

# UK Gender Pay Gap Report 2020

## Introduction

"I am really pleased to report an improvement across all our gender pay metrics at QBE. Improving the gender pay gap is an important sign that we are progressing towards our goal to have women equally represented within our organisation - across all levels and within all disciplines.

Whilst this year has presented us with a unique set of challenges, it also presents an opportunity to accelerate our shift to a more flexible workplace. We will take this lesson forward into 2021, along with our commitment to driving long term and sustainable change so that we may build a more inclusive, flexible and gender balanced workforce.

I genuinely believe our values should drive our direction and decision making but I recognise the importance of working towards a target. With this in mind, I'm happy to share our new target of at least 40% women in leadership by the end of 2025 which will be supported by specific initiatives and actions plans."

**Jason Harris**

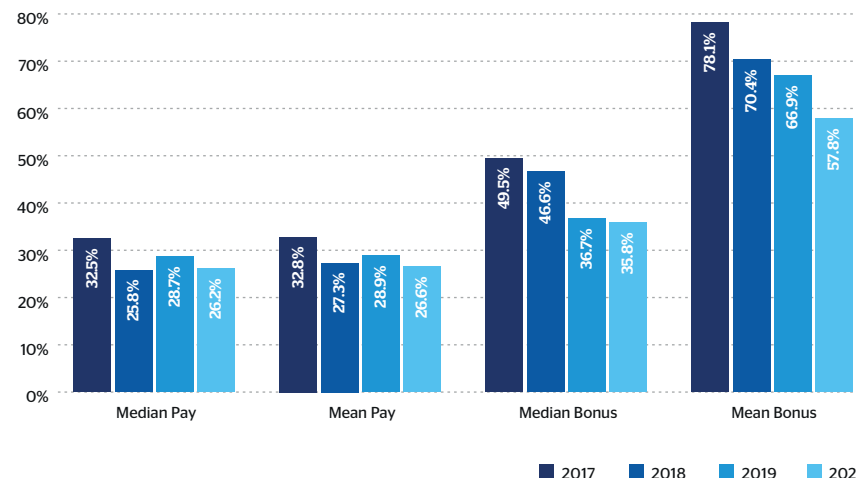
Chief Executive Officer - International

Statutory disclosure:

I confirm the data in this report is accurate and calculated in line with Gender Pay Gap Reporting requirements.

## Our Gender Pay Gap

### Gender Pay Gap 2017-2020



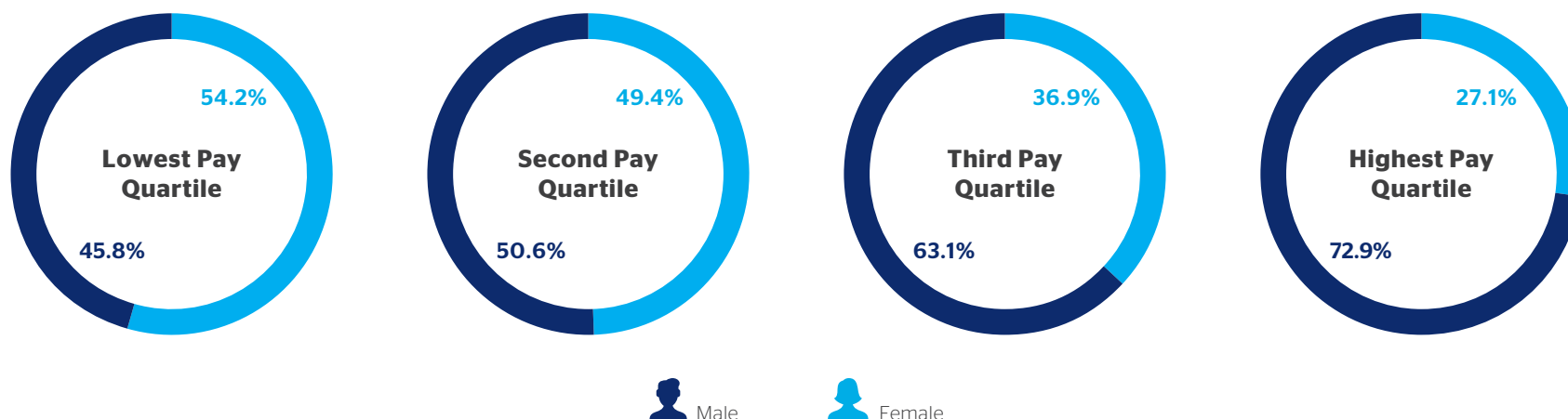
### Bonus Eligibility

At QBE everyone is eligible for a bonus if they're employed before 1st October in that performance year.

**88%**  
**males**  
received a bonus

**91%**  
**females**  
received a bonus

## Gender representation by pay quartile



All our UK gender pay metrics have reduced since reporting began in 2017. Our mean gender pay gap by 6.2% and our mean bonus pay gap by 20.3%

The QBE UK gender pay gap continues to reflect the industry wide gender representation challenge at senior levels. Improving senior female representation levels remains a focus across QBE with many initiatives put in place to drive change.

As part of our commitment to diversity and inclusion, we are proud to be a signatory of the **Women in Finance Charter**, an initiative by HM Treasury and financial services firms to build a more balanced, fairer industry.

In 2018, when we signed up to the Charter, we set a target to achieve more than 32% senior female representation by the end of 2020. We are proud to have met this target early across our European Operations population, but still have work to do in the UK.

**Women in leadership levels have increased steadily by 2-3% each year to 32.7% across our European Operations division and 29.5% for our UK population as at the end of December 2020.**

## Actions taken in 2020 to drive change

- > To support the health and wellbeing of our people throughout the pandemic we have delivered a comprehensive wellbeing programme. This covers a broad range of topics such as mental health, nutrition, sleep, financial awareness, physical wellbeing and domestic violence with a particular focus on flexibility and support for those with caring responsibilities.
- > Through our partnership with CityParents our people have benefitted from access to a network of professionals who have a shared interest in balancing home life with a progressive career. Benefits include access to a wide range of webinars on family, careers, wellbeing and a mentoring programme with annual matching.
- > Creating an environment where everyone can thrive, be treated with respect and feel confident to use their voice is really important to us. This year we launched a 'Know the Line' campaign to reinforce this message with;
  - A new, confidential and independent bullying and harassment hotline so that our people have the option to speak to someone externally for advice
  - 'Know the Line' workshops for all our people leaders to explore the diversity of lived experiences, what crosses the line for different people and to give them an understanding of the actions they can take to create a safer, more inclusive workplace
- > We have continued to embed hiring practices to attract senior females. We strive for gender balanced shortlists and interview panels, promote best practice through our hiring manager guides and briefings, and have enhanced software to create gender neutral wording for job adverts which feature a happy to talk flexible working strapline.
- > In line with our Talent and Culture global strategic priority we remain focused on talent identification and development. Detailed talent reviews have taken place across our senior population and we have worked towards achieving gender balanced cohorts on our leader development programmes.
- > We took part in the #Iamremarkable workshops (a Google initiative to empower women and underrepresented groups to celebrate their achievements in the workplace and beyond) and rolled out a series of workshops encouraging people to speak up and be heard both in person and virtually called 'Unleash the power of your voice'.
- > Global 'Women in Tech' working groups and our gender employee network, the Circle, have continued to focus on inspiration, collaboration, mentoring and development.
- > The continued promotion of our family friendly UK policies also remains a priority. Following the launch of our enhanced policy last year we have seen a 9% increase in the take up of shared parental leave.

## Looking forward

- > Whilst 2020 was a year of instability and uncertainty, it has unlocked possibilities and accelerated our shift to becoming a more flexible workforce. As we look towards the future, we are considering how we return to office with a refreshed approach into how and where work gets done. This will be underpinned by the concept that 'work is a thing we do, not a place we go'.
  - > The health and wellbeing of our people remains a key priority. We will continue to review and refine our offering, encouraging our people to self-select from a suite of wellbeing support depending on individual needs and circumstances. This will be supplemented by strengthening our people leaders' toolkits with specific learning focussed on wellbeing in teams.
  - > A global Culture Accelerator programme will support our ongoing focus on building and evolving our culture to support the delivery of QBE's strategic ambitions. This will seek to better understand our culture, and sub-cultures, and focus on the definition of our target culture and steps to achieve this. As part of this we will be refreshing our global diversity and inclusion policy and revisiting our strategy.
  - > A new target of 40% women in leadership by the end of 2025 has been set which will be supported by specific initiatives to drive change in attraction, career progression and retention.
  - > An end to end review of our hiring policies and practices is underway to ensure we are maximising our opportunities to attract diverse talent.
  - > We will focus on continuing to raise core standards of people leader capability across the business through the launch of a new dedicated programme encompassing personal leadership, wellbeing, and inclusion.
  - > To support these actions, we also intend to evolve our employee listening strategy and review our approach to capturing employee diversity data. These insights will help shape future focus areas.
- \*Mean - The mean is the average of the numbers. It is calculated by adding up all the numbers, then dividing by how many numbers there are.**
- \*\*Median - The median is the 'middle' value in the list of numbers.**