



# Gender Pay Gap Report 2023



“At Admiral, we work hard so that our people experience a workplace where you can be yourself and where progression is never slowed or halted by gender or ethnicity. Ensuring that all colleagues receive equal opportunities and appropriate compensation is a fundamental part of our culture. I am really proud that 95 per cent of our colleagues believe that Admiral is a diverse and inclusive employer. This is vital in supporting Admiral’s purpose, to help more people to look after their future.

Above all else, we want Admiral to be a workplace where our colleagues can enable themselves, so we recognise the importance of nurturing an inclusive culture that reflects the diversity of our customers and communities. We continue to actively manage our talent pipeline through mentoring, coaching and training opportunities to achieve this.

We also acknowledge where we need to focus, and although there has been continuous investment in our data and technology capability to better serve our customers, when we review our colleague data for these areas, while it’s great to see that these functions are more ethnically diverse, we know that women are not as represented as we would hope and both these factors not only impact our pay gap reporting but also mean we need to do more.

We work hard every day to foster an inclusive workplace where all of our people feel they can achieve and reach their full potential and we’re committed to continue to work on the areas where we need to improve.”

**Lorna Connelly, Head of People**

# Gender

At Admiral, we're a company where you can. There are countless opportunities to be you, where you are accepted, supported, and most importantly, empowered to be yourself.

We prioritise doing what's right; for each other, for our customers and beyond. Our enabling environment is constantly developing and investing in you to reach your full potential. And as co-owners, you can influence and shape our future and make a difference.



# Our data

We have used a snapshot date of 5th April 2023 and note that our data represents all 7,146 colleagues across our UK businesses at that point.

Gender	Mean		Median	
	2023	2022	2023	2022
<b>Hourly Gap</b>	13.5%	13.8%	6.6%	6.5%
<b>Bonus Gap</b>	28.4%	28.4%	21.7%	35.9%

Mean pay gap is the difference in average hourly and bonus pay between male and female colleagues. Median pay gap is the difference between the midpoint in the ranges of hourly and bonus pay.



### Bonuses

Colleagues receiving bonuses



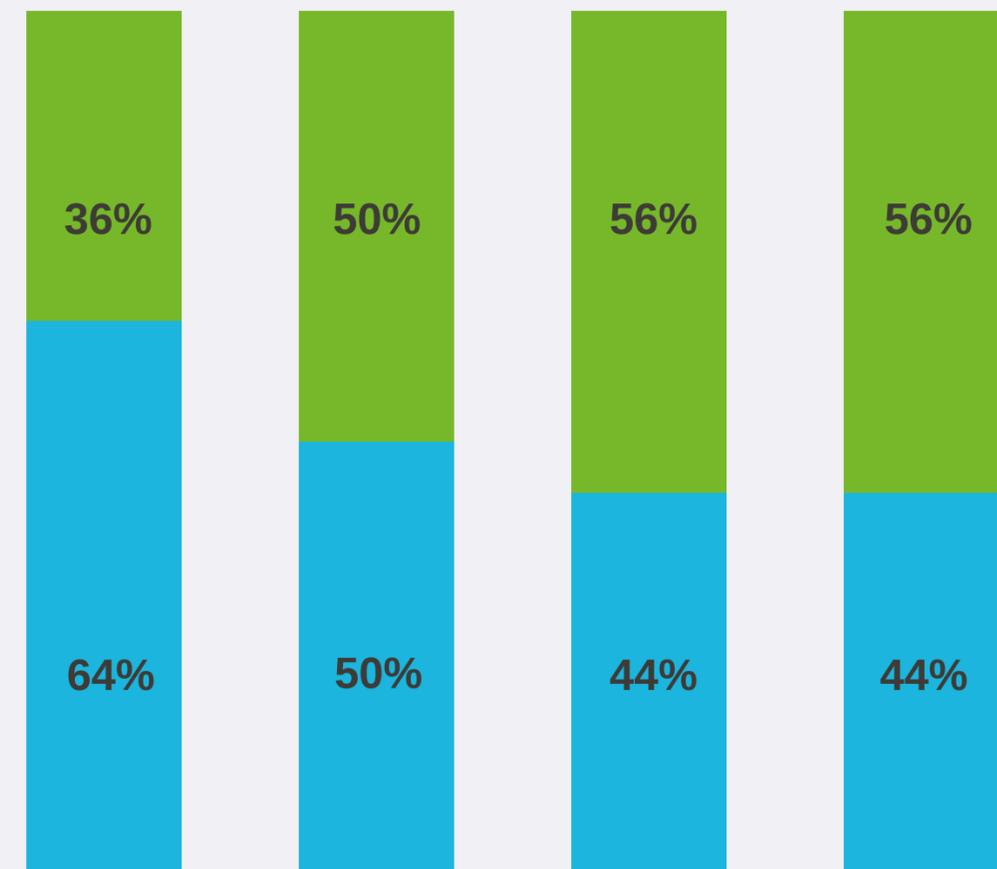
**Female 96.1%**  
(88.4% in 2022)



**Male 96%**  
(88.9% in 2022)

# Our data

Proportion of male and female colleagues in each pay gap quartile percentage:



Top

Upper

Lower  
Middle

Lower

Female Colleagues

Male Colleagues

# Our gender pay gap

We are committed to ensuring that all our colleagues have the opportunity to reach their full potential and receive fair compensation.

Our gender pay gap reflects the fact that we currently have more male colleagues employed in higher paid roles (64/36). The majority of our colleagues are within the first three pay quartiles, where we see greater balance between our male and female colleagues.



# Investing in talent

We develop our female talent pipeline through succession planning and talent reviews, where we identify and support high-potential colleagues across all levels and functions. We ensure diversity and inclusion in our succession plans and leadership roles. We have achieved our target of 40% female representation at UK executive level roles, as part of the Women in Finance Charter.

We also track the representation of women in our key roles and talent pools and take action to address any gaps or barriers. We launched our Get Discovered programme to help talented women within Admiral become the leaders of tomorrow. The programme offers greater mobility of opportunities across our business while equipping our female talent to expand their network and access training to develop their strengths.

We believe that by fostering a culture of learning, innovation, and collaboration, we can attract and retain more female talent in IT and data, and ultimately reduce our gender pay gap. In recent years, Admiral UK partnered with Women in Data, an organisation aiming to increase the number of women pursuing careers in data and we went on to win the Bigger, Better, Bolder Partner Award in 2023. Admiral's Data Academy has been embracing equality and partnership by celebrating, educating, and connecting our Data community to support and develop our data capabilities so our colleagues can thrive.

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This year we have strengthened our partnership with Code First Girls by launching an Introduction to Data course aimed to help more women enter the data industry, contributing to reducing gender inequality within the sector to increase employability skills in the UK as well as helping our own colleagues to pursue career moves into data within Admiral.

Our Women in Tech group launched in 2023 with an ambition to strengthen our female representation and capabilities in tech roles. Our UK Business ran its first Women in Tech Day event, inspiring over 100 colleagues with success stories, discussions about career exploration and empowering conversations about inspirational shared experiences

We recognise the importance of role modelling and support PWC's TechSheCan charter which seeks to encourage everyone to participate in emerging technologies. In addition to offering internships and work experience programmes, we showcase the contributions of our female colleagues both internally and externally, and work with local schools and universities to inspire female students to consider careers in technology.

We have a diversity and inclusion strategy with employee resource groups whose focus is to uphold the highest standard of equal opportunities for all. We employ several measures to ensure that any jobs advertised are gender neutral, open to flexible working and encourage all colleagues to accelerate their careers, regardless of field.



**95%**

of Admiral colleagues believe that Admiral is a diverse and inclusive employer (Great Place to Work 2023)

**95%**

of colleagues agree Admiral treats people fairly regardless of their gender (Great Place to Work 2023)



**3rd Best Workplace for Women** in the UK at the 2023 Great Place to Work

We know that having a diverse and representative workforce is not only the right thing to do, but also makes good business sense, as it helps us understand and meet our customers needs.

However, we recognise there is still more work to do, so we will be focusing on a number of actions to support colleagues and create a more gender balanced approach to our attraction and development strategy, such as:

- Providing mentoring and coaching programmes for women in leadership, as well as sponsoring high-potential female leaders to participate in our development programmes such as Get Discovered.
- Enhancing our family-friendly culture and flexible working arrangements to enable all colleagues to balance their personal and professional lives.
- Continuously enhance our recruitment and internal promotion process to attract a more diverse talent pool.

We aim to protect our culture of inclusion and belonging, where colleagues can continue to feel valued and respected for their contributions and can bring their whole selves to work.

We believe that by empowering our colleagues, we can unleash the full potential of our business and deliver better outcomes for our customers.

# Colleague testimonials

"I joined Admiral over seven years ago, after leaving academia and wanting to get back to a hands on technical role. I was supported by an incredible team and progressed quickly. When I returned from maternity leave, I felt like I wanted a change and so moved to a data product owner role in our cloud migration project. The role really hadn't existed formally until then and I got to see some incredible achievements like our first streaming data to the cloud. I was put through an external certified PO course and became a product lead after 12 months.

I then applied to be part of our first get discovered programme. I learnt things about myself, our business and the world that I'd never expected. From working on a global mobility project to forming life long bonds with some incredible women. I was fortunate enough during this time to get another career change to create and lead our award winning data academy.

It's been an incredible seven years and with another role change I'm now Head of Data Culture and Excellence. I lead our partnership with women in data, speak in numerous conferences and data events on topics like diversity and data culture and skill development and work within our group gender employee resource group. I've got to become the best version of myself, work with the most incredible people and commit to moving the needle for representation and equality". Hannah was also recently named one of the "Twenty in Data and Tech" by Women in Data. She's strengthening our UK business' relationship with data.



**Hannah Davies, Head of Data Culture and Excellence**

# Colleague testimonials

"I joined Admiral in 2018 as a claims handler within our bodily injury department. I had always had a strong interest in people services and talent acquisition and after my first maternity leave, I joined the UK recruitment team in 2021 as an MBA Executive Recruitment Officer. Following a second maternity leave, I then moved into the Group Talent and Reward team and now work as a Talent Development Specialist which focuses on the development of existing employees, helping to maximise their potential. Very recently I have been offered the opportunity to work as a Talent Partner in our Data and Pricing area, which is very exciting! Throughout these last 6 years I have been able to work flexibly around my young family and that has not impacted me in my career ambitions one bit."

**Joelle Evans, Talent Partner**

"I've recently been onboarded as the new Diversity, Equity and Inclusion Project Lead, which means that my personal and work life are merging together like never before. I will be ensuring that I never again feel "too Queer" in the workplace, so to set a clear precedent that there's no such thing. By recruiting for Diversity, Equity and Inclusion, it's clear that Admiral are investing in their future and passionate about continuous improvement for their customers, their people and the business."

**Eve Reynolds, Diversity, Equity and Inclusion Project Lead**

