

# Building a Stronger Business

## 2018 gender pay gap report

*At Assurant, we understand how important diversity and inclusion are to our customers, employees, shareholders and our business. That is why we want our workforce to reflect a tapestry of experiences, backgrounds and perspectives - originating from all parts of the world.*

As we uphold our purpose to help people protect what matters most we believe it is important to mirror the world around us. Everywhere we operate, our goal is to attract, hire and retain a diverse mix of talented employees who embrace our values of Common Decency, Common Sense, Uncommon Thinking and Uncommon Results.

We are strong believers in the strategic value of inclusion and diversity to foster innovation in the global marketplace. Diversity improves performance, drives growth and enhances employee engagement. We know first-hand that organisations with diverse teams and inclusive cultures perform better. Our employees tell us that working in an environment where different life and professional experiences are valued is important to them. They want to have a positive impact on our customers and our company.

### What is the gender pay gap legislation?

Companies with 250 employees or more are required to publish statutory calculations every year reporting the pay and bonus gap between their male and female employees. This analysis must be based on data from 5th April every year.

The gender pay gap shows the differences in the average pay between men and women across the whole organisation irrespective of their role or seniority.

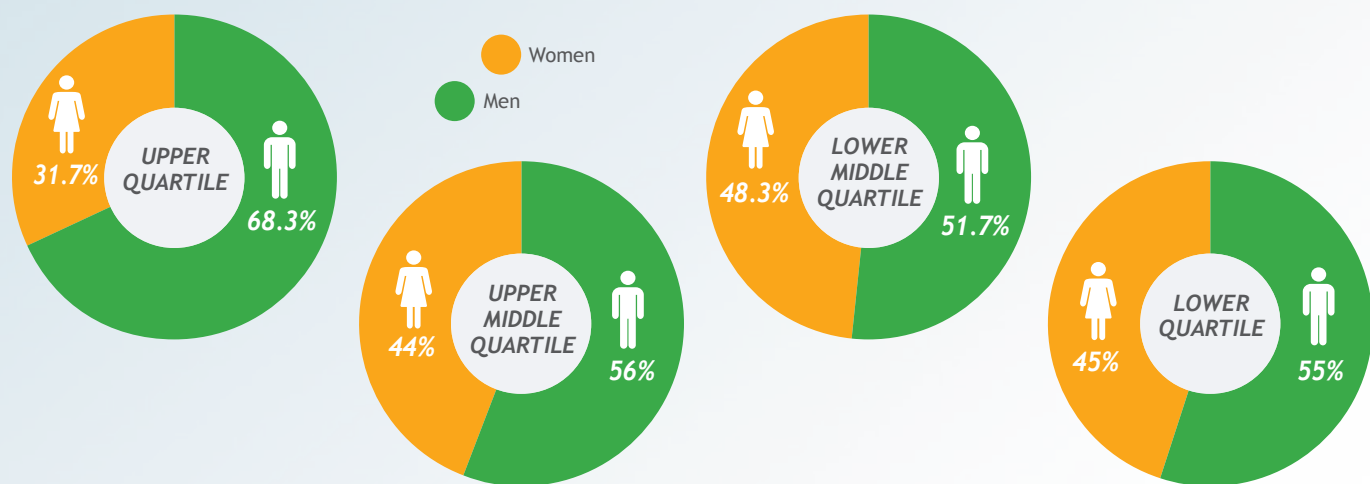
This is different to equal pay. Equal pay requires that men and women who carry out the same or similar jobs; or work of equal value, are paid the same. Unequal pay, paying people differently because of their gender is unlawful.

### So what's changed since 2017?

PAY DATA	Mean 2017	Mean 2018	% Change
	Difference in hourly rate paid to all male and female employees	43.5%	31%
	Median 2017	Median 2018	% Change
Difference in hourly rate paid to all male and female employees	7.2%	10.1%	2.9% increase

\* The mean is the difference in the average pay/bonus. The median is the middle value when pay/bonuses are listed in numerical order, from lowest to highest.

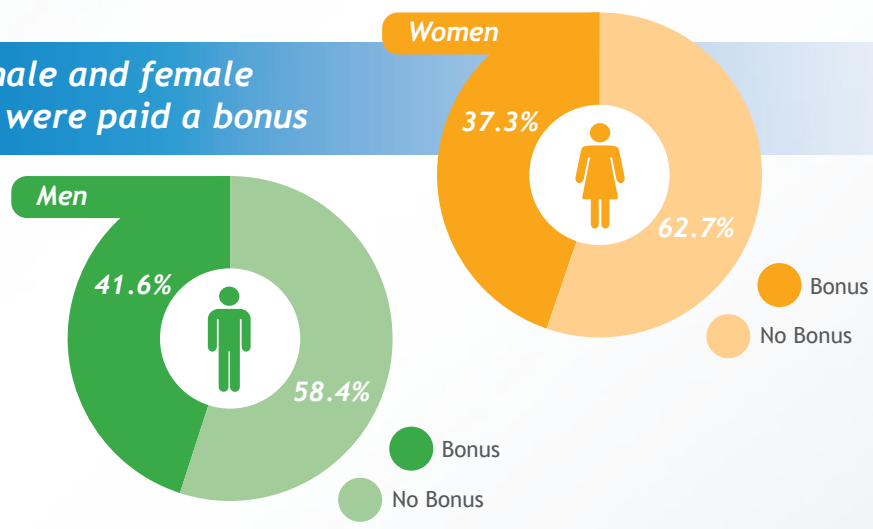
We are pleased our mean gender pay gap has reduced by 12.5% since we first reported for 2017. The overall demographic structure within Assurant has not changed significantly since the last reporting period but as the organisation has evolved there has been a reduction in the number of males in the upper quartile which has contributed to the decrease in the gender pay gap.



GENDER BONUS GAP	Mean 2017	Mean 2018	% Change
	Difference in bonus pay paid to male and female employees	64.62%	70.01%
GENDER BONUS GAP	Median 2017	Median 2018	% Change
	Difference in bonus pay paid to male and female employees	23.51%	22.95%

The main reason driving the bonus gap is the ratio of senior men to women. The increase from 2017 is a direct consequence of variable pay scheme performance. At Assurant, we have a number of variable bonus schemes, each with different/varying performance criteria that relate to the area of the business that is being supported.

### Proportion of male and female employees who were paid a bonus



## What have we achieved since 2017

Assurant achieved the Investors in People Silver award in 2018 and was delighted that our internal processes were evidenced as non-discriminatory and free from bias.

*Work on ensuring that job descriptions are non discriminatory, are clear on accountability and expectations and are clearly linked to skills requirements has been important both to ensure that decisions making authority is clear and to support the skill development from day one in business.*

Interviews with individuals confirmed a diverse workforce in all areas of the business and people agreed that there was no discrimination.

Assurant has analysed their work force profile as part of the gender pay reporting expectations and has identified a gap. This is due to the fact that the top team is male dominated. Assurant works with their recruitment agencies to ensure that key vacancies are submitted with a 50/50 split and this has been achieved.

Source: Investors In People Report 2018

The workforce profile in Assurant includes people from all education levels and experiences in addition to the protected characteristics.

Work has taken place to improve the recruitment process using de-coders to ensure no discrimination; trained recruiters to ensure no unconscious bias and anonymised applications.

Removing personal details from the reward and recognition schemes so as not to discriminate at this level also applies.

As well as developing a Board Diversity policy we have also signed up to the Inclusive Insurance CEO Pledge which "demonstrates our commitment to a culture where inclusive behaviours are the norm and where everyone is accepting of diversity".

We worked closely with Business in the Community to facilitate two focus groups with a diverse range of female employees to uncover any barriers to female progression. The outputs gave us some interesting insight and a number of recommendations for us to progress.

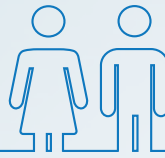
We have also launched a global Diversity and Inclusion Advisory Council. The Advisory council is a forum through which to seek diverse perspectives and insights and engage with others who view the world differently. It will help us to shape and implement our D&I strategy to enable Assurant to be the the best place to learn and work and to ultimately drive stronger business results.

### **The objectives of the Advisory council are to support:**

- ▶ *A more diverse workforce*
- ▶ *Employee engagement and effectiveness*
- ▶ *Discussions around business strategy*
- ▶ *Innovation and growth*

*Our council members are committed advocates of Diversity & Inclusion, they provide feedback and perspective from around the globe to enable Assurant to be the best place to learn and work.*

Unrestricted



## *The journey continues*

*We are committed to further reducing our gender pay and bonus gaps and will continue to progress the action plan that we started in 2017.*

▶ **Talent** - *To support diversity within our future leadership team*

We have identified Inclusion as a key enabler of our strategy and are committed to fostering a workforce that blends different cultures, backgrounds and perspectives. We embrace diversity of thought to challenge our thinking and ensure our talented teams are supported to achieve their full potential regardless of gender, age, experience or background.

▶ **Recruitment** - *Attracting and selecting the right talent for our business*

We are very proud of our robust practices which are clearly delivering an unbiased experience for our candidates and employees as evidenced by Investors in People. We continue to innovate and enhance our internal processes designed to deliver a diverse workforce.

▶ **Policies and Procedures** - *To enable greater understanding*

We are reviewing and updating (where appropriate) all of our policies and procedures as a consequence of an acquisition and will continue to raise awareness of key policies such as flexible working, family friendly and equal opportunities.

▶ **Networking Groups** - *To support progression of our female talent*

We will use the outputs from the focus groups to set the agenda for the networking group designed to advance the cause of female career progression.

▶ **Agile Working** - *Aligning lifestyle choices with career aspirations*

We continue to support our workforce with agile working arrangements, raising awareness of how we can support our employees work life balance.

*Assurant strives to be a great place to learn and work, where individuals feel appreciated for their contributions. We value all employees for their diverse thoughts, ideas and experiences.*

*“We are passionate about creating an environment in which all our people can develop and thrive as we build a stronger Assurant, making us the best place to learn and work”*

*Andy Morris CEO and President, Assurant Europe*