



# Ireland pay gap report 2024





# Contents

- 01** Foreword
- 02** Gender pay gap
- 03** Our actions
  - Recruitment
  - Retention and Progression
- 04** Useful notes and appendix

# 01

## Foreword



**Addressing the gender pay gap is a journey towards equity that requires sustained effort, collaboration and a commitment to change.**

We are steadfast in our commitment to driving this change. A diverse and inclusive workplace empowers colleagues to be their authentic selves and perform at their best. This not only enhances our ability to serve our customers but also drives the success of our business. Moreover, it enables us to contribute to a more equitable society.

While our gender pay gap remains unchanged from last year, we are confident we are taking the right actions to move the dial in the coming years.

Our actions are being recognised. This year we were awarded Best Workplace for Women 2024 in recognition of our exceptional efforts in supporting women in the workplace and the progress we made to increase female representation at senior levels in recent years. We are also proud to have come in second place as the Best Workplace 2024 in Ireland.

Although progress takes time, we remain unwavering in our belief that it is achievable.

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.

Whilst we have increased the proportion of female leaders, structural change can take time, and a more balanced distribution is needed to reflect and reduce the gender pay gap. We remain focused on building a robust pipeline of female talent to empower more women into leadership roles. This will foster the long-term cultural change we seek and permanently move the gender pay gap in the right direction.

**Helen Lawlor**  
Head of People,  
Aviva Insurance  
Ireland DAC

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Head of People,  
Aviva Life & Pensions  
Ireland DAC

# 02

## Gender pay gap

2024 key points





# Key points

## **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 have successfully increased the proportion of female leaders. However, gender balance across all levels plays an important role in reducing the gender pay gap. This requires us to continue to attract, retain, and develop talent while remaining committed to fostering an increasingly diverse workforce.

## **The pay gap remains flat**

While the senior female population increased from 33.3% in June 2023 to 40% in June 2024, the proportion of males and females remained flat across both our junior and mid-level roles. Structural change can take time, but we remain focused on having a strong female talent pipeline to help empower more female leadership. 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.

## **The part-time gap has increased**

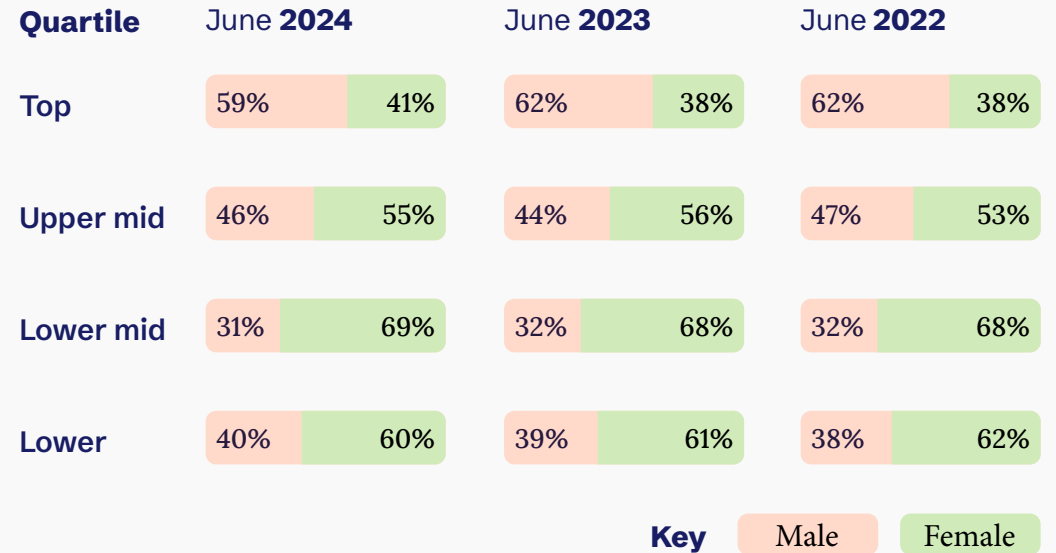
Females account for 92% of our part-time population with the majority in junior roles. Part time males are mainly in mid to high level roles.



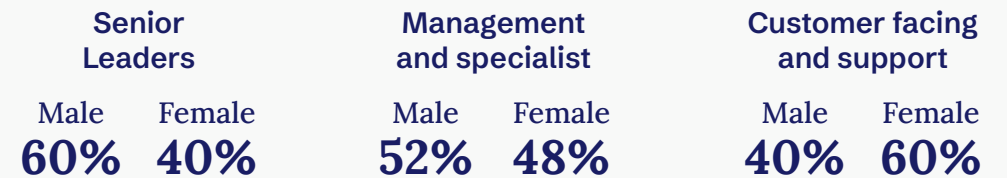
## Aviva's gender pay gap

		June 2024	June 2023	June 2022
Gender pay gap	Mean	23.1%	23.1%	26.0%
	Median	24.5%	24.6%	28.4%
Bonus pay gap	Mean	41.9%	40.1%	39.8%
	Median	34.7%	26.7%	37.7%
Part-time pay gap	Mean	74.9%	73.8%	72.1%
	Median	63.4%	60.6%	72.5%
Temporary pay gap	Mean	-23.0%	-12.0%	0.7%
	Median	-9.9%	-0.7%	-0.2%
% employees receiving a bonus	Male	89.4%	88.2%	86.3%
	Female	91.5%	88.5%	83.4%
% employees receiving benefits in kind	Male	69.7%	69.6%	74.2%
	Female	69.0%	65.4%	76.2%

## Proportion of males and females by pay quartile



## Gender split by level





# 03

## Our actions

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



# Talent acquisition

**Inclusive hiring and recruitment is fundamental to increasing our gender diversity - diversity doesn't exist without inclusion.**

## Focused interventions to attract and recruit diverse talent

- Implementation of our new Colleague Value Proposition which has enabled us to highlight our inclusive culture, our commitment to promoting gender diversity and our attitude to flexible working.
- We are launching a new talent programming and programmatic advertising tool to engage more effectively with “passive” candidates particularly women who adversely may not apply directly for certain roles.
- Our new diversity KPIs are incorporated into our monthly reporting to measure in particular the number of female applications for roles across all grades. This highlights where enhanced advertising and sourcing strategies are needed to attract female talent for certain skill sets.
- We are currently conducting a comprehensive review of our entire recruitment life cycle through a DEI lens. This will help us identify gaps in our process that are inhibiting our ability to source, attract, and select female talent.

Our annual Apprenticeship programme provides a diverse talent development pipeline for the future.

**54%**  
of our current cohort are female.



## Aligning our talent acquisition and DEI strategy

- On foot of achieving Bronze Level accreditation with Investors in Diversity Ireland earlier this year, we have recently been awarded Silver level status which is a testament to our ongoing commitment to creating an inclusive working environment for all.
- Having signed up to the Women in Finance Charter in 2023, this is our first year to contribute to the annual report. As a signatory firm this holds us to account and ensures our long-term commitment to increasing the representation of women in senior leadership roles.
- On International Women's Day, it was announced that Aviva was awarded the Best Workplace for Women 2024. Receiving the Best Workplace for Women 2024 is in recognition of our exceptional efforts in supporting women in the workplace and highlights the progress we have made to increase and maintain female representation at senior levels in recent years.
- Our Balance (gender diversity) community has focussed strongly on the topic of Allyship this year to amplify the voices of women and to work towards creating a more inclusive and equitable work environment. This has been supported through senior leader panel discussions and the creation of a toolkit to help colleagues understand the importance of allyship and to contribute to the advancement of gender pay equality.



# Retention and progression

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



## Retaining our diverse talent

All employees are entitled to

**35 hours**

of paid carers leave a year, and an additional 35 hours paid leave for urgent dependants' care.

- We've made flexible and part-time working available to everyone and we're actively encouraging senior leaders to take advantage. The need for flexibility isn't a blocker to a bright career at Aviva.
- Our excellent equal parental leave policy gives our people up to 12 months leave, of which six months is fully paid.
- Through the Aviva Working Parents programme, expectant and returning from leave parents, have access to group coaching sessions in addition to online support and resources.

## Supporting our colleagues

- We offer a fantastic range of global development programmes including Mission Gender Equality, Sponsorship, and our Ethnically Diverse Leadership programme.
- We sponsor, coach and mentor our talented women to accelerate movement into senior leadership roles.
- 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 launched a Women's Networking event series of in-person events to create connection and inspiration for all Aviva colleagues.
- The Aviva Ireland Reverse Mentoring programme facilitated senior leaders being mentored by colleagues from diverse backgrounds including gender, generational, carers and LGBTQI+.

## Progressing female talent

Our senior female leader population is on track to hit

# 44%

by the end of 2024.

In the past 12 months,

# 56%

of all promotions were awarded to females and this rises to 67% at senior leader level.





# 04

## Useful notes and appendix



## 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.

## Legislative requirements

Irish employers, public and private, with 150 employees or more, are required to publish specific gender pay information from a 'snapshot date' in June 2024, 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 2024.

This report is a snapshot of Aviva's gender pay gap data on the 30th June 2024.

## 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.

## 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.

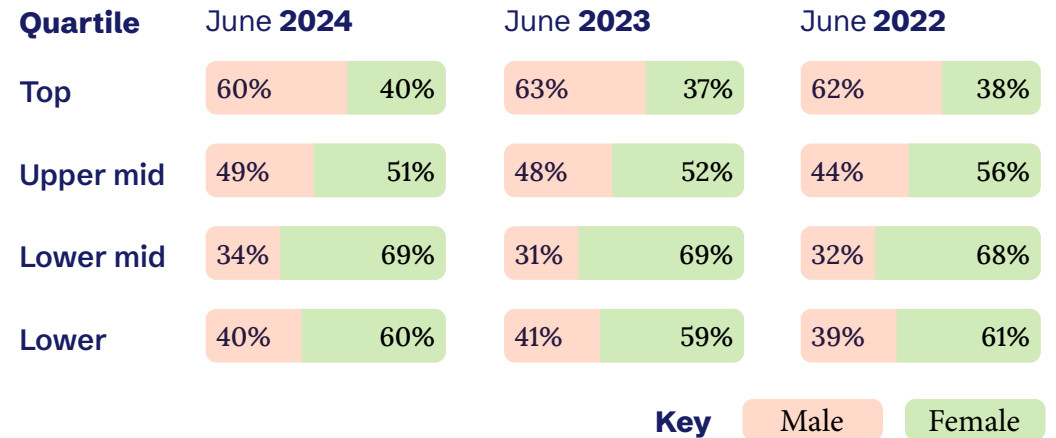
# Appendix

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 150 people.

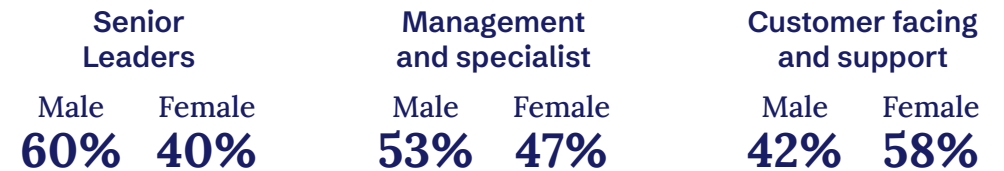
## Aviva Group Services Ireland gender pay gap

		June 2024	June 2023	June 2022
Gender pay gap	Mean	21.1%	22.1%	25.1%
	Median	20.4%	21.9%	25.2%
Bonus pay gap	Mean	39.7%	43.4%	40.9%
	Median	28.6%	27.0%	34.6%
Part-time pay gap	Mean	75.1%	74.1%	72.1%
	Median	85.5%	76.2%	82.8%
Temporary pay gap	Mean	-23.0%	-10.8%	1.2%
	Median	-9.9%	-5.5%	-0.8%
% employees receiving a bonus	Male	89.4%	88.0%	87.4%
	Female	91.3%	89.9%	84.6%
% employees receiving benefits in kind	Male	71.1%	71.7%	74.4%
	Female	70.6%	68.5%	77.0%

## Proportion of males and females by pay quartile



## Gender split by level





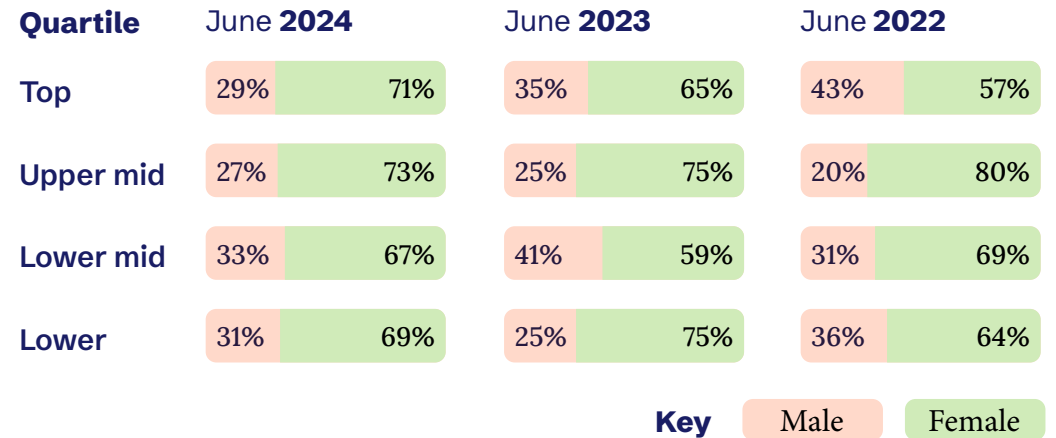
# Appendix

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 ADIL as it employs over 150 people.

## Aviva Group Ireland gender pay gap

		June 2024	June 2023	June 2022
Gender pay gap	Mean	-1.1%	-1.0%	3.3%
	Median	-1.3%	-3.5%	0.0%
Bonus pay gap	Mean	7.8%	-57.5%	-31.3%
	Median	19.7%	7.8%	-0.2%
Part-time pay gap	Mean	-3.2%	-34.9%	-50.6%
	Median	-19.6%	-12.9%	-21.5%
Temporary pay gap	Mean	N/A	8.9%	39.0%
	Median	N/A	8.9%	39.0%
% employees receiving a bonus	Male	89.7%	89.2%	76.6%
	Female	91.8%	81.7%	77.4%
% employees receiving benefits in kind	Male	55.2%	50.8%	71.9%
	Female	60.4%	50.7%	72.2%

## Proportion of males and females by pay quartile



## Gender split by level

Management and specialist

Male **36%** Female **64%**

Customer facing and support

Male **30%** Female **70%**

