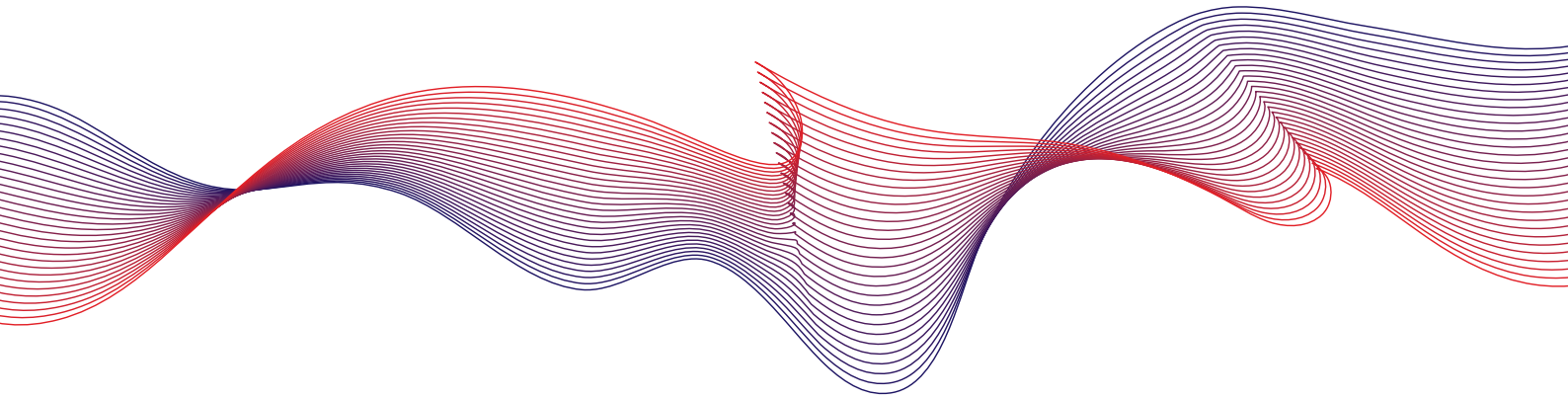
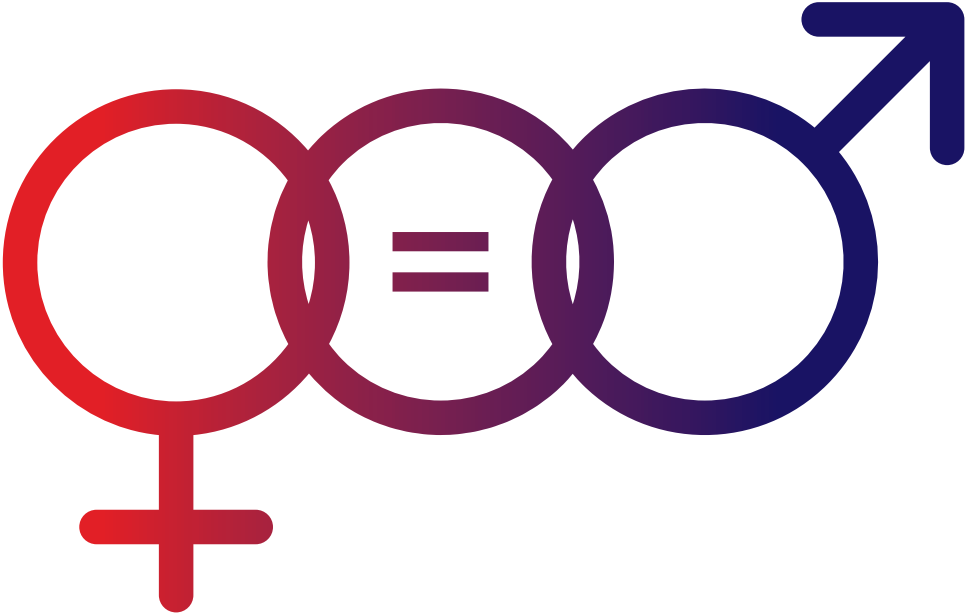




# Gender Pay Gap Report 2018



**At MS Amlin, we believe that people are at the heart of what we do. We aim to employ, develop and retain the very best talent and we want to do that in a fair, transparent and equitable manner.**

In April 2017, new legislation was introduced in the UK requiring employers with more than 250 staff to publish their gender pay gap, in order to promote greater transparency and action around pay disparities, a measure MS Amlin welcomes and is committed to prioritising as a key measure of our business performance. This is the second year of reporting our data under this new legislation.

The gender pay and bonus gaps are the difference between average earnings and bonuses for men and women. MS Amlin<sup>1</sup>, like many other financial services organisations, has a gender pay gap as we have fewer women than men in the more senior roles which demand the highest pay.

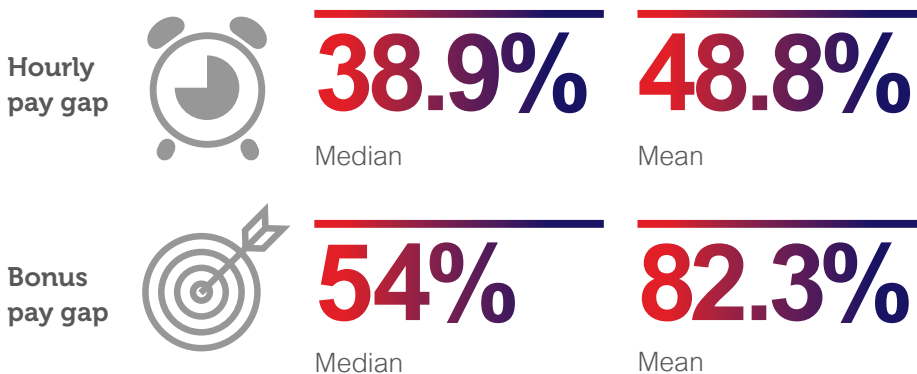
We are confident that MS Amlin adopts equal pay for equal work but we will use the findings of our report to positively address our gender pay gap, and build on the measures we are already taking to bring further gender diversity to our organisation.

## Our 2018 UK Gender Pay Gap Figures

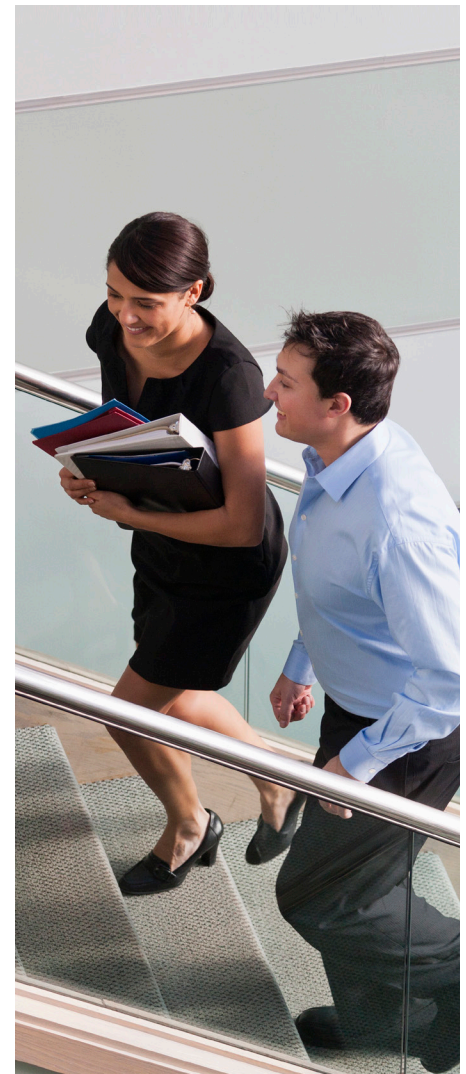
### Hourly & bonus pay gap

The figures below show our mean (the average of all male colleagues compared to the average of all female colleagues) and median (the mid-point of all male colleagues compared to the mid-point of all female colleagues) hourly gender pay gap and bonus gap for 2018.

#### Difference between men and women



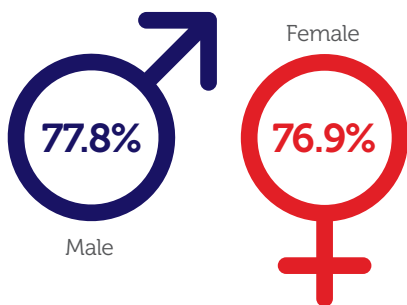
Overall our Hourly pay gap numbers are an improvement on last year as we have seen higher annual increases in pay for more junior employees. Our Bonus pay gap median has decreased and the mean has increased. We recognise that Bonus pay may vary more than hourly pay as incentives fluctuate year on year due to business performance as well as individual performance.



<sup>1</sup> The figures shown above are for UK employees of MS Amlin Corporate Services, MS Amlin's principle employing entity in the UK.

## Proportion of employees receiving a bonus

The percentage of male and female colleagues who received a bonus in the relevant period was:



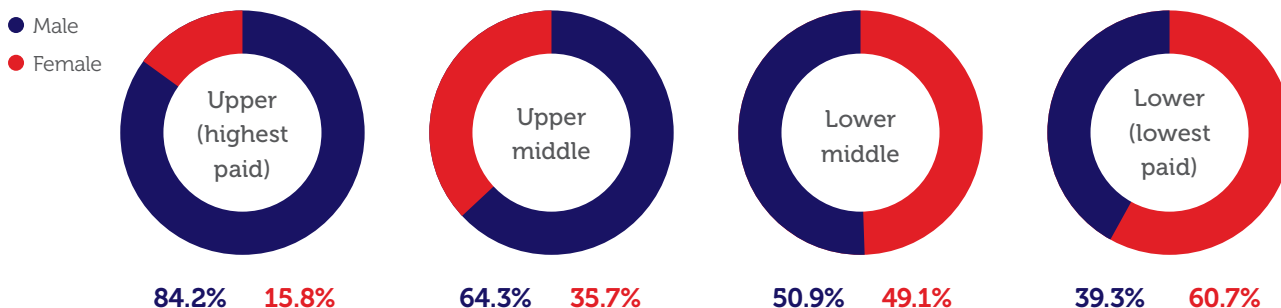
Our pay and bonus gaps are principally driven by a higher proportion of women in junior roles and a higher proportion of men in senior roles.

## 2018 Gender Pay Reporting Demographics



## Pay quartiles

The charts below show the percentage of men and women across four pay quartiles. They demonstrate that in 2018 there continues to be a high proportion of women in junior, lower-paying roles, and a higher proportion of men in senior roles. We are taking steps to increase the proportion of women in senior roles but acknowledge that it will take time to achieve the scale of change that we require.



“As we carry out business in an increasingly global and interconnected world, it’s more important than ever to embrace and celebrate our differences. Diversity and inclusion is a key focus for us at MS Amlin, not only in relation to gender, but our ability to attract and retain talent from the widest and most diverse pools, including working style and experience. Our people are at the very heart of what we do and we must do all that we can to enable our diverse talent to thrive at all levels of the organisation.”

**Shonaid Jemmett-Page**  
MS Amlin plc Group Chairman



“Addressing the gender pay gap is a key priority for me and the Executive team at MS Amlin. A truly diverse and inclusive workforce is a strategic differentiator and supports our objective of being ‘the place to work’. We recognise that we have a way to go, but we have started to take steps towards our long-term commitment with a number of initiatives taking place in 2018. Next year, we will build on this work by consulting and collaborating with colleagues across the business to develop a vibrant and effective diversity and inclusion strategy.”

**Simon Beale,**  
MS Amlin plc CEO

## Closing the Gap

We have spent significant time since the last report diagnosing and understanding the root cause to our gender pay gap and what we need to do to close it. At its highest level we know the main issue is demographic as can be seen the table above. We have spent the best part of this year talking with our people to get to the heart of what will make the biggest difference in MS Amlin. We have reviewed what systems need to be put in place and what processes need to be implemented to support long term, sustainable change. We acknowledge that the improvement of our gender pay gap will take some time, however we are committed to addressing our gender imbalance over the short, medium and long term and we are confident that the work we are doing will begin to bear fruit.

I joined MS Amlin in April 2018 in the role of Chief People Officer, just after our first report was produced. I have looked to bring my personal passion for this area and previous experience to support MS Amlin in making this a priority and seeing sustainable change. I have run Diversity Matters sessions across our offices globally to involve our employees in the process of defining our ongoing Diversity and Inclusion strategy and programme.

These sessions have helped us to identify the interventions and activities that I hope will have the biggest impact for MS Amlin.

These include:

- **Development and implementation of flexible and agile working practices.** Our “Work-Life Better” philosophy follows the key principles of trust, flexibility, choice and responsibility. We recognise there is no one right way to work at MS Amlin and we want to respect the different preferences for when, where and how our people work.
- **Greater focus on diversity in talent acquisition and identification.** We are in the process of overhauling our recruitment practices to ensure we have a diverse selection of candidates for every role in MS Amlin and a fair, non-biased, process of selection. We have committed to having at least one diverse candidate for every vacant role.
- **Education programmes** for our staff and leaders to develop greater understanding of the commercial imperative of a diverse workforce and the impact of factors such as unconscious bias in decision making.
- **Establishing internal and joining external affinity groups** focusing on diversity and inclusion where our employees can continue to take part in an ongoing and open dialogue while learning from others. We recognise that we need to look outside to learn from best practice.
- With the help of an external partner, we are currently **reviewing and evaluating the composition of our Boards** with an increased focus to improve diversity.



### Declaration

I confirm that the MS Amlin Gender Pay Gap calculations featured in the above report are accurate.

**Vivian Leinster**  
Chief People Officer