



Gender Pay Gap Report

2020/21



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Developing our Female Talent

While we are making progress on creating a more gender balanced organisation, we know there is still more work to do. It is essential that we create an environment where our employees can thrive irrespective of gender, age, ethnicity, sexuality, belief, disability or background.

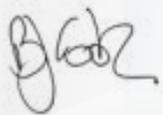
While the pandemic was disruptive to our everyday working lives, we have kept our focus on inclusivity throughout, and in 2021 we introduced a new dynamic working policy which provides employees with greater flexibility in where and how they work, enabling a better work life balance for all.

We continued our membership of the ISC Group, with 46 female employees across the company participating in networking and coaching opportunities both virtually and in person.

We also made some changes to our recruitment process to ensure that we are sourcing a diverse spectrum of candidates, including setting our expectations with our preferred suppliers to provide gender balanced candidate lists for our vacancies.

We are very focused on ensuring that we have a pipeline of female talent coming through at all levels of the organisation, and our Elevating Women in Leadership programme continues with the third and fourth cohorts being launched this year. We will continue to look for new and better ways to enable our female talent to shine and look forward to making further progress on that front in the coming year.

Declaration. I confirm that the information in this report is accurate.



Barry J. Cook

Chairman & Chief Executive Officer



A member of the Tokio Marine HCC group of companies

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