



Gender pay gap report 2022

CFC Underwriting Limited



Introduction

CFC is committed to developing people within a culture that promotes diversity, equality of opportunity, and inclusion for all employees, regardless of gender. We are building the insurance business of the future, and with diversity in mind, reflecting the customers, brokers and carriers, and external partners that we work with. We recognise that diversity is critical to both innovation and to the long-term success of our organisation.

This report is for our snapshot 5th April 2022, and we provide analysis of our gender pay gap, and insight into CFC's commitment to diversity. We recognise that CFC's gender pay gap is still higher than it should be and we continue to work on redressing the gender pay gap.



David Walsh

Founder & Group CEO



“We continue building a diverse organisation, and leadership team which now comprises 35% women. We know there are still significantly less women in the most senior leadership positions at CFC, and we will focus on driving more diversity for our most senior roles.

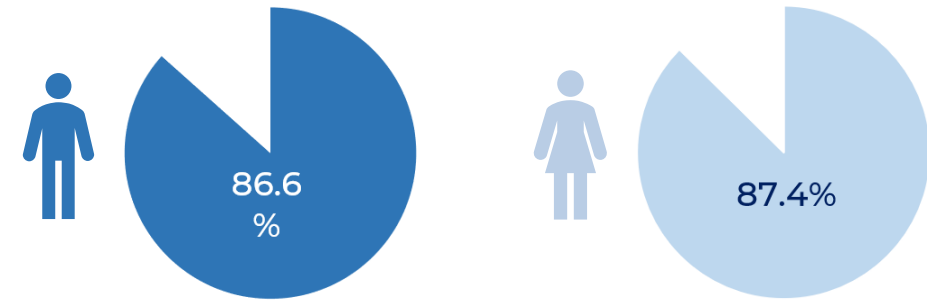
We're proud of the work that we are doing through our 'Together at CFC' program and D&I initiatives, and through our talent acquisition and leadership development programs to drive and promote the career advancement of women at CFC”.

Our results

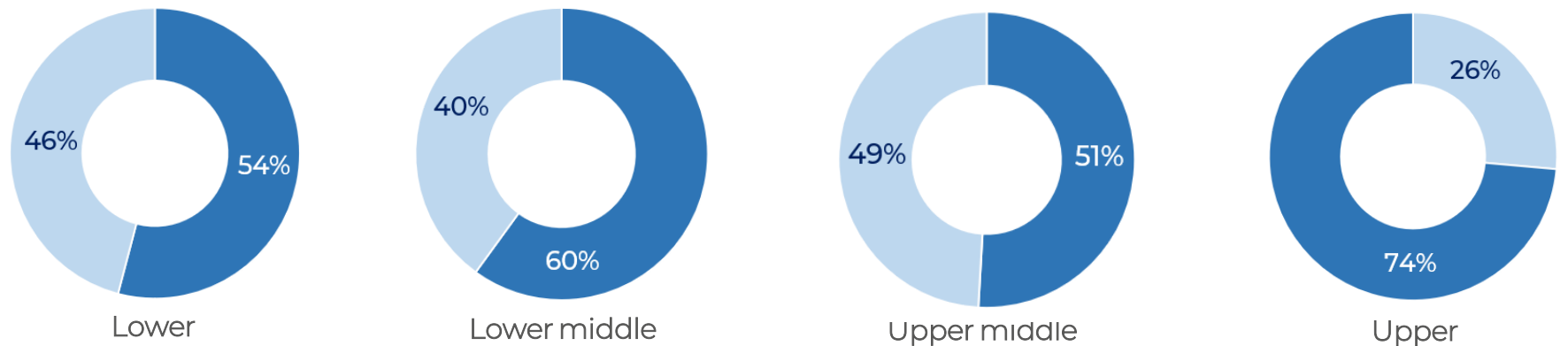
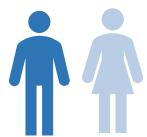
	Mean	Median
Gender pay gap	22.6% 2022 (21.8% 2021)	21.0% 2022 (19.8% 2021)
Gender bonus gap	57.8% 2022 (56.6% 2021)	35.4% 2022 (30.0% 2021)

Proportion of employees paid bonus

CFC operates a single group-wide performance based annual cash bonus plan. All staff participate in the bonus plan but each year, some employees join after the cut-off date for bonus eligibility, so do not receive a bonus.



Male & female pay quartiles



Our findings

CFC's gender pay gap increased slightly to 22.6% (from 21.8% in 2021) and our bonus gap increased slightly to 57.8% (from 56.6% in 2021). The UK gender pay gap arises in our organisation because we have significantly more men than women in the most senior and highest paid roles.

We remain committed to both recruiting and developing more people from diverse backgrounds and appointing more women into senior and leadership roles. We know that there are no quick fixes to redress the pay gap, and we continue tracking progress against our diversity objectives for recruitment, career advancement and talent development. We also recognise that driving more diversity in recruitment remains a key challenge, and this was evident in 2021-22 with 80% of new hires at £100k salary or higher being male appointments.

Gender pay gap

Our gender pay gap exists since we employ much fewer women than men in senior leadership roles. During 2021-22 we did not make any new appointments onto our executive director team (which is solely male currently). We are pleased to report that our wider leadership team comprised 35% women, and 24% female representation at combined ExCo and Board level (which is above Lloyd's of London target of 20% or higher to be met by December 2023). We recognise that we have a gender imbalance at Board level with 11% female representation for 2021-22.

Bonus pay gap

We operate a group wide bonus plan for all employees where everyone, regardless of gender, has equal opportunity to be rewarded for their performance and contribution. Our bonus gap exists since bonuses are significantly higher for the most senior leadership roles at CFC, and we employ significantly more men than women at ExCo and executive board level (where 74% of role are held by men). We have to reward our senior leadership and executive team with competitive variable pay to motivate, engage and retain our top talent, and enjoyed an exceptional FY21 performance year that was reflected in bonus awards.



Closing the pay gap

We are proud of the progress we are making driving more diversity at CFC in the areas of talent acquisition, career advancement, talent development, and promoting diversity, equity and inclusion initiatives across the UK business through our 'Together at CFC' program.

Career advancement

30% of management title promotions were awarded to women in 2021-22, and 62% of employees taking part in mentoring were women, with 50% of mentors being female. Through our investment in L&D, we continued to fully fund professional certifications to ensure that eligible CFC employees, regardless of gender, can attain meaningful professional qualifications supporting career advancement.

Leadership development

Developing our existing and future leadership talent remains a key priority. In 2021-22 we achieved 35% female participation for our leadership development program, and launched a new 'Aspiring Managers' program with 47% female participation.

We continue to focus on driving more diversity for employees selected for CFC's management development program, and identified as future potential leaders. To support this work, we invested in further headcount for our growing UK L&D team.

'Together at CFC'

We're proud of the initiatives led by our D&I team through our 'Together at CFC' program supporting our diversity and inclusion objectives. In 2021-22 we continued partnering with GIN (Gender Inclusion Network for Insurance), Link (LGBTQ+), iCAN (Insurance Cultural Awareness Network) and ACIN (African-Caribbean Insurance Network), and working with our employees to advance DEI across the business.



Talent acquisition

In 2021-22, 45% of our new hires identified as female. Our talent acquisition team collaborated with external partners such as The Brokerage, 'Women in Tech', and Bright Network, to support us in achieving our diversity hiring ambitions. We're proud that our 2021 intern applications resulted in 50% of 2022 placements for women (up from 45% in 2021). Our intern scheme feeds CFC's early careers hiring for underwriting, claims, IT, and numerous support functions.

We started work implementing a new recruitment platform with improved equality monitoring and reporting capabilities to help more effectively capture and understand DEI data. We continued using hiring tech tools to minimise gender bias wording within job advertisements and ensure career opportunities accurately reflect our inclusive culture. We will also deliver interview skills and D&I awareness workshops in 2023 to 100+ line managers in the UK organisation.

Diversity data

We have improved executive level D&I reporting and visibility of diversity metrics through a new quarterly D&I dashboard reported to the ESG Committee that tracks key metrics for hiring, leadership development, career advancement, mentoring, Board / leadership / employee, and internship representation, and employee retention. We also provide weekly executive director updates for recruitment diversity KPIs.

Gender pay gap reporting

All UK employers with 250 or more employees are required to report their gender pay gap under The Gender Pay Gap Reporting Regulations 2017. The figures in our April snapshot 2022 report are based on the calculations set out in the Regulations and must be reported every year.

About the gender pay gap:

The gender pay gap is the difference in pay / bonus earnings for all men and all women within the Company.

The **mean** pay gap number represents the difference in **average** pay between all male and all female employees.

The **median** pay gap number represents the difference in pay between the **middle point** of all male employees, and the middle point of pay for all female employees.

Gender pay gap reporting does not measure equal pay (relating to what men and women are paid for performing equal work). The principle of equal pay is a legal UK requirement. CFC is committed to meeting its equal pay obligations, and to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, disability or gender reassignment.

We confirm that the data provided for CFC Underwriting Limited in this 2022 report is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in black ink, appearing to read 'David Walsh'.

David Walsh
Founder & Group CEO



A handwritten signature in black ink, appearing to read 'Peter Samuel'.

Peter Samuel
HR Director