



PACIFIC LIFE RE

# Gender Pay Gap

— Report 2022 —



# Foreword

At Pacific Life Re we are committed to providing equal opportunities in all employment practices and ensuring that every employee is treated with dignity and respect. Our vision is to have:

**A culture that embraces diversity and inclusion; where everyone's views and ideas are valued and where everyone has the same opportunity to fulfil their potential**



We are confident that men and women are paid equally for doing equivalent jobs at Pacific Life Re, however focusing on the gender pay gap has highlighted that we have a higher proportion of men in senior positions of our organisation. Whilst this cannot be changed immediately, we have understood where we can make changes in our organisation and have already made some positive steps to increase female representation at senior levels by 12% in the last year.

The strategy that we have in place is driven from the top down as well as the bottom up and therefore gives Pacific Life Re confidence that we can continue to make a difference in our make-up of the future and also reduce the gender pay gap over time.

We are committed to achieving an inclusive culture and each year our strategy is achieving its goals of a greater gender balance within our organisation, but this will not change overnight. We continue to take positive steps so that people of all backgrounds feel included in our organisation which we believe will enable us to achieve our gender targets.

**Faye Liddelow / Heidi Edgard**  
(Chief People Officer)

**Duncan Hayward**  
(CEO of PLRS)

**Paul Lewis**  
(Chief Operations Officer)

**David Howell**  
(CEO of Pacific Life Re)

**Vincent Lpez**  
(EVP of Europe)

# Understanding the pay gap

## What is gender pay gap reporting?



From 2017, any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings, regardless of job role or seniority.

## How is it different to equal pay?



Equal pay is different to gender pay – it looks at the differences in pay between men and women who carry out equal work.

Equal pay legislation is specific to gender, and it is unlawful to pay women less than men in those circumstances unless there is material reason that is not related to gender.

## Who is included in the data?



We are reporting the employee gender pay gap for individuals employed by Pacific Life Re Services Limited. As UnderwriteMe employees are employed by UnderwriteMe Limited they have not been included in this data. This report does not include contractors from either business.



# Our Gender Pay

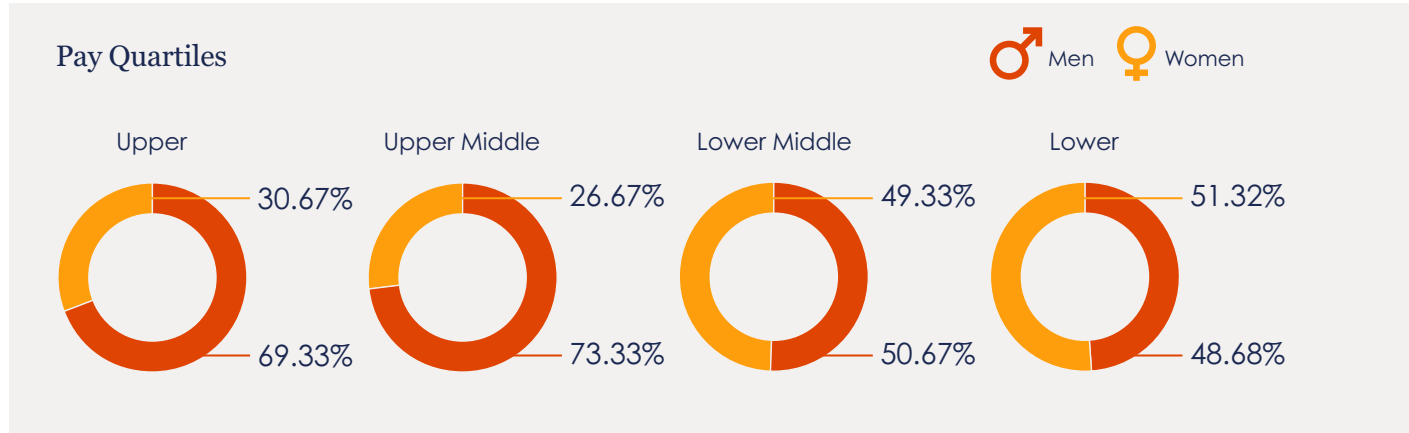
This is the second year that Pacific Life Re is reporting its gender pay report publicly. We have been actively monitoring our gender pay since 2019 and we have seen some improvements, especially with the number of females we have in the upper pay quartiles.

Like many organisations our gender pay gap is driven by having a higher proportion of men in senior roles. When looking at our pay quartiles we can see that there are proportionally more men than women in the two highest paid quartiles, however there has been a slight increase in the number of women in the upper quartile.

Since last year, we've closed the gap on mean pay by 14.8% and bonus by 8.7% and we've seen the median pay gap increase by 2.32% and bonus by 10.18%.

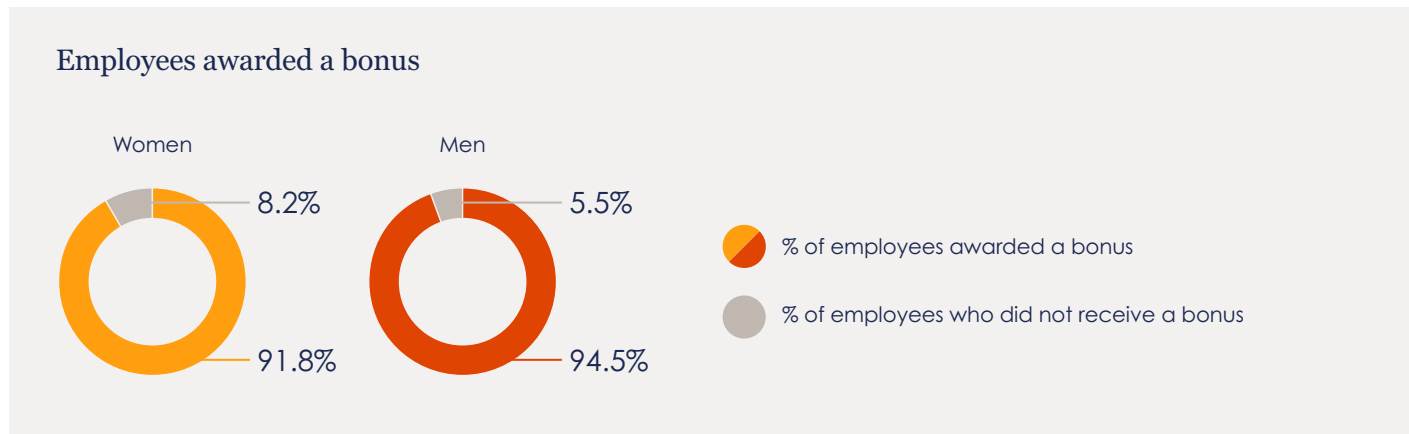
Pay Gap	Mean 2022	Median 2022
Pay	22.4%	21.62%
Bonus	36.57%	33.6%

These calculations are based on the pay and bonus data of Pacific Life Re Services Limited employees as of 5 April 2022.



We have seen an increase in women in our upper quartile as a result of more women being hired and promoted into more senior roles.

The percentage of women has also increased in the lower middle quartile as we continue to grow and invest in our junior talent.



# What is driving our gap?

## More men than women hold senior positions

Our gender pay gap is a result of the distribution of women and men across different types of roles and those at different levels in the organisation. The main reason for our gender pay gap is that there are more men than women in senior, higher paid positions at Pacific Life Re.

We are still at the beginning of our journey and it's likely we will continue to see variations in our gender pay gap data for a few years. However, we know that we need to make progress on closing the gap and are committed to making a change. In 2021 we announced our commitment to this change with an aspirational target of reaching 40% females in senior positions (Leadership Team and Executive Committee) by 2025. Our current position is 33% which is an increase of 12% since last year.

## The Bonus Pay Gap

Our bonus gap is a result of having more men than woman insenior roles, which have larger bonus opportunities.

# Our Pay Strategy

Pacific Life Re holds annual pay reviews where we use tools to benchmark all roles against the market that we work in to ensure that what we pay our people is competitive. This year we partook in salary benchmarking surveys for the first time so that we can better understand the market that we operate and to have access to wider data to ensure that our existing employees are being paid fairly for the work that they do regardless of gender.

In addition, during the annual pay cycle we compare men and women doing the same job to ensure that they are paid equally, and we are confident that this is the case.



# Diversity and Inclusion at Pacific Life Re

At Pacific Life Re we are focused on continuing to enhance our diversity and inclusion strategy to ensure that everyone feels that they can belong, engage and have the opportunity to thrive at work.

We believe it's not just about recruiting individuals from across a wider range of backgrounds and life experiences. It's about looking at the culture we set and providing a working environment that is truly inclusive.



## How does our Diversity and Inclusion Strategy contribute to improving our gender pay gap?

### — Understanding our People

Understanding our people is pivotal to us being able to implement a strategy that will really drive change and our employees are able to share their demographic information with us should they wish to.

- We report quarterly on our diversity metrics which is reviewed by our management teams. We believe that communication is one of the keys to make change happen.
- We seek annual feedback from our employees so that we can understand how all demographics feel about our organization and make action plans off the back of the results.
- In our 2022 global employee survey:
  - 91% of our employees agreed that PL Re 'encourages and promotes diversity of backgrounds, talents and perspectives are valued'
- Sharing experiences and perspectives is key to help us building an inclusive work environment. We launched a pilot programme for reverse mentoring which provides the opportunity for our junior employees to mentor senior leaders.

## Our Inclusion Strategy

### — Strengthening our ways of working

To achieve true inclusion, we know we need to look at how our business operates through its policies and procedures. We are continuing to build our culture to be a place where people are valued and feel confident and safe to express themselves. Some of our recent actions include:

- Launching 'Aspire' our strategic programme which brings together a number of key activities focusing on developing our culture and further supporting our people.
- Our Smarter Working guidelines promote working arrangements to better fit the demands of our employees' personal lives. Each team has created their own team charter so that work and personal responsibilities are met.
- We recognise that many women can be affected by hormonal changes for reasons such as menopause, pregnancy, fertility treatment, gender transitioning and the impact that this can have.
- In March 2022 we launched a Menopause policy to support individuals experiencing menopausal symptoms and to enable colleagues and line managers to get the information they need to be able to successfully support menopausal employees in the workplace.
- Our Fertility policy supports our employees in balancing their plans to start a family with their careers and offers 10 days' paid leave for the purpose of receiving and recovering from fertility treatment.



## Our Inclusion Strategy

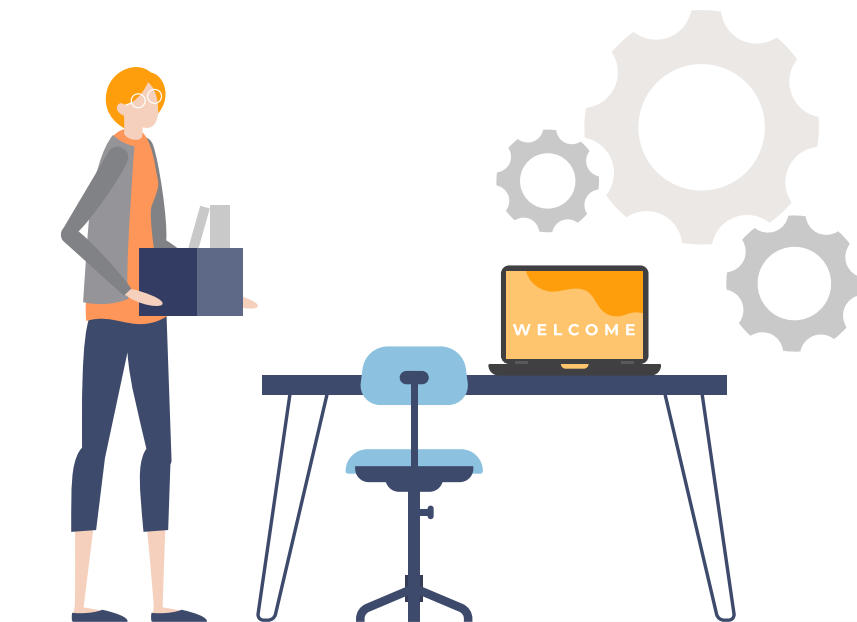
### — Attracting and retaining diverse talent

Providing our employees with opportunities to reach their potential is an important part of our culture.

- We have continued to positively support the development of female talent with five internal female appointments being made to PL Re Leadership Teams in London.
- We introduced a new Career Framework which allows all employees to take accountability for their career and highlights the opportunities for both vertical and horizontal progression.

Our people are our most important asset, and we pride ourselves in attracting some of the very best talent that our industry has to offer. We are committed to building our talent by recruiting a diverse workforce at all levels and know that to really make change in our industry we need to invest in diversity at our junior levels.

- Our Early Careers recruitment strategy focuses on growing the overall diversity of our junior talent, using data-led targeted sourcing initiatives, allows us to influence diversity at later career levels and build a diverse talent pipeline of future leaders. We continue to invest in our future talent through our Actuarial, Operations and Technology graduate programmes to attract diverse candidates from a variety of universities.
- In 2022 we launched our 'Recruiting and Interviewing skills' guide to equip our hiring managers with the tools and techniques to interview effectively. Having a diverse and inclusive workforce is important to us and our guide includes training on 'Unconscious bias in recruiting'
- We continue to work with our preferred recruitment agencies and agreed terms where they will provide a pool of diverse candidates where possible.



## Our Inclusion Strategy

### — Keeping our people informed

One of the most important aspects of driving change is for individuals to feel included in our organization, be able to bring their full selves to work and for them to know that it is a priority. Each year we host two weeks of Diversity and Inclusion events focusing on a number of areas chosen by our employees on topics that are important to them. This year our events included sessions on Imposter Syndrome, Neurodiversity in the Workplace and our 'Working Parents & Carers'.



We also understand the importance and benefits of using external insights and advice from experts to guide our work to assess ourselves on the changes we want to make. We are proud members of the following networks:

- **Employers Network for Equality and Inclusion**, an organisation that supports employers to build and maintain an inclusive culture and a diverse workforce.
- **Women in Protection** who raise awareness of the importance of women to financially protect themselves if the worst were to happen.
- **Working Families**, the UK's national charity for working parents and carers whose mission is to remove barriers individuals with caring responsibilities may face.
- **This Can Happen** an organisation that empowers workplace mental health.

## Our Inclusion Strategy

### — Looking at our networks

Our networks are run by passionate employees with representation from all levels across the business as well as a diverse mix of backgrounds and identities. We are proud of the work that our networks do and the role that they play in influencing our culture and driving change.



In 2022 we launched two new networks – the PL Re Women & Allies Network (WAAN) and the Working Parents & Carers Network (WP&C), both of which will help to support and improve female diversity balance in the workplace. This further underlines our commitment to Gender Diversity and Inclusion and support for our working families at PL Re.

- Launched in March 2022 the WAAN network (sponsored by our Chief Risk Office Michelle Moloney) have run a series of female focused events and training sessions. Membership of WAAN has grown quickly to around 100 employees making it the largest PL Re diversity network. Plans for the network for 2023 include developing industry relationships, running further networking and development sessions for female employees and also growing allyship to support the network more broadly.
- Our new WP&C group was launched following a successful round of focus groups where our employees shared their experiences. We understand that being a working parent or carer can often present challenges and sometimes feels like a juggling act, as employees try to keep on top of family commitments whilst still meeting the demands of their role. At Pacific Life Re we want to create an environment where working parents can thrive and feel supported. In addition to this we are delighted to offer a wellbeing programme run for employees of all genders with caring responsibilities. Plans for 2023 include a parent transition coaching programme.



# Next steps

We're continuing our focus on Diversity and Inclusion across the business and a key part of that is addressing our gender pay gap, which is currently not where we want it to be. Over time, we plan to reduce this gap through continued focus on career development and Women in Leadership programmes, education through Reverse Mentoring and refining our recruitment strategy to attract and retain new talent externally.

