

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



**Embracing diversity and encouraging inclusion is at the heart of our culture.**

Consistency through every day action is how we keep a strong focus on diversity and inclusion. We want every colleague to thrive in an environment that supports who they are and what they want to achieve in their career. We are proud to be recognised in 9th position on the Top 50 Most inclusive Employers list this year reflecting the hard work of colleagues across the organisation.

Improving gender balance at all levels, especially in leadership roles remains a key area of focus for me and the executive team. This past year I'm proud to have promoted another female leader to a senior executive position as Chief Information Officer, bringing female representation up to 27% on the executive team.

Our gender pay gap for this reporting period has reduced slightly however there is still more to do. We remain confident that men and women in equivalent roles at Hastings are paid equally, however we recognise that there are too few women in more senior and higher paid roles which impacts our gender pay gap. We are making progress on our long term plans to help narrow our pay gap and remain committed to closing the gap over time.

*Toby van der Meer*

**Toby van der Meer**  
CEO



## Diversity and Inclusion Strategy progress update

### Culture

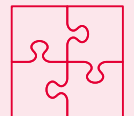
Our 4Cs culture starts with our colleagues. We are proud that results from our year end employee engagement survey show that despite a challenging external climate, colleague feedback on being comfortable being who they are at work remains high at 83%. 83% of colleagues also feel that regardless of background everyone has an equal opportunity to succeed with us.



Our Inclusion Council continue to have a positive impact by raising awareness and delivering a further expanded programme of activities. Colleagues and their families walked in Hastings and Leicester Pride, we participated in International Women's day, Black History Month and National Inclusion week. We launched our "Talking inclusion" series featuring interactive colleague sessions on Neurodiversity in the workplace, Social Mobility, Introduction to LGBTQ+ Sexual Orientation, Conscious Inclusion, Gender Identity and we continue to raise awareness of religious celebrations such as EID and Ramadan, Holi, Easter and much more.

### Workforce

We have maintained our target of at least 30% of women in senior leadership roles and are proud to have promoted another female senior leader to a senior executive position as our Chief Information Officer bringing female representation at senior executive level to 27%, from 18%. We remain committed to developing talent from within by maintaining a healthy promotion rate of female colleagues into senior leadership roles. 71% of appointments into band 6 and band 7 roles in 2022 are female compared to 40% previously.



### Reputation

We are proud to be ranked 9th in The Inclusive Top 50 UK Employers List 2022/23, moving up 20 places from our position last year. We remain signatories of the Women in Finance Charter and are active members of the Association of British Insurers Diversity and Inclusion network.



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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 2022. The bonus gap is based on bonus pay in the 12 month period leading up to 5th April 2022.

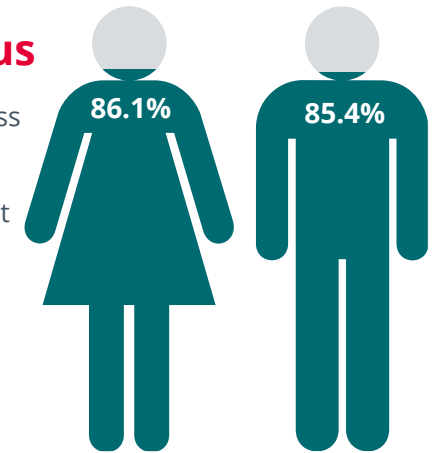
Difference between men and women		
	Mean difference	Median difference
Pay gap (hourly rate)	<b>23.4%</b> (2021 - 23.8%)	<b>11.3%</b> (2021 - 13.1%)
Bonus gap	<b>51.9%</b> (2021 - 57.8%)	<b>19.5%</b> (2021 - 16.1%)

## 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 the business are eligible to be considered for a bonus depending on performance. **85.4%** (2021 - 92.5%) of **men** received a bonus against **86.1%** (2021 - 98.8%) **women**.

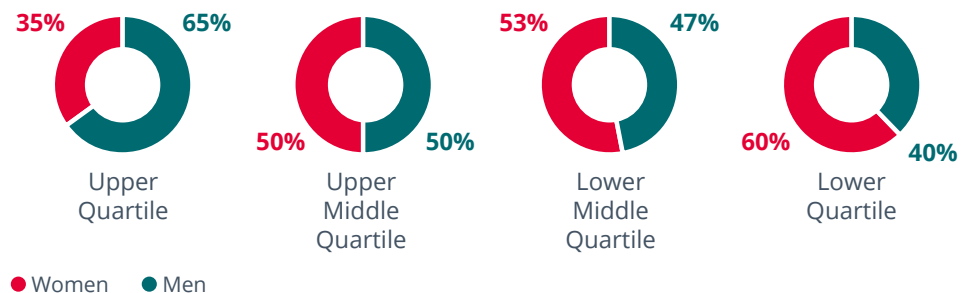


- Did receive a bonus
- Did not receive a bonus

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?

We continue to make progress against our goal to improve representation of female colleagues in our middle management and senior leadership roles as a key part of our gender diversity strategy. Our investment in leadership development for high potential female talent, offering them a suite of options such as external and internal mentoring programmes, coaching and more is being positively reflected in our workforce data trends on appointments into senior roles. With more female senior leaders at senior executive level we are demonstrating our commitment internally and externally to supporting career advancement for female colleagues.

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.

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.

Our **Women in Data** internal network female colleagues are delivering positive results across their 3 workstreams to improve our talent pipeline. They delivered a successful 'Careers in data workshop' in local schools encouraging more girls to consider this area as a career pathway. They have also designed an internal bitesize data course for existing colleagues looking to pivot into Data roles.



## 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.

