



## Avios and Gender Pay Gap Reporting 2018

*“Our ambition is to be an Employer of Choice, and our focus is on creating a company that attracts and retains the best people – people that reflect our customer base and Partners.*

*We have seen a lot of change in our organisation in 2017-2018, and consequently we expect this to have an impact on our gender pay gap in our 2019 snapshot.*

*In line with the Government and other organisations, we understand that narrowing the gender pay gap is a mid*

*to long-term ambition, as it will take time to see the measures we put in place impacting our numbers.*

*For many companies, the first year of reporting was about getting the numbers done; for AGL, as we continue to embrace our responsibility to narrow the gender pay gap, we will now move forward with our action plan.*

*I confirm the data reported is accurate.”*

**Steve Fairbrother, People Director.**

### The Numbers

#### Pay and Bonus Gap:

The difference between men and women		
	Mean	Median
Hourly Fixed Pay	23%	34%
Bonus paid	39%	41%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay, expressed as a percentage of men’s earnings, as at the snapshot date (i.e. 5 April 2018).

It also captures the mean and median difference between bonuses paid to men and women at AGL in the year up to 5 April 2018, i.e. for the 2017 performance year.

In comparison to last year, our median pay gap has widened by 2 percentage points. The restructure has created opportunities for women to progress to more

senior positions, which will influence our 2019 figures. Creating progression opportunities for our female colleagues continues to be an area of focus for us as it will help close the gap.

#### Proportion of colleagues awarded a bonus for 2017

For 2017, 95% of women and 94% of men had access to a bonus.



The Bonus Gap is indicative of the fact that a large proportion of AGL colleagues are women working on reduced hours.

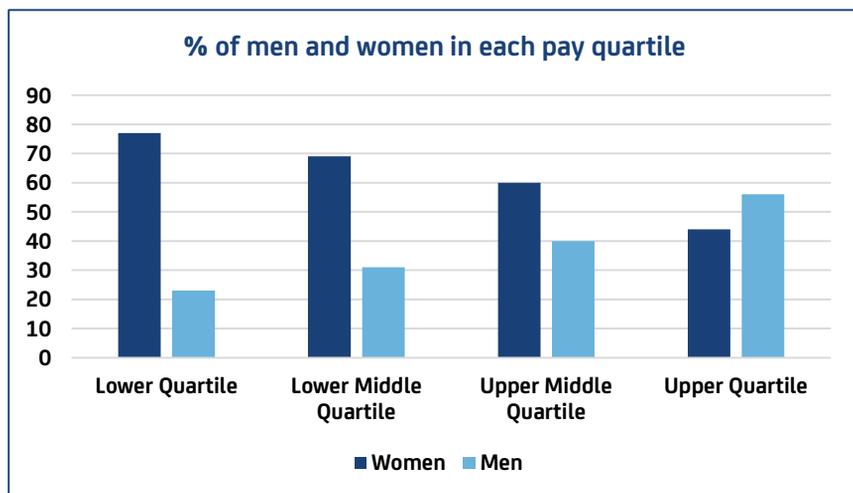
At the time of the snapshot 19% of employees were working part-time. Of all part time colleagues, 98% are women.

## Pay quartiles

The graph to the right illustrates the gender distribution at AGL across four equally sized quartiles. It shows that there are proportionally more men in the senior higher paid roles, than there are in the lower quartiles.

This drives the difference in pay and bonus gap between men and women.

There was no improvement noted in these areas when comparing the figures for 2016 and 2017.



## The Pay Gap explained

Our pay gap continues to be driven by the structure of our workforce.

AGL has greater numbers of women in more junior roles which are lower-paid. As we progress through the organisation, although we have good representation of women at all levels, proportionally, the number of women vs. men declines.

## What we will be doing

One of the most influential factors in addressing the gender pay gap is creating gender equality across each pay quartile. This is where we will focus our efforts in 2019 and the years to follow.

We will drive initiatives in the following areas:



Create an understanding of the unconscious bias within all of us through raising awareness.



Mitigate for unconscious bias touchpoints within our selection and assessment processes and policies.



Develop a suite of modules for women to raise confidence levels to narrow the gender confidence gap.



Review flexible working and family friendly policies.



Ensure gender neutral recruitment language and practice.



Make concerted efforts to attract females into roles typically dominated by males within pockets of our organisation.