

AND·e



Gender  
pay gap 2023

# Welcome to our gender pay gap report 2023

For UK employers, the current economic conditions and cost of living crisis follows what has already been an unprecedented few years of uncertainty and change.

For many, the impacts have been devastating, both personally and commercially. However, this volatility has presented organisations with an opportunity to reassess their ideas about how and where work should be done, and many have emerged more flexible and inclusive employers as a result. The challenge now is maintaining that in a difficult economic climate, and ensuring that, as we all tighten our belts a bit, we remain open to ideas and focused on strategies that help us to close the gender pay gap.

We have asked ourselves a long list of questions about how AND-E can truly live up to its ambitions to be a place of inspiration, innovation, and inclusion, and in doing so we've taken further steps to create more flexibility, better working hours, invested heavily in wellbeing, and created career opportunities and better reward for all colleagues.

We remain an organisation with an ambition to lead the way in Connected Mobility protection, and one who knows that success is only possible by creating a culture that draws upon the richness of our unique experiences - reflected by talented people from all genders, races, religions, sexual orientations, ages, and backgrounds. We will look for every opportunity to ensure our culture is purposeful, challenging, and safe, and that we support a community that is open, transparent, and inclusive.

**Gemma Robinson**  
People and Culture Director UK

Although we have seen a 4 & 4.6% improvement in our median & mean gender pay gap since 2021, we are also an organisation that recognises it still has much more to do, and our results reflect that.

Our customers expect the highest standards from our colleagues, and we must hold ourselves accountable to the same degree when it comes to inclusion. If we are to adequately respond to the needs of our customers, it's essential that we have a diversity of background and experience to help navigate any biases or blind spots.

We continue to proactively focus our efforts to truly understand and navigate the issues, the barriers, and the choices women face in their careers, and implement actions that can really make a difference for current and future generations. In doing so, we can truly create a connected community.



# Our key data

● Male  
● Female



Total Full Pay Relevant employees at time of data extraction - 504 across Central London, Epsom and Newcastle.

Awarded a bonus

## HOURLY FIXED PAY ALL

## BONUS PAID

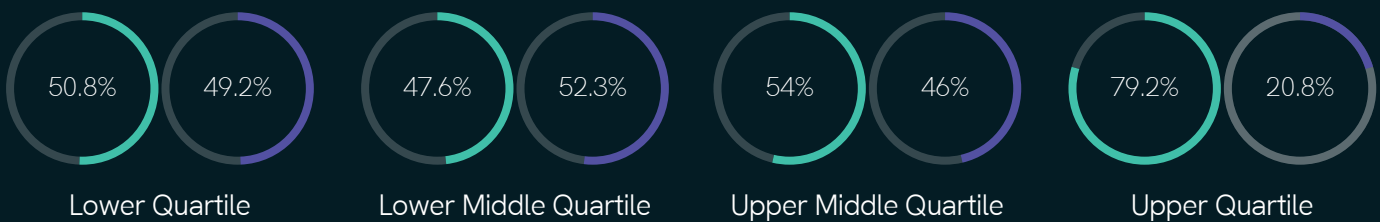
● Mean  
● Median



The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2023). It also captures the mean and median difference between bonuses paid to men and women at AND-E in the year up to 5 April 2023, i.e. for the 2022 performance year.

## QUARTILE PAY BAND

● Male  
● Female



## EXTERNAL COMPARISONS

● AND-E UK  
● National All\*  
● Finance & Insurance\*\*



\*ONS 2023 GPG report

\*\*Taken from Statista.com

# What is the Gender Pay Gap?

The gender pay gap has always been a topic of interest, but in an attempt to increase awareness and improve pay equality, the UK government introduced compulsory reporting of the gender pay gap for organisations with 250 or more employees for the first time by April 2018.

One important point is the distinction between the gender pay gap and equal pay.

Equal pay deals with pay differences between men and women who carry out the same or similar jobs. This is something AND-E carries out regular audits on to ensure colleagues are not being disadvantaged because of their sex.

The gender pay gap shows the differences in the average pay between men and women, the causes of which in any business can vary enormously.

As an organisation with a firm belief in addressing our gap, we can always do more to ensure we have the right plans in place to achieve a better balance.

There are, however, some broader factors which play a major part in influencing our pay gap.

## Sectoral representation

Although females make up 46%\* of the financial services sector, it still carries the legacy of it historically being a predominantly male workforce, with many senior level positions being held by males who entered the industry 30+ years ago.

In previous reports we have noted this as being evident in our over and under 40's gender pay gap information. A trend echoed nationally across all industries according to the ONS.

Our more recent data suggests that dial is moving, with the gap less present in over and under 40's and more present in the over and under 50's.

As we continue through to 2030, we should see this continue to change as initiatives to attract and retain diverse talent start to impact the results, through support and development opportunities being realised in progression for our talent.

We also know that females still make up only 31% of Tech roles in the UK\*, an increase of 2% since

2022. We continue to explore how we can reach out to young women and promote the advantages of technology and data based careers.

\*ONS report Feb 2024

## Location

With Statista reporting in 2023 a difference in average annual earnings of 30% between London and the North East (the same in 2022), having a geographical split between our London based Head Office functions and our Operations Contact Centre in the heart of Newcastle has a large impact.

Our data shows us that the average salary in our London Offices is more than double that of our Newcastle office - a consequence not only of London weighting, but also the nature of the work undertaken in our London head office, which is typically more specialised in nature and requiring a professional qualification. With 82% of our female colleagues based in our operations hub in Newcastle, there is an inevitable consequence on our GPG, and highlights what more we can do in our London based functions.

There are a number of things we can do to affect immediate change here. We know that we need to really focus our efforts to flatten any barriers women face to developing and progressing their careers with us or within our sector.

We know this will take time, we are already on the journey, and we are determined to make a difference.



# What we're doing now to create the right environment?

## Our culture

To truly bring our culture in to everyday working practices, we are committed to developing our leaders' awareness of their unconscious biases through a group-wide e-learning programme. This precedes attendance of our leadership, recruitment, and performance management programmes, which focus on a fairness and consistency and enables our leaders to apply an 'inclusive practice' approach to people management.

## Our branding

In partnership with an external branding organisation, we developed an employer brand and strategy that is representative and inclusive. Our branding is now live and impacting positively on our attraction and retention, which has led to us appealing to a more diverse talent pool.

## Open communication

Our 'inclusive practice' is built into our communication strategy and is embedded through an open culture, whereby every colleague has a voice. Embedded at all levels, our transformational leadership style equips our leaders to be strong listeners and have an open mindset to feedback, ensuring no voice is unheard or actioned. By taking advantage of the digital channels available, we're able to facilitate an environment where everyone can comfortably share their feedback and feelings. 78% of females scored favourably when asked, "I feel comfortable talking to people about my health and wellbeing".

## Health & Wellbeing

Our award-winning health and wellbeing programme is fully supported by our senior teams, and co-created with our colleagues, to ensure it is focused on what matters most to them. Our targeted initiatives support our colleagues in making informed and healthy life decisions. 10% of our workforce dedicate their time to support our programmes through performing a variety of roles, which include Health Advocates, Mental Health First Aiders, Menopause Support Group, Domestic Abuse Champions, People Partnership Forum, and our Green Team.

## In 2023 we introduced and continued:

### Cultural Readiness Assessment and Strategy build

To ensure we continue to be a diverse employer, and one of choice, we held a series of discussions and practical activities to clearly define:

- Our cultural aspirations.
- Our readiness to explore and shape the employee experience.
- Any gaps on where we are to where we aim to be.

The discussions and activities were held with senior leaders of the business to identify an employee engagement strategy that was inclusive and diverse. Once the strategy was agreed, an all-employee survey was distributed to give us insight into what our employees wanted and needed from us. The survey returned:

- 63% response rate (69% being female)
- eNPS score of +53 (+62 being female)
- engagement index of 8.2 (8.5 being female)

We continue to work on ways to improve our offerings on all things highlighted in the results, however, overall, they were outstanding.

### Mental health awareness

We continue to be committed to ensure we assist, refresh, maintain, and compliment the skills of our leaders by:

- Highlighting topics in our wellbeing programme to sign post to information and support.
- Keeping our Mental Health First Aiders' skills and knowledge up to date so they can effectively act as an additional point of contact for colleagues.
- Signposting to our wide range of external support services.

### Menopause policy and support

**According to CIPD, "two-thirds (67%) of women (aged 40-60 in employment), with experience of menopausal symptoms, say they have had a mostly negative effect on them at work." \***

We continue to support our menopause initiative as one of our core focus areas. Alongside our mental



# What we're doing now to create the right environment?

health awareness groups, it promotes greater awareness of, and practical support for, some of the health matters our team may experience. We aim to ensure everyone feels supported through all stages of their life and career with us, and that they're ready to confidently take advantage of the career progression opportunities available, despite any challenges they may face.

To further support this action, we continue to provide free sustainable, organic, and biodegradable period products, water wipes, and eco-friendly incontinence pads in our offices, and provide a safe, calm, and relaxing space to use when needed to ensure we go the extra step in supporting our colleagues' needs and reinforce our commitment to an ongoing investment in women's health.

\*<https://www.cipd.org/uk/knowledge/reports/menopa-use-workplace-experiences>

## Our health screening policy with paid time off for non-hospital screening appointments

We continue to focus on health and wellbeing through our health screening policy, a benefit which 3 employees used during 2023. We aim to produce more communication and training to leaders during the next 12 months to ensure the benefit is utilised by everyone who needs it.

The type of screening appointments covered by this benefit are:

- Three-year cervical screening
- Three-year breast screening
- Five-year over-40s health check

## Flexible working and hybrid working approach

We remain passionate about creating an inclusive and connected community. We believe our colleagues should have choice, flexibility, and balance in their home and work life, which is why our approach to flexible working offers:

- a blended approach to working in the office or from home.
- a commitment to make every effort to accommodate, where possible, formal flexible working requests, which offer a more permanent change to the days and / or times you work.

- the right to make a formal flexible working request, from day one of employment.
- trial periods for new working patterns, which means if it's not working out, we can try to figure out a pattern together that does.

We introduced a remote working pilot during 2023 to open our talent pool to a more diverse audience, and thus opening a wider and more inclusive offering. This pilot is due for review in 2024. From 2024 we are also reducing our operating hours, getting our employees home to their families earlier.

Above all, we operate a caring, flexible, give-and-take culture which recognises that, on occasion, we all just need a bit of flexibility in our day as life happens around us. Not only do these initiatives set our current team up for success, but they also support our aim of being an employer of choice for women. An organisation that puts their interests and wellbeing at the heart of what we do, showcasing this as a great place to work and somewhere their talent can shine.

## Family friendly policies

We realise that supporting both parents through the birth of a new child, and beyond, is of paramount importance to help readdress the stereotype of women always being the one to stay at home. To support this, within our family friendly policies we focus on six specific areas:

- We offer an enhanced family friendly policy, offering both men and women an equal opportunity to stay at home following the birth of a child, and at exactly the same rate of enhanced pay.
- We are challenging ourselves to continue to support flexible working and job share options, spanning all roles and levels.
- During the next 12 months, we look to conclude project work that will, enhance our 30/60/90-day employee experience, ensuring our audience is as diverse and inclusive as possible; identify a more detailed approach to our ED&I process that is all encompassing; and ensure our parental leave offering is reviewed and improved.
- As a caring employer, we continue to support parents who have suffered an early pregnancy loss with the permanent addition of a minimum of two weeks' time off with full pay (including partners and those with a surrogate mother). We identify pregnancy loss as: miscarriage, stillbirth, abortion, ectopic pregnancy, molar pregnancy, and neonatal loss.

# What we're doing now to create the right environment?

## People Development

With an aim to 'Enhance organisational performance through innovation in learning', our award-winning People Development Programme uses our GEAR framework to provide an innovative and structured approach to personal and professional development for all colleagues.

To support this, we have a robust performance management approach. This brings our behaviours and culture to life by putting both at the forefront of daily working life. It also invites all colleagues to consider how they feel about their future career, and their personal and professional development, allowing them time to focus on what they want to achieve.

In doing this, our aim is to provide equal opportunity to all colleagues to grow and follow a meaningful career path within our organisation.

## Succession Planning

In 2023, we developed a potential to support our talent and succession programme. Developed in consultation with colleagues, and externally validated to eliminate gender bias in wording, it will be used, along with the diagnostic questions within our Checkpoint process, to identify talent within our organisation and provide a structured pathway to developing into new roles.

In 2024 and beyond, we will use the model to support the development of our programme and ensure we drive equal representation of both male and female colleagues at all levels within our organisation.

## Apprenticeships & Qualifications

We believe in the benefits of lifelong learning and are committed to providing an ongoing programme to all colleagues throughout the year, which includes those on family leave or career breaks. Our apprenticeship and external qualification offering supported the career development of 135 colleagues in 2023 through professional and vocational courses, events, and qualifications.

To compliment this offering, we also promote personal learning short courses. These provide

colleagues with an opportunity to complete qualifications on a wide range of subjects, not necessarily related to the workplace. Providing this opportunity demonstrates our commitment to personal development as a whole.

To celebrate and recognise the talent within our communities, and our commitment to showcasing apprenticeships as an effective and meaningful way to gain the skills, qualifications, and experience needed to succeed in the workplace, we invested in 19 apprenticeship qualifications.

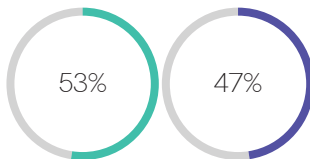
2023 also saw our largest cohort of leaders, from all levels of our business, invest in their personal and professional development by enrolling on our Evolve programme. Built around what matters to our people most, and centred on understanding and utilising personal strengths, it gives our people the tools they need to excel in their leadership role. From 2024, we will introduce more sessions for women in business to focus on the unique challenges they can face.

## Learning uptake by Gender

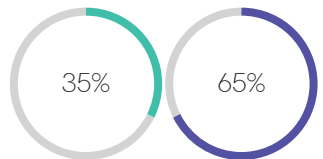
Overall



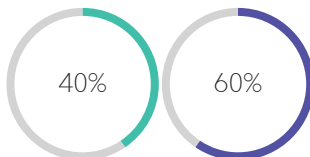
Apprenticeships



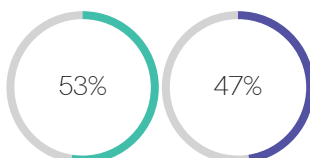
Other learnings



CII



Internal leadership





# What we're doing now to create the right environment?

## External Partnerships

To keep our finger on the pulse of the latest developments, ideas, and thinking, which ensure our organisation is truly inclusive and continues to support the needs of both our current and future talent, we invest in our professional development by being part of and attending various people focused forums. Our People & Culture Director played a key role in setting up the Northeast HR leaders forum to provide senior HR leaders an opportunity to connect and use action learning to problem solve and share best practice.

Being part of these networks allows us to ensure everyone in our organisation has access to the educational tools, inspiration, knowledge, and connections needed to thrive as individuals, and become active participants in driving progressive change and equality in the world's most important sector.



# What do we have planned for the next 3 years?



Continue to build an AND-E employer brand that is inclusive and representative of our culture.



Continue to develop role appropriate learning plans for our colleagues to support ongoing career progression.



Continue to improve and develop our attraction strategies to appeal to a diverse cross section of talent.



Explore ways to further increase opportunities for part time, job share, secondment, and job enrichment across the business.



Create career pathways to ensure development routes are clear and have a structured approach to equipping colleagues with the skills and knowledge they need to succeed.



Develop a group approach to coaching and mentoring to create a strong pool of role models who can support the aspirations of those looking to develop their skills or progress their careers.



Develop smoother transitions between associated entities to allow greater development opportunities.



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Aioi Nissay Dowa United Kingdom Gender Pay Gap Report - this report details our results taken at April 2023 and focuses on areas to ensure gender equality.

For more information please contact our People & Culture team at [peopleandculture@aioinissaydowa.eu](mailto:peopleandculture@aioinissaydowa.eu)