

THOMAS
MILLER

Gender Pay Gap Report 2018



Our Commitment

Thomas Miller is committed to a diverse and inclusive culture where everyone has the same opportunity for recognition, reward and career development.

When assessing our total reward package in all of our operations, our processes incorporate a regular and detailed review of internal relativities and external benchmarking and considers both business and individual performance.

We are confident that, when looking at male and female employees in comparable jobs, our approach to pay is equitable.

Key Highlights

Thomas Miller's gender pay gap has reduced by half a percent since 2017 from 45.3% to 44.8%. This means that average female pay, excluding bonus and overtime, is 55.2% of average male pay.

Our analysis shows that our gender pay gap is driven primarily by the fact that a higher proportion of senior roles are occupied by men (85%) as opposed to women (15%).

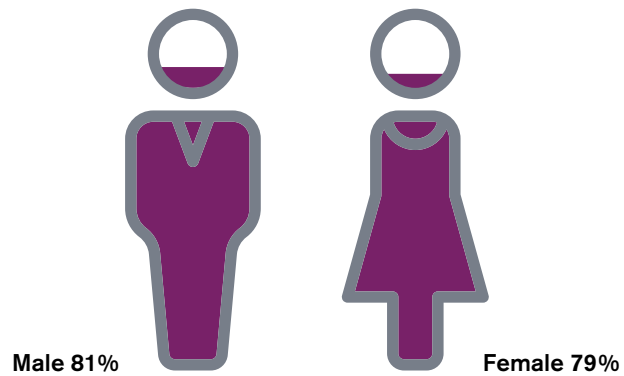
Conversely a higher percentage of lower paid roles are occupied by women (64%) as opposed to men (36%). The higher proportion of men in senior roles also explains the bonus pay gap as bonus is based on a percentage of salary.

Overall pay gap

The tables below show Thomas Miller's median and mean gender 'fixed pay' and 'bonus pay' gap as at the snapshot date of 5 April 2018.

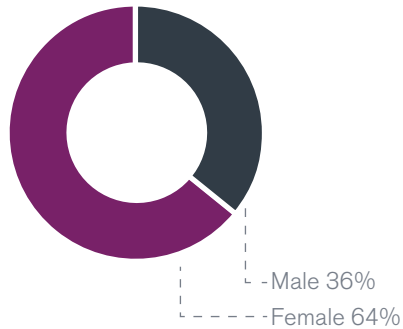
	Median	Mean
Fixed pay gap	47%	45%
Bonus pay gap	45%	68%

Proportion of men and women receiving a bonus

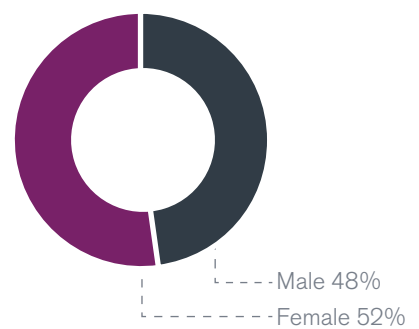


Pay quartiles

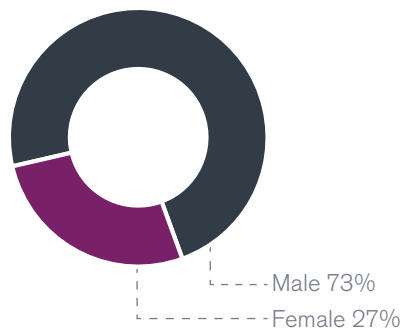
1st quartile (low)



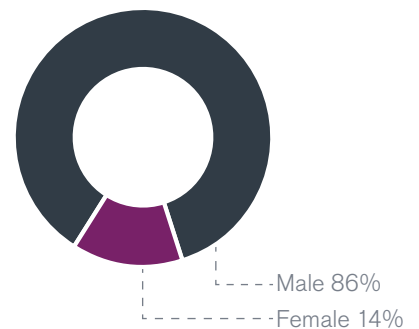
2nd quartile



3rd quartile



4th quartile (high)



Summary

Thomas Miller prides itself on embracing diversity and inclusion, supporting a culture that affords every individual equal opportunity and appointing the most suitable candidate for the role.

- Our headline Gender Pay Gap has reduced by 0.5% since 2017.
- The proportion of female employees in senior roles has increased by 0.6% since 2017. This is evidenced in the newly formed Thomas Miller Executive Committee on which a quarter of members are female employees.

Some of the things we are doing to deliver on our commitment are:

- Reinforcing our commitment to improving recruitment practices by investing in specialist recruitment resource in our HR team.
- Enhancing our manager training in interview skills and advanced recruitment and selection techniques, including Unconscious Bias awareness, to ensure that we are the best we can be in diversity and equal opportunity for all in our recruitment activities.
- Encouraging mentoring for all employees including a specific maternity and parental leave programme for those returning to work.

About Thomas Miller

Thomas Miller is an international provider of market leading insurance services.

We have been trading since 1885 and have a proud heritage of providing management services to mutual insurers in the transport sector. More recently we have developed a portfolio of specialist insurance, professional and investment services businesses.

Today we are headquartered in London and employ more than eight hundred people in nineteen locations across the world. We have a diverse workforce and benefit significantly from the broad range of views and perspectives that all our employees provide.

