

Canopus Managing Agents Ltd.

Gender Pay Gap Report 2017



Introduction from the CEO

I am pleased to be able to introduce the first Canopus Managing Agents Gender Pay Gap Report.

We believe that this new requirement to publish these figures will be a positive move to help remove any differences between the way men and women progress within businesses.

Canopus is committed to a diverse and balanced workforce based on our talented pool of people. We are confident that we pay our staff equally, but like others in the insurance industry women have been underrepresented in the most senior and revenue generating roles in our business. We are taking steps to address this, and are proud that as from March 2018, our Executive team is 50:50 men and women. More work needs to be done and we are committed to achieving an improved gender pay balance.

This report has highlighted some issues. We will be looking closely at these and working hard to address them, and you will see more details about this in the following pages.

A handwritten signature in black ink, appearing to read 'M. Duffy'.

Mike Duffy,
CEO

Gender pay gap: Outline and requirements

As from April 2018, public, private and voluntary sector organisations with 250 or more employees will have to report on their gender pay gaps.

The snapshot date to calculate pay data is 5th April 2017, with the bonus gap data being calculated on bonuses paid from 6th April 2016 to 5th April 2017. Thereafter we will report annually.

Employers have 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 must appear on our company website and the government specialist website.

Background: Canopus

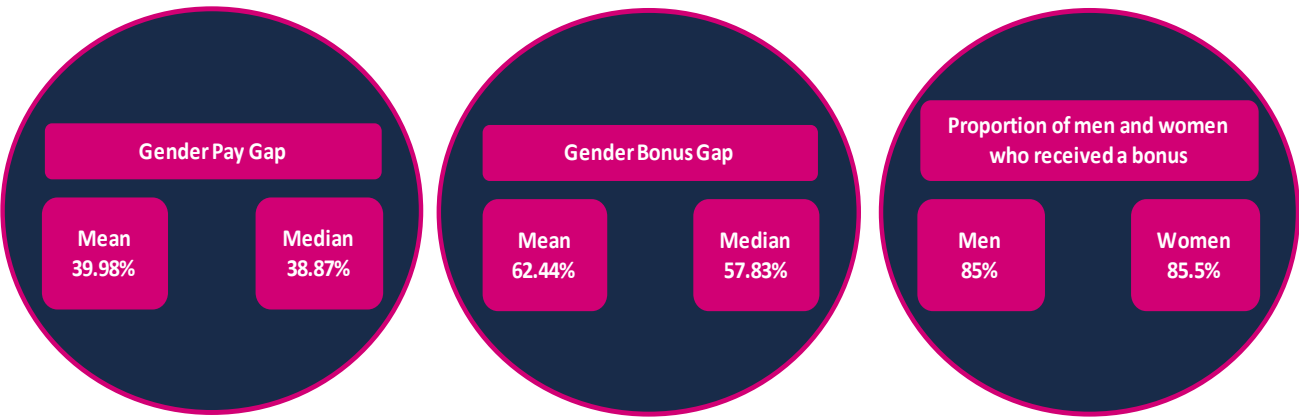
Canopus is a dynamic, privately owned and independently minded global specialty (re)insurer. We believe that our people make us different.

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

Our gender pay gap report has highlighted we are not where we want to be, and while we do not believe there is an easy, instant solution, we will continue with initiatives already in place and address this more rigorously and commit to a number of new actions. We say our people are important, and we intend to reflect this across the board.

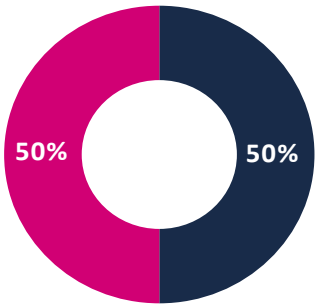
With the closure of our management buyout and newfound independence, we believe we have an excellent opportunity to set out and deliver our commitment to these actions.

Gender Pay Gap Results

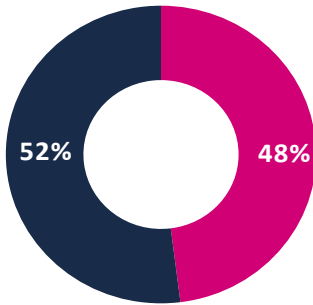


Gender Split by Pay Quartiles

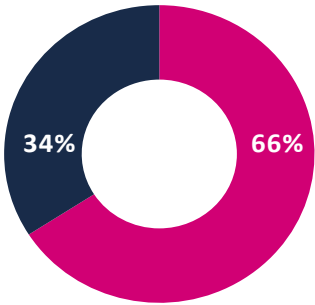
Lower quartile



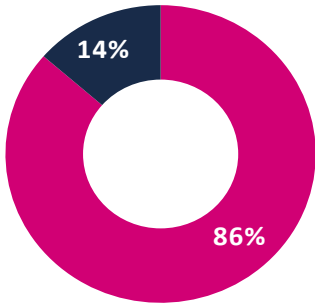
Lower middle



Upper middle



Upper quartile



Female
Male

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 the organisation, and the pay and incentives that these roles attract.

We feel our remuneration approach is gender neutral by design, but the profile of our organisation impacts our pay gap, in the same way it does our bonus gap.

In the lower and lower middle quartiles, we see an almost exactly equal split between men and women.

However, as we move up the quartiles, we see more men in senior roles, which also attract additional incentive awards.

The number of reduced hours roles (part-time) are mainly filled by women and the calculations on pro rated salaries therefore impact the picture.

The snapshot date we must use has adversely impacted our pay gap in two ways:

- It includes a pro-rated bonus element that would not otherwise be included if we did not pay bonuses in April.
- The figures are skewed by an exceptional early pay out of certain long-term incentive schemes in April 2016.

Actions to address our Gap

The gap, in both our mean pay and mean bonus, shows there's more work to be done, and we are committed to taking the following steps to reduce this.

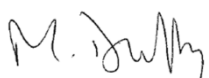
- We will continue our approach to **pay employees equally** for the same or equivalent work, regardless of their gender or any other characteristic.
- We will build on the positive areas that we have already. For example, a very similar **percentage of men and women were paid a bonus** – in fact in this snapshot women had the slight edge with 85.5% as opposed to men with 85%.
- **Talent championing** – to make meaningful progress on gender parity and to encourage the next generation, we must set expectations that all leaders are responsible for encouraging and developing female talent.
- We will support and develop our managers to further embed the importance of championing **diversity and inclusion** in the workplace.
- We will support and develop our managers to ensure our **recruitment approaches** are free from unconscious bias and are based on competence for the role.
- We will support **agile working** so that we are attractive to and supportive of working parents.
- We will continually challenge the traditional perception of a **9-5 office based culture**, allowing those who need flexibility to continue to contribute their skills and talents.

- We will proactively champion and promote the take up of **shared parental leave**, so that the early months of caring for a new baby is equally accessible to men, and in turn enabling women to return to work earlier if they wish.
- **Coaching for maternity leavers and returning mothers:** Women often find the transition back to work from having a baby difficult. Coaching and buddying is available for expectant mothers prior to going on maternity leave to support an effective transition on their return.
- We are a founding sponsor of **Connect Mentors**, which specifically targets returning mothers and other under represented groups. We will continue to use and promote this as a tool to establish and develop a network of diverse talent.
- We will establish **internal working groups** to champion and support this agenda on an ongoing basis. They will be supported by our employees' Information & Consultation Forum, a staff body that is committed to ensuring Canopus is a great place to work for all staff.

Canopus will continue to report its progress towards closing the Gender Pay Gap

Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting Regulations.



Mike Duffy

Chief Executive Officer

Canopus Managing Agents Ltd.