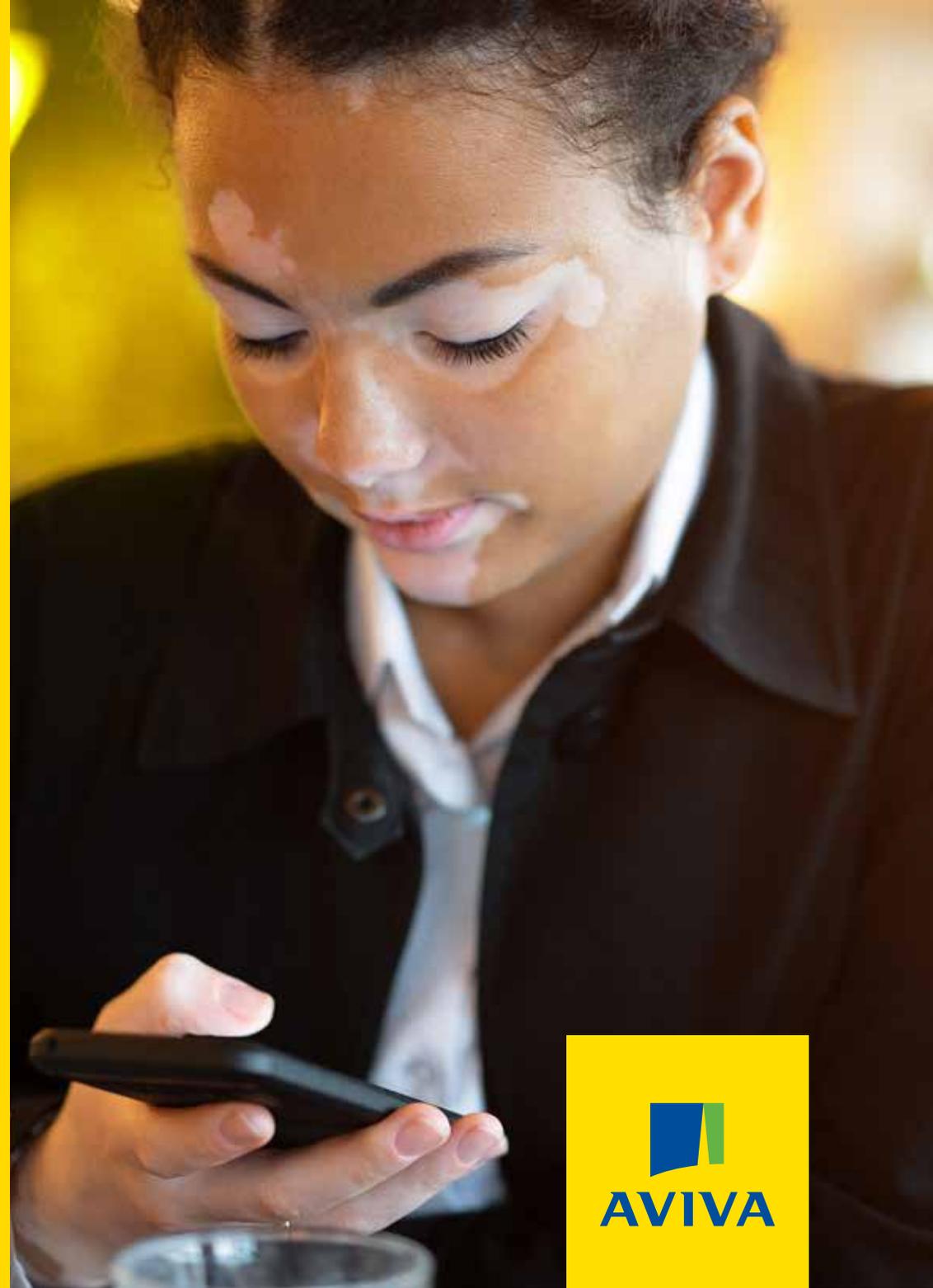


# Gender Pay Gap

Report 2020



# Foreword

“My goal is to help make Aviva better through our wonderful people. For that to happen, we need a diverse workforce and inclusive culture that attracts and keeps great people, of all genders, and supports them to be at their best.

All this is easier said than done. The gender balance won't change overnight. It is a product of the combined choices and actions of organisations and society taken in the past.

Our gender pay gap continues to head in the right direction, but progress is slow and not good enough.

We remain committed to narrowing the gap by balancing men and women across our organisation at all levels.

We will keep learning from and responding to the data to make improvements that add to our momentum. For example, all our jobs are now offered with flexible working wherever possible and all shortlists are gender diverse.

The changes that have been forced upon us by the pandemic have shown that working flexibly works. We have all understood and accepted a little more about how our colleagues have to juggle the various priorities in their lives.

This makes me optimistic that many of the barriers to women's progression can be overcome. On the other hand, the additional caring responsibilities this year have disproportionately fallen on women.

While cultural and societal change often happens slowly, the Covid crisis has been a jolt that has accelerated the flexible working agenda. We need to capture and retain the positive impacts and lessons for all our employees, especially women.”

**Danny Harmer, CPO**



“My goal is to help make Aviva better through our wonderful people. For that to happen, we need a diverse workforce and inclusive culture that attracts and keeps great people, of all genders, and supports them to be at their best.”

**Danny Harmer, CPO**



# Summary of the numbers & what is driving our gap?

The 2020 figures show a small improvement in both our gender pay gap and gender bonus gap. This may be a sign that our policies and initiatives are continuing to move us towards the desired result, but the change is still very small and not good enough.

We understand why we have a gender pay gap at Aviva and this is no different to what we said in previous years. It is mainly due to low female representation in leadership roles and a low proportion of men in entry level positions.

Our bonus gap is a function of greater variable pay at more senior levels (primarily occupied by men), although it is also impacted by the bonus calculation not taking into account bonuses for part-time workers (who are mainly women) being pro-rated. Although the part-time working pattern has a negative impact on bonus gap figures, we remain determined to support flexible working.

The financial and insurance sector has the largest median gender pay gap for full-time employees (27.8%)\*. Aviva's figure is only marginally below that and we are not proud of it. While it is frustrating that change is not happening more rapidly, we know the shift will take time.

Only by removing the root causes of the gender gap pay and creating the workplace where all employees can thrive to achieve their goals – whether progressing through the organisation or developing in their current role and focusing on work-life balance – will we fix this. There is a need for wider societal change as well and Aviva wants to play a role in achieving inclusive cultures in the broader community.

\*House of Commons, Gender Pay Gap paper, March 2020



## What do we know about the data?

### Reminder of legislative requirements

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data. This must be based on figures taken on the 5th of April each year. The specific information we are required to publish needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay at 5th April 2020)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5th April 2020)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into four equal parts) The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x% less than men).

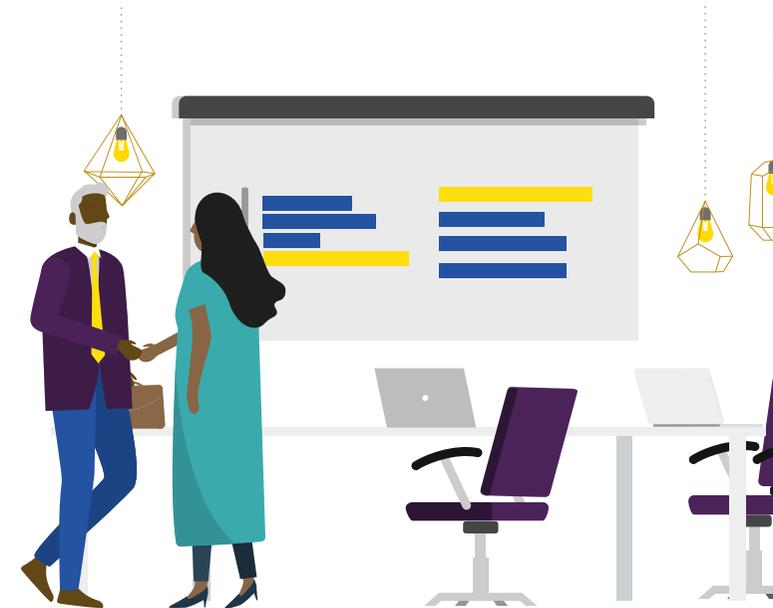
### Gender pay gap vs equal pay

A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work.

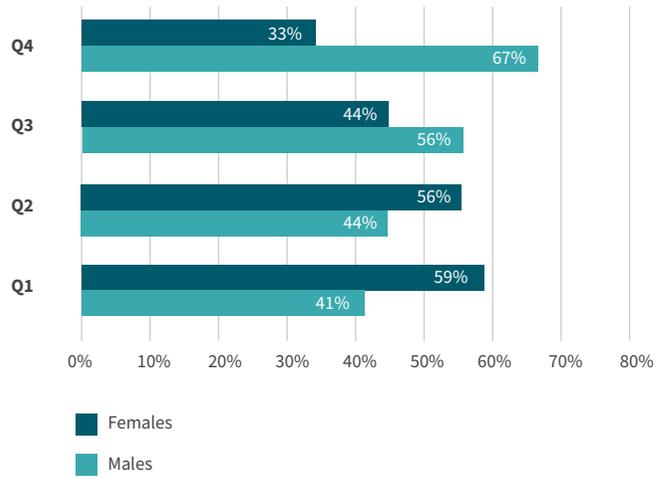
Our gender pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels of the organisation. We regularly monitor this to make sure we meet this legal and moral obligation.

### Aviva's gender pay gap

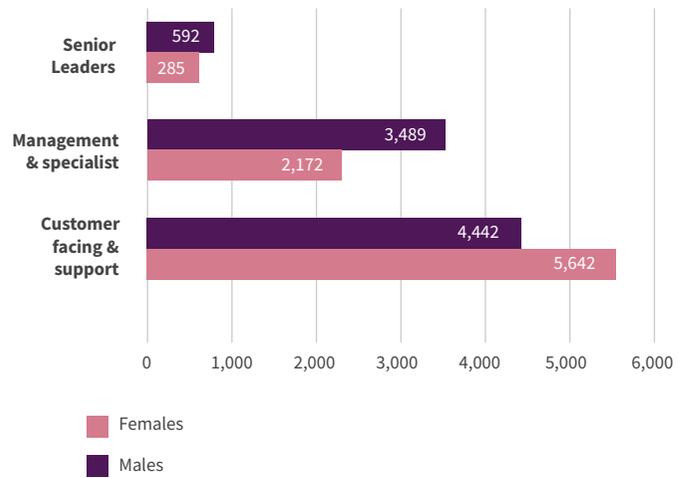
Gender pay gap	Apr-20	Apr-19	Apr-18	Apr-17
<b>Mean</b>	26.0%	26.7%	27.2%	28.5%
<b>Median</b>	26.7%	27.3%	27.8%	27.6%
<b>Bonus pay gap</b>				
<b>Mean</b>	51.2%	51.4%	54.8%	57.2%
<b>Median</b>	36.5%	39.0%	39.1%	40.5%
<b>% Employee receiving a bonus</b>				
<b>Male</b>	96.3%	95.2%	91.4%	91.3%
<b>Female</b>	96.5%	94.9%	92.1%	93.0%



## Proportion of males and females by pay



## Gender split by level



# What is Aviva doing about the gender pay gap?

“We are determined to tackle the gender pay gap. Our response falls into three main areas: **recruitment, retention and progression.**”

2018

34% of senior appointments were women

2019

38% of senior appointments were women



## Recruitment

Since 2015, we have seen an increase in the proportion of women hired (internal and external) into senior roles (5% of the most senior employees).

- In 2018 34% of senior appointments were women.
- In 2019 38% of senior appointments were women.
- In 2020 Amanda Blanc was appointed Group CEO of Aviva and Lindsey Rix was promoted to the Executive Committee.

We continue to see year on year improvements in this ratio through the following actions:

- In 2020 we have moved to offer all roles (where possible) as suitable for flexible working in order to encourage applications from women. 15% of the UK employees are part time, with 87% of these being female.
- All roles are advertised internally to widen pool of candidates (confidential exceptions approved by Chief People Officer)
- Gender balanced shortlists for all internal and external hiring.
- Using specialist software to attract diverse candidates through gender neutral vacancy marketing, Textio.
- Using specialist in-house expertise to deliver bespoke inclusive recruitment training to Hiring Managers.
- Using specialist partner to develop inclusive culture training for all employees.

We are attracting female candidates to Aviva with a variety of programmes:

- We are encouraging the next generation of female talent across our business through networks such as Women in Tech, Commercial lines Women's Network and our Aviva Balance Community, an employee resource group which focuses on gender issues.
- We have a good balance in the female to male hire ratio in our 2020 graduate intake. In 2019 54% of our intake was female. In 2020 this was 55%.
- Aviva Investors has an early career internship that feeds directly into their recruitment pipeline. This is a specialist programme that focusses on skills needed in the asset management industry. By focussing outside of STEM subjects, we are able to diversify the potential talent pool.
- Our “Origins” intern programme is now on its third year. This year, due to Covid-19, we ran it virtually. We have had 90 interns go through the programme which focusses on diversity intersectionality (Gender, Race, Ethnicity and Social Mobility)
- Aviva Investors continues its “Return to Work” programme supporting individuals returning to the workplace after a break in their career.



# Retention and Progression

“We are focused on developing and progressing our female employees to be **current and future leaders**”



- Our excellent equal parental leave policy gives all UK employees of genders up to 12 months leave, of which 6 months is fully paid.
- Flexible and part time working is available to everyone, with senior role modelling to encourage take-up. Removal of location specific roles helps enable movement between roles and promotion.
- All employees are entitled to 35 hours a year for caring commitments.
- We have a Group-wide Accelerating Leadership from the Inside Out (ALIO) programme which focuses on women in leadership. Launched in 2016, 40% of participants have so far progressed to new roles.
- Our Emerging Leaders and Ethnic Minority Leadership programmes invite employees to self-nominate and, like our graduate programme, inclusion is considered as part of our selection process.
- Our female leaders act as role models for future talent and in particular we are encouraging those with P&L accountability (roles in business areas where women are currently most under-represented) to share their experiences.
- Our **AvivaBalance** community actively includes men for gender parity, to ensure inclusion is everybody's responsibility. It also works with other communities to promote intersectionality and consider experiences of different women. There are business specific women groups to help support, promote and retain women in STEM and Commercial Lines.
- **AvivaBalance** is an employee resource community, to keep yourself abreast of Balance initiatives at Aviva and with our partnerships, or to get involved and participate in its continued evolution.
- For the last six years, we are proud to have sponsored the Women of the Future event, highlighting internally and externally our support for diverse female talent.
- We are active members of the 30% Club, Women in Finance Charter and Business in the Community Gender Initiatives.
- Mentoring programme: Aviva Investors implemented a structured mentoring programme, initially focused on senior female leaders but later expanded to the broader population.
- We are working towards an ambition of having 40% senior female leaders. Our current figure is 32%, the same as last year as this year there has been a lot less senior leader movement.
- We are open to different ways in which we can further support the diverse needs of our colleagues. As an example, in February 2020, we partnered with The Diversity Practice to sponsor “Different Women”. This looked at ethnicity within gender and education on intersectionality. We are encouraging all colleagues and leaders to engage and improve understanding. We partnered with Peppy Health to raise awareness and support women through menopause.
- We have a People and Culture dashboard, which includes diversity metrics to track progress of embedding inclusion into our culture.
- We are helping Aviva colleagues be aware, understand and mitigate the impact of unintentional gender biases (through workshops and targeted communications), creating a culture where these can be raised to colleagues and leaders.





For details of Aviva's **Inclusion partners** and commitments please look on our website:

[www.aviva.com/about-us/diversity-and-inclusion/](http://www.aviva.com/about-us/diversity-and-inclusion/)

Alternatively contact us at:

[inclusion@aviva.com](mailto:inclusion@aviva.com)

