



Gender Pay Gap Report 2019



FIRST FOR JUSTICE

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Foreword

Over the last 12 months, we have remained true to our commitment to focus on Diversity and Inclusion, which continues to be a priority for us here at **DAS UK Group**.



At DAS UK, we are driven by the two fundamental beliefs; that this is “the right thing to do”, a principle upon which our **DAS RIGHT values** are based, and that a truly diverse and inclusive workforce will bring a richness of thought and approach which benefits all.

This year, we are extremely pleased to see that we have experienced a further improvement in our gender pay data, which is encouraging as it shows that our focus on Diversity and Inclusion is making a difference. However, we acknowledge that real sustainable change will take time.

In terms of our work on gender diversity, one of the areas we have focused on is how we create an environment and culture which we believe will attract and retain a higher percentage of senior women. This has been led by our CEO sponsored **Inclusion Taskforce** and our networks, including “**Spark**” – our **Women’s Network**. We have also invested heavily in increasing the awareness of Diversity and Inclusion in all our managers, whilst broadening the incentive schemes that are in place.

Across DAS UK, we remain committed to focusing and innovating in this area as we see it as a key enabler to ensuring our continued success as a business and in DAS being a great place to work.

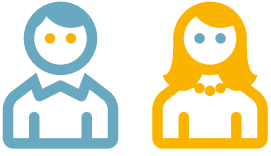
With thanks

A handwritten signature in black ink that reads "Kate Banks". The script is fluid and cursive.

Kate Banks

Group Director of HR & Legal Services

Our statistics



	DAS UK	
	Mean	Median
Average Pay Gap	26%	23%
Bonus Pay Gap	56%	40%
	Male	Female
Percentage of Employees Receiving a Bonus	38%	33%



What's causing our gap?

The gender pay gap at DAS UK, which differs from and is not caused by *unequal pay*, has continued to be driven by a higher proportion of men in more senior positions.

Our analysis shows a small improvement for females in the **second quartile**, with a balancing occurring in both **third** and **bottom quartiles**. We are yet to see a shift in the **top quartile**, however given there are fewer roles in this area, fluctuations in this quartile will be slower to respond. The progress that we make on our gender ratio in our senior positions will have most impact on both the **top quartile** and the **bonus pay gaps**.

Percentage of employees in each pay quartile

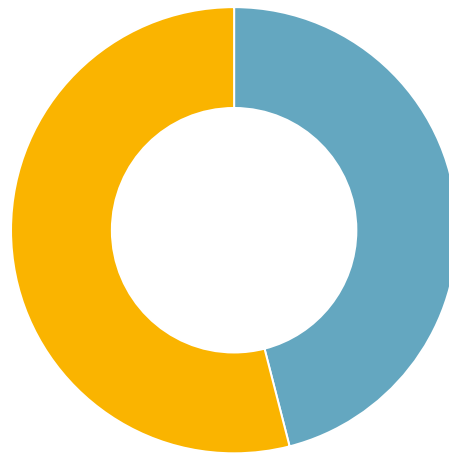
Top quartile

41% female 59% male



Second quartile

54% female 46% male



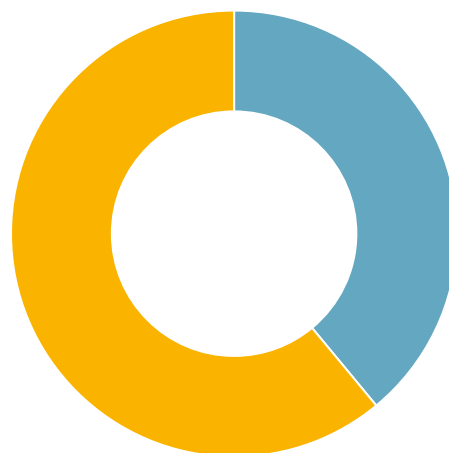
Third quartile

62% female 38% male



Bottom quartile

61% female 39% male



Progress since the last report

Our **Inclusion Taskforce** has continued to strengthen throughout 2019, with two new employee networks being created (**BAME** and **LGBT+**), which combined with our more established networks ("**Spark**" – our **Women's Network** and **Family Friendly**), are really supporting a cultural change within DAS UK. Our investment in leadership awareness and development around **Diversity** and **Inclusion**, has also supported the changes underway and are contributing to real momentum. We've offered multiple **Women in Leadership** opportunities to some of our talented teams, which will continue throughout 2020, along with exploring innovative ways to engage with our local communities to promote career opportunities for women.

We remain focused on the key areas below, and we've also added a new focus area related to our recruitment practices.



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



3 Providing development opportunities to support women and help them progress into more senior roles.



2 Delivering a cultural change programme which focuses on Diversity and Inclusion.



4 Revising our recruitment practices to attract and encourage a diverse population of candidates to explore career opportunities with us.



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

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