



GENDER PAY GAP REPORT 2017



FIRST FOR JUSTICE

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FOREWORD

Here at DAS, we have a set of values based around **doing the right thing** for our customers, business partners, shareholders and last but by no means least **our people**. We know that it's our people who make the difference and have helped us remain the number one legal expenses insurer in our market.



We are never complacent about this, and we welcome the introduction of gender pay reporting as it helps shine a light on diversity.

For us it's not just about gender – although of course that's important – but it's about diversity in its widest sense, including disability, ethnicity and sexual orientation.

Our results show that we can and must do better in this area, and this is something we will focus on with a defined set of actions over the next 12 months. We will then continue to build on this in the medium to long term.

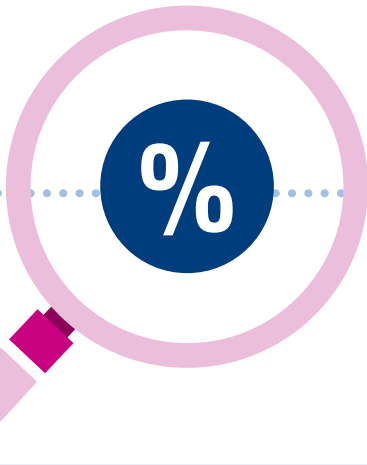
For us, this is a great example of **doing the right thing**. I'm sure it will provide a myriad of benefits not just for us as a business, but just as importantly for our culture and our people.

A handwritten signature in black ink that reads "Kate Banks".

Kate Banks
Group Director of HR & Legal Services



OUR STATISTICS



DAS UK

MEAN

MEDIAN

Average Pay Gap

29%

28%

Bonus Gap

56%

10%

MALE

FEMALE

Percentage of Employees Receiving a Bonus

20%

17%



WHAT'S CAUSING OUR GAP?

We can confidently say that the gender pay gap in DAS UK Group is not caused by unequal pay. It's driven by a higher proportion of men in more senior positions. Our analysis shows that **62%** of our **top quartile** positions are currently filled by men, whereas **66%** of our **bottom quartile** positions are filled by women. Clearly there is work to do in helping our female employees to progress into more senior positions – consequently closing the gap.

OUR OVERALL WORKFORCE CONSISTS OF:



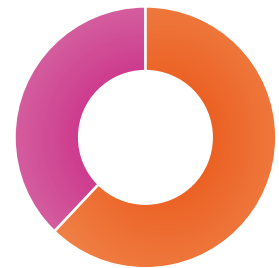
58% WOMEN

PERCENTAGE OF EMPLOYEES IN EACH PAY QUARTILE

TOP QUARTILE

38% FEMALE

62% MALE



SECOND QUARTILE

56% FEMALE

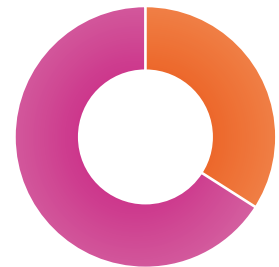
44% MALE



THIRD QUARTILE

66% FEMALE

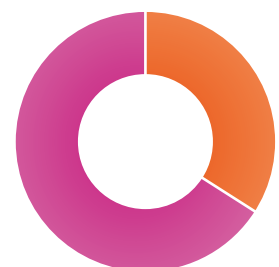
34% MALE



BOTTOM QUARTILE

66% FEMALE

34% MALE



ADDRESSING OUR GENDER PAY GAP

We are committed to establishing a **Strategic Diversity Plan** that addresses our commitment to creating an inclusive and diverse workforce, ensuring all employees are equally valued regardless of their gender, nationality, religious beliefs, disabilities, age, and sexual orientation or identity.

We're creating a **Diversity Task Force**, responsible for enabling Executive-sponsored blended networks to focus on areas of priority in the first instance.

This Task Force will be responsible for publishing a **Diversity & Inclusion Policy** both internally and externally.

We are committed to increasing the percentage of women in leadership roles by 2020, and will achieve this through various activities.



1 Reviewing our candidate sourcing channels and recruitment processes to ensure we are attracting applicants from diverse backgrounds and experiences.



2 Enabling ways of working to support a family-friendly, flexible culture.



3 Exploring development opportunities to support women.



DECLARATION

I confirm that the DAS UK Group Gender Pay statistics featured in the above report are accurate, and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Kate Banks

Kate Banks
Group Director of HR & Legal Services



