



ASSURANT®

Building a Stronger Business; 2020 gender pay gap report

At Assurant, we consider the needs of customers, employees, suppliers, communities, and shareholders when thinking about what will drive the long-term growth of our business. We believe that creating long-term value requires the highest standards of integrity and ethics.

A diverse, equitable and inclusive Assurant helps us better understand and connect with our employees, clients, and customers and helps drive innovation in the global marketplace and is a key differentiator for us.

We view diversity, equity, and inclusion (DEI) as a strategic business and leadership imperative that will play a continuous and significant role in how we evolve. It will continue to be a key enabler to our repeated success improving performance, creating growth opportunities, and enhancing engagement for our employees. We are implementing measurable and sustainable actions that reinforce and support the evolving needs of all key stakeholders with purpose and commitment.

Since we signed the CEO Action for Diversity & Inclusion Pledge™, we have made progress on better defining and improving our path toward greater diversity, equity, and inclusion. We have evolved our strategy and roadmap including more robust programmes and initiatives, updated governance structure, an intentional focus on talent and our DEI reputation. We have expanded our focus to include “equity”, so we can ensure access to opportunities, advancement, and rewards for everyone. Our employees own and drive the success of DEI at Assurant, together we are all better.

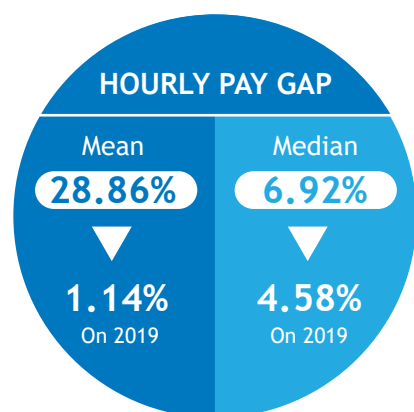
DEI is the number one priority for our People Organisation with one of the key focus areas to improve gender diversity within the EU Leadership team, thus improving our gender pay gap. We have invested in a dedicated team to lead Assurant's integrated, global DEI strategy.

We remain absolutely committed to gender equality and have for the first time introduced diversity targets to reinforce that commitment.

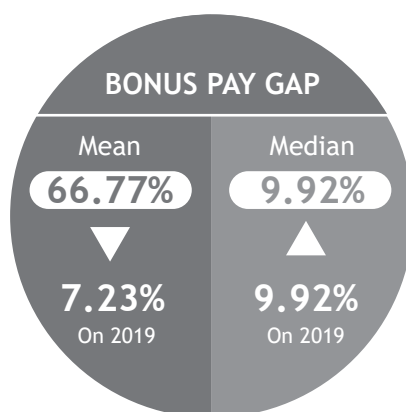
We have made good, steady progress over several years and it is pleasing to see that our actions are resulting in improved outcomes. We still have more to do to achieve our 2025 targets, but we are delighted with our progress to date.

Unrestricted

UK Gender Pay Gap Reporting Metrics

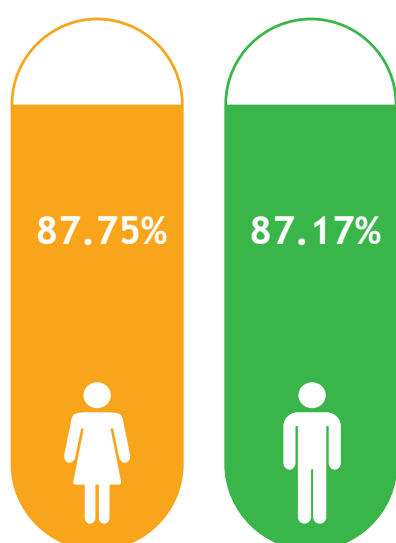


The Hourly Pay Gap represents the difference in the average hourly pay for male and female employees. This includes payments of salary and allowances.

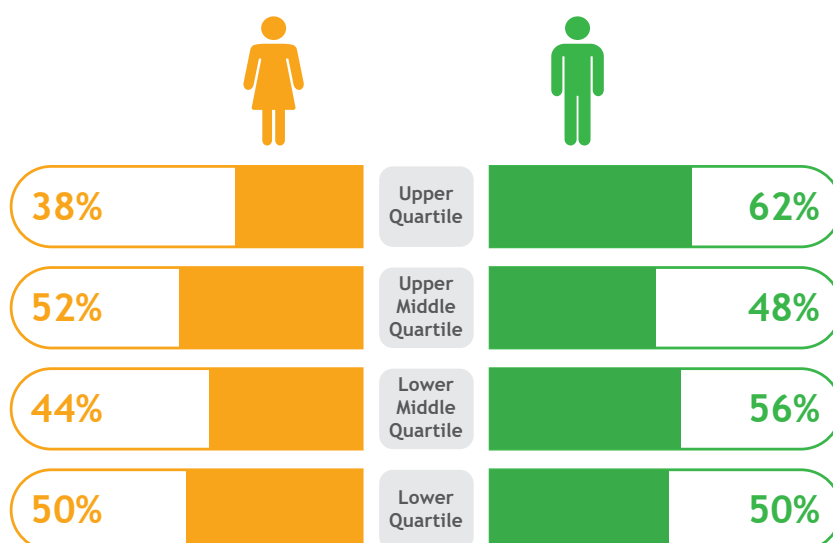


The bonus pay gap represents the difference in the average bonus pay for male and female employees

Who receives a bonus?



Pay Quartiles



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 males and females across the whole organisation irrespective of their role or seniority.

This is different to equal pay. Equal pay requires that males and females 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.



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Hourly Pay Gap

We have made great progress in improving our (mean) gender pay gap with an overall reduction of **14.7%** since first reporting. This has been achieved by incremental improvements across a number of areas including talent acquisition, reviewing, and enhancing our policies and procedures, an increase in awareness of flexible working and an expanded awareness campaign resulting in more effective communication of our DEI initiatives.

Talent Acquisition

DEI continues to be a strategic talent acquisition priority with a variety of initiatives contributing to a **17%** increase in female hires within professional roles over the last three years.

To further our objective of increasing diversity within the European business, a comprehensive talent acquisition plan has been developed to ensure a balance of candidates at all stages of the recruitment cycle. We have invested in specific attraction channels to enable a greater gender balance which is already having a positive impact. We are using data more effectively to enable decisions and measure results. Year to date we have hired more females in head office roles than males, a first for Assurant Europe (**54% / 46%**).

During this year we have invested in initiatives which have allowed us to:

- Raise Assurant's approach to DEI internally and externally
- Gain access to more diverse talent pools through innovative attraction channels
- Educate our hiring managers on the importance of DEI
- Introduce DEI enhancements through each stage of the recruitment journey

This approach is clearly having a positive impact as the percentage of female employees in the upper quartile has increased by **8%** since reporting began. Even more pleasing is that there are now more females in the upper middle quartile than males; this bodes well for future talent development and succession planning.

Policies and Procedures

We have reviewed all major policies and procedures (and updated where appropriate) to ensure they reflect best practice. Policies now include diversity statements, outlining our approach to DEI. We also review our Board Diversity policy on an annual basis as this sets out the standard for DEI on the Board. Diversity of skills, background and personal strengths are an important driver of the Board's effectiveness, creating different perspectives amongst directors, and increasing the quality of decision-making.

In terms of practices, we have made significant improvements in a number of areas:

One of the biggest drivers of the gender pay gap is that women tend to spend more time out of the workplace or work part-time due to caring responsibilities. Family friendly policies and enhanced parental leave and pay are key tools to enable a more equal sharing of work and childcare responsibilities. As an enabler of greater equity, we have enhanced our maternity and paternity policies to offer **10 weeks** at full pay for maternity leave and **2 weeks** full pay for paternity leave.

As part of the drive to further use data to make decisions more effectively, we have launched a new exit interview process which has been designed to identify any barriers that have prevented full participation of some groups; for instance career progression for maternity returners.

Flexible Working

The COVID-19 pandemic accelerated our thinking around flexibility with the vast majority of roles successfully operating away from a traditional office environment. Rapid deployment of technology enabled us to deliver an excellent service to our customers whilst putting the health and safety of our employees first.

We have introduced more opportunities to talk about flexible working during the interview process as well as raising awareness of available options internally. Our roles are now advertised with specific mention of flexible working and **100%** of our interview packs (for head office roles) contain questions about flexibility.

Bonus Pay Gap

The primary reason for our bonus pay gap is the ratio of senior men to women. While this ratio is decreasing, we still have some significant work to do. The circa 7% reduction of the (mean) bonus gap is a direct consequence of the reward scheme rationalisation carried out during 2019.

The percentage of employees, both male and female, in receipt of a bonus is high again this year, due to Assurant's decision to enable all employees to participate in a bonus scheme. The increase in the number of females in the upper and upper middle quartiles will have a positive impact on the bonus gap going forward.

Action Plan

We are delighted with the progress we have made, and with the addition of diversity targets, we are stepping up our efforts to ensure we achieve our goals by 2025.

Our DEI strategy strengthens our ability to:

- Be viewed as a socially responsible company
- Drive employee engagement
- Deliver innovative products and services
- Be the best workplace for our employees
- Serve our communities

To enable us to achieve our goals we have identified a series of actions:

Action	
Talent Acquisition	Drive innovation around job design and flexibility
	Effectively use data to make intelligent business decisions
	Continue to enhance candidate experience
Development and Retention	Develop/review/launch talent acquisition team training programme to ensure process consistency and best practice candidate experience
	End to end review of internal recruitment process
Talent Management	Enhance talent framework to include career pathways
	Enhance the succession planning framework to ensure roles have both male and female successors
	Improve and extend access to learning interventions
Education and Awareness	Implement new data MI
	Conduct anonymous workforce demographic survey
	Expand gender pay gap analysis to deepen understanding
	Our compensation practices are designed to be fair and equitable but as an additional check point, conduct an equal pay audit
	Roll out diversity training across the globe with a focus on unconscious bias, inclusive leadership and performing successfully in a diverse workplace.
Strategic partnerships & Community Engagement	Create an Equality Network to further encourage inclusion
	Expand our network of strategic partners

We strive to be a responsible and progressive employer with a culture that values diversity, encourages inclusion and recognises the importance of investing in employee talent. Through greater diversity, equity and inclusion, we reinforce our Assurant values of Common Decency, Common Sense, Uncommon Thinking and Uncommon Results.



Christian Formby Hernandez
President, Europe