

Canopus Services Ltd.
Gender Pay Gap Report 2020



Introduction from the Chairman

I am pleased to report progress in our fourth Gender Pay Gap Report.

At our core, we wish our employees to flourish as individuals, and that requires an open-minded business that does not differentiate between the way that men and women are able to progress at Canopus.

Throughout what was an unprecedented year, which challenged us in so many ways, I am pleased to report a further drop in our mean salary gap.

We have made leaps and bounds in our dedication to our inclusion and diversity agenda as a whole and despite the challenges we faced in rapidly moving to remote working, we have also broken down some barriers for working parents and care givers, by enabling them to retain their career and ongoing development with us while balancing other responsibilities. We hope that the way we have embraced this change will continue to attract and develop a richer and more diverse pool of talent.

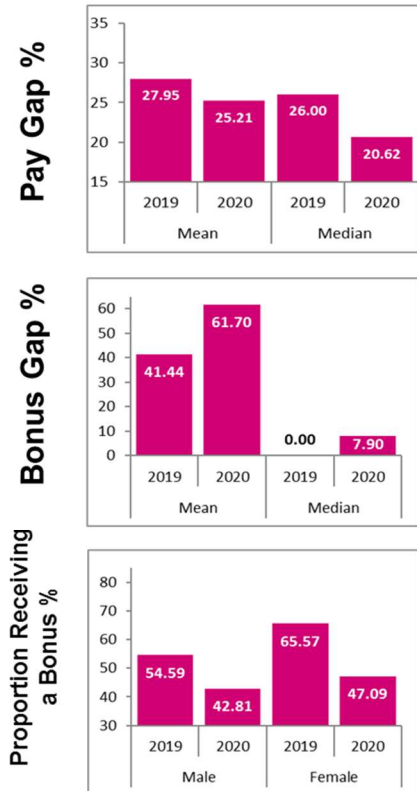
Canopus believes in fostering a diverse and inclusive workforce, where we encourage people to bring their full selves to work. We encourage employees to be ambitious, and recognise that ambition should not be inhibited by gender.

We are confident that we pay our staff equally for equal work, but we are aware that within our industry women are generally under-represented in the most senior and highly compensated roles. That is why we continue to make efforts to help women take on more challenges and provide learning opportunities to support deserved progression into more senior roles.

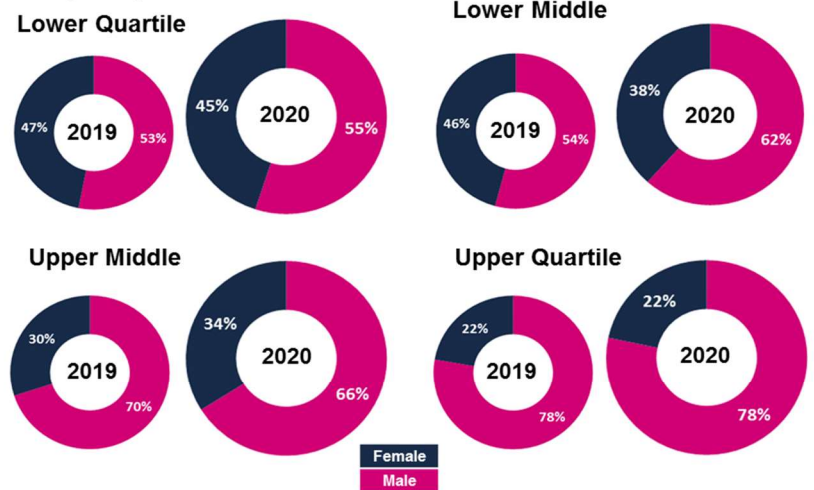
This report shows our latest data for Canopus Managing Agents in comparison to our 2019 report to demonstrate how we continue to reduce the gender pay gap.

**Michael Watson,
Chairman**

Gender Pay Gap 2020



Gender Splits per Quartile



Outlines and requirements

As from April 2018, public, private and voluntary sector organisations with 250 or more employees had to report on their gender pay gaps. This is our third annual report.

The snapshot date to calculate pay data for this report is 5th April 2020, and the bonus gap data has been calculated on bonuses paid from 6th April 2019 to 5th April 2020.

Employers are required to publish the results for each of the following benchmarks:

- the mean gender pay gap;
- the median gender pay gap;
- the mean gender bonus gap;
- the median gender bonus gap;
- the proportion of men and women receiving a bonus payment; and
- the proportion of men and women in each of four pay bands.

The report will appear on our company website and the government specialist website.

Background

Canopus is a privately owned and independently minded global specialty (re)insurer. We believe that we are defined by our people.

We have a policy of paying employees equally for the same or equivalent work, regardless of their gender or any other protected characteristic. This is not about promoting one group of people above another, but about ensuring everyone has an equal opportunity to thrive and to be rewarded for their hard work and ambition.

Our 2020 gender pay gap report has found that we continue to improve on where we were in 2018 when we began publicly reporting. Our mean gender pay gap reduced year on year, but we are still cognisant that there is work to do. There are no easy, short-term solutions to solving the issue but we are dedicated to ensuring all our employees can achieve their maximum potential and are rewarded equally for their efforts.

We have introduced further initiatives in recognition that we do continue to have a gender pay gap, and we have explained this further in the following pages.

Understanding our gap

Our analysis shows that our gender pay and bonus gaps are the result of the roles in which men and women work within Canopus, and the pay and incentives that these roles attract.

Our remuneration approach is gender neutral by design, but the profile of our organisation affects our pay and bonus gap.

We are pleased to see that our mean pay gap has reduced once again, by just under 3% from 27.95% in 2019, to 25.21% in 2020. This means that since reporting commenced, the median pay gap has reduced by 18.25% and the mean gender pay gap has reduced by 14.77%, so we are making good progress.

However, our bonus gap increased by 20.26% on the mean range since our last report, and this stands at 7.90% on the median range. This change is in the most part, as a result of the transfer of staff, from a business that Canopus acquired in 2019 most of whom were male and eligible for bonus payments, which were agreed by their former employer.

Whilst our overall gender split in the organisation has shifted since 2019 with 36.3% being female and 63.7% of staff being male, to 2020 where 34.8% are female and 65.2% of staff being male, pleasingly we have seen an increase in representation of women in our upper middle pay quartile by 4%, and our upper quartile female representation has remained the same at 22%. Although we are not there yet, we are heading in the right direction with 60% of promotions being achieved by women in this reporting period. This remains a continued focus moving forward and we will continue to encourage women's progression into more senior positions on a merit basis, particularly into the upper middle and upper quartile pay bands, where female representation remains at its lowest.

Progress and developments to address the gender pay gap



Recruitment

Canopus has further enhanced its recruitment practices to ensure gender bias is eliminated, and that we remain an attractive and inclusive business by:-

- Implementing a new system to assist with monitoring and tracking of applicants
- removing any desirable criteria from role descriptions
- neutralising job description language using a job description decoder
- including a diversity monitoring form
- objective scoring used for CVs shortlisting
- using more diverse interview panels
- objective interview question i.e. using the same panel of questions for all candidates



Inclusion and diversity focus

As part of our 2019 commitment, Canopus initiated an Inclusion and Diversity network, which is governed by an Inclusion and Diversity committee. The committee is chaired by our Joint Active Underwriter and our Group Head of HR acts as deputy chair, with full sponsorship of our Board. This network has gained a lot of momentum and has driven improvements in all aspects of I&D as well as specifically creating platforms, support and opportunities for female colleagues in Canopus.

Having launched an employee census and following the outcome of our employee engagement survey, our Gender specialist interest group will continually review our processes and infrastructure with a view to building ongoing interventions to harness the full talents and vital contributions of our female colleagues.



Ways of working

In 2020 we implemented remote working in our response to the global pandemic. This will continue to be embedded with heavy investment in our new working environment, wellbeing agenda, technology and infrastructure to fully embrace and embed agile working as part of our culture. This will continue to make working for Canopus more accessible to a much wider and richer talent pool. As part of this review, we are also revising our flexible working and family friendly policies including maternity, paternity, adoption and carers leave, and we will also be reigniting a buddying programme for those returning to work following caring responsibilities.



Governance

We will continue to conduct periodic checks and internal salary benchmarking to ensure we are paying our employees equally for the same or equivalent work, regardless of their gender or any other protected characteristic.

Leadership

We are in the process of delivering leadership training and tailored coaching for all managers, which is based on embedding our defined values and culture from the top down. We believe this will appeal to a broad spectrum of talent and foster a culture of collaboration and inclusivity at its centre.



Talent and Development

Throughout the year, we will continue to run our talent and succession reviews to identify and support the career development of existing Canopius employees into more senior roles and for broader opportunities across the Group. This will include an internal buddying and mentoring scheme.

We will be investing heavily in mandatory inclusion and diversity training for all colleagues to have a baseline of understanding, which should further assist in removing any barriers that may be present for our female colleagues, in addition to continuing Active Bystander training for all new joiners.

Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the gender pay gap reporting regulations.

Michael Watson,
Chairman
Canopius Services Ltd.