

# Gender and Ethnicity Pay Gap Report

Canada Life UK 2022





**Building an inclusive workplace with a diverse workforce where everyone can feel they belong and achieve their potential regardless of gender, ethnicity or any other characteristic is a key aim for us.**

Creating this environment requires dedicated action, robust data and clear commitment, we use gender and ethnicity pay gap data to track our progress. This is the sixth year we’ve reported on pay and bonus gaps for gender and the fourth that we’ve voluntarily shared ethnicity data - being open and transparent is really important to us.

We’ve made progress on gender pay over the 6 years with a 13.8% improvement on mean pay, 10.4% on median and 19.9% on bonus – we’re certainly closing the gaps. Gaps have also narrowed over the four years we have been reporting ethnicity data by 4.7% improvement on mean pay and 6.2% on mean bonus. We have seen a very positive increase in ethnic representation around a fifth of our colleagues are from ethnic backgrounds and am delighted to see a growing number of colleagues joining earlier on in their careers. This is progress and we are determined to do much more.

We know that one of our challenges driving the gaps is insufficient representation of different groups at different levels in the organisation. We are actively taking new approaches to make a real difference and move faster – we know we are a better organisation when we more accurately reflect the communities we serve.

In 2022 we launched a new Diversity, Equity and Inclusion strategy – to accelerate action and drive us forward. In 2023, with the introduction of new policies, ways of working and focus on learning I’m confident we will continue to see meaningful and sustained change in our business.

**Lindsey Rix**  
Chief Executive Officer Canada Life UK



# Our Actions

We are committed to tackling gender pay gap and by focusing on the right change we expect to see even more positive movement.



## Recruitment

- We use gender neutral language in all vacancy marketing and encourage applicants to talk to us about flexible working arrangements
- We require gender balance in all external hiring shortlists
- We advertise roles on 13 diverse job boards
- Our 'DEI in Hiring' guide includes current legislation, best practices, 'do's and don'ts' and inclusive interview frameworks



## Retention and development

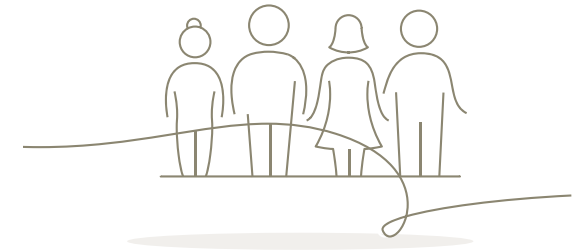
- Enhanced bonus approach with all periods of family leave now included in the calculation of annual bonus
- Flexibility through blended working, colleagues work with their leader to find a pattern between home and the office in a way that works best for them and the service we provide
- Increased flexibility on where roles can be based to encourage talent movement and progression
- A number of Senior Female leaders participating in external talent development programmes
- Creation of new internal talent development schemes
- UK and European mentoring schemes
- We are working towards a target of 35% senior female leaders by the end of 2023 for the whole of Canada Life UK
- Joined the Living Wage Foundation in 2022



## Reinforcing inclusive culture

- Introduced business blueprint setting out inclusive purpose and behaviours
- Every people leader has a DEI measure in their performance objectives
- DEI data and insights presented monthly to the Executive Committee to track progress
- Colleague-led communities having impact. The Ethnicity Network (TEN) partnership with Show Racism the Red Card to raise awareness and understanding. Gender Balance is relaunching in 2023
- Learning programmes running to help mitigate bias
- Joined the 30% club to influence gender representation at Board and Executive level
- 2022 Women in Finance Charter signed
- Launched new menopause support including a partnership with Peppy and signing the menopause workplace pledge





**Gender pay gap reflects the difference in average earnings between males and females who work in the UK. It's calculated in line with government regulations based on hourly rates of pay as at 5th April 2022.**

Mean is calculated by looking at the difference in arithmetic average hourly pay for women compared to men.

Median is calculated based on the difference between the hourly rate of the middle woman compared the that of the middle man if you lined up all the women and all the men in order of hourly rate.

There is no mandatory requirement to publish the Isle of Man gender pay gap data, we choose to do so. We also choose to publish ethnicity pay gap data for the UK voluntarily.

On behalf of Canada Life, I confirm the data contained in this report is accurate.

**Nick Harding**  
Chief People Officer Canada Life UK



# Gender Pay and Bonus

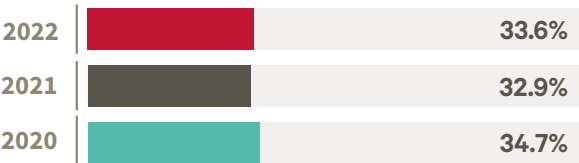
## Gender Pay Gap mean pay rate

Difference 2022 vs 2021 is -1.2%

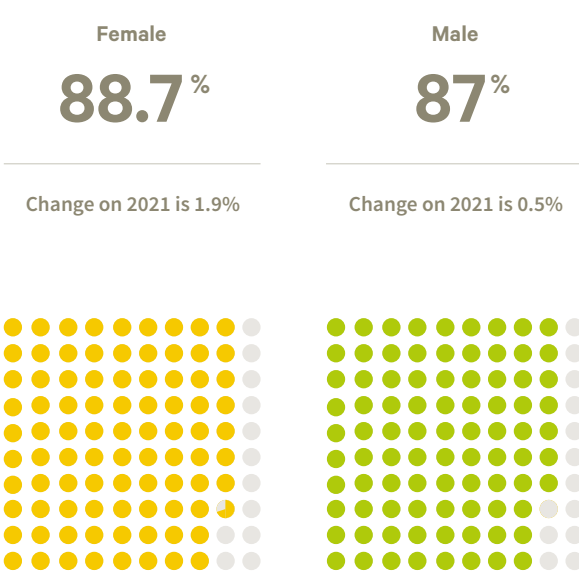


## Gender Pay Gap median pay rate

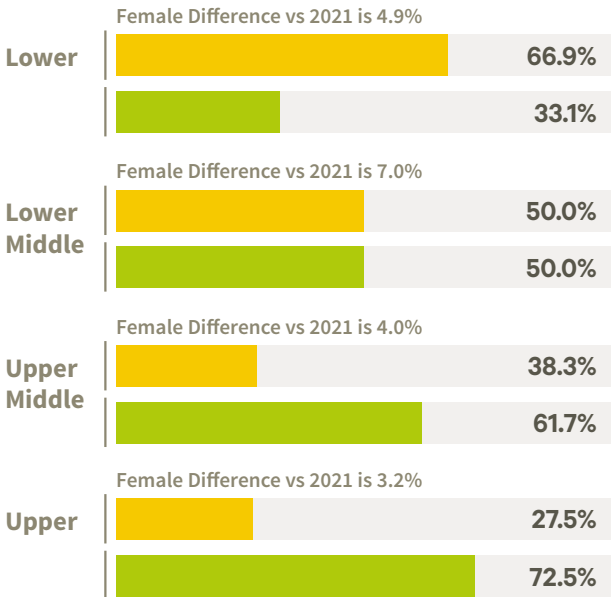
Difference 2022 vs 2021 is 0.7%



## Colleagues receiving 12 month bonus



## Gender Pay Quartiles



## Gender Pay Gap mean bonus

Difference 2022 vs 2021 is -4.0%



## Gender Pay Gap median bonus pay rate

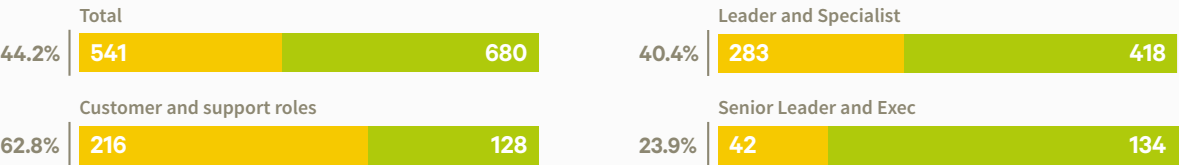
Difference 2022 vs 2021 is 2.4%



In 2022 our mean pay gap has improved by 1.2% as a result of more women holding senior roles and for the same reasons our mean bonus gap has improved by 4%.

In 2022 our median pay gap has declined by 0.7% as we have increased the number of women in the lower quartiles and for the same reasons our median bonus gap has declined by 2.4%.

## In Scope Gender Distribution at 5 April 2021





# Gender Pay Gap Isle of Man (IOM)

Although we are not required to measure and report on our gender pay gap for IOM based employees, we proactively choose to do so because we believe and are committed to the importance of a gender balanced workforce regardless of geographical location.

Gender Pay Gap mean

Difference 2022 vs 2021 is -0.4%



Gender Pay Gap mean bonus

Difference 2022 vs 2021 is -13.7%



Our 2022 mean Gender Pay Gap is 16.5%, a 0.4% decrease from last year and since the beginning of the pandemic our Gender Pay Gap has decreased by 8.5%. Our 2022 mean Bonus Pay Gap is 47.6%, a decrease of 13.7%

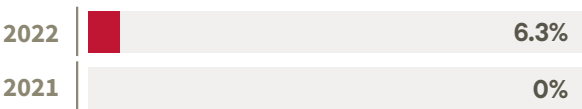
Gender Pay Gap median

Difference 2022 vs 2021 is 2.2%



Gender Pay Gap median bonus

Difference 2022 vs 2021 is 6.3%



Our 2022 median Gender Pay Gap is 16.3%, an increased of 2.2%. Our 2022 median Bonus Pay Gap is 6.3% an increase of 6.3%.

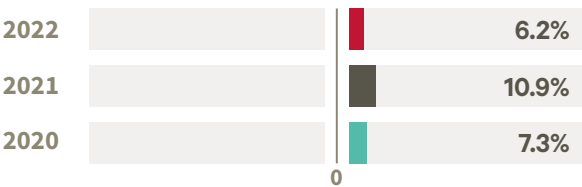


# Ethnicity Pay and Bonus

Of the 1,138 relevant employees 19% have reported as ethnically diverse and 80.5% as white.

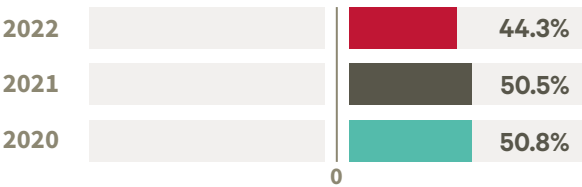
### Mean pay gap

Difference 2022 vs 2021 is -4.7%



### Mean bonus gap

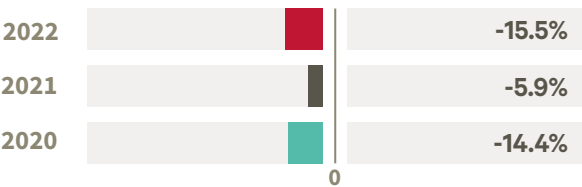
Difference 2022 vs 2021 is -6.2%



Our mean pay gap has improved by 4.7% as a result of more ethnically diverse colleagues in middle to senior leadership roles and for the same reasons our mean bonus gap has improved by 6.2%.

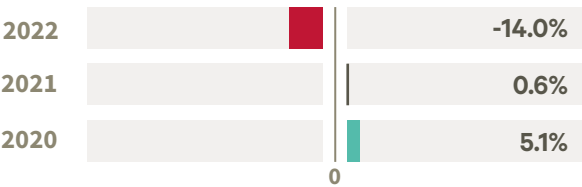
### Median pay gap

Difference 2022 vs 2021 is -9.6%



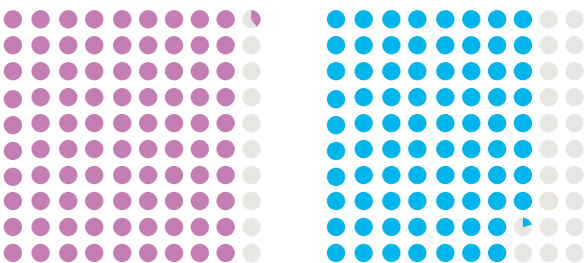
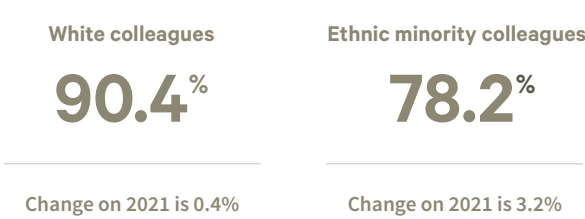
### Median bonus gap

Difference 2022 vs 2021 is -14.6%



Our median pay and bonus gap is negative which means on average we are paying our ethnically diverse colleagues more positively than our white colleagues.

### Colleagues receiving 12 month bonus



### Ethnicity Pay Quartiles

