

UK Gender Pay Gap Report

2020

Argo Group is committed to cultivating an authentic, inclusive and respectful workplace where all employees feel comfortable bringing their whole selves to work with equal opportunities to be successful. This is our first year to report on the gender pay gap among our team in the U.K., but the company has been tracking the pay gap and working on improvements since 2017.

As a reminder, gender pay and bonus gaps are the difference between average compensation for women and men regardless of job level or role. The 2020 gender pay gap of 29.4% represents the difference between the median hourly pay for a man on Argo's U.K. team compared to the median hourly pay of a woman. The gap has narrowed by 8.6 percentage points since 2017, which showed a gap of 38%. The median bonus pay gap in 2020 was 52.4% compared to 58% in 2017. In our case, the pay quartile splits clearly show a need to increase the number of women in senior positions to further reduce our gender pay gap. See details in the charts below.

The pay gap is different from equal pay for equal work. We strive to pay all employees equally for similar work and we have recently implemented a consistent, company-wide career and compensation framework that will enable us to make continued improvements.

Our numbers*

		2017	2020
Gender pay gap	Median hourly pay	38%	29.4%
	Mean hourly pay	42%	30.9%
Bonus pay gap	Median bonus gap	58%	52.4%
	Mean bonus gap	86%	72.5%
Bonus Receivers	Female	86%	73.9%
	Male	78%	76.2%

Pay Quartile	2017		2020	
	Female	Male	Female	Male

Upper	16.7%	83.3%	24.2%	75.8%
Upper Middle	21.7%	78.3%	22.2%	77.8%
Lower Middle	36.7%	63.3%	40.3%	59.7%
Lower	51.7%	48.3%	52.4%	47.6%

*This data is representative of Argo Group's UK-based workforce only.

Our commitment to continuous improvement

At Argo, we are excited about the improvements we are making to continue fostering and preserving an inclusive and diverse culture. In 2019, Argo adopted and published a Board-approved Diversity & Inclusion ("D&I") policy along with a new D&I program to be overseen by a Diversity & Inclusion Committee, which we established last year. Our focus on D&I is core to our hiring, compensation and career progression philosophy and we continue to seek improvement.

In 2020, the first year of our program, our focus on the "Inclusion" piece of D&I in order to create an environment where diverse groups can thrive. We implemented an Employee Resource Group (ERG) framework and now have nine active ERGs, which have created networks for like-minded individuals to connect, as well as provided a conduit for critical input to our D&I strategy.

In 2020, we also aimed to lay the foundations of our program and:

- Created and implemented a consistent, company-wide career and compensation framework;
- Established a company-wide D&I Committee and a formal D&I vision statement;
- Conducted the company's annual company-wide employee engagement survey;
- Ran regular D&I focused employee forums, including a panel-based conversation with experts in response to the Black Lives Matter movement;
- Implemented mandatory Respectful Workplace training with a focus on D&I themes including unconscious bias

- Established a paid caregiver leave policy and benefits;
- Developed an enhanced flexible workplace policy and benefits; and
- Published our first Environmental, Social and Governance Annual Report (see [ESG Reports](#)).

Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

Matt Harris
Group Head of International Operations