

DARWIN

GENDER PAY GAP REPORT 2020

At Darwin we are committed to attracting, retaining and rewarding our brilliant people and enabling them to make a difference.

We strive to be a different kind of company, with a diverse, transparent and inclusive culture. This means we are consistently ensuring that everyone, regardless of their background, race, ethnicity or gender, has an equal opportunity to thrive.

Our ideal is that every one of our people feels they can bring their whole selves to work every day. We strive to ensure each and every employee feels valued and our policies and processes reflect this. By hiring a diverse team of men and women, we experience benefits such as increased employee engagement and creativity. Women bring unique experiences to the table which boost productivity and motivation levels.

A common reason women stay with their employer is that it fits well within areas of their life outside of work. At Darwin we offer a huge amount of flexibility to our people and this, for women with children and families in particular, is a big bonus and attraction point.

Within the company we have many opportunities and ways to attract and retain more women. We are part of the Ensuring Women's Futures programme with our parent company Mercer, we provide unconscious bias training to all of our people and promote International Women's Day amongst other events for our people to raise awareness.

That said, results are what really matter and like many organisations, ours are not where we want them to be. Addressing the gender pay gap will remain a priority for us until it no longer exists.

The gender pay gap regulations

A gender pay gap isn't the difference in pay between men and women doing the same or equivalent work – that's 'equal pay'. Instead, a gender pay gap shows the difference between the average pay of all women and the average pay of all men, irrespective of any differences in the work they do. As a result, it's affected by the composition of the workforce, including the numbers of men and women in different types of jobs and at different levels of seniority.

The law requires male and female pay to be calculated separately to show any gap in Mean Pay, Median Pay, Bonus Pay and overall pay expressed as Quartiles.

MEAN AND MEDIAN PAY GAP

To note, with smaller companies like Darwin any changes will have a much more dramatic reflection on our outcome as opposed to larger scale companies. For example if one of our higher paid women were to leave it would have a greater effect on our calculations as a percentage.

As shown, our median pay gap has increased slightly, but much less than in 2019 which was almost a rise of 5%, this is definitely a good step in the right direction and we will continue to make conscious efforts to keep it this way.

METRIC	2019	2020	DIFFERENCE
Mean Gender Pay Gap Comparison	24.76%	23.54%	-1.22%
Median Gender Pay Gap Comparison	18.92%	21.97%	+3.05%

We are pleased to see that our mean gender pay gap has closed slightly for 2020 which is also a really positive step, and our continued focus on our committed actions will hopefully ensure that 2021 and beyond continues on this trajectory.

MEAN AND MEDIAN BONUS GAP

In 2020 both our mean and median bonus gaps have increased, but by much less of a margin than last year. One reason our bonus gap continues to increase is that the highest bonuses are paid to our most senior employees, exacerbating underlying gaps. In a small company like ours, this will always create a large impact on the results.

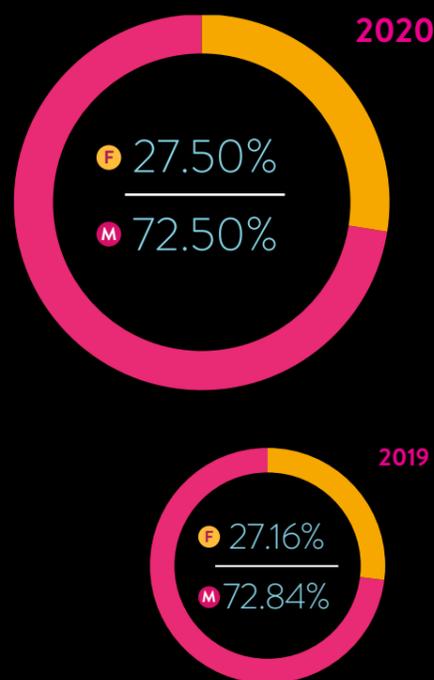
METRIC	2019	2020	DIFFERENCE
Mean Gender Bonus Gap Comparison	68.85%	70.56%	+1.71%
Median Gender Bonus Gap Comparison	31.77%	41.09%	+9.32%

QUARTILES

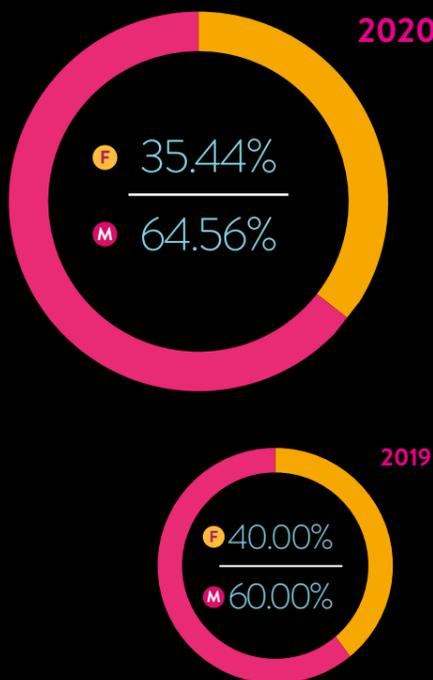
There is a slight drop v 2019 of females within our top quartile for pay with movement towards a larger male population again. Like many other organisations, our gap is a result of having a smaller number of females in senior, higher paying roles. We know there is much work to be done to and we are committed to increasing representation in our top two quartiles.

F FEMALE M MALE

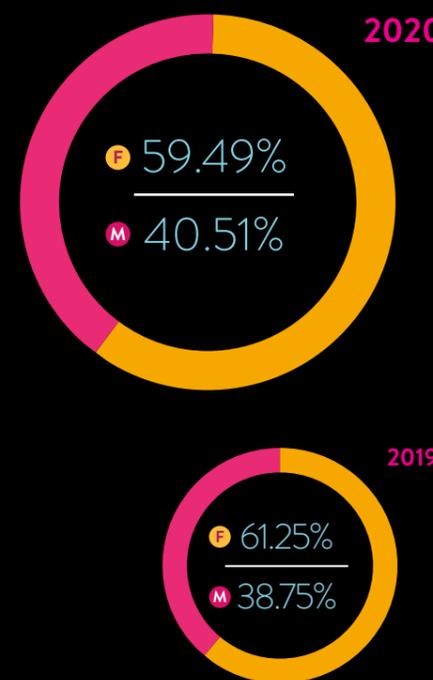
TOP QUARTILE



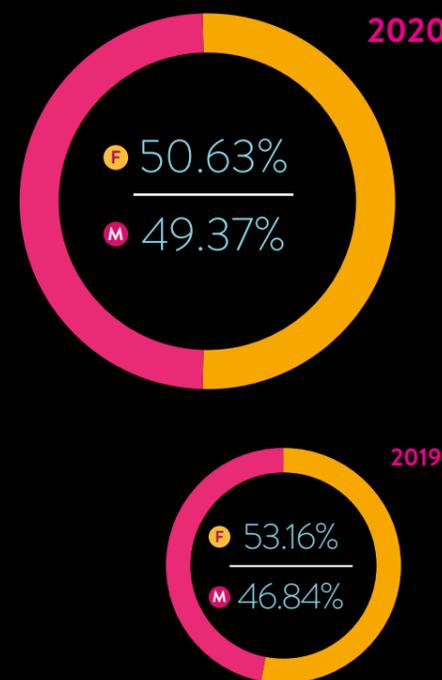
UPPER MIDDLE QUARTILE



LOWER MIDDLE QUARTILE



LOWER QUARTILE

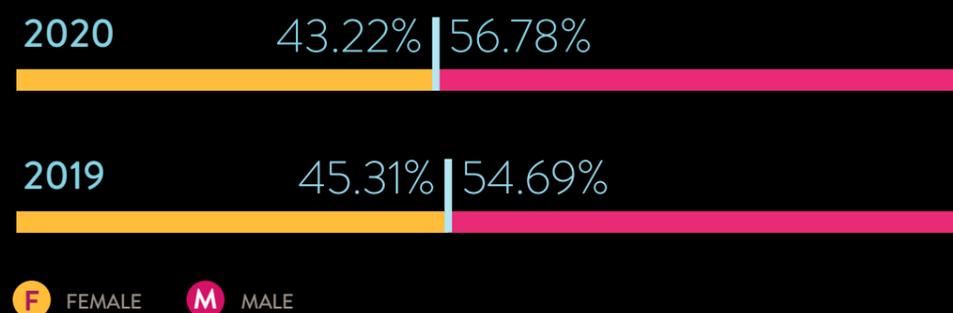


There are some positive differences within the lower middle and lower quartiles where we are seeing a smaller percentage of female employees than in 2019. As a company, are pleased with the progress we have made here.

MALE/FEMALE SPLIT

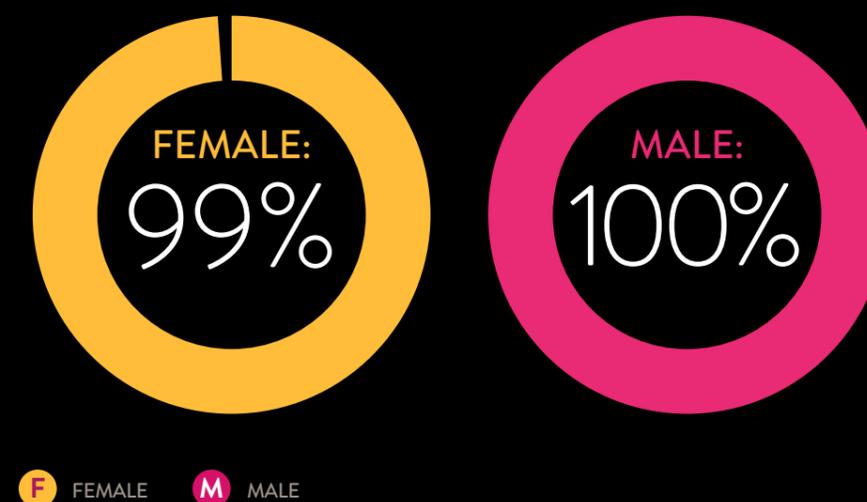
This unfortunately has shown some small movement leaning towards a higher male percentage but remains consistent with previous years.

Male/Female split within Darwin



F FEMALE M MALE

2019 PERCENTAGE OF FEMALES AND MALES RECEIVING A BONUS



F FEMALE M MALE

ACTIONS TAKEN IN 2019

We have seen a much larger portion of our organisation become more interested and involved in our Everybody Thrives initiatives throughout the year and a continued focus on flexible working as we roll out a major focus project for every single one of our people. We committed to providing and delivered unconscious bias training for everyone and provided Executive sponsorship and voice to our Everybody Thrives chapters including our Gender Parity chapter which champions gender balance within our company. We also offered sessions for our people that are parents to come together and discuss positive parenting, along with our colleagues in MMC and created more events for our wider Darwin family.

ACTIONS FOR 2020

By continuing to support our Everybody Thrives initiatives and working as a business together we will further supplement our journey to gender parity as a wider more inclusive organisation by continuing to offer flexible working as a standard to our new candidates. Embedding this within our Employer brand will also allow us to create more diverse pools of talent. We will be working more with organisations which offer the less traditional routes to employment for their candidates (outside of traditional graduate schemes). We are also taking the specific step of looking at how we word our job adverts and external and internal communications to ensure that any hidden bias is removed before we even begin our recruitment journey for a role at Darwin. We are also investing within our succession & workforce planning and looking further down the organisation for talent in a more gender balanced way with a key focus on identifying successors on longer lead times. We are continuing to invest in our people with development programmes with a keen eye on gender balance in our internal and external pipelines for succession.

Declaration: I confirm the gender pay gap data contained in this report for Darwin is accurate and has been produced to meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in white ink that reads "Stephen Read".

Signed: Stephen Read