



**Diversity and Inclusion
Annual Report 2021**



An introduction from Sian Lewis, Head of Diversity and Inclusion UK

We aim to be the employer of choice and want to attract, nurture, and retain a range of diverse talent reflective of our communities and our customers.

We have a 5-year plan to really embed diversity and inclusion into our culture, through increased awareness, education, and training. Casting a D&I lens over everything we do to remove any form of bias. We hope to see in 12 months an increased awareness of D&I among all colleagues and an appreciation of the business benefits it can bring.

A good analogy I recently heard was 'Being invited to the party is good, being asked to dance is even better'

Being diverse is not enough though, we also need to be inclusive, ensuring our colleagues can be themselves in the workplace and have opportunities to grow and contribute. We have tracked our performance in the Great Place to Work (GPTW) survey for all UK employees.

96%

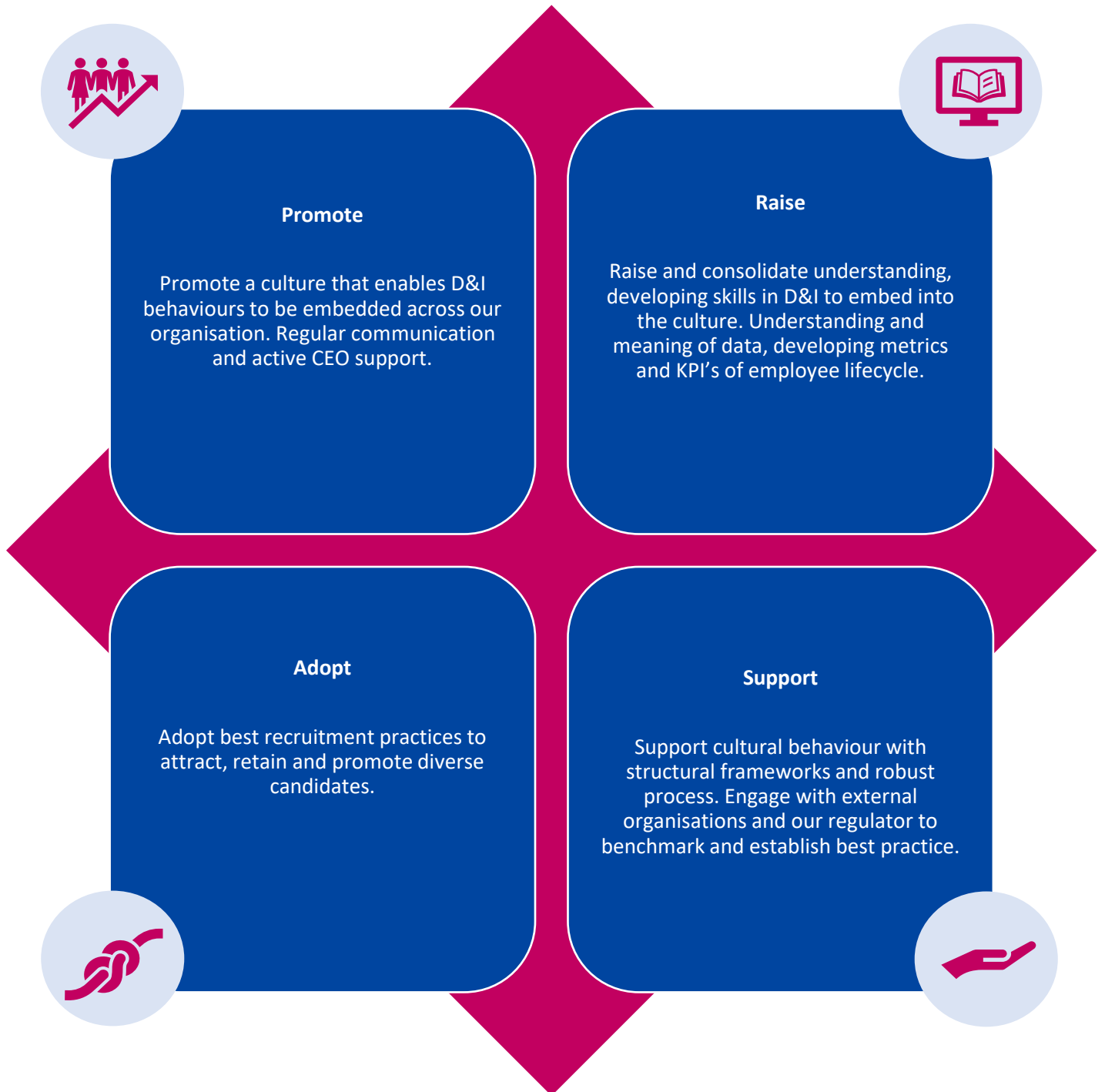
of our employees felt they are treated fairly regardless of their race or ethnic origin / sexual orientation / disability / sex / gender / age in the Great Place to Work 2021 results

"We have a great culture here at Admiral, and we know that being a diverse and an inclusive workplace is good for business, good for customers and good for employees!"

The power of the team is always better than the power of the individual and only when we have a team of diverse people who feel free to speak up and be their authentic selves can we achieve better."

Cristina Nestares, UK CEO and Admiral Group Executive Sponsor for Diversity and Inclusion

Admiral's 5-year strategy



Gender

- ❖ 50% female representation at Admiral Group Board,
- ❖ including a female Chair, a female Group CEO, and a female UK CEO (increasing from 42% in 2020).
 - ❖ 41% female representation at executive level (increasing from 34% in 2020)
 - ❖ 2nd best workplace for women (2021 Great Place to Work)
- ❖ 6th place on the Top Ten best Performers of the FTSE Women Leaders Review

In addition to our commitment through the Women in Finance Charter and being members of the 30% Club, we are now signatories of the PWC Tech She Can Charter.

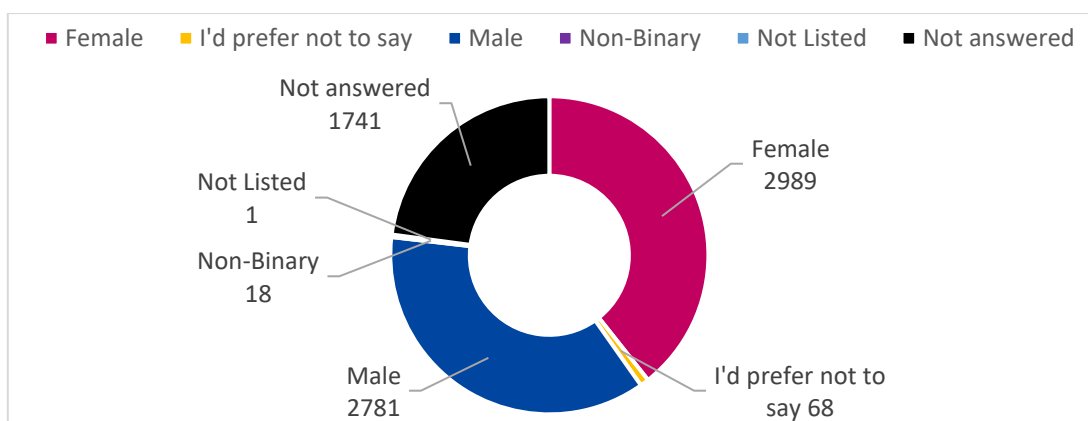
We highlight flexible working on all our support function job adverts and have recommended a gender balance on shortlists for roles and interview panels.

We have produced a series of resources to tackle imposter syndrome and continue to use gender neutral wording in our advertisements.

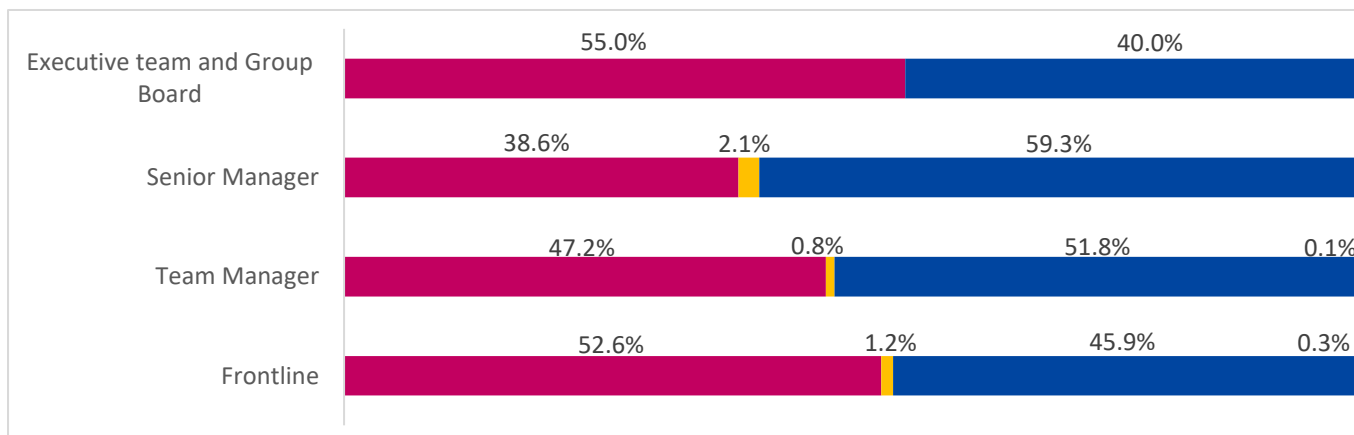
We have introduced new policies under our Family Friendly polices to better support our colleagues.

What best describes your gender?

The data below, is the representation based on 7598 total UK employees requested to complete the Diversity and Inclusion questionnaire.



The data below on the right represents the completion rates based on role, which doesn't include those that haven't answered the question.



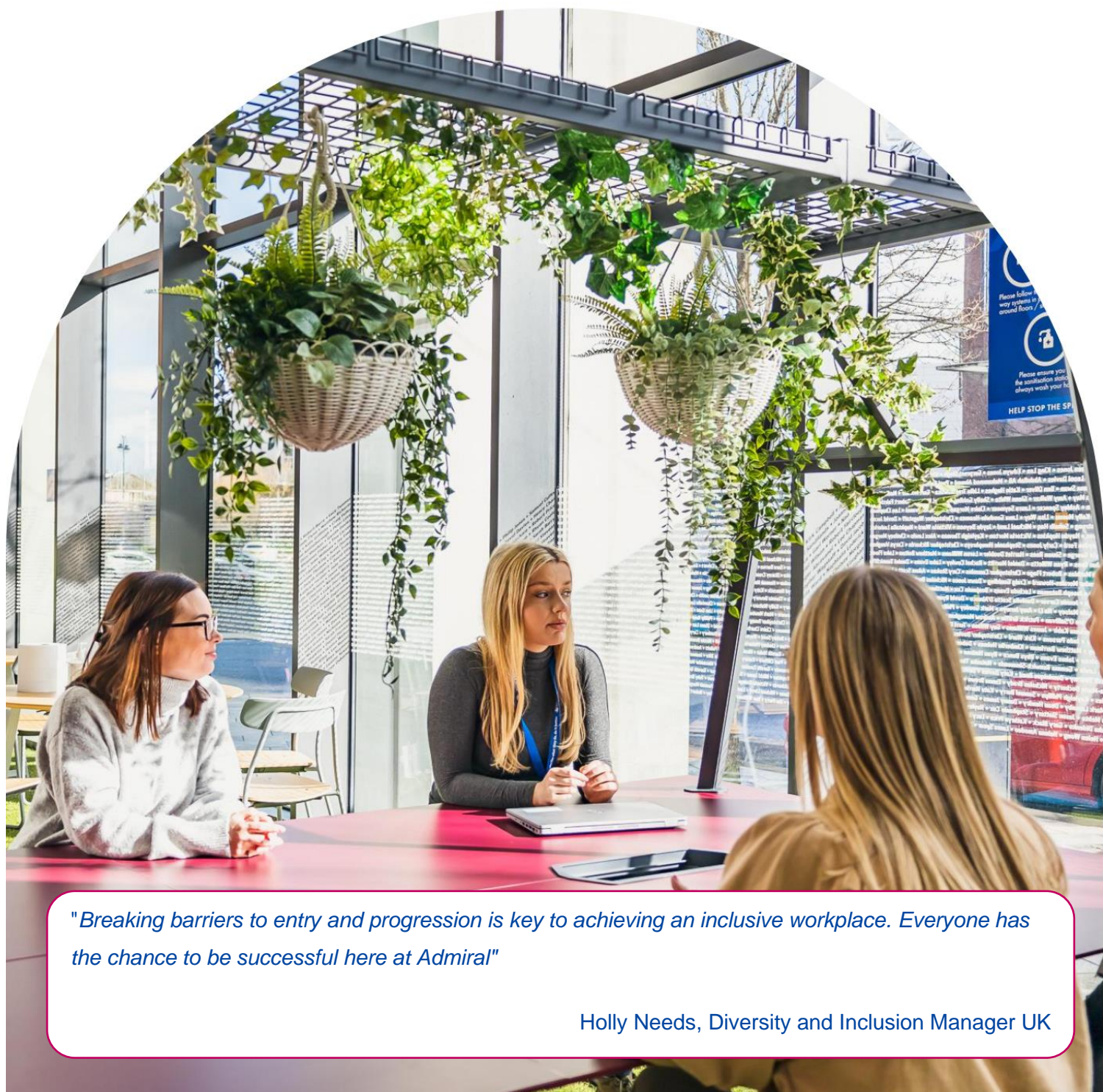
Gender Pay Gap

We use our snapshot date of 5th April 2021 and note that our data represents 6,048 employees across our UK businesses.

	Mean			Median		
	2021	2020	Difference	2021	2020	Difference
Hourly Gap	14.4%	12.8%	+1.6	6.7%	5.4%	+1.3
Bonus Gap	25.7%	27.6%	-1.9	23.3%	29.8%	-6.5

Mean pay gap is the difference in average hourly and bonus pay between men and women

Median pay gap is the difference between the midpoint in the ranges of hourly and bonus pay.



"Breaking barriers to entry and progression is key to achieving an inclusive workplace. Everyone has the chance to be successful here at Admiral"

Holly Needs, Diversity and Inclusion Manager UK

Ethnicity

We have completed an Ethnicity Diversity Analysis. Overall, the output of this showed some notable points:

- ❖ Admiral’s UK BAME percentage is broadly in line with the economically active population within our geographic demographic (6.9% vs <8.7%)
- ❖ Black representation appears low within the UK headcount at 0.74% however the Black community only make up <1% of Wales’ gross population and has increased by 50% over the past 5 years.

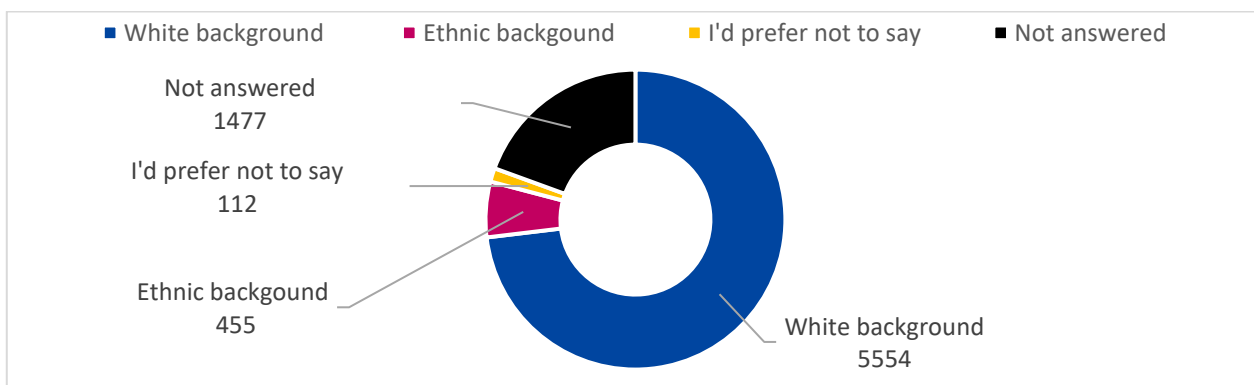
The output has supported our direction in 2021, focusing on five areas, Charities, Institutes & Programmes, Suppliers & Partners, Employee Ratios, Recruitment & MI, Training & Development and Communication, Awareness & Events.

We ran our first Admiral Aspire Internship in partnership with Cardiff University whereby five second year students from ethnic background, joined on an 8-week placement.

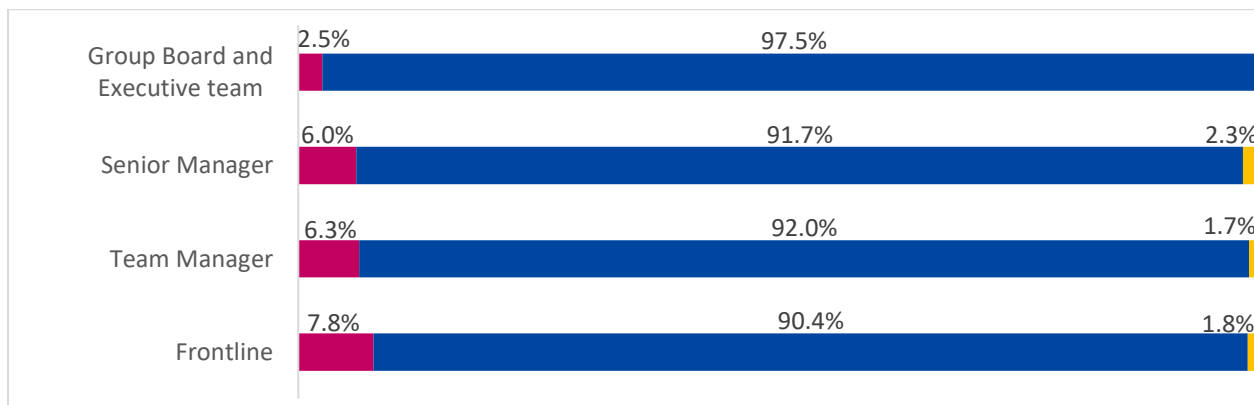
We have signed up to the Race at Work Charter and have been working to increase ethnicity in shortlists for roles.

What best describes your ethnic origin?

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The below right data represents the completion rates based on role, this doesn't include those that haven't answered this question.

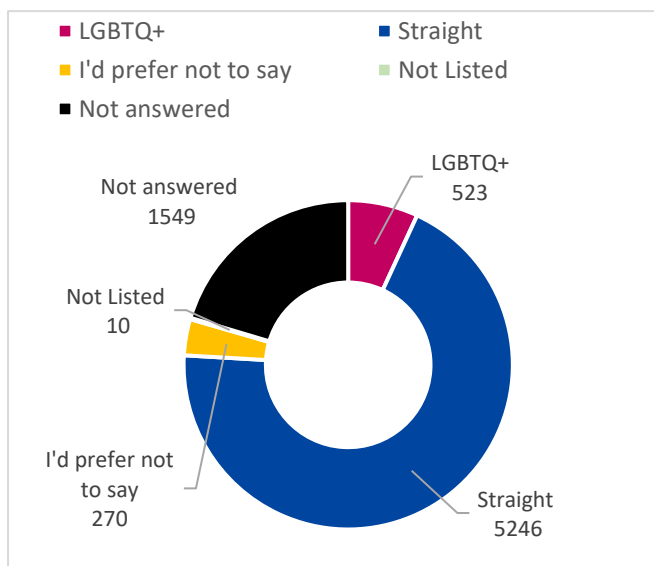


LGBTQ+

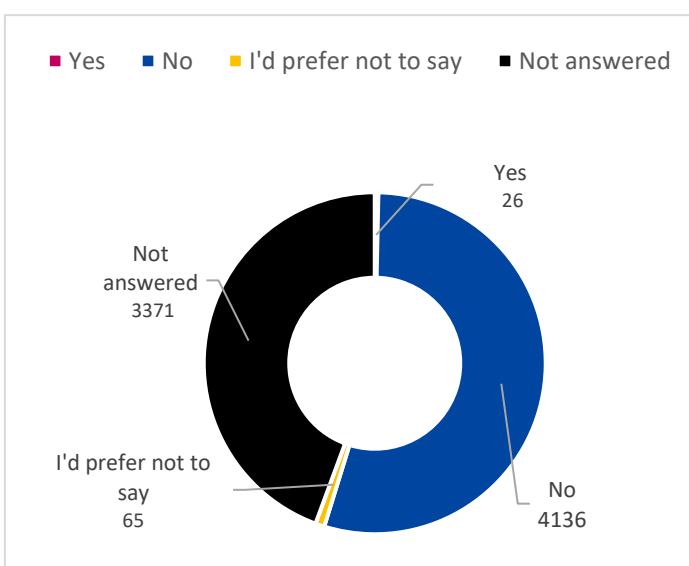
- ❖ We have been emphasising “people perform better when they can be themselves” through activities such as staff stories, panel discussions and Q&As for LGBT+ history month, Pride month and through awareness, promotion, and education.
- ❖ To name just a few discussions we've facilitated year with employees have been: ‘Is coming out a privilege?’, ‘What’s it like being LGBTQ+?’, ‘Do we need gender-neutral toilets?’, ‘The use of someone’s pronouns.’
- ❖ We joined our forum / communities and new allies have stepped forward to join and support.

The data is the representation based on 7598 total UK employees requested to complete the Diversity and Inclusion questionnaire.

What best describes your sexual orientation?



Do you identify as Trans?



"We believe having a diverse workforce allows Admiral a greater opportunity to reach our goal of having happy staff, who feel supported and can develop and grow within our company"

Chiara Fucci Group Talent and Development Manager

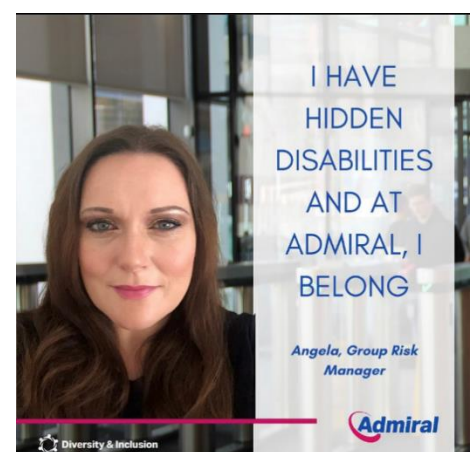
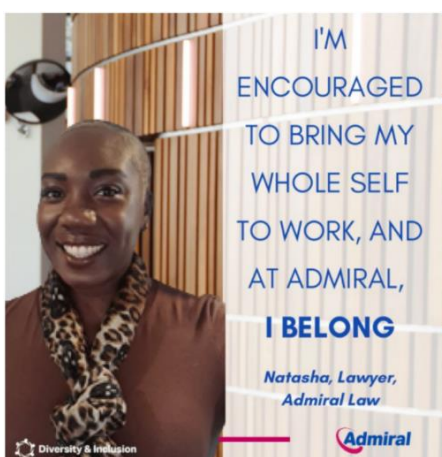
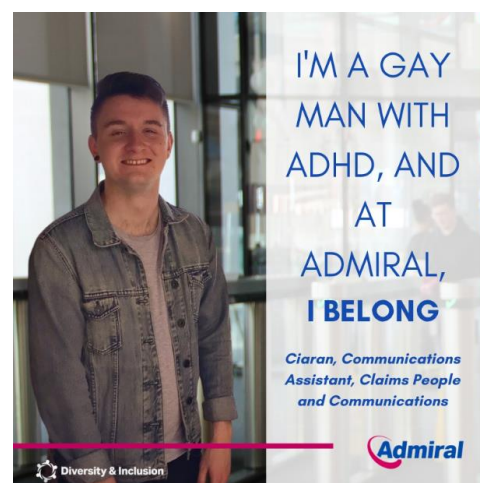
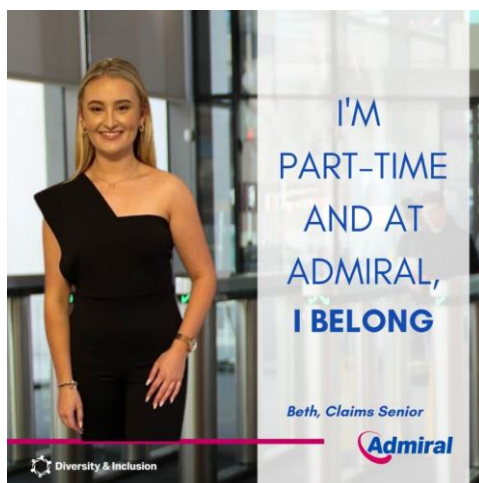
Age

We have a new steering group to take our initiatives forward focused on the needs of different age demographics across our UK employees.

We have been looking at options such as how to apply for a mortgage and improving financial literacy through to retirement planning and reaching out to retired employees to gain some insight into their experience of working up to and retiring from the company.

We are also working on mentoring options taking into consideration the needs and desired outcomes for different age demographics.

Additionally, we support staff through development programmes while tracking our starters and leavers by demographic.



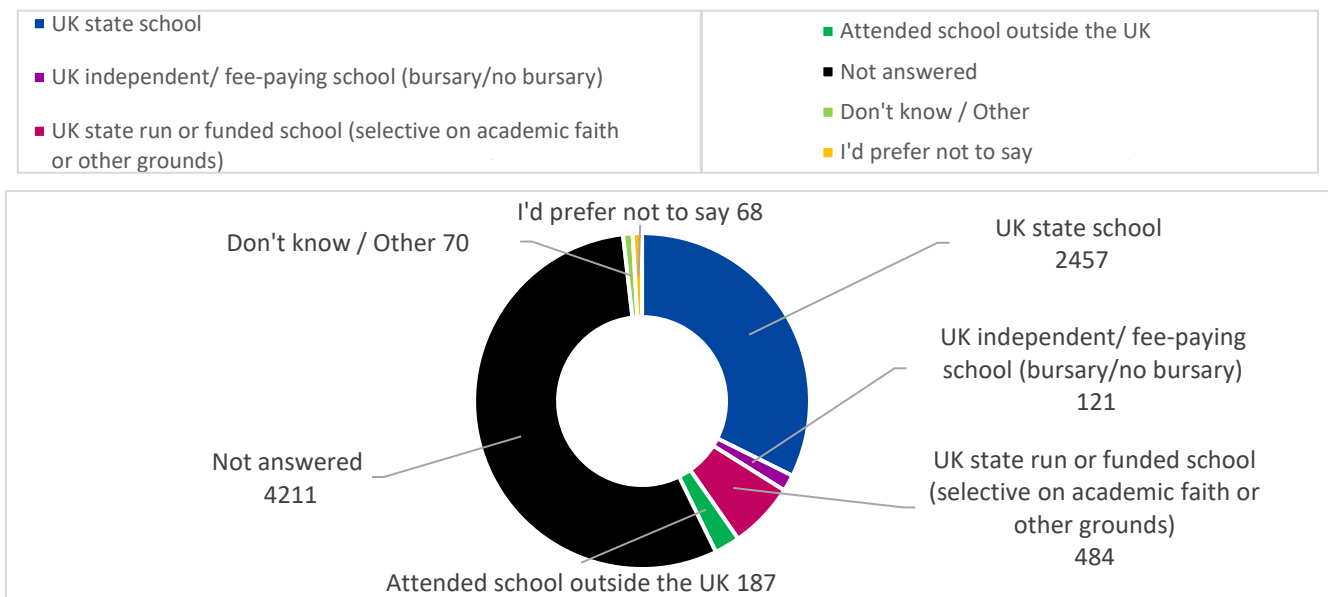
Social Mobility

- ❖ We participated in the Social Mobility Foundation online mentoring scheme.
- ❖ We donated laptops to local schools through ConnectEd Cymru: an organisation linked with Teach First schools.
- ❖ Admiral's diversity policy has been updated to include a consideration for socio-economic background.
- ❖ In 2021, Cristina Nestares, UK CEO became a member of the advisory Board for the Government backed socio-economic taskforce.
- ❖ We participated in activities through Careers Wales Alumni, partnered with Social Mobility Foundation to support their undergraduate cohort.
- ❖ We conducted focus groups, panel discussions and Q&As with staff to understand lived experiences and challenges to progression.
- ❖ Implementing the Bridge Report recommendations (and other key publications) based on progression in the Financial and Professional services.

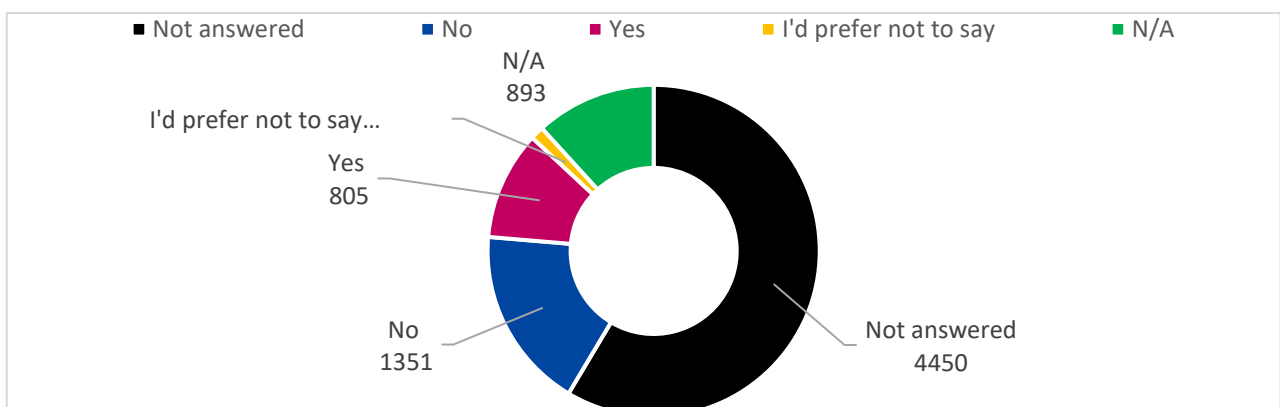
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Over 85% of our leadership team have received further education and we are proud that our leadership team reflects our UK employee population in those who attended state school between the ages of 11 and 16.

What type of school did you mainly attend between the ages 11 and 16?



If you attended University - were you the first person in your family to do so?

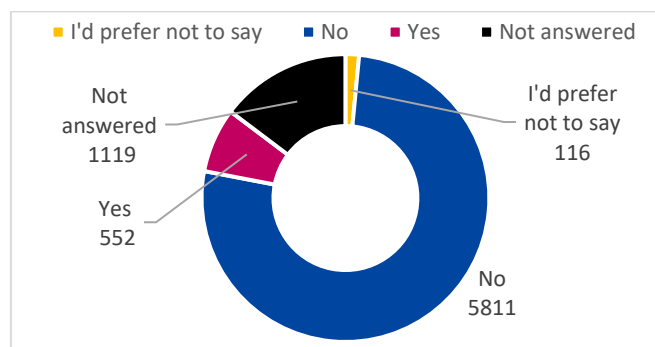


Disability

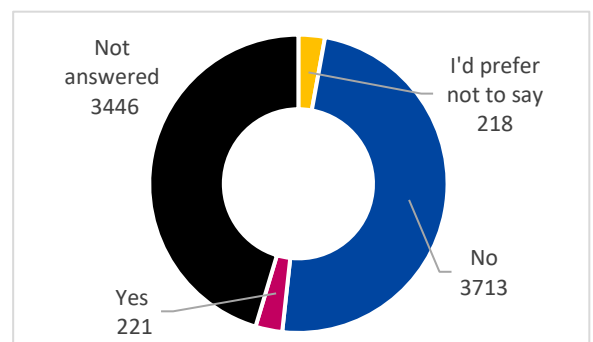
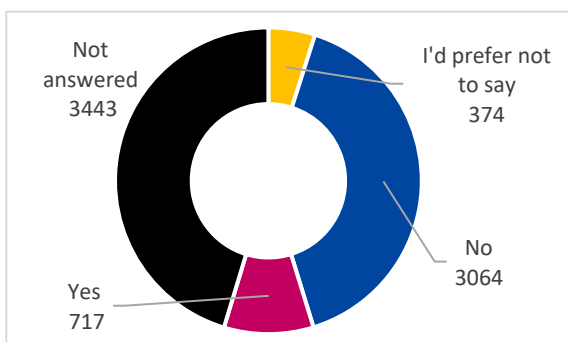
- ❖ The past 12 months have been focused on developing our areas that support disability, neurodiversity and mental health and wellbeing.
- ❖ Our dedicated Workplace and Wellbeing team fulfilled 300 requests to better support our employees' personal needs for work equipment.
- ❖ We have a disability passport, where dedicated support is offered, ensuring staff member can move into new roles or teams and the new line manager will be educated on how to best support the employee on their individual requirements.
 - ❖ In 2021, we delivered a Disability Awareness Week on the subject of Neurodiversity.
 - ❖ This was to raise awareness through discussion, Q&A's and staff stories looking at what neurodiversity means to our staff personally, and also for those in their families or their teams.
 - ❖ We started a new series of podcasts with our employees called Thinking Differently.
- ❖ We partnered with MS Society to host a national D&I disability event called Open the Door. The full day event focused on the employee lifecycle and how we, as a business can support colleagues with

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Do you consider yourself to have a disability or long-term condition?



Would you class yourself as having a mental health condition? Would you class yourself as being neurodiverse?



We are all incredibly proud that Paul Billington along with our Workplace Support team, and Diversity and Inclusion Disability working group were not only mentioned in Professor Amanda Kirby's new book, Neurodiversity at Work, but were an entire case study.

"We think this (Admiral) is a great example of an embedded system that has built up over time and is creating a culture of inclusion"

Admiral International

We are very proud to be a diverse workplace and we're committed to building an inclusive culture where every individual has a voice and sense of belonging.

Our International Diversity and Inclusion Forum is attended by People Services managers and D&I sponsors from across the Group and they discuss how we can support diversity and inclusion across training and development; communication and sharing; recruitment; fun and celebrating success.

Here are some of the aspects we are focussing on:

- ❖ An international mentoring program to support and empower high potential women in their career
 - ❖ Training on unconscious bias for all international executives and key recruiters
- ❖ Introducing international D&I awards to recognise achievements at a company and individual level
 - ❖ Reviewing our recruitment processes to help attract and retain diverse candidate



"Diversity and inclusion is embedded into everything we do, how we identify talent, how we manage our employees and how everyone is given an equal chance to grow and have access to opportunities at Admiral, globally"

Berengere Peter, Group Head of Talent and Development

"Admiral's purpose is to 'Help more people to look after their future. Always striving for better together'. In order to translate our purpose into action we endeavour to cultivate an engaged and inclusive workplace that empowers our people to be better every day.

I am proud to work for a company like Admiral, which prioritises an inclusive and honest culture that helps us all enjoy what we do and do it passionately to serve our customers best. As after all, people who like what they do, do it better."

Milena Mondini de Focatiis, Admiral Group CEO

