

Ireland **Pay** **Gap** Report

2023



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Foreword

2023 has been a busy year for us in Aviva in Ireland. We have continued to review our processes and challenge our mindsets so we can deliver better and brighter opportunities for everyone.

The actions we've implemented and our commitment to do more will create change, but it will take time. Nonetheless we've made an improvement on last year's Gender Pay Gap report.

At Aviva, we recognise and support all genders, however for the purpose of this report our metrics are set out as per the legal requirements.

We don't pay people differently based on their gender, or their ethnicity. Like many companies in our sector, a key factor driving our gender pay gap continues to be fewer women in senior (and so, more highly paid) roles and a higher proportion of females in junior level roles.

As a result, we have more males in our top pay quartile, which adds to the pay gap.

Whilst the proportion of females at senior management level is an important metric, having a strong female talent pipeline to help empower more females into leadership is just as important. This will create the long-term cultural change we're looking for and move the GPG in the right direction permanently.

We remain resolute in our belief that we're taking the right steps to drive change and remain committed to working towards an increasingly diverse workforce.

Helen Lawlor
Head of People,
Aviva Insurance Ireland DAC

Marie Mulvey
Head of People,
Aviva Life & Pensions Ireland DAC



Quotes from executive sponsors

“Our 2023 report highlights more than ever the importance of the actions we are taking now for the future. We need to continue to challenge ourselves on our succession planning and the supports we have in place to develop a strong pipeline of female senior leaders for today and for tomorrow.

We have made progress, but it will take time to see a significant impact, so we need to remain focused, with every part of our business growing together to truly turn the dial.”

Emma Barry

**Chief Operations Officer and DE&I Lead,
Aviva Life & Pensions Ireland DAC**

“There is still much to do despite an improvement in Aviva’s gender pay gap outcomes in 2023 versus the previous year. We are seeing more female representation at a senior level across Aviva in Ireland, and we have created a strong female talent pipeline through our succession planning and development programmes. Some of these actions have a more immediate impact on our gap, others will take time to come into effect. We’re determined to do more and remain committed to encouraging women to progress on their leadership journey.”

Kieran Murphy

**Chief Operations Officer and DE&I Lead,
Aviva Insurance Ireland DAC**

Gender pay gap

Our 2023 mean gender pay gap shows an improvement on our first report in 2022. Our median pay gap and median bonus gap figures have also improved. This progress shows our actions are moving us in the right direction with more females in senior and middle management.

We have made progress and recognise this is a journey, we are committed to narrowing the gap by balancing males and females across our organisation at all levels.

We have a gender pay gap, and we know why

It's fewer women in senior leadership roles and a higher proportion of females in junior roles. We've reduced the gap slightly this year, but not enough for it to be a sustainable change. We need to continue to do the right things, by attracting, maintaining, and developing female talent and remaining committed to creating an increasingly diverse workforce.

The pay gap has reduced

Across Aviva Ireland, the proportion of women at senior management level has increased to 33.3% June 2023, up from 27.3% in June 2022. Whilst this is an important metric, having a strong female talent pipeline to help empower more female leadership is just as important, if not more. This will help to create the long-term culture change we are looking for and move the GPG in the right direction permanently.

The bonus gap is still high

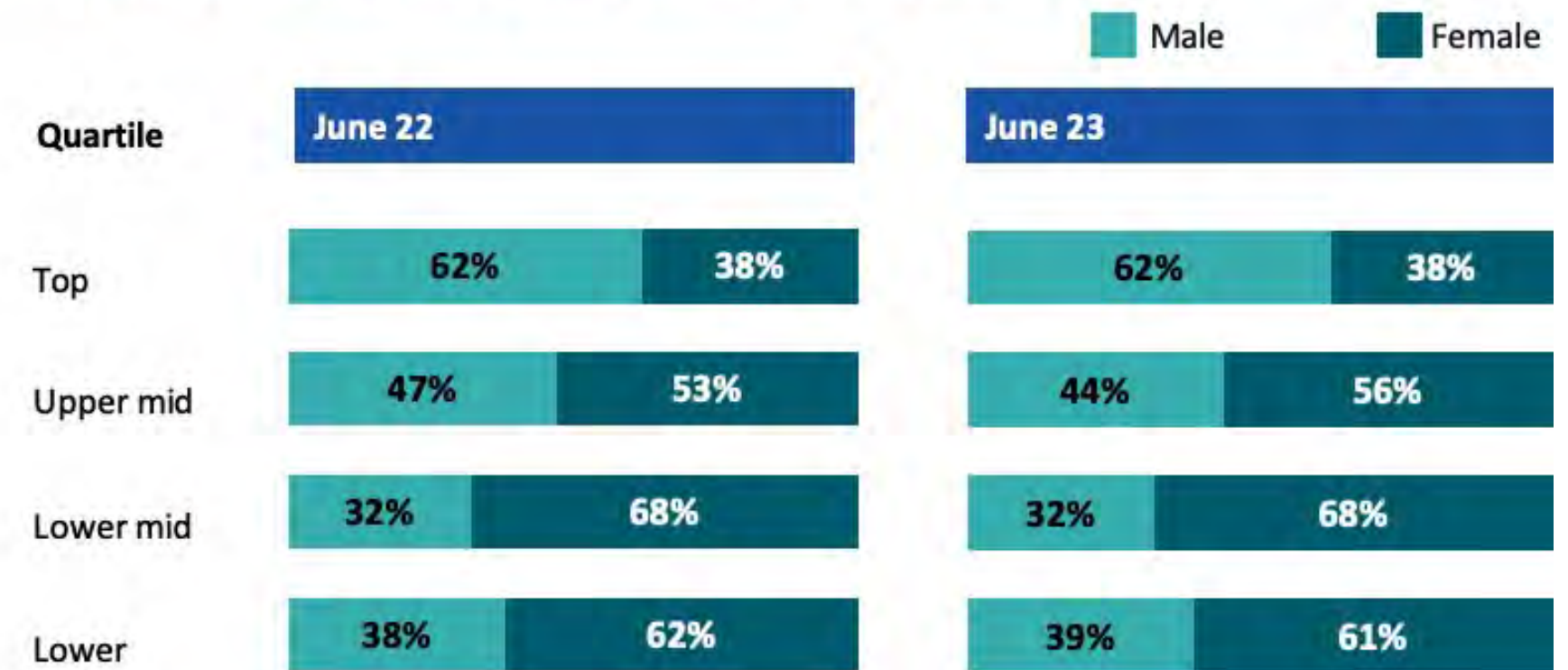
Our variable pay (bonus) is higher at more senior levels, and we have a higher proportion of males in senior roles. In addition, the bonus gap is exacerbated by the fact that bonuses are pro-rated for part-time workers – the majority of whom are women. Although part-time working can negatively impact the bonus gap, we actively support and encourage flexible working as part of our strategy to improve retention and progression, particularly for women.



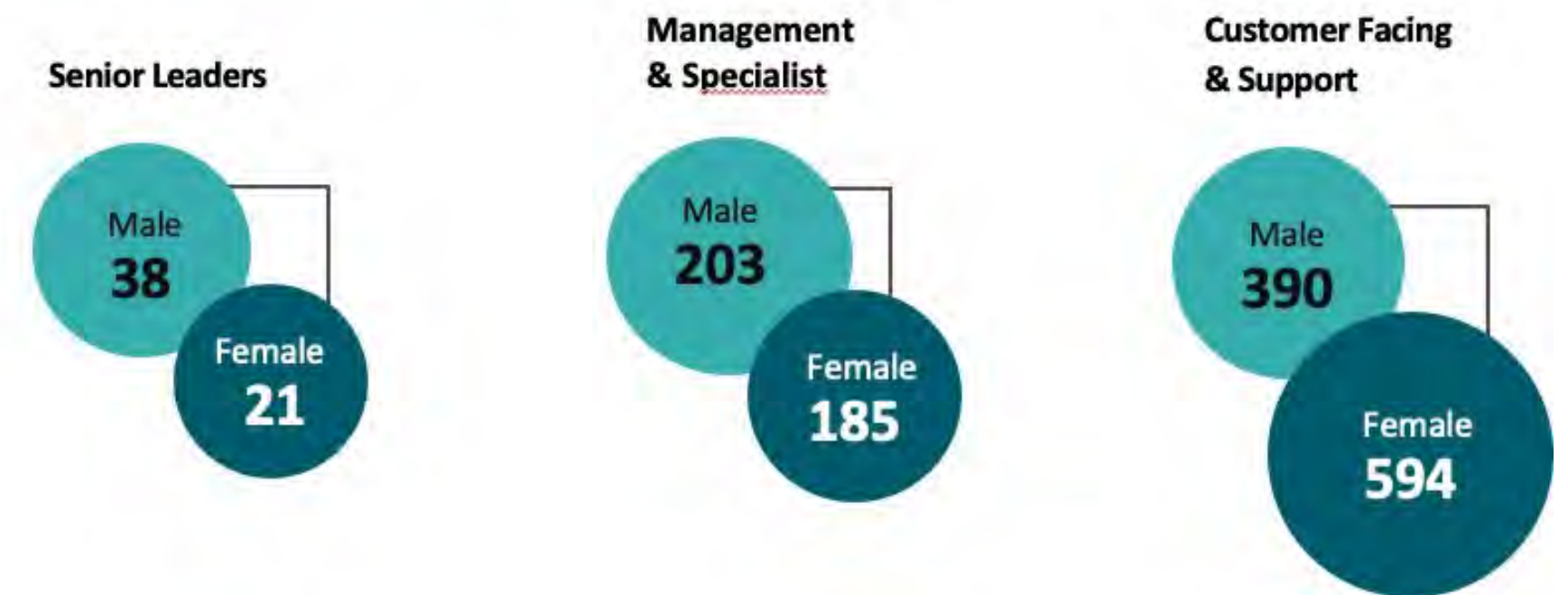
Aviva's gender pay gap

	June 22	June 23
Gender pay gap		
Mean	26.0%	23.1%
Median	28.4%	24.6%
Bonus pay gap		
Mean	39.8%	40.1%
Median	37.7%	26.7%
Part-Time pay gap		
Mean	72.1%	73.8%
Median	72.5%	60.6%
Temporary pay gap		
Mean	0.7%	-12.0%
Median	-0.2%	-0.7%
% employees receiving a bonus		
Male	86.3%	88.2%
Female	83.4%	88.5%
% employees receiving Benefits in Kind		
Male	74.2%	69.6%
Female	76.2%	65.4%

Proportion of males and females by pay quartile



Gender split by level





Our actions

The actions we're taking to tackle the gender pay gap fall into three areas:



Addressing the gender gap

Recruitment

Inclusive hiring and recruitment is fundamental to increasing our gender diversity



General measures to reduce the Gender Pay Gap

- Our recently introduced guiding principles for leaders at key moments of the recruitment lifecycle strengthens our commitment and responsibility to equalize the pay gap by balancing remuneration across all levels in the organisation.
- We are continuing to develop our external partnerships to help us design and create impactful return to work initiatives for experienced female talent and to develop a longer-term pipeline of mid to senior level candidates particularly within the STEM space.
- Hiring managers are directed to structure a gender balanced interview panel with an independent panel member where feasible. They are encouraged to consider part time and job share options when advertising roles to increase gender diversity.
- At application and onboarding stage we highlight our flexible work policies and employee resource groups that contribute to women's long-term engagement within roles.
- Our Apprenticeship programme provides a diverse talent development pipeline for the future – 52% are female, and 12% ethnically diverse.
- We are continuously enhancing our recruitment process to minimise biases and unintended barriers for female candidates.
- Our Talent Acquisition data and reporting capability has evolved to enable better action planning to reach our gender target.

Aligning our Recruitment and DEI Strategy

- Diversity, Equity and Inclusion (DE&I) remains at the forefront of our priorities in Aviva. We aim to foster a culture of inclusivity through building and shaping a diverse workforce reflective of society so our customers and our people can identify with the organisation.
- Our Diversity, Equity and Inclusion committees harness their collective strengths to deliver our DE&I strategy. We continue to enhance our ways of working across our five DE&I communities and are accelerating progress against our targets by means of more measurable objectives and tangible interventions.
- Our communities, Balance (gender diversity), Pride, Carers, Ability (for those of all abilities) and most recently our newly launched Origins community, contribute to the creation of a working environment that is attractive to diverse talent.
- In 2023 we became a signatory firm with Women in Finance Ireland.
- We have recently applied for the Investors in Diversity EDI Mark through the Irish Centre for Diversity and will be obtaining Bronze level accreditation in early 2024.

Addressing the gender gap

Retention & Progression

It's just as important to retain and progress females at all levels of our business as it is to recruit.

- We provide sponsorship and mentoring across our pipeline of females to accelerate movement into senior leadership roles.
- Our female leaders act as role models for programs developing future talent.
- Aviva executives have been named in the HERoes Women Role Models including the 2022 top-100 women future leaders and 2022 Top 100 Women Executives.
- Our people leaders are provided with tools, resources, and training focused on inclusive leadership behaviours and conscious inclusion
- 93% of employees said their leader supports Inclusion and Diversity.
- 92% of employees completed a learning module on inclusive behaviours this year.
- Face to face leadership training completed on Tackling non- inclusive behaviours training, led by our global Diversity, Equity and Inclusion team.
- Flexible and part-time working is available to everyone. We encourage senior role modelling to increase take-up.
- Talent reviews are completed annually with our executive team to identify, spotlight, and develop talent across the organisation. In 2023, we spotlighted female, ethnically diverse, and part-time people in the organisation to ensure we are raising the bar in how we develop and progress women in the organisation
- As part of the global Aviva organisation, we have the opportunity for female's to access global Talent Development programmes with an international focus
- In addition to our Pride and Balance Community, in the last three years we have launched three additional communities - Carers', 'Ability', for people who have identified as having a disability, and 'Origins', for Ethnically Diverse people.
- Our excellent equal parental leave policy gives our people up to 12 months leave, of which six months is fully paid.
- We are active members of the '30% Club', 'Business in the Community' and the 'Insurance Supper Club (ISC).
- Several female employees benefit from Aspire and Executive membership of the ISC.
- We are working towards an ambition of having 40% senior female leaders by year end 2023.
- The board for each of our businesses has above 40% female representation and our senior leader population has 36% female representation.

Useful notes

Pay gap vs equal pay

A pay gap is a measure of the difference between the average earnings between two groups. For gender this means between men and women employees (irrespective of roles or seniority).

Equal pay is our legal obligation as an employer to give equal pay for equal work. Our pay gap is not a result of equal pay issues, as we have a gender and ethnicity neutral approach to pay across all levels of the organisation. We regularly monitor this to make sure we meet this legal and moral obligation.

Mean and median explained

The mean pay gap is the difference in the arithmetic average hourly pay for one group compared to the other, within our organisation (men compared to women or ethnically diverse compared to white).

The median represents the middle point of a population. If you lined up all our females and all our males in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle female compared to that of the middle male.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

Legislative requirements

Irish employers, public and private, with 250 employees or more, are required to publish specific gender pay information from a 'snapshot date' in June 2023, to create a 'Gender Pay Gap Report'. They must then make this report readily available to the public within six months, i.e. by Dec 2023.

This report is a snapshot of Aviva's gender pay gap data on the 30th June 2023. Some senior management changes fell just outside that date.

This report is to detail any pay differences by gender and must include:

- Mean and median gender pay gap (based on hourly rate of pay of 'relevant employees' on the snapshot date selected)
- Mean and median hourly pay, separately, for part-time and temporary employees
- Mean and median bonus pay level
- The percentage of male and female employees who have received a bonus and/or a benefit in kind
- The percentage mix of males and females across four quartile pay bands
- The reason(s) for the employer's Gender Pay Gap, and what measures are proposed or being taken to reduce, or eliminate, any Gender Pay Gap



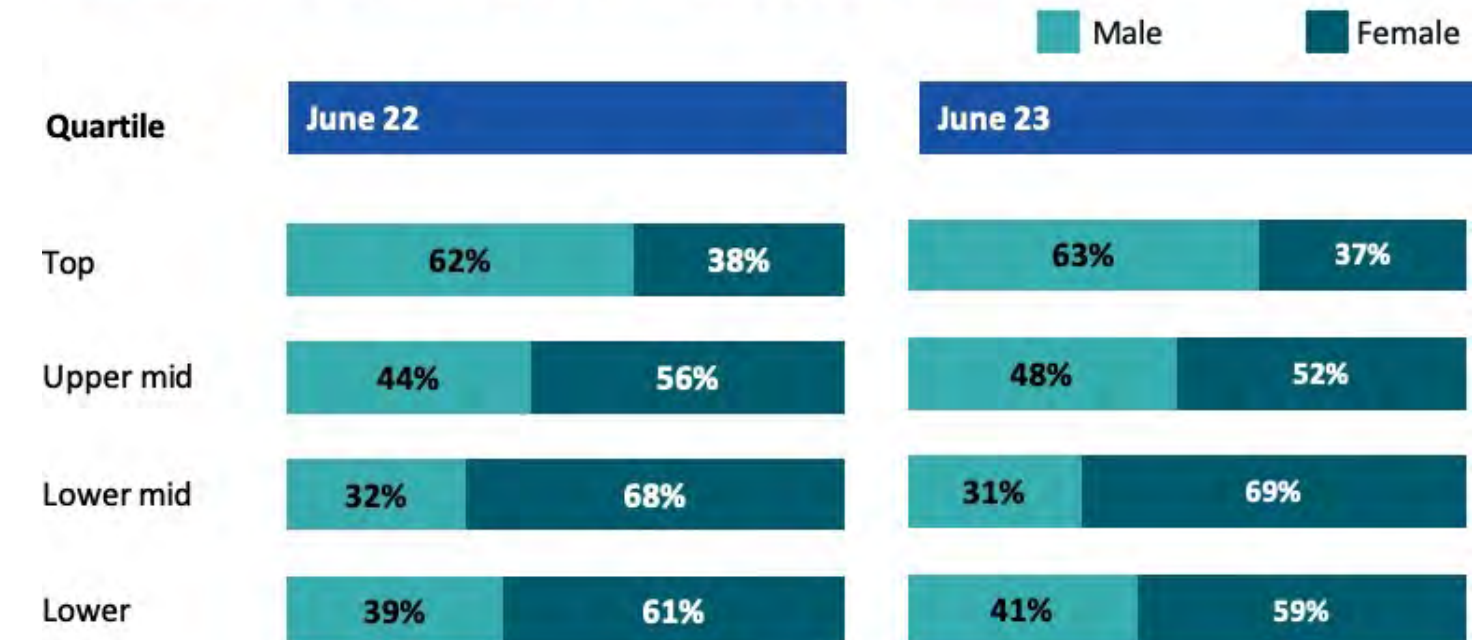
Appendix

Aviva employs people in Ireland through two separate companies, Aviva Group Services Ireland Ltd (AGSIL) and Aviva Direct Ireland Ltd (ADIL). From a legislation standpoint, we are reporting gender pay gap calculations for AGSIL as it employs over 250 people.

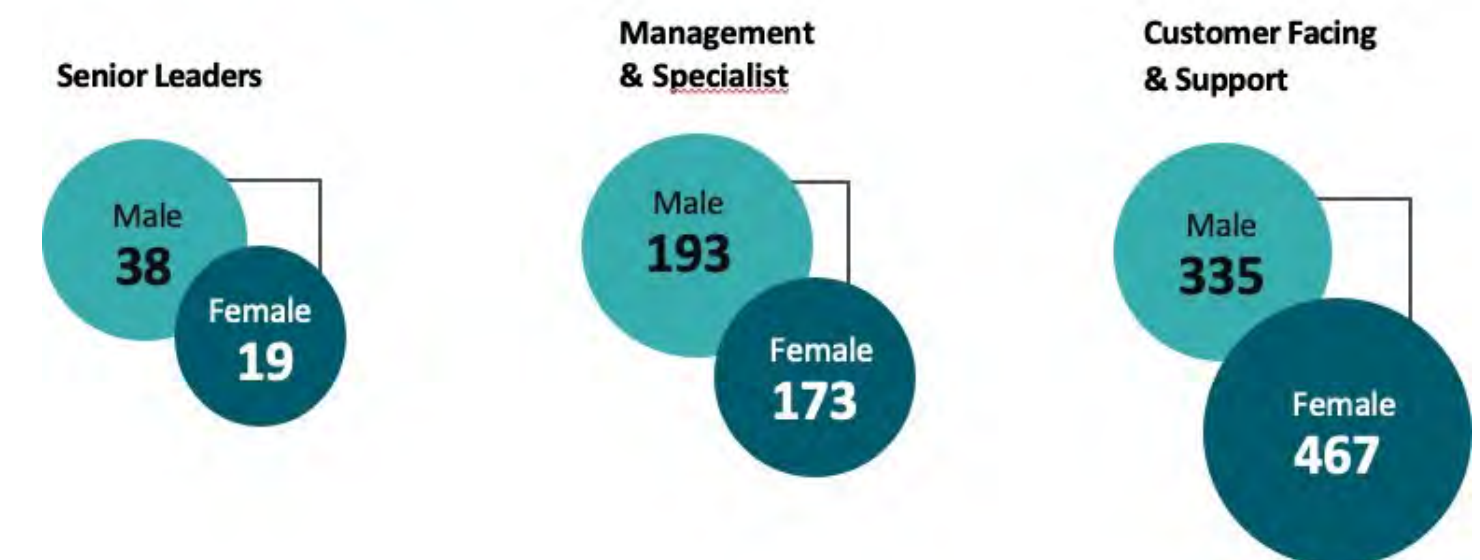
AGSIL gender pay gap

	June 22	June 23
Gender pay gap		
Mean	25.1%	22.1%
Median	25.2%	21.9%
Bonus pay gap		
Mean	40.9%	43.4%
Median	34.6%	27.0%
Part-Time pay gap		
Mean	72.1%	74.1%
Median	82.8%	76.2%
Temporary pay gap		
Mean	1.2%	-10.8%
Median	-0.8%	-5.5%
% employees receiving a bonus		
Male	87.4%	88.0%
Female	84.6%	89.9%
% employees receiving Benefits in Kind		
Male	74.4%	71.7%
Female	77.0%	68.5%

Proportion of males and females by pay quartile



Gender split by level





It takes Aviva.

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