

# Gender pay gap *report*

2020



# Foreword

At Sedgwick we know that gender parity is critical for both business and the community. Acknowledging it takes time to effect change in this area, we are committed to doing things differently to positively impact on gender pay and the number of female colleagues represented in our industry.

When we last reported our gender pay gap in April 2019, Sedgwick had embarked on a journey of cultural change. This cultural journey has seen us prioritise what's truly important to Sedgwick including diversity, equity and inclusion, our company values, colleague engagement and initiatives that support opportunities for advancement and career development. We continue to strive to have a diverse, inclusive and engaged workforce where all colleagues can achieve their full potential, are at the front and centre of decisions we make and enable the company to deliver innovative, industry-leading solutions.

We continue to focus on taking action to close the gender pay gap and create opportunities for women in our business. However, we recognise we're not where we need to be and are taking action to grow and nurture talent from within, confident that we will be able to make progress in closing the gap in the future.

This report sets out details of our gender pay gap and importantly, what we have been doing and will continue to do to address it. I confirm that the data contained in this report is accurate and meets the requirements of the gender pay reporting regulations.



**Paul White**

CEO, Sedgwick International UK

A handwritten signature in black ink, appearing to read 'Paul White', with a long horizontal stroke extending to the right.





9k  
clients



27k  
colleagues



65  
countries



900  
offices



65+  
languages



3.8m  
new claims pa

## ABOUT SEDGWICK

Sedgwick is a leading global provider of technology-enabled risk, benefits and integrated business solutions. With 27,000 colleagues located across 65 countries, including 2059 based in the UK, Sedgwick offers services designed to keep pace with the evolving needs of our clients and consumers, taking care of their needs when something unexpected happens. It could be anything from a small accident in the home through to a catastrophic loss in a major business. Sedgwick is there to offer expert guidance to make things right quickly and efficiently, minimising disruption and helping things get back to normal as soon as possible.



## WHAT IS THE GENDER PAY GAP?

In line with legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap data every year.

The gender pay gap is a measure that shows the difference between the average earnings of men and women, expressed relative to men's earnings irrespective of their role or seniority. The gender pay gap is a different measure to equal pay. Equal pay is a measure that explains the pay differences between men and women carrying out the same or comparable work or work that has been classed as equivalent or of equal value.

Pay quartiles are taken by listing the rates of pay for each employee from highest to lowest and splitting that list into four equal bands: upper quartile (quartile 4), upper mid quartile, lower mid quartile and lower quartile (quartile 1). The percentage of male employees and percentage of female employees are calculated in each quartile.

This report and calculations are based on figures from the snapshot date of 5 April 2020 and includes reference to 2019 snapshot data.

## SPECIFIC GENDER PAY INFORMATION:

01

### *The mean gender pay gap*

The difference between the average hourly pay of all women and all men.

02

### *The median gender pay gap*

The difference in hourly pay between the middle man and middle woman if you were to line up all male employees and then all female employees in the organisation according to highest and lowest hourly pay.

03

### *The mean bonus gender pay gap*

The difference between the average bonus pay of all women and all men.

04

### *The median bonus gender pay gap*

The difference in bonus pay between the middle man and middle woman if you were to line up all male employees receiving bonuses and then all female employees receiving bonuses in the organisation according to highest and lowest bonus pay.

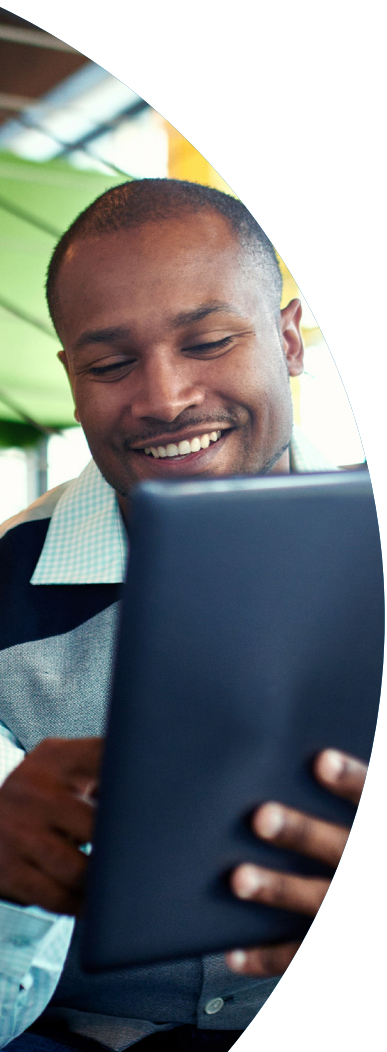
05

The proportion of male and female employees who received a bonus payment.

06

The proportion of male and female employees within each pay quartile.





### OUR GENDER PAY GAP

Our gender pay gap, when comparing 2020 to 2019 data, has decreased both in the mean and median measurement by **0.6%** and **10.3%** respectively.

<i>Gender pay gap</i>	<i>Gender bonus gap</i>	<i>Proportion of men and women receiving a bonus</i>
MEAN <b>38.4%</b> (39% 2019)	MEAN <b>69.5%</b> (61.7% 2019)	MEN <b>55%</b> (50.5% 2019)
MEDIAN <b>37.4%</b> (47.7% 2019)	MEDIAN <b>54.2%</b> (44.4% 2019)	WOMEN <b>25.7%</b> (24.5% 2019)

Historically the industry has employed more men. However, we continue to make positive changes to improve the number of females pursuing careers within Sedgwick which has included a number of senior female appointments which positively impacts our gender pay gap.

### GENDER BONUS GAP

We have seen a widening of both the mean and median bonus pay gap when comparing 2020 to 2019 data of 7.8% and 9.8% respectively. The reasons for this include:

- The areas of the business with a proportionately higher number of women tend to be those areas where reward for additional hours is remunerated by overtime rather than bonus payments.
- Historically the company has employed more men into senior technical and specialist roles where remuneration includes eligibility to participate in a productivity incentive scheme.

	<i>2020</i>		<i>2019</i>	
	<i>male</i>	<i>female</i>	<i>male</i>	<i>female</i>
<b>Q4</b>	<b>81%</b>	<b>19%</b>	<b>82.5%</b>	<b>17.5%</b>
<b>Q3</b>	<b>54.8%</b>	<b>45.2%</b>	<b>57.9%</b>	<b>42.1%</b>
<b>Q2</b>	<b>33%</b>	<b>67%</b>	<b>31.5%</b>	<b>68.5%</b>
<b>Q1</b>	<b>37.1%</b>	<b>62.9%</b>	<b>37.6%</b>	<b>62.4%</b>

Analysis of the quartile data reaffirms our efforts need to be focused on the upper quartiles 3 and 4. That said, we have seen a positive increase in female colleagues represented in both of these quartiles with an increase of 21 female colleagues in quartile 3 and 18 in quartile 4 when comparing 2019 and 2020 data. We continue to focus our efforts on succession planning and supporting career development through the introduction of technical career paths and investment in growing our talent from within to develop future generations of expertise together with more female leaders.

## OUR COMMITMENT AND ACTIONS TO TACKLE THE GENDER PAY GAP

At Sedgwick we believe that having a diverse and inclusive workforce is not only the right thing to do, it will also deliver better business outcomes and support innovative, industry-leading solutions. We're serious in our commitment to improving gender diversity with our diversity, equity & inclusion (DE&I) strategy remaining high on our agenda with the focus being on driving and reinforcing an inclusive workplace culture.

We've spent time to clearly articulate our strategic focus and define three core global guiding principles one of which is colleague experience – where creating a world-class, positive work environment and experience for our colleagues so they can thrive, grow, collaborate, and

provide the very best service experience to our clients, is a key priority.

Our commitment and actions to tackle the gender pay gap and make our business more diverse and inclusive are outlined below.

## RAISING CULTURAL AWARENESS

Our cultural journey has seen us embed our core values into Sedgwick and more importantly translate these into the things we do every day – demonstrating our values in action. We remain focused on creating an engaging and inclusive workplace with inclusion being one of our five core values. During 2019 we ran a communications campaign to drive understanding of what inclusion means at Sedgwick and the actions that colleagues need to take to embrace differences and promote and encourage a sense of belonging for all colleagues. We continue to build upon this foundation with initiatives such as:

- Recognition and communication campaigns surrounding International Women's Day
- Supporting nominations for Women to Watch and Women in Insurance
- Creating colleague network groups, the first to launch is a global Women at Sedgwick group

All these initiatives are designed to embed diversity, equality and inclusion into our business.





## BUILDING CULTURAL COMPETENCY OF LEADERS AND COLLEAGUES

We invested significantly in our leaders during 2019 with their attendance at our 'leading forward' conferences designed to develop inclusive leadership and increase cultural competence. These events, which were presented by senior female colleagues from within the Sedgwick Group, saw 282 of our leaders attend the conferences, 42.5% of those being female.

We've also run a DE&I "I Matter" campaign focusing on our core values including inclusion, introduced our path to success competency model and are presently developing interventions to further improve the capability of our leaders, recognising their fundamental role in driving our organisational culture and delivering an exceptional colleague experience.

In 2021 we launched a number of colleague forums to help bring the desired Sedgwick culture to life for everyone. The imminent launch of our women's network and our executive practitioners council will bring leaders and experts of our future together, creating opportunities to learn from talent within and drive succession planning.

## TALENT ACQUISITION

The insurance industry, and loss adjusting specifically, has typically been male-dominated and this has been acknowledged in our gender pay reports.

It is becoming a more attractive proposition to females and in our desire to open up our business to a more diverse colleague population, we've changed our approach to talent acquisition.

By looking at what skills and competencies are important in our service delivery, we are widening our talent pool from beyond the industry by placing a focus on customer service skills rather than recruiting for technical skills which can be addressed through upskilling, fast track programmes, technical training and career pathways.

## TALENT FIRST

Our mission, vision and purpose are combined into a single, simple commitment "Taking care of people is at the heart of everything we do. Caring counts". The principle of caring counts has informed 'Talent First' which is our colleague resources (human resources) framework by which we ensure that we are focussed on continually improving our colleague experience at Sedgwick.

The Talent First framework is based on four key components of the colleague lifecycle these being join, grow, support and empower & engage which defines, prioritises, and embeds the factors that need to be present to attract and retain talent and support all colleagues in their growth and career development. It's also our framework to help colleagues connect and thrive and ensure a feeling of belonging. Colleague experience initiatives including those relating to DE&I flow from the strategy into key priority deliverables.

## SUPPORTING GROWTH AND PROGRESSION

Our talent, engagement & development board and council was established in 2019 to lead and drive change at Sedgwick. Their purpose is to provide an infrastructure through which the talent, engagement and development priorities of Sedgwick can be closely aligned to the business' strategic objectives, giving a long-term perspective to our people strategy. Many of our training initiatives are developed through our board and council framework. Examples of this being our leadership capability framework which is based upon our core values and what's important to Sedgwick together with our technical career pathway which provides colleagues with an insight and a transparency into how they can progress their careers through one of three pathways – professional, leadership or corporate.

We have also launched a new performance management approach “optimising performance” which engages colleagues in regular, future-focused, performance and development discussions with colleagues being accountable for driving their career aspirations.

Areas of growth and development where we are seeing positive movement in female representation are:

- Graduate recruitment – we have a two-year graduate recruitment programme aimed at developing the next generation of talent. We are pleased to report 75% of our 2019 intake and 62% of our 2021 graduates are female.
- Apprenticeship programme – of the 97 colleagues completing an apprenticeship in England and Wales (for 2020 and 2021 YTD), 55.68% are female.
- Promotions – since January 2019, 116 colleagues have been promoted with an equal 50/50 split between male and female colleagues.

## CORPORATE CITIZENSHIP

In 2020 we launched our corporate citizenship board (CCB) to bring focus and strategic direction to corporate social responsibility at Sedgwick. One area of focus is colleagues – creating a culture of support and belonging that celebrates individuality. Central to this are DE&I, policy and benefits and colleague engagement which provide the opportunity to shape and influence change within the business.







In March 2021 the CCB introduced a programme of colleague forums for culturally diverse communities and their allies at Sedgwick. Initially launched with three forums (parents & guardians, LGBTQ+ and race and culture) they aim to provide a safe space for colleagues to offer mutual support and guidance to one another together with providing feedback on areas they would like to see change within Sedgwick. Our next forum to be introduced is our global Women at Sedgwick network.

### DOING THINGS DIFFERENTLY

There's no doubt, like many other organisations, the global pandemic has given us the opportunity to challenge the traditional way of doing things and embrace change.

We have taken action to update our flexible working policy and are proud to be taking a progressive approach by eliminating the statutory eligibility criteria, which in turn removes the barriers to flexible working practices making them more accessible to all.

Removing limits on the location of roles and advertising positions that lend themselves to flexible working helps our talent acquisition strategy and contributes to the attraction of a more diverse candidate base including women. We will continue to promote flexible working opportunities.

### OUR COMMITMENT TO BENCHMARKING AND MEASUREMENT

We monitor and analyse key colleague data and metrics at regular touchpoints to ensure equality and fair treatment.

Recognising the benefit of benchmarking from a DE&I perspective, we are participating in the completion of the Business in the Community Responsible Business Tracker which is a measurement tool that helps organisations assess their performance as a responsible business in three key areas: healthy community, healthy environment and healthy business. The healthy business criteria includes employment, skills and diversity and inclusion. The insights the feedback provides will be used to leverage positive change within Sedgwick.

Global solutions.  
*Local expertise.*