



ENSTAR GROUP
GENDER PAY GAP REPORT
APRIL 2018





THE GENDER PAY GAP

DAVID ATKINS, ENSTAR EU CEO

For the first time in 2018, UK companies with over 250 staff are required to report on their gender pay gap analysis. The gender pay gap is a 'snapshot' of the gender balance within an organisation as at April 5, 2017. It measures the difference between the average earnings of all male and female employees, irrespective of their roles or seniority.

It is important to remember it is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. Enstar's approach to pay is based solely on a role identified, and as a result, our approach is gender neutral. We are confident that any pay gap is not a result of paying men and women differently for the same or equivalent work. The pay gap can clearly be identified as a result of the structure of our work force.

Our aim at Enstar is to create an environment that attracts and retains the best people. We have made progress throughout recent years to strengthen our framework to ensure equal opportunity, and will continue to mature this as we move forward.

In the following pages, you will see the results of our analysis, together with some commentary on our culture and our evolving framework. We are committed to continuing our positive evolution.

Yours sincerely,

David Atkins

GENDER PAY GAP ANALYSIS – APRIL 5, 2017 DATA

GENDER PAY GAP MALE V FEMALE

Compensation	Mean	Median
Pay	47.3%	34.3%
Bonus*	72.7%	51.8%

**The relevant bonus period captures all bonus payments made within the 12 month period up to the snapshot date.*

INTERPRETING THE INFORMATION ABOVE

- **Mean gap** is expressed as the the difference between the average male and female pay/bonus, expressed as a % of male average pay/bonus.
- Average pay is 47.3% higher for male staff compared to average pay for female staff.
- Average bonus pay is 72.7% higher for male staff compared to average bonus pay for female staff.
- **Median gap** is expressed as the difference between the mid level of male pay/bonus and female pay/bonus, expressed as a % of mid level of male pay/bonus.
- Median pay (the middle level of pay of all males and all females) is 34.3% higher for male than female staff.
- Median bonus pay (the middle bonus pay level of all males and all females) is 51.8% higher for male staff compared to mid level for female staff.

PROPORTION OF STAFF RECEIVING A BONUS

Gender	Bonus received
Male	84.0%
Female	82.7%

INTERPRETING THE INFORMATION ABOVE

- **Bonus payments** - with regard to staff who received bonus payments, a similar proportion of male and female staff received a discretionary bonus payment.

IMPORTANT NOTE REGARDING CALCULATIONS: *The mean and median calculations above do not take into account seniority factors. We have more male employees in senior positions than females, which we believe leads to the gap, rather than inequality of pay for the same work performed.*

GENDER PAY GAP ANALYSIS – APRIL 5, 2017 DATA

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE

Quartile	Male	Female	Total
Lower	39.8%	60.2%	100.0%
Lower-Middle	51.6%	48.4%	100.0%
Upper-Middle	72.0%	28.0%	100.0%
Upper	79.6%	20.4%	100.0%

WHAT DOES THIS MEAN?

- We have more female than male employees in the bottom pay quartile.
- We have slightly more male than female employees in the second pay quartile.
- In the third and fourth/top quartile, we have significantly more male than female employees.

THE ENSTAR CULTURE

Although the gender pay gap analysis addresses Enstar EU only, it is important to consider the culture of the wider Enstar Group.

In recent years, we have seen a number of our senior positions being filled through the appointment and/or promotions of female employees. We believe this demonstrates our commitment to providing equal opportunity at Enstar.

SENIOR GROUP ROLES RETAINED BY WOMEN:

Previously held by male employees:

- COO
- Head of IA (UK based)
- StarStone Group CFO (successor to male employee Bermuda based, current CFO UK based)
- StarStone International CFO (UK based)
- Enstar US CFO
- Group Tax Director (UK based)
- Enstar Australia CEO

Other senior roles held by females:

- CRO
- Head of Legal
- Head of HR (EU based)

EVOLVING OUR APPROACH

In recent years, we have matured a number of our functions and processes in response to our growing size and in response to the needs of our staff and industry developments. Some areas specifically help to ensure we continue to move in the right direction in continuing to provide equal gender neutral opportunity at Enstar:

SUCCESSION PLANNING AND TALENT MANAGEMENT

- Robust framework to support planned succession which identifies individuals based on capabilities.
- Promote career progression across all sectors and address any barriers where they appear.
- Develop our key talent identification and management to ensure successful growth of future leaders.

PAY REVIEW

- Extensive pay reviews during Q1 each year.
- Continued maturing of job roles and grades to ensure a fair structure and process.

RECRUITMENT

- Continued approach to select the right person for the job, through a fair and balanced process.

We will continue to mature our framework to ensure we are providing equal opportunity.

INITIATIVES UNDERWAY:

Flexible Working

- Exploring further operation of a flexible working design where possible to support needs of business and employees.

Maternity Policy

- We recently harmonised our policy within Enstar EU which led to improvements. However, we are carrying out a further analysis to establish gaps to industry norms.

Family Friendly Work Environment

- Working to formalise our framework for providing an environment that is supportive of employees with family commitments, ensuring removal of barriers in order for their careers to progress.

We are confident in the approach we take to Job Evaluation, Recruitment, Role Grading and Benchmarking that 'equal pay' is not a concern. This assists to support us in our Gender Neutral approach.