

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

Doing the right thing for our 4Cs – colleagues, customers, company and community – drives our decision making at Hastings and that starts with colleagues.



We're proud to be a company that encourages colleagues to be themselves because we believe diversity of thinking and different perspectives strengthen the way we work and make us successful.

It is important that all colleagues have equality of pay for equivalent roles and equality of opportunity at all stages of their careers with us. That's how we make sure we attract and retain the best talent in the industry and there is more we are doing.

Men and women in equivalent roles at Hastings are paid equally but we know that we have a greater proportion of men than women in senior roles creating our gender pay gap. Closing this gap is a long term process and some of our statutory figures have increased, as seen in the progression from last year; however, we are confident that the initiatives we have put in place will bring about meaningful, lasting change in the longer-term.

My executive team and I are fully committed to making sure that Hastings remains a place where all colleagues can contribute, thrive and be who they are.

Toby van der Meer
Toby van der Meer CEO

The story so far...

Over the last twelve months we have successfully increased female representation, most particularly at a senior leader level. We have also implemented a number of initiatives aimed at engaging and raising diversity amongst our Colleagues. We are however always seeking to do more and looking for effective ways to enhance our diversity strategy. Here are some examples of what we have done over the past year:

Objective	Action
Increasing female representation	<ul style="list-style-type: none"> Female representation has increased at bands 1/2, 4 and 5. The biggest increase is at band 5 - a 12% increase in the year. This equates to six additional band 5 females. There are eight fewer males at band 5.
Encouraging inclusive leadership	<ul style="list-style-type: none"> We have implemented a reverse mentoring scheme for all genders with the intention of creating developmental relationships between talented junior Colleagues and senior leaders.
Building diversity in leadership	<ul style="list-style-type: none"> We have signed as members of the 30% Club. Ten of our talented female leaders will take part in a cross-industry mentoring scheme and an additional ten male and female leaders will be mentors to females in other organisations. We partnered with Women in Data as a silver sponsor of their annual event and have signed up to the Women in Finance charter to support the progression of women into senior roles in areas that are historically male oriented (see page 4).
Expanding diversity awareness	<ul style="list-style-type: none"> We have redesigned and deployed a Colleague mandatory training module focused on diversity and inclusion that includes more insight on our guiding principles of 'fairness and transparency without bias'.
Tackling Unconscious Bias	<ul style="list-style-type: none"> All leaders will complete an online unconscious bias awareness module and attend an action learning set to bring the concept to life and to encourage behavioural change.

*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoint in the ranges of hourly earnings of men and women.

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

Headline gender pay gap*

This report provides a snapshot of the gender pay gap* at Hastings Insurance Services Limited on 5th April 2018 taking data over the preceding 12 months.

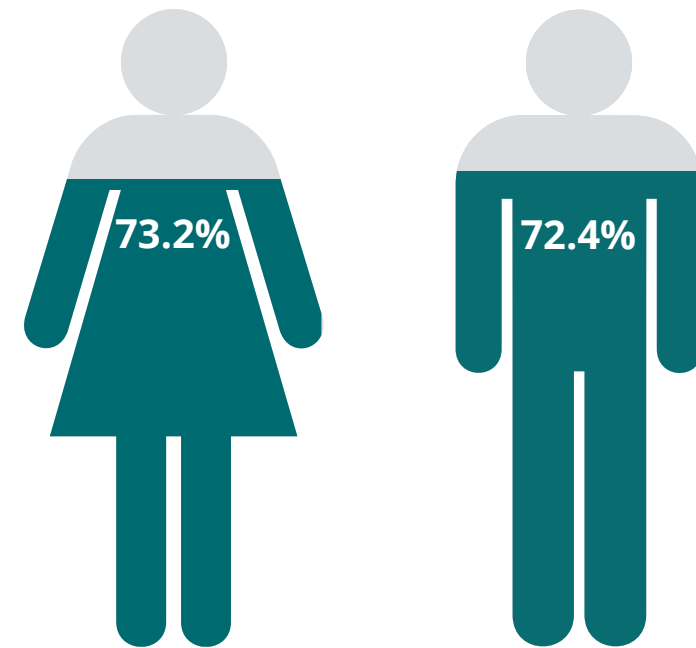
Difference between men and women		
	Mean difference	Median difference
Pay gap (hourly rate)	19.1% (2017 - 17.4%)	6.5% (2017 - 8.2%)
Bonus gap	61.6% (2017 - 45.3%)	17.5% (2017 - 11.5%)

Why we have a gender pay gap*

We know that, overall, pay does not favour males over females either on a statutory basis or based on our internal research. However, we are conscious that the reported data is impacted by the fact that we have a higher number of males than females in roles attracting the highest average rates of hourly pay. We have calculated that, **if the top 10% of higher earners is excluded, the gender pay gap reduces significantly** as follows:

- Mean pay difference drops from **19.1%** to **4.7%**
- Median pay difference drops from **6.5%** to **4.2%**
- Mean bonus difference drops from **61.6%** to **13.6%**
- Median bonus difference drops from **17.5%** to **8.7%**

Proportion of men and women receiving a bonus



● Did receive a bonus ● Did not receive a bonus
Based on performance

Colleagues at all levels across Hastings are eligible to be considered for a bonus depending on performance. **72.4%** (2017 - 81.0%) of **male** colleagues received a bonus against **73.2%** (2017 - 78.8%) **female** colleagues.

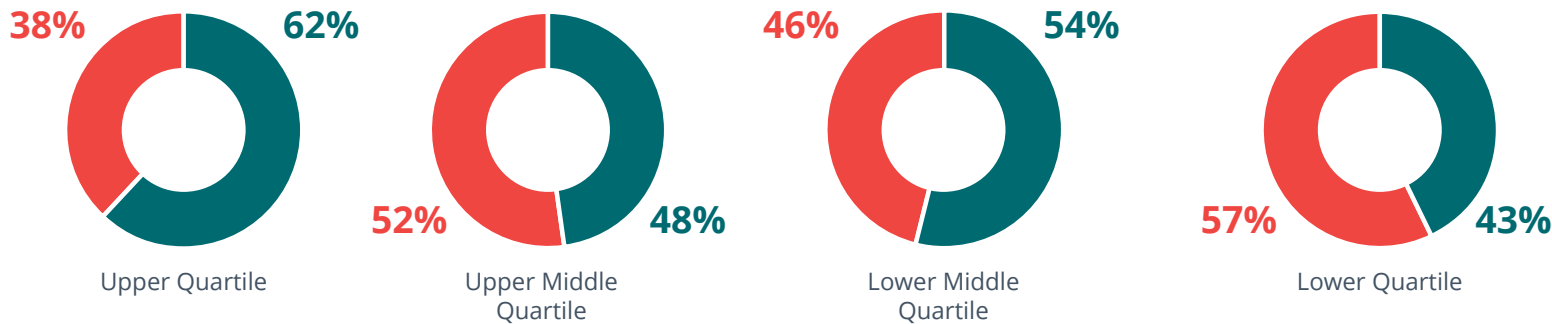
*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoint in the ranges of hourly earnings of men and women.

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

Proportion of men and women in each pay quartile

● Female ● Male

These charts shows the gender split when we order hourly rates of pay from the highest to lowest and group into four equal quartiles:



How our diversity strategy will help narrow our gender pay gap*

We are continuing to devise and implement a broad diversity programme, **sponsored** by our **Executive Committee**:

Focus area	What we're doing:
Diversity Building Blocks	<ul style="list-style-type: none"> We are conducting an end-to-end review of our attraction and selection approaches. Recruiter and hiring manager skills development started in December 2018 to ensure we deliver a fair and engaging recruitment experience for all. We have incorporated awareness discussions and guidance in our performance management guide, our leadership briefings and our training for new leaders. We will also increase the monitoring of fairness and transparency without bias in the rating and allocation of pay and bonus awards. Across the organisation our leadership development programmes will include modules to support female and BME leaders so they can be encouraged to develop in order to progress at Hastings. We will provide additional training and coaching for talented individuals to increase diversity in the succession pools for team and contact centre leader roles. We have put in place meaningful targets for diversity in our workforce for 2019. We will also improve our data analysis to help our understanding to target our actions to more effectively report our successes.

*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoint in the ranges of hourly earnings of men and women.

This report is for Hastings Insurance Services Limited, the main employer and only entity with more than 250 employees in the Hastings Group.

Why we're excited to be part of Women in Data UK



In November 2018, we were proud to be part of the Women in Data annual event as a silver partner. As a diverse and inclusive company, we share Women in Data UK's belief that the world of data and analytics is still a male-dominated field and we're keen to help break down the stereotypes around STEM to attract both

the current and the next-generation of female talent to Hastings. The event was attended by over 1,000 data professionals and as part of our partnership, some of our Pricing, Data and Underwriting Colleagues were profiled on the Women in Data website and via social media, and were invited to attend the event. We also exhibited at the event to raise awareness of how we use data within Hastings Direct and our current data opportunities. One of our colleagues, Biqing Wang, Pricing Analyst who attended the event told us, "Having the opportunity to attend this event was invaluable and important. The event was very inspiring and a great experience."

We look forward to hosting our own event in partnership with Women in Data UK in 2019.

In summary

- We have continued to **promote** and **recruit females** to **senior roles**.
- Our ongoing **commitment to the 30% Club, Women in Data and Women in Finance** provides a visible focus on our intent to increase female senior leader representation by 2020.
- Our **reverse mentoring scheme** will create greater trust and better relationships between talented junior colleagues and senior leaders.
- Our newly deployed mandatory **diversity training module** will provide more insight to Colleagues on our guiding principles of 'fairness and transparency without bias'.
- All leaders will complete an **online unconscious bias awareness module** and attend an action learning set to bring the concept to life and encourage behavioural change.
- Our continually **evolving programme of diversity and inclusion**, particularly in the areas of attraction, induction, talent identification and leadership will allow our colleagues to come to work knowing they have an equal opportunity. We are confident that men and women are paid equally for doing similar jobs across the organisation.
- We will make sure **Hastings remains a place where colleagues can contribute, thrive and be who they are.**



We confirm that the data contained within this report is accurate and meets the requirements of the Gender pay gap* reporting regulations.



*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoint in the ranges of hourly earnings of men and women.