

# RSA Insurance Ireland (DAC) Gender Pay Gap Report 2024



At RSA Insurance and 123.ie we believe in gender diversity at all levels of our business, and Gender Pay Gap reporting is a fundamental part of our Diversity, Equity and Inclusion (DEI) strategy.

We acknowledge the importance of being transparent in terms of our Gender Pay Gap, and we are mindful that Gender Pay Gap reporting is associated with the equal distribution of gender across all levels of a business.

We offer all our employees the opportunity to grow their career with us and particularly when it comes to developing leadership capabilities through our programmes. To date, we have seen 58% female participation in leadership development through our partnership with University College Cork, and we have 68% female representation in our internal Leadership Academy. We continue our commitment to ensuring a 50% male: 50% female gender split in our selection process for all levels across our business and where the market will allow.

Despite ongoing initiatives to address equal gender representation at all levels across our business, the

**Kevin Thompson**  
CEO, RSA Insurance Ireland

scale of the gaps for 2024 is reflective of the higher proportion of females at the lower grades, and specifically, the number of male employees exiting the organisation from our lowest grade. This has contributed to the change in the pay gap between 2023 and 2024.

Looking forward, we will maintain our focus on targeted strategies such as mentorship programmes and identifying our female talent pipeline as part of our RISE action programme. Through our Capability Build agenda, we will direct our attention and review attrition at the lower levels of our organisation, with ongoing tracking of the data available to ensure that the measures in place are addressing our Gender Pay Gap.

We are proud signatories of the Women in Finance Charter, and we are already seeing great progress in respect of our female talent at management level. Working collaboratively with our various strategic partners to include Back to Work Connect, the 30+ Club and Platform55, we will continue to focus on our Gender Pay Gap action plan for 2025 and beyond. As a business, we are determined to work towards gender balance at all levels in the organisation.

**Amanda Johnson**  
Chief Strategic Change & People Officer, Ireland



### Our Purpose

To help people, businesses and society prosper in good times and to be resilient in bad times.

### Our Values

Our Values are the framework for how we work and behave and guide our decision-making in all contexts. They underpin every effort and every task that we

carry out every day, to ensure we deliver our Purpose statement. Our Purpose and Values drive everything we do as a company and give meaning to our work.

Integrity, Respect, Customer-driven, Excellence and Generosity

# Our Results – The Data

## Why Are We Reporting?

In May 2022 Ireland welcomed mandatory reporting requirements obliging all companies with 250 or more employees to publish Gender Pay Gap results externally. From 2024, reporting is mandatory for entities with 150+ Irish employees. Our Gender Pay Gap reflects a snapshot date of 30th June 2024. The pay gap calculation is based on hourly remuneration which includes bonus and captures all relevant employees\*, regardless of contract type or employment status.

The terms Equal Pay and Gender Pay are often used interchangeably, and incorrectly. The distinction is very important – they have different meanings. Equal pay is a legal obligation to pay males and females the same amount for doing the same work. At RSA Insurance Ireland we are an Equal Pay employer. Gender Pay Gap looks at the average hourly wage of males and females across all levels in the organisation. A Gender Pay Gap is often driven by the organisation’s distribution of male versus female across roles and levels, which is the case for RSA Insurance.

\*A “relevant employee” is a person who is an employee of RSA Insurance on the snap shot date, who has self-identified as male or female.

The sections shown to the right display the results of our analysis.

### The Mean

The mean pay gap is the difference in the average hourly remuneration earned by a male compared to the average hourly remuneration earned by a female, across all organisation levels.

### The Median

The median pay gap represents the difference between the hourly remuneration earned by the ‘middle’ male and the hourly remuneration earned by the ‘middle’ female, across all organisation levels

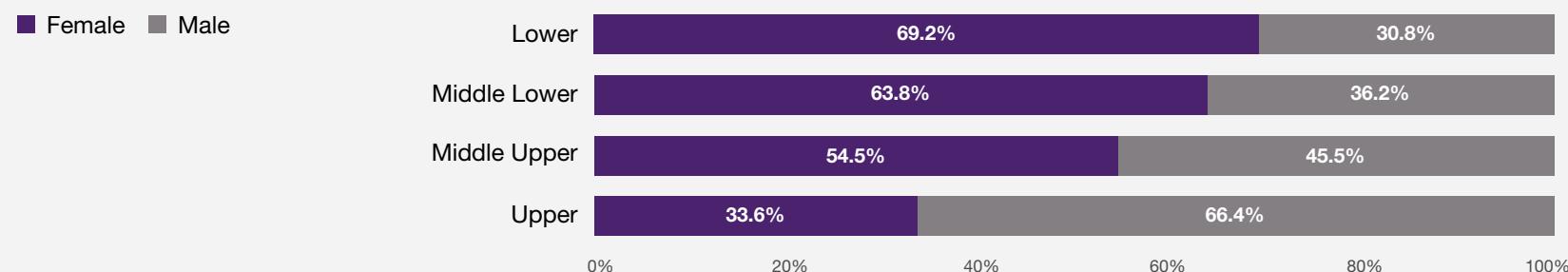
## Gender Split



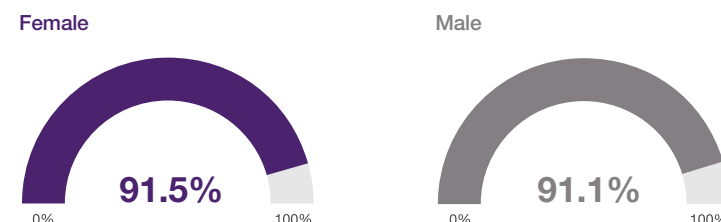
## Mean & Median Pay and Bonus Gap

	Pay Gap	Bonus Gap
Mean	30.0%	48.6%
Median	37.3%	50.3%

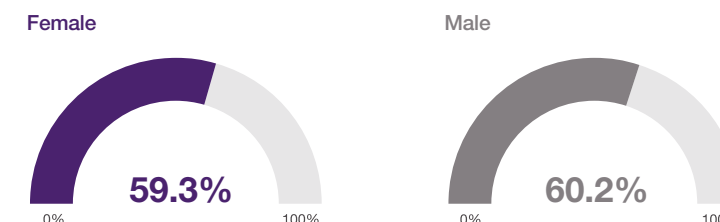
## Proportion of Employees in Each Pay Quartile



## Proportion of Males and Females Who Received a Bonus



## Proportion of Males and Females Who Received Benefit-In-Kind



## Our Results – The Narrative

While we have seen progress in respect of our female talent in management group vs 2023, and we move in to 2025 with a 50% male: 50% female gender split on our Executive Team, the scale of the pay and bonus gaps for 2024 remains reflective of the higher proportion of males in our more senior roles, and the volume of females in the more homogenous type roles at the lower levels. What is then specifically driving the difference vs 2023, is the number of male employees exiting the organisation from our lower level roles, with one of the main themes emerging as travel.

### Pay

The mean pay gap of 30.0% is driven by the large proportion of males in senior positions and the female majority across the lower levels. The median pay gap of 37.3% indicates that the middle female is paid 37.3% less than the middle male.

### Bonus

The mean and median bonus gaps (48.6% and 50.3% respectively) are influenced largely by bonus maximum opportunities applicable to individual levels. Greater bonuses at more senior levels is a common characteristic of larger organisations. Earnings during the reporting period demonstrates a higher % of females receiving bonus generally, due in large part to the ratio of female to male across our business.

### Benefit-In-Kind (BIK)

BIK refers to remuneration other than money not included in the regulation's definition of "ordinary pay". There is a small difference in the number of female employees receiving BIK vs male employees during the reporting period.

### Pay Quartiles

The use of quartiles (dividing the data into 4 equally sized groups) has allowed us to review the distribution of male and female employees across the organisation. We see males comprise the majority in the upper quartile due to more males occupying senior roles in our organisation.

### Part-Time and Fixed-Term Contract Employees

At RSA Insurance, we have a higher proportion of females occupying part-time positions than males. This cohort consists of a small subset of our workforce across levels therefore is subject to large variation based on individual employees. The same trend can be seen in fixed-term (temporary) contracts as with part-time contracts. The number of employees on fixed-term contracts is minimal and is spread across all levels of our organisation. While taking in to account our reporting requirements under Gender Pay Gap legislation, and our obligations under the Data Protection Act 2018, we have decided not to report on the Gender Pay Gap for part-time and fixed-term contract employees. Rather we will use the data analysed locally to help drive actions, to include amplifying the flexible working options and family friendly policies available to all at RSAI.

# Our Progress

This slide outlines a number of activities that we as an organisation have already taken to create a more diverse and inclusive workforce, and which incorporate actions identified to help address our gender pay gap.



## Women in Finance Charter

As a signatory to Ireland's Women in Finance Charter we are committing to female leader representation, as well as monitoring gender talent acquisition from minority communities. We move into 2025 with a 50% male: 50% female gender split on our Executive Team, and we are at 39% female representation for our female in management group.



## RISE Programme

We promise our people the opportunity to grow with us. We are proud of our RISE programme and our Level 7 and 8 Management and Team Development programmes in association with University College Cork. To date we have seen 58% of participants at UCC have been female, and we have 68% female representation in our internal Leadership Academy.



## Talent Acquisition

We continue to incorporate blind CVs as a tool in our recruitment process to help reduce potential gender bias at CV screening stages. We use a tool called Textio to remove bias from our job descriptions and to make the job advertisement more gender neutral. In partnership with our hiring managers, we continue to ensure broad diversity across the hiring and promotion process e.g. hold to a 50:50 gender split in the application process where possible.



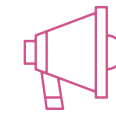
## People

In 2024 we rolled out unconscious bias training to all our hiring managers, and this will continue annually. We are confident that all of our HR policies are equitable to everyone. Our family leave offering includes a Menopause policy, a Carers Leave policy and a Fertility Leave policy.



## External Partnership Platform 55

We launched our strategic partnership with Platform55 to all RoI and NI employees in September 2024. The partnership aligns to our company purpose, business objectives, leadership success factors and company values, and supports our ongoing action plan working towards gender balance at all levels in the organisation. Platform 55 is a welcome addition to our workplace supports toolbox, and by making the investment, we continue our commitment to providing a workplace where our employees feel that they have all the supports they need so they can continue to thrive and grow their careers with us.



## Empowering the Employee Voice

Our company engagement score increased by 10% for 2024. This reaffirms that our consistent, collective, and targeted approach to on-going engagement action planning is working. We scored 88% in response to employees feeling they can be themselves at work, and 92% in response to having a work environment that is accepting of diverse backgrounds and ways of thinking.

# Action Plan

The delivery of our action plan for the next 12 months will support the building blocks we see as imperative to long term change in the representation of our gender balanced talent. Ultimately there's no doubt that our key focus should continue to be attracting a balanced pipeline and continuing to develop our female talent and female in management group.

Coupled then with taking a holistic view of Gender Pay Gap reporting and better balance at all levels across the organisation, our key areas of focus for 2025 will be:

01

Continue to **increase female representation** in our management group.

02

Development of **data driven functional gender action plans** in collaboration with our Executive and Senior Leadership Teams.

03

Continue **career development conversations**.

04

Continue holding for a **50:50 gender split** in the recruitment process (dependency on market/availability and time to hire).

05

Identify further **high growth potential female talent** and continue integration with our RISE action programme.

06

Continue **monthly attrition analysis** by gender.

07

Continue **recruitment candidate data analysis** by gender.

08

Continue to apply a **gender lens** to all people performance, reward and development processes.

## Strength in Partnership

We will continue to strengthen and leverage our strategic partnerships developed to promote diversity across all levels of our business, to include:

- As a signatory of the **Women in Finance Charter** we will continue to work closely with IBEC to understand how we can more greatly integrate with the Charter.
- **Back To Work Connect (BTWC):** as Ireland's premier career hub for midlife professionals, BTWC serves as a bridge between employers and a diverse pool of Returners. We partnered with BTWC in Q1 2024, and their platform actively promotes age and gender diversity in the workforce while leveraging expert market insights to efficiently source and support midlife candidates.
- **Platform 55:** We will continue to build on our partnership with Platform 55, by promoting registration for their online offering to include Maternity and Paternity workshops, and expert webinars. We have commenced the integration of Platform 55's CPD accredited leadership modules focused on driving gender equality, with our L&D strategy for 2025, and look forward to offering this to our People Leaders going forward.



**RSA Insurance Ireland (DAC)**  
Gender Pay Gap Report 2024



Thank you