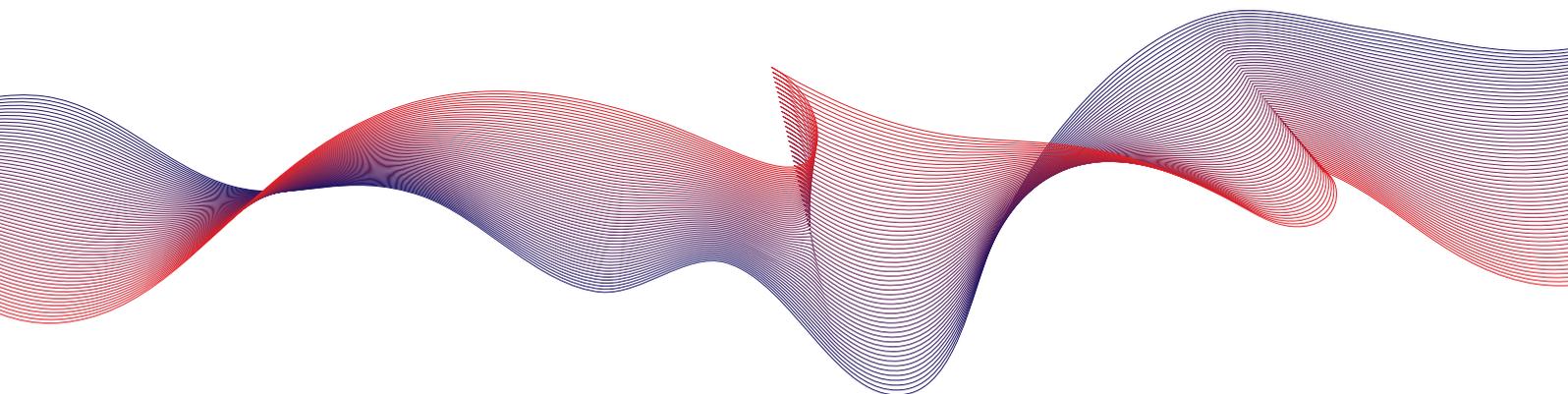
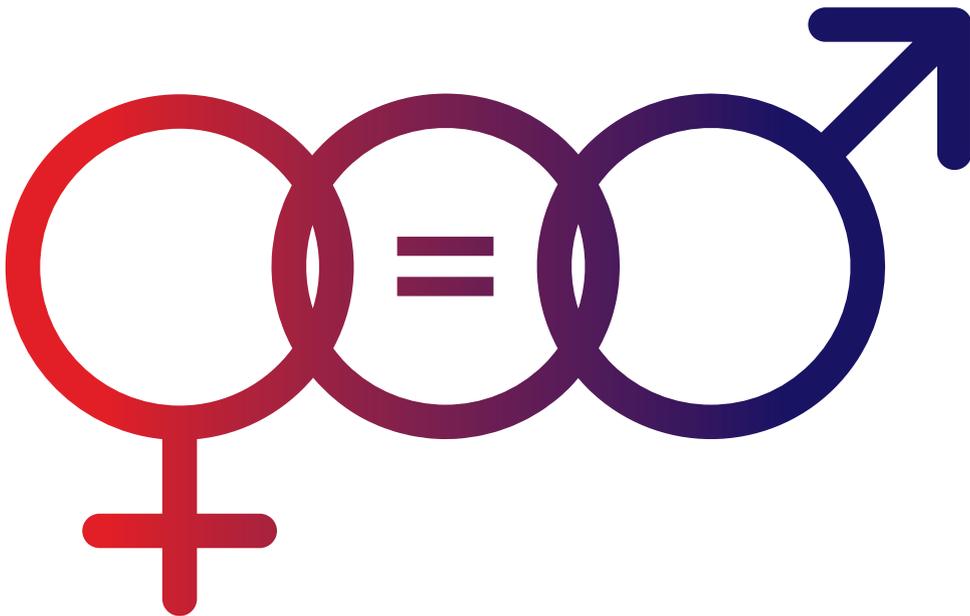




# Gender Pay Gap Report 2017



People are at the heart of all that MS Amlin does. We aim, therefore, to employ, develop and retain the very best talent and we aim to do that in an 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 fully committed to.

The gender pay and bonus gaps are the difference between average earnings and bonuses for men and women. MS Amlin, 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.

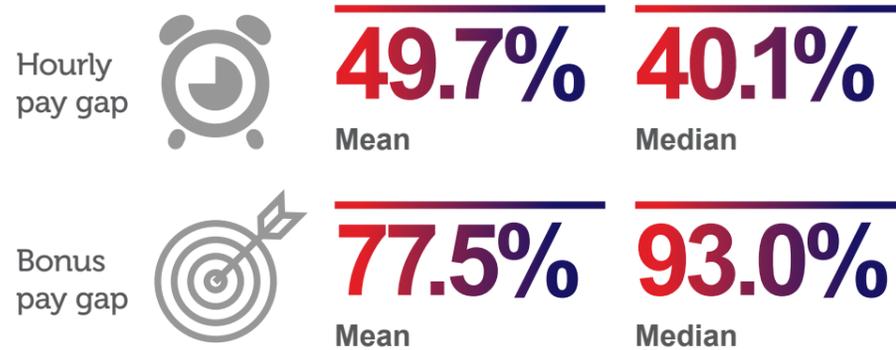
## Our 2017 UK Gender Pay Gap Figures

### Hourly & bonus pay gap

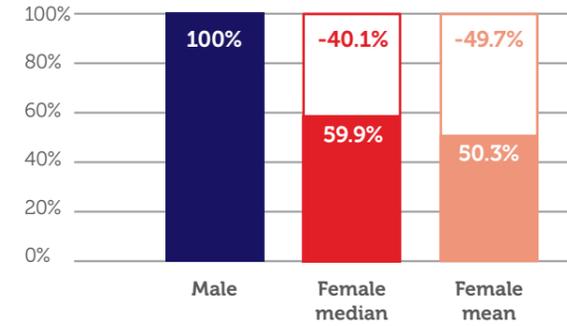
The figures below show our mean (the average of all male colleagues compared to the average of all female colleagues) and median (the mid-point of all male colleagues compared to the mid-point of all female colleagues) hourly gender pay gap and bonus gap for 2017.

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.

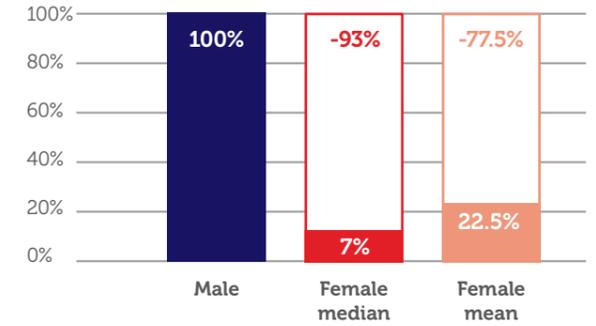
### Difference between men and women



### Gender pay gap



### Gender bonus gap



All MS Amlin employees, both male and female are eligible to participate in MS Amlin's annual bonus plans. Due to a change in MS Amlin's bonus payment date from March to April in 2017, the mandated payment disclosure of the bonus pay gap is misleading because it excludes the 2016 bonus payments but includes long term incentives which are more heavily skewed towards senior employees. If 2016 bonus payments are included the figures are as follows:

### Difference between men and women

Bonus pay gap including March 16 bonus payments



### Proportion of employees receiving a bonus

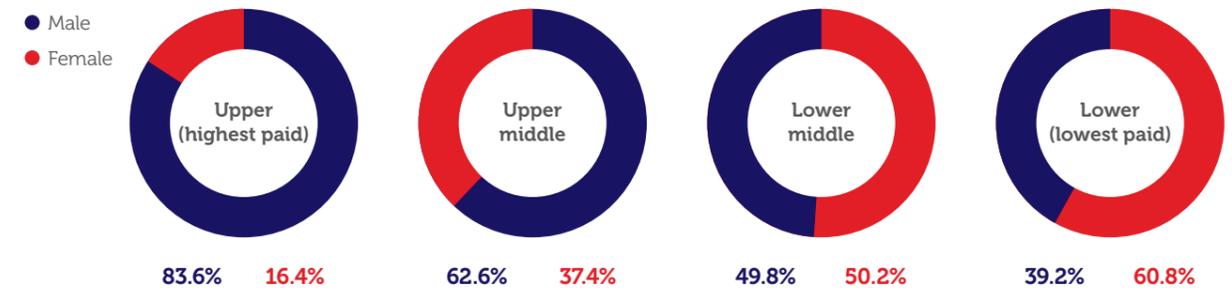
The percentage of male and female colleagues who received a bonus (other than under MS Amlin's annual bonus plan) in the relevant period was:

However, if the 2016 bonus plan payments are included, the proportion of male and female colleagues who received a bonus was:



### Pay quartiles

The charts below show the percentage of men and women across four pay quartiles. They demonstrate that there is 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.



“The MS Amlin Board and Executive are determined to build a sustained and multifaceted strategy to make our company a more diverse and inclusive place to work. A key element of this approach will be to take further steps to improve our gender balance in order to positively impact our gender pay gap over time”

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

## Closing the Gap

We realise as part of our long-term commitment to reducing our gender pay gap, that there is plenty of work that needs to be done, notably our continued effort to identify and mitigate factors that are preventing women from progressing into more senior positions. Outlined below are a number of proactive actions that we are currently taking as a business to address our gender imbalance. We look forward to reporting on the progress made with these steps and building on them in the future.

- MS Amlin is **pleased to welcome Vivian Leinster, in the role of Chief People Officer**, whose remit will include responsibility for pushing forward MS Amlin’s diversity and inclusion agenda. Vivian will report directly to the Group CEO and will sit on the MS Amlin Group Executive Oversight Committee.
- **Enabling flexible working options** in support of working families. MS Amlin is committed to enhancing its flexible working arrangements for all employees wherever possible.
- **Continue to ensure that performance is calibrated fairly** and equally irrespective of gender.
- **Cultivate inclusive leaders** who understand the business case of a diverse workforce and the impact of factors such as unconscious bias in decision making.
- **Continue with remuneration structures which are fair and equitable** and free from bias on grounds of gender, ethnic origin, nationality, religious beliefs, disability or any other factor unrelated to performance, experience or market benchmarking.
- Continue to promote **gender diversity as a factor in talent identification**. Effective recruitment and selection is crucial to the successful performance of the business, and MS Amlin recognises it must select the best talent from the widest, most diverse pool possible.
- MS Amlin invests significantly in the development of our people, and we **continue to prioritise and monitor gender balance in our training programmes**.
- **Attract more women** into the insurance industry at all levels, improving our recruitment pipeline.
- MS Amlin is supporting **Insuring Women’s Futures**, the CII programme which promotes and provides skills, professional standards, training and qualifications for women in insurance within its wider agenda.
- Sponsoring industry wide initiatives such as the **Lloyd’s Dive In Diversity and Inclusion Festival**.

### Declaration

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



**Simon Beale**  
Deputy Chief Executive Officer

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