

Davies Group Gender Pay Report April 2018

Davies Group is a multi-award winning operations management, consulting and digital solutions provider to organisations in highly-regulated markets (including insurance, financial services, utilities, communications, and to regulatory bodies) and to global businesses. Our core services include: Claims Solutions, Insurance Services and Customer Solutions and we have grown by acquisition and organic growth by over 250 colleagues since we reported voluntarily in April 2017.

We are committed to growing an inclusive and diverse workforce by attracting, retaining and developing world-class people. We are working hard to foster an environment in which all of our current and future colleagues have the opportunity to succeed, regardless age, race, sex, gender reassignment, disability, sexual orientation, marriage or civil partnership, religion or belief, pregnancy and maternity.

Like many businesses across the financial and insurance sector, occupational segregation is the prime cause of our gender pay gap. More women occupy lower paid roles than men, who conversely occupy higher paid senior, technical and field based role. In recognising this we have implemented strategies to address the legacy issues prevalent in our sector. These include initiatives to increase the proportion of female apprentices, graduates, and junior managers and target an increase in the number of female senior managers. Our initiatives are already having a positive impact on our pay gap as evidenced in our figures for 2018 as detailed below. Looking ahead to ensure women have equal access to opportunities across the business we will continue to monitor our recruitment and selection practices and have flexible working practices in as many areas of the business as possible.

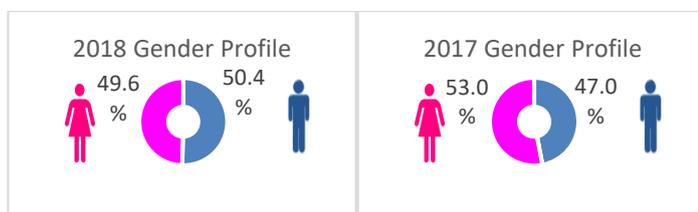
Our Reporting Requirements

Our gender pay reporting requires us to publish the following information:

Gender Pay Measure	Description
Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
Bonus Ratios	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
Quartile Pay Bands	The proportion of males and females when divided into four groups ordered from lowest to highest pay

Our Figures

As at the snapshot date of 5th April 2018, the gender profile of relevant UK employees was nearly equal, with 50.4% being male and 49.6% female, representing a small change from 2017 figures.

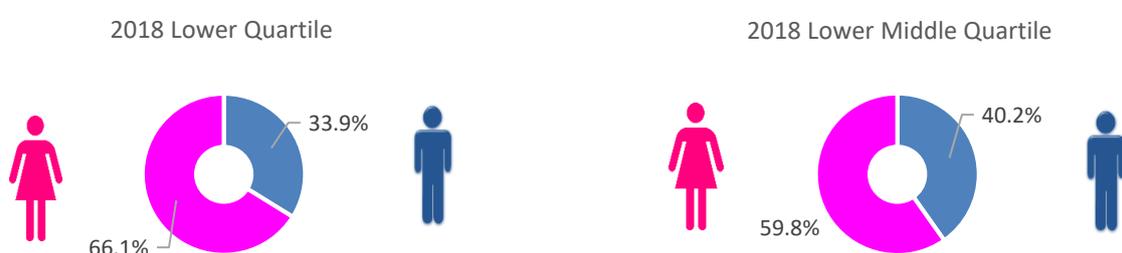


With an equal split of genders, we recognise the importance of understanding and recognising any gender pay differentials and making inroads to reducing the gap. Since our first formal figures were published last year, the median pay gap has reduced to 22.6% from 33% and the mean pay gap has reduced by 1.8% to 30.2%. The reduction in the median gap is a reflection of our efforts to develop and promote women into higher paid roles combined with the impact of the pay profiles of the businesses acquired by Davies in 2017-8.

Since our first formal figures were published last year, the mean pay gap has reduced by 1.8% from 32% to 30.2%, and the median has reduced by 10.4% from 33% to 22.6%.

The Group's bonus gap figures demonstrate a similar narrowing of differentials, with reductions in both mean and median gaps.

Bonus Gap	2017	2018	Change
% Males receiving bonus	36%	18.8%	-17.2%
% Female Receiving Bonus	23%	11.0%	-12%
Mean Bonus Gap	67%	58.8%	-8.2%
Median Bonus Gap	43%	26.1%	-16.9%



The balance of men and women in the relevant quartiles are starting to respond to activities aimed at bringing equality to representation in the quartiles, with a reduction of the percentage of women in the Lower Quartile and an increase in women in the Top Quartile



Declaration

These results are based on the pay data for all UK employees at April 2018 and those receiving bonus in the year up to April 2018. I confirm that the gender pay data set out in this report is accurate.

Dan Saulter
Group Chief Executive Officer