

# 2020 Gender Pay Report

## The Markel Style

Our aspiration is to build one of the world's great companies. A significant part of how we do this is through our people and we remain committed to finding talented individuals and allowing them to thrive.

## Our gender pay and bonus gap

As a reminder, the gender pay and bonus gaps are the difference between average earnings and bonuses, for men and women. That's different to equal pay, which relates to men and women being paid the same for the same work or work of equal value. As reported previously, we don't have an equal pay issue, and have tested this carefully across our core functions, showing we pay fairly and consistently. On gender pay for Markel International in the UK, the mean (mathematical average) and median (central number) are as follows:



The driver for the pay gap is not that men and women are paid differently but the fact that more men hold senior roles in the company and work in higher paying functions such as underwriting. In addition, 80% of our part time employees are women and this affects the calculation of the bonus pay gap, along with the fact that more men participate in the restricted stock plan. Our median pay gap reduced by 3 points in 2020, driven by an increase in the number of women in the top three quartiles.

## Making things better

In creating something that is sustainable for the future, we have concentrated our efforts on establishing solid structure and governance. Our global Diversity and Inclusion steering group is now well established and thriving. This year we created our Inclusion Network – a group of volunteers from around our international offices who are passionate about creating a more inclusive working environment at Markel. One of their projects has been to develop partnerships with the London insurance networks and we recently announced that we will be working with the Gender Inclusion Network (GIN) which does great work in this area.

We aspire to meet the Lloyd's Market three-year gender targets for Women in Leadership roles, having already met their Board membership target. Having modelled out the numbers, we believe that if we recruit and promote fairly and openly we will be able to meet this target in 2024.

We believe that diversity starts with recruitment and already have an excellent Recruiting Right course that ensures that hiring managers follow fair and objective hiring methods. In addition, we have revised our Recruitment Standards, which commit us to include more external candidates in our selection processes and to strive for more diversity in candidate pools as well.

Across the whole of Markel Corporation the topic of inclusive behaviour has been elevated over the last few months with everyone taking part in an online training programme. This will be followed up by further work in 2021 as it is essential that we allow everyone to feel welcome when they come to work with us.

Finally, we are aware that the coronavirus pandemic has taken its toll on many people. Across the globe, working women have been especially affected. As we look forward to new ways of working, however, with greater degrees of flexibility than ever before, we are optimistic that more inclusive cultures will emerge and with them more diversity of all types across the company. The post-pandemic world brings new challenges and by encouraging and leveraging diversity of thought we can solve these novel problems creatively and continue to build a successful business in which everyone has a share.

We will continue to take a long term view and make fact-based decisions that improve our overall diversity balance, allow for fresh thinking and, in the words of the Markel Style, ensure that 'above all, we enjoy what we are doing'.

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Diversity and Inclusion Sponsor

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