

Closing the gap

2020 Gender Pay Gap – Our numbers at a glance



Tim Bailey

Tim Bailey
CEO of Zurich UK



Steve Collinson

Steve Collinson
Head of HR, Zurich UK

Our aim is to make Zurich, and the wider insurance industry, a more attractive place to work for the broadest possible range of people.

We want to ensure that all our employees can realise their full potential, regardless of their gender or any other characteristic. We are therefore pleased to report that our gender pay gap continues to reduce. Our 2020 mean gender pay gap has improved by 1 percentage point compared to 2019, and our median pay gap has improved by 2.7 percentage points. This progress is also reflected in our mean bonus gap which has seen an improvement of 9.4 percentage points and our median bonus gap, which has decreased by 9 percentage points.

We have put a number of initiatives in place to drive these improvements. For example, in November 2020 we published the results of our trial to advertise our vacancies as being available on a part-time, job share and flexible basis. Since implementing this change we have seen a 16% rise in women applying for jobs and a near 20% jump in female applications for management roles. Alongside the increase in applications, the number of women hired for senior roles has leapt by 33%.

2020 was also a year where racial inequality was highlighted and we have worked hard to understand the experience of our ethnic minority applicants and colleagues, so that we can improve both representation and progression. We know that ethnicity intersects with gender, meaning that ethnic minority females can experience a double penalty. This is something we will work to understand better in 2021. As part of this work, we published our pay gaps for ethnicity, disability and LGBT in 2020, and will do so again in 2021.

Although this report is about a measurement that was taken just after the first lockdown began in April 2020, it would be remiss of us not to mention that these are unprecedented times. During 2020 our employees have worked incredibly hard to continue to deliver for our customers while working from home, balancing this with home schooling and caring responsibilities, dealing with health worries and mental health challenges, grief and financial uncertainty. It's been shown that the caring responsibilities have fallen disproportionately on the shoulders of females, and we continue to monitor the impact this may have on our female employees and our gender pay gap. We are enormously grateful for the work done by all our employees to deliver on many fronts.

In order to focus minds on driving even faster progress on gender equality, we are announcing a new goal of 40% females in our senior management population by the end of 2023. We recognise this is an ambitious goal, but we know it's where we need to be if we are to be a sustainable and successful business for the long-term.

Our numbers at a glance

Our gender pay gap figures have been calculated in line with the government regulations and show the mean and median pay gap (based on hourly rates of pay at 05 April 2020) and mean and median bonus gap (based on bonuses paid in the 12 months to 05 April 2020).

Our headline hourly pay figures

	Mean	Median
2020	19.7%	17.5%
2019	20.7%	20.2%
2018	22.8%	22.6%

Our bonus figures

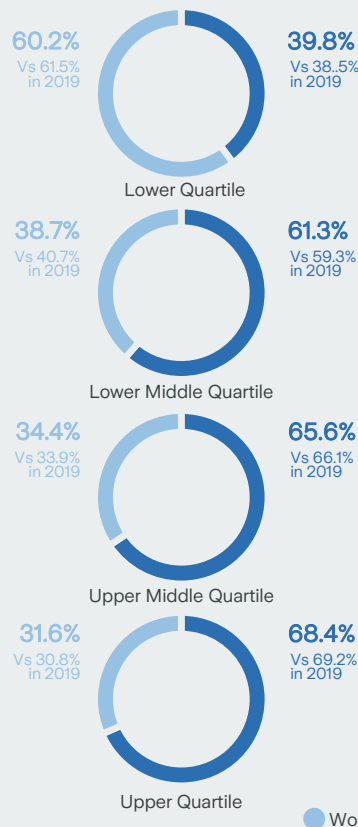
Our bonus figures (calculated using overall amounts, not an hourly rate – so do not take into account part-time working) are:

	Mean	Median
2020	39%	25.6%
2019	48.4%	34.6%
2018	51.9%	44.9%

Proportion of employees receiving a bonus

	Male	Female
2020	96%	96%
2019	95%	95%
2018	95%	95%

Proportion of men and women in each pay quartile



Gender Pay Gap vs equal pay

Ongoing analysis of our data shows that the main reasons behind Zurich's gender pay gap remain linked to fewer females in senior and technical roles. Over forty percent (42%) of our overall workforce are female, though a far smaller proportion hold senior management and leadership roles (32% @ January 2021).

This also feeds into Zurich's bonus gap which is compounded by the fact that the standard calculation set out by the government takes no account of part-time working. At the same time, we know that the majority of part-time workers are women (91% of Zurich part-timers are female).

Measurement of the gender pay gap is not the same as equal pay; at Zurich we are confident that we have equal pay for the same or similar work. We have implemented various measures globally to track progress against this commitment. This includes performing an annual equal pay analysis to make sure gender is not a factor when it comes to salary decisions. If we find any issues or abnormalities, we take corrective actions. This analysis also forms part of our yearly remuneration review cycle.

Taking action for change

Goals

Our new goal for gender representation is 40% female in our senior management population by the end of 2023. All of our Exec Team members have a 2021 objective to drive activity that will deliver this goal. Our goal for female representation on our Executive team is 30%.

Paid parental leave

In 2019 we launched 16 weeks' paid leave for any employee who has a new addition to their family. We are delighted that 70% of new dads at Zurich are taking the full 16-week paid paternity leave entitlement, while 78% take three months or more. This is part of a wider range of progressive family friendly policies with extra support for carers, those who've had premature babies or have gone through IVF.

Flexible working practices

Zurich empowers its people to adopt flexible working practices to optimise productivity and wellbeing, an approach we call 'FlexWork@Zurich'. Since March 2019 all new vacancies are also available part-time or as a job-share and 11.3% of our population work part-time.

Recruitment

Our job adverts include our commitment to offer vacancies part-time, job-share or full-time within the job title. We also work to ensure diverse shortlists for all vacancies, and a diverse interview panel consisting of at least two people. We have trained our recruitment team to use inclusive wording in job adverts, where our commitment to flexibility is also emphasised.

Early in Careers programme

We're encouraging more young women to consider a career with Zurich UK through our Intern, Apprentice and Graduate entry routes. 70% of our apprenticeship intake and 41% of our graduate intake in 2020 were female.

Supporting working parents

We offer a buddy scheme for employees going on or returning from parental leave and have piloted some coaching for this group of employees and their managers, to ensure a smooth and successful return to the workplace. We were named one of 'Working Families Top 30 employers' in 2020.

D&I Council

In August 2020 we established the UK D&I Council. It's chaired by the UK CEO and is made up of a senior representative from each business area, as well as members of our four employee resource groups. The D&I Council is responsible for setting goals for D&I and driving accountability for delivering on them through the business.

Women's Innovation Network (WIN)

WIN is in its 6th year and nearly 1000 UK employees are members. WIN has three areas of focus – Empower, Enable and Engage – and runs regular events (mostly virtual in 2020) to support members with their career development and wellbeing. Its annual survey gives valuable insights into the lived experiences of our female employees and the insights gleaned from it shaped our 'Dignity at Work' policy and the industry-wide Inclusive Insurance Pledge.

Please note – The numbers presented are an amalgamation of the data from the two legal entities that employ the majority of our people - Zurich Employment Services Ltd and Zurich UK General Services Ltd. Government regulations require us to report our gender pay gap for each of these entities separately on the Government's gender pay gap portal.

Visit [Zurich.co.uk](https://www.zurich.co.uk) to read more about our commitment to diversity and inclusion

