

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



At Hastings, building a truly diverse organisation where all colleagues can thrive is at the heart of our culture.

As part of our wider focus on diversity and inclusion, improving gender balance at all levels, especially in leadership roles remains a key area of focus for the executive team and I. We remain confident that men and women in equivalent roles at Hastings are paid equally, however there are too few women in more senior and higher paid roles which impacts our gender pay gap.

Our gender pay gap for this reporting period confirms that we still have work to do and we continue to focus on our long term plans to help narrow our pay gap. We expect to see this positively reflected in future reports.

Toby van der Meer

Toby van der Meer
CEO

D&I Strategy progress update

Culture

We are proud that in our recent employee engagement survey 83% of colleagues agreed that they could 'be who they are' at Hastings and 95% of colleagues agreed that they are treated with dignity and respect by their leader.



Our Inclusion Council continues to have a positive impact by raising awareness and delivering a programme of activities including sponsoring Pride (Hastings and Leicester), participating in International Women's day, Black History Month and National Inclusion week; raising awareness of religious celebrations (EID and Ramadan, promoting disability inclusion and much more.

Workforce

By the end of 2021 we achieved our target of having 30% of women in senior leadership roles and we are also proud to have promoted a female senior leader to our Executive committee in January 2022 as our Chief Customer and Operations Officer. We remain committed to developing talent from within by maintaining a healthy promotion rate of female colleagues into senior leadership roles. Our promotion rate into the first senior leadership level (band 5) has been consistently above 40% for the past 3 quarters (43% as of January 2022). 40% of appointments into band 6 and band 7 roles over the past 12 months are female.



Reputation

We partner with several organisations championing best practice in D&I. We signed up with Inclusive Employers in 2021 to expand colleague access to best practice, informative webinars and more. We were also delighted to be ranked 29th in The Inclusive Top 50 UK Employers List 2021/22, moving up 8 places from our position last year.



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Headline gender pay gap*

The gender pay gap* at Hastings Insurance Services Limited is based on a snapshot of hourly rate of pay on 5th April 2021. The bonus gap is based on bonus pay in the 12 month period leading up to 5th April 2021.

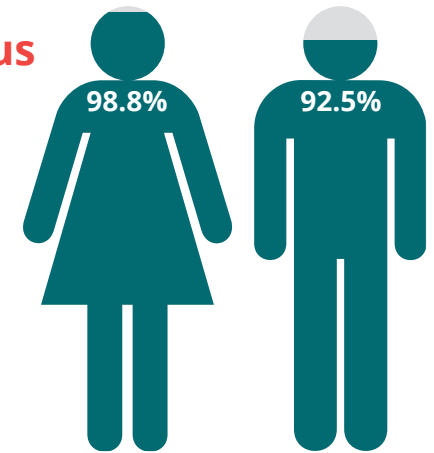
Difference between men and women		
	Mean difference	Median difference
Pay gap (hourly rate)	23.8% (2020 - 19.7%)	13.1% (2020 - 9.3%)
Bonus gap	57.8% (2020 - 53.0%)	16.1% (2020 - 13.0%)

Why we have a gender pay gap*

We are confident that, overall, our pay processes do not favour men over women 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 men than women in roles attracting the highest average rates of hourly pay. Closing this gap will take time, and we are confident that the initiatives we have put in place will bring about meaningful lasting change in the longer term.

Proportion of men and women receiving a bonus

Colleagues at all levels across Hastings are eligible to be considered for a bonus depending on performance. **92.5%** (2020 - 81.4%) of **men** received a bonus against **98.8%** (2020 - 85.8%) **women**.

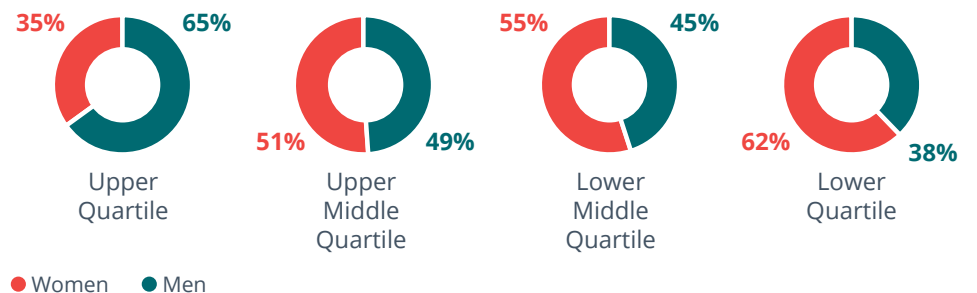


- Did receive a bonus
- Did not receive a bonus

Based on performance

Proportion of men and women in each pay quartile

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



*The gender pay gap is defined as the difference between the mean or median hourly rate of pay that men and women 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.

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What we are doing to narrow our gender pay gap

Improving representation of female colleagues in our middle management and senior leadership roles is a key part of our gender diversity strategy. To achieve this, we are paying close attention to hiring female talent and supporting our internal female talent to develop into more senior roles in areas crucial to our success such as pricing data and analytics and in digital and technology.

In the past year we re-established our partnership with **Women in Data** and have an internal working group of female colleagues leading activities in 3 workstreams to improve our talent pipeline. These workstreams are **early careers, career development** and **raising awareness and building community**. Our goals under each workstream are:

- **Early Careers** – Build future talent at grass roots level by working in schools to build interest and encourage participation in STEM subjects for young girls. Work with local universities to offer summer internships for female students in STEM subjects. The long term goal being to change the profile of the Data community by increasing female representation in the talent pool for these roles.
- **Career Development** – Provide support and learning material for existing female colleagues who wish to explore a career in data but need access to get started.
- **Raising Awareness and building community** – Connect existing female colleagues in data roles by hosting events and workshops to create a sense of belonging and community which helps us retain our talent

We have started with data pricing and analytics and will replicate this framework in technology and digital going forward.

Following our internal talent review process we have identified high potential female talent from across the business and started to work with them 1:1 in support of their career advancement.

We continue to partner with 30% Club to deliver external mentoring opportunities and currently have colleagues on both the Mission gender equity (aimed at gender equity) and Mission Include (aimed at ethnic minority equity) streams. Feedback from colleagues has been so positive that from Q2 2021 we will introduce an internal cross department mentoring programme to extend the benefits of this form of career development to more colleagues at different stages of their career.

We are a signatory of HM Treasury's Women in Finance Charter and have achieved our target to increase the representation of women in senior leadership to 30%. Our goal now is to sustain or improve on this going forward.

In summary

The 3 areas we're committing to taking action to reduce our gender pay gap remain the same. **We will do this by:**

- Supporting our female talent in middle management to progress through the organisation;
- Attracting the best female senior leaders to join us
- Opening up opportunities for aspiring female leaders to join us through any of our early career initiatives