Mean
Hourly pay gap	26.2%	31.1%
Bonus pay gap	49.5%	71.1%

The proportion of females receiving a bonus during the year was 87% versus 89% of men.

The UK Government has asked all firms with more than 250 employees to publish details of the gap in pay between men and women. Along with many other businesses this is the first time Hiscox has reported the average amount paid to men, compared to women.

One thing to note is the difference between equal pay and gender pay. Equal pay is the amount paid for carrying out like-for-like roles. This report looks at the gender pay gap which the government defines as, “...an equality measure that shows the difference in average earnings between women and men.”

As well as covering the gender pay gap, our report also looks at the gender gap in bonus payments and what we are doing to close the gap in both salary and bonuses by making sure more women have a better chance to progress to senior roles within Hiscox.

Hiscox’s overall gender pay gap

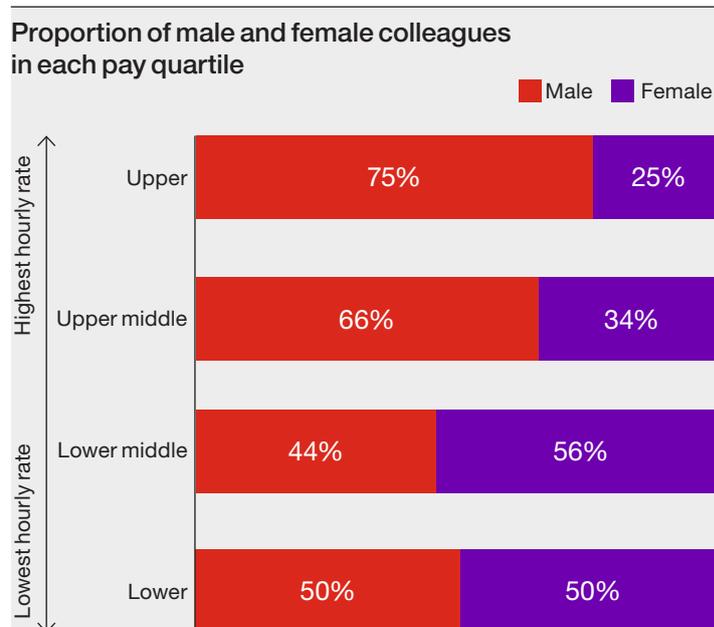
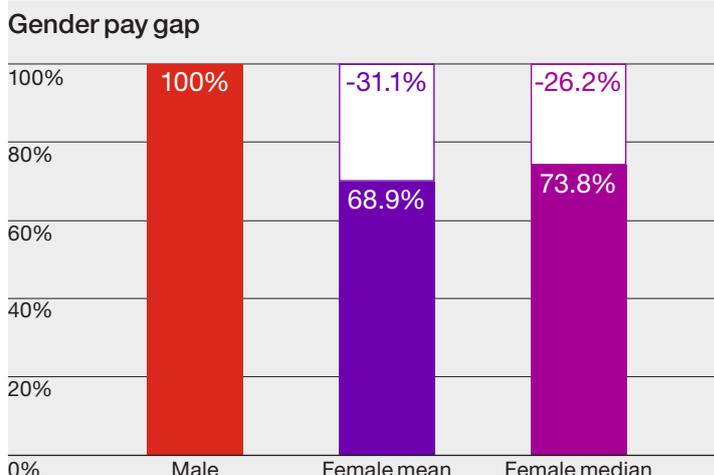
Our data was taken from the April 2017 pay period and converted to an hourly rate of pay for each employee regardless of their job role, level of seniority, or location. The average hourly pay for men and women was calculated on a mean and median basis.

	Median	Mean
Hourly pay gap	26.2%	31.1%

While we know men and women employed at Hiscox are paid equally for carrying out equivalent jobs – we have a robust process in place to ensure pay levels are reviewed fairly and consistently – our analysis shows that the pay gap is largely due to having fewer women at senior levels.

This imbalance is shown in the chart to the right. They were created by ordering all employees, irrespective of gender, in terms of highest to lowest hourly pay. The data was then split into four equally-sized groupings with those in the highest paid grouping shown below in the upper quartile row, and those in the lowest paid grouping in the lower quartile row.

If you compare the lower quartile row – where the male/female split is equal – with the upper quartile where men make up 75% and women only 25%, then the under representation of women at senior levels is clear.



What's the bonus pay gap

Turning to the difference in bonus pay between men and women, we took bonus payment data from the 12 months to 5 April 2017. We have not adjusted the amounts to reflect the impact of part-time working and temporary absence.

	Median	Mean
Bonus pay gap	49.5%	71.1%

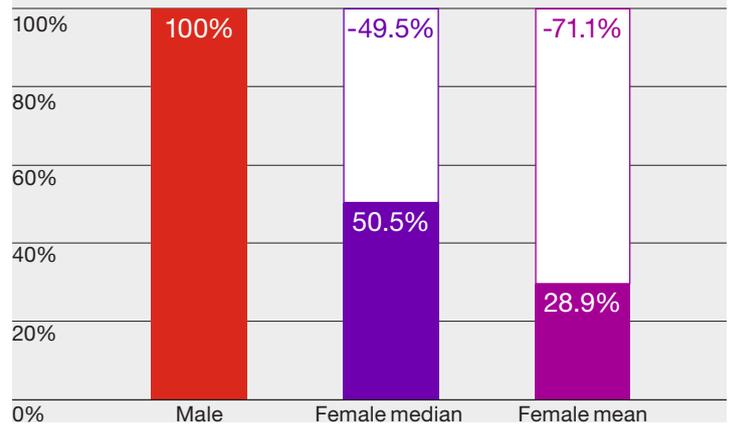
As with pay, since there is a higher representation of men at senior levels in the organisation in roles which attract higher variable pay; men's bonuses are, on average, larger than women's bonuses.

These figures also include share options exercised which can vary year to year, as timing is determined by employees. The difference between the mean and median figures is primarily explained by the share transactions of a small number of male employees.

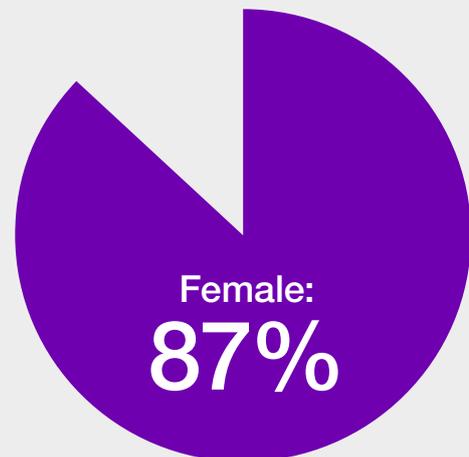
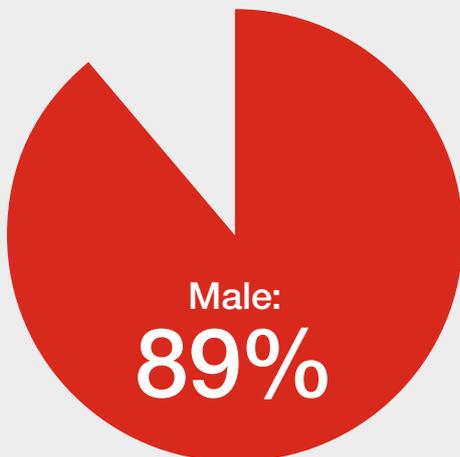
There is equal opportunity to earn a bonus at Hiscox. The proportion of females receiving a bonus during the year was 87% versus 89% of men (see charts below).

The slight difference for the current year of reporting is due to more women joining the company after the annual bonus eligibility cut-off date and not receiving a bonus.

Gender bonus gap



Proportion of male and female colleagues receiving a bonus last year



Bridging the gender pay gap: what we're doing about it

Our position is clear: we want more women in senior roles at Hiscox. To achieve that goal we need to help women build their careers through all levels in the organisation. To help us, the following initiatives are underway. We recognise it will take time for these initiatives to reduce our gender pay and bonus gaps but we are determined to make lasting changes.

Our initiatives

More flexible working

We have removed potential barriers to women's career progression by enhancing our maternity and paternity packages, and encouraging flexible working. Working from home or part time should not be a barrier to career progression.

Peer support

In 2014 we launched a 'women in leadership' programme to help women maximise their leadership potential. This initiative is being sponsored by the Hiscox Executive Committee.

Measuring our progress

Each Hiscox business unit has set its own diversity key performance indicators which are being monitored by Hiscox's Chief Underwriting Officer. We have also appointed our first diversity and inclusion specialist.

Career development

Targeted development plans are in place to support career progression and help every woman at Hiscox fulfil their potential.

Gender neutral recruitment

Our recruitment processes have been reviewed to ensure they are gender neutral. We are taking steps to ensure we have a balanced shortlist of candidates for job roles which, historically in the financial services sector, have been dominated by men.

Supporting parents

We have a parents network and 'return to work' project for new parents. We've been looking at the data, hearing first-hand from employees and benchmarking to ensure best practice.

To view the latest job vacancies at Hiscox: hiscoxgroup.com/careers