

*Gender  
pay gap  
2022*

**For the majority of organisations across the globe, the last couple of years didn't necessarily pan out the way anyone had intended.**

For many, the impacts have been devastating, both personally and commercially. However, among the volatility and uncertainty we continue to see positive signs of change.

The pandemic allowed our organisation to bravely reassess the future and challenge ourselves on building not a new normal, but a new better.

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. In doing so we've taken further steps to create more 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 that knows 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.

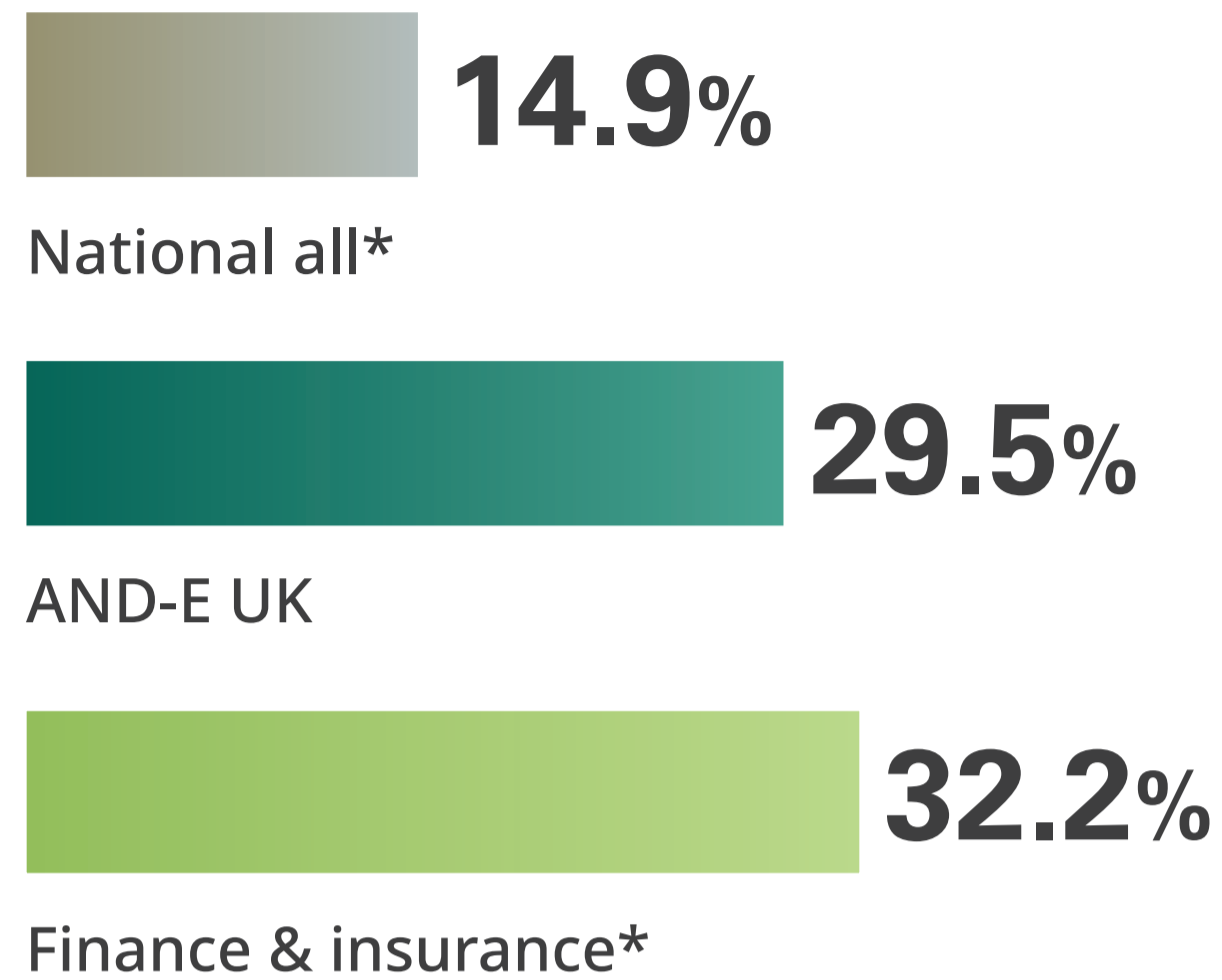
We are also an organisation that still has much more to do, and our results reflect that.

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.

Since 2021 and for the next four years, we have been proactively refocussing 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.

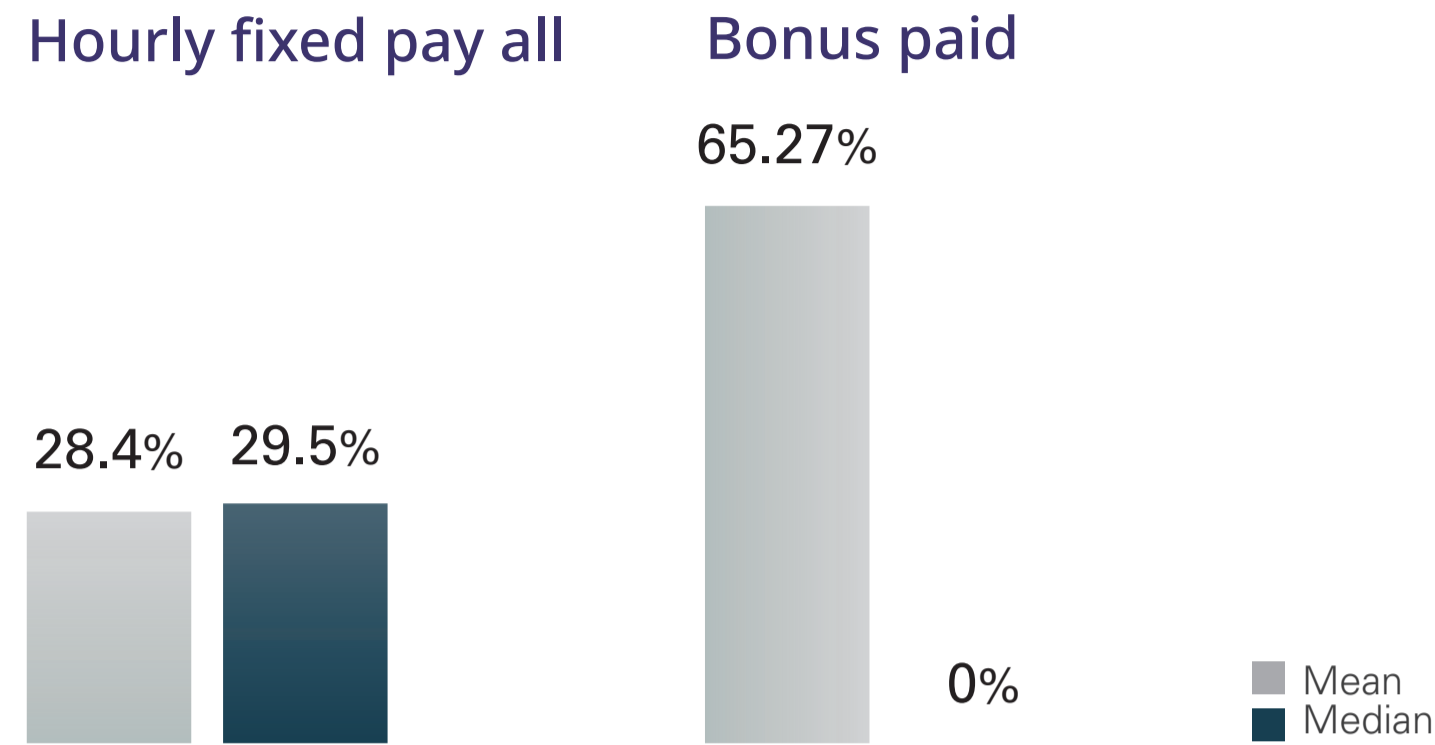
***LOU HASSEN***  
***PEOPLE AND CULTURE UK***

## External Comparisons

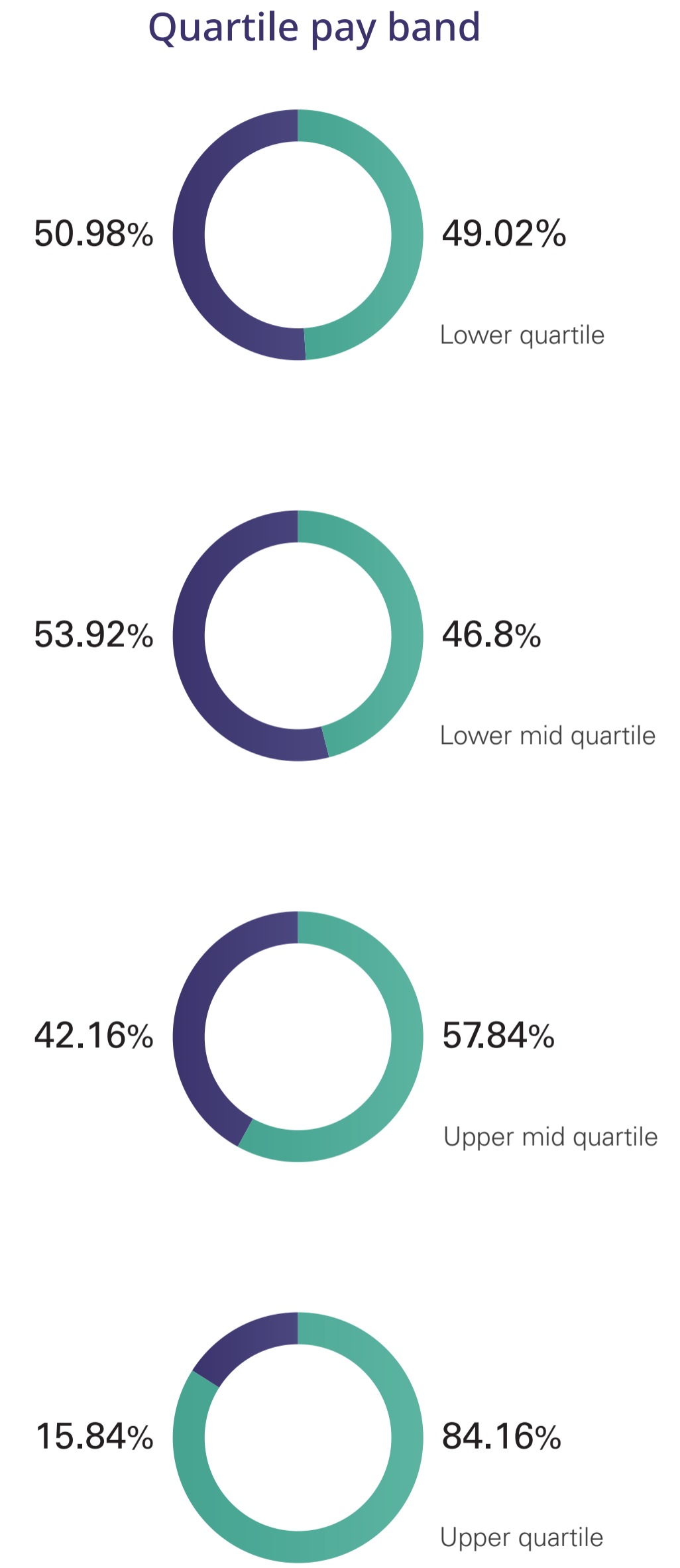


\*Taken from Office of National Statistics (ONS) Report Released 26/10/22

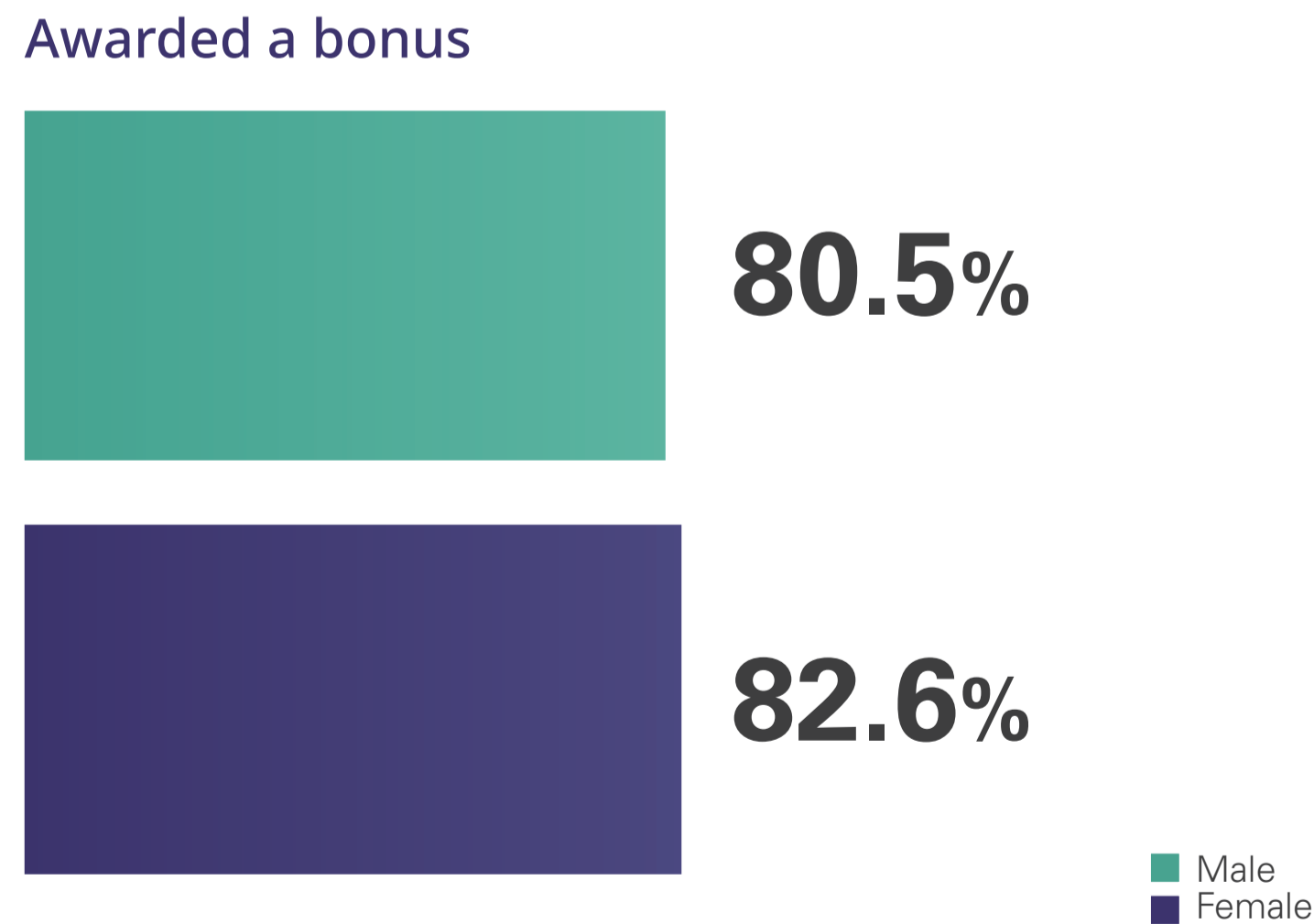
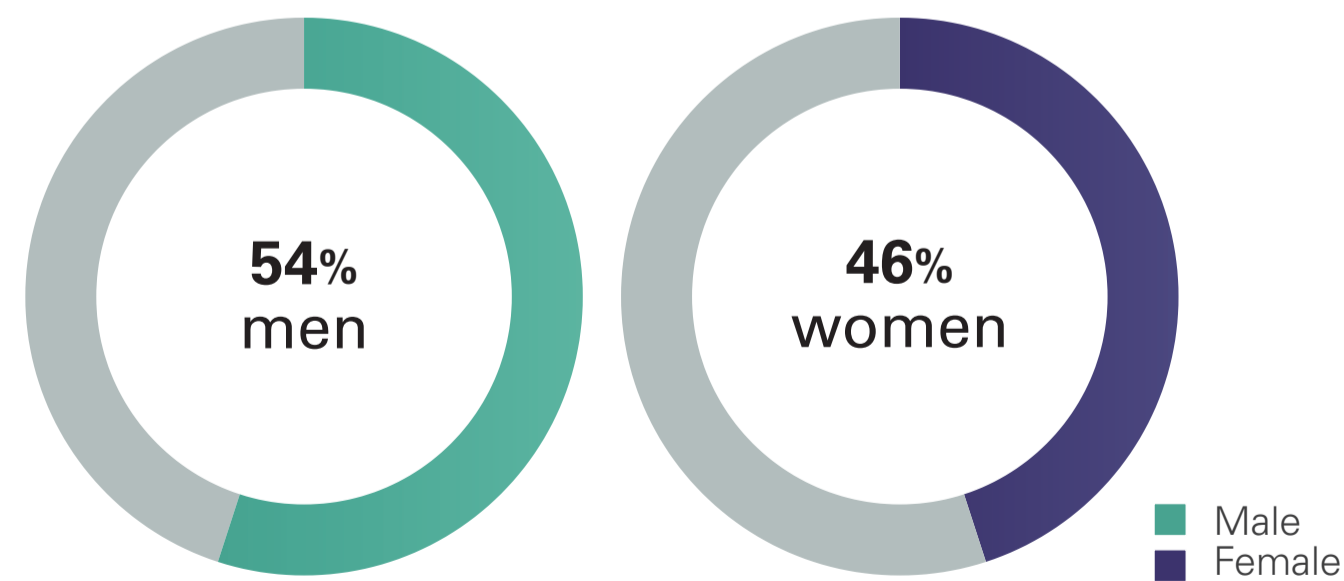
## Key data



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 2022). 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 2022, i.e. for the 2021 performance year.



Total Full Pay Relevant employees at time of data extraction – 408 across Central London, Epsom and Newcastle



OUR GENDER EQUALITY

OUR GENDER PAY GAP

CREATING THE RIGHT CULTURE

NEXT STEPS

## What is 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

The financial services sector 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 more than 20 years ago.

We can see this notably reflected when we look at gender pay gap in the over- and under-40s. Over the 40s we see a gap of nearly 10 per cent more than in the under-40 range – a trend echoed nationally across all industries according to the Office for National Statistics. As we continue through to 2030, we should see this begin 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 26 per cent of tech roles in the UK\*, an increase of 7 per cent since 2019. We continue to explore how we reach out to young women and promote the advantages of technology and data-based careers.

\*Women in Technology Survey 2023

## Location

With Statista reporting in 2022 a difference in average annual earnings of 30 per cent between London and the North East (the same in 2021), 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 74 per cent of our female colleagues based in our operations hub in Newcastle, there is an inevitable consequence on our gender pay gap, 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 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 are determined to make a difference.



OUR GENDER EQUALITY

OUR GENDER PAY GAP

CREATING THE RIGHT CULTURE

NEXT STEPS

## ***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***

We have developed, in partnership with an external branding organisation, an employer brand and strategy that is representative and inclusive. We hope to see our efforts impact positively on our attraction and retention, reaching and appealing to a diverse talent pool in the coming years of reporting.

## ***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 mind set 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 go to share their feedback and feelings. 81 per cent of females scored favourably when asked, "I believe I have a voice that is heard in the business".

## ***Health and 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.

Over 12 per cent of our workforce are dedicated to supporting our programme by performing a variety of roles, which include health advocates, mental health first aiders, menopause support group, domestic abuse champions, employee reps and our Green Team.

We introduced four key initiatives:

### **► Mental health awareness training for all leaders**

We continued our commitment to make mental health awareness training mandatory for all people managers to ensure they have a certain level of understanding to better support their teams.

The course is affiliated with Mental Health First Aid England and delivered by our own fully-accredited instructor. The half-day course covers the main areas of mental health as well as less favourable topics like suicide, allows conversations to happen naturally between colleagues to enhance their understanding and share experiences in a safe space.

### **► Creating a menopause policy, support and education programme**

Whilst the link to reducing the gender pay gap may not be immediately obvious, with three out of five (59 per cent) of working women between the ages of 45 and 55 experiencing menopause symptoms believe it is having a negative impact on them at work\* and a quarter of women have considered leaving their job because of menopause\*\*. This initiative alongside the mental health awareness training promotes greater awareness of, and provides practical support for, some of the health matters our team may experience. In doing this, we aim to ensure they feel 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 also provide free sustainable organic and biodegradable period products, water wipes and eco-friendly incontinence pads in our offices to ensure we go the extra step in supporting our colleagues' needs and reinforce our commitment to an ongoing investment in women's health.

\*[www.CIPD.co.uk](http://www.CIPD.co.uk)

\*\*[www.healthawareness.co.uk](http://www.healthawareness.co.uk)

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

As part of our ongoing commitment to health and wellbeing, colleagues can now take up to two hours paid time off to attend routine NHS screening appointments. The type of screening appointments covered by this benefit are:

**OUR GENDER EQUALITY**

**OUR GENDER PAY GAP**

**CREATING THE RIGHT CULTURE**

**NEXT STEPS**

- three year cervical screening
- three year breast screening
- five year over-40s health check

► **Flexible working from day one and hybrid working approach**

We are 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.

Above all, we operate a caring, flexible, give-and-take culture which recognises that on occasions, 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.
- In the next two years, we are planning to launch a returners programme specifically aimed at encouraging parents who have been on a career break for two years or more to care for young children back into the workplace. This bespoke



support programme will aim to revitalise careers aspirations and help colleagues regain confidence in their skills and abilities, ready to re-join the workforce.

- We are strengthening our KID programme for colleagues on maternity or paternity leave by introducing a series of touchpoints before, during and after leave. We plan to focus specifically on career aspirations and explore the support we can offer to ensure colleagues' careers do not have to be 'put on hold' while they focus on their family.
- As a caring employer, we recognise the need to support parents who have suffered an early pregnancy loss. That's why in 2022 we introduced a minimum of two weeks paid leave on full pay for all colleagues who have who have been affected by a pregnancy loss (including partners and those with a surrogate mother). We identify pregnancy loss as: miscarriage, stillbirth, abortion, ectopic pregnancy, molar pregnancy and neonatal loss.

**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.

In addition to this, and our and qualification and short course offering, 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, personal and professional

development, allowing them time to focus on what they want to achieve. Our aim by doing this is to provide equal opportunity to all colleagues to grow and follow a meaningful career path within our organisation.

### Succession planning

Our succession planning programme and talent diagnostic questions within our Checkpoint process is designed to identify talent in our organisation and provide a structured pathway to developing into new roles.

In 2023 and beyond, we will use this programme to ensure we drive equal representation of male and female colleagues at all levels in our organisation.

### Apprenticeships and 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 over 94 colleagues in 2022 through professional and vocational courses, event and qualifications.

To complement 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. Some of our most popular courses include health and nutrition, safeguarding, mental health in young people, counselling and team leading. Providing this opportunity demonstrates our commitment to personal development as a whole.

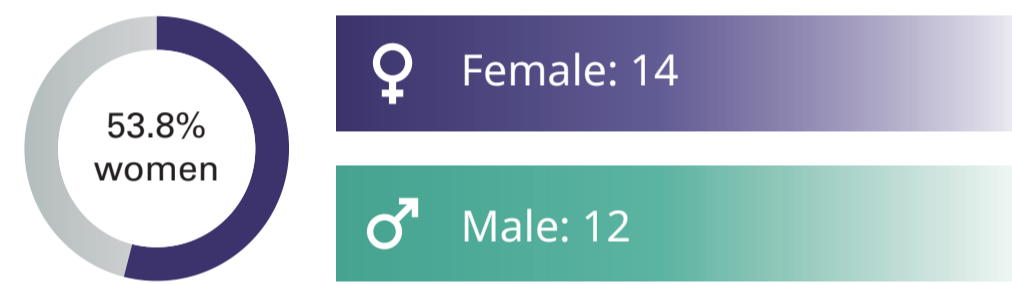
To celebrate and recognise the talent in our communities and our commitment to showcasing apprenticeships as an effective and meaningful way to gain the skills, qualifications and experience needed to succeed in the workplace, we invested in 26 apprenticeship qualifications.

### Learning uptake by gender

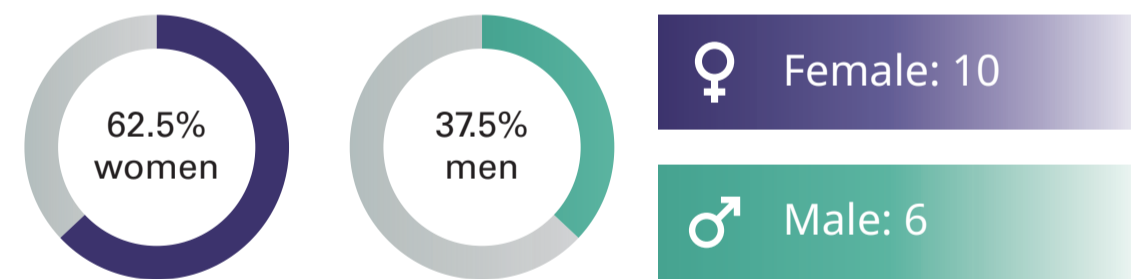
Overall:



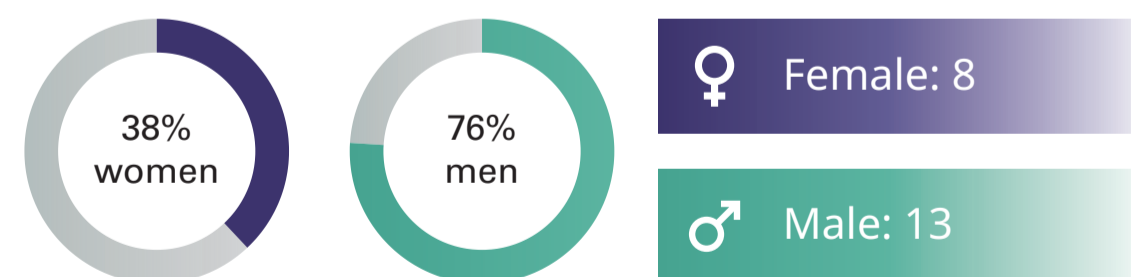
Apprenticeships:



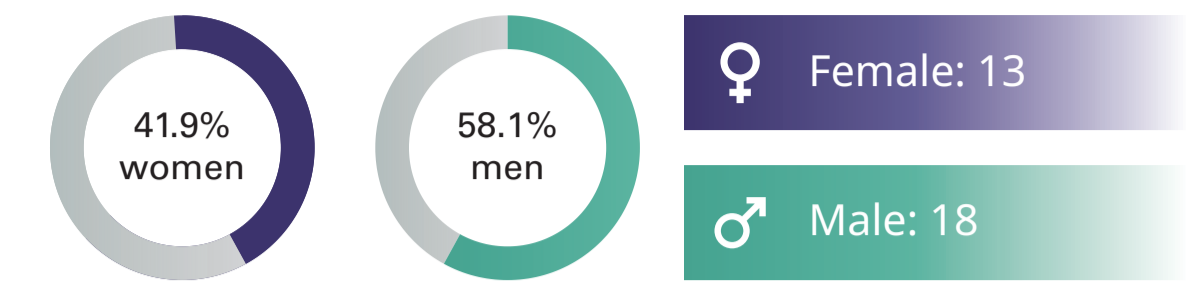
CII:



Other qualifications / events / courses:



Evolve Leadership:



### External partnerships

To keep our finger on the pulse of the latest developments, ideas and thinking, which ensures our organisation is truly inclusive and continues to support the needs of both our current and future talent, we attend the Women in Technology conference, as well as attend and present within the People and Leadership HR community. We have been shortlisted for a prestigious RAD award, alongside our branding partners, for the work on the AND-E brand which focuses on our recruitment and retention strategy.

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 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 three years?***

Our plans will continue to evolve but we know already that over the next three years we aim to:

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

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

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

continue to support and participate in our graduate programme, ensuring a well-rounded experience for graduates within our entity businesses

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 which means we have a strong mix 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

OUR GENDER EQUALITY

OUR GENDER PAY GAP

CREATING THE RIGHT CULTURE

NEXT STEPS



# MS&AD Aioi Nissay Dowa Europe



Aioi Nissay Dowa United Kingdom Gender Pay Gap Report - this report details our results taken at April 2022 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)