

# Gender pay gap report 2021 to 2022

## Automobile Association Developments Ltd

At the AA, we're committed to creating an inclusive and diverse workforce. We aim to make sure people are treated equally at work, across all levels and locations, and we value the contribution that everyone makes for us, regardless of their background.

### Gender pay and bonus gaps

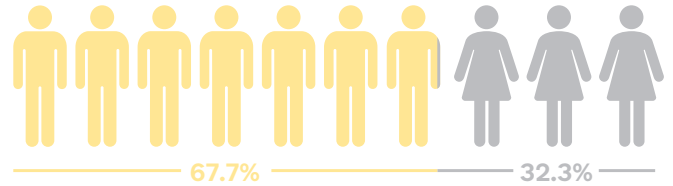
	Mean		Median	
	2020/21	2021/22	2020/21	2021/22
<b>Pay gap</b>	16.7%	11.6%	29.5%	23.6%
<b>Bonus gap</b>	39.5%	4.7%	45.6%	-10.6%

We've made significant progress this year in lowering both our mean and median gender pay gaps from the previous year, with the main drivers being increases in pay for our contact centre roles – which are typically our lowest paid roles. We have a mean gender pay gap of 11.6% and a median pay gap of 23.6%, which we know is higher than the median pay gap for the UK\*. However, we're delighted to see movement in the right direction with greater gender equality across the workforce.

We know that one of the main drivers of our gender pay gap lies in the under representation of females in the company, as reported in previous years. This is particularly the case within our roadside business, where 99% of our Patrol workforce, who make up 38% of our total workforce, are men. We're aware men also make up 66% of our management population, and we ensure diverse shortlists for senior vacancies.

Female workers represent over half of our contact centre workforce (57%), which largely includes lower paid roles than those of our roadside Patrol force. We reported an increase in our bonus gaps last year because of a thank you payment given to all employees. This year, our bonus gaps have reduced significantly, even compared to our 2019/20 bonus gaps. This is due to an increase in incentive amounts paid to employees across our contact centre.

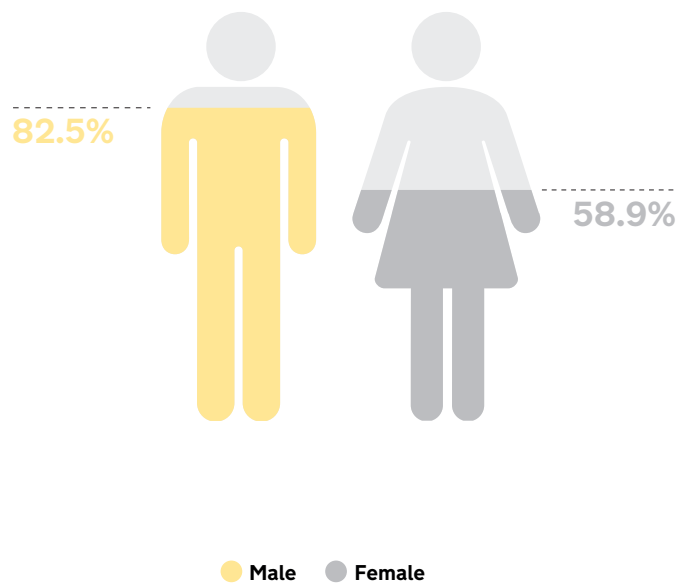
### Company demographic



### SLT demographic



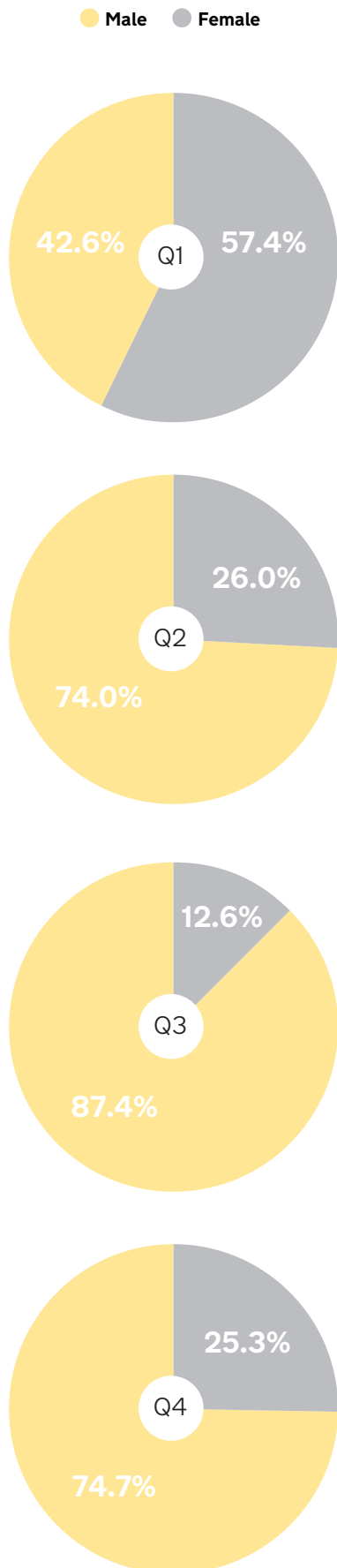
### Proportion of employees receiving a bonus in 2021 to 22



\* ONS figures indicate that the UK national median pay gap was 14.9% for 2022

## Pay quartiles

Population of males and females in each pay quartile.



We continue to review our recruitment practices and talent pipelines to attract a higher proportion of diverse candidates to the company. Over the course of the past 12 months, the proportion of females in our Senior Leadership Team has increased slightly to 38.3%, but we recognise that we need to do more to address the gender balance. We've set publicly communicated targets for gender and ethnicity, with 40% female diversity at senior levels by January 2026.

### How we're closing the gap

- ▶ Levelling the playing field by creating a culture where those with diverse views thrive. Role modelled from the top of the company, the message is re-enforced that creating an inclusive culture is everyone's responsibility and is supported through our performance management processes and our new behaviours to be launched in Spring 2023.
- ▶ Developing strategies and initiatives to strengthen the attraction, development and retention of women. This includes our career development programme "Driven Women".
- ▶ We make sure we have opportunities for all in our award-winning apprentice programmes. We continue to offer apprenticeships and 45% of our apprentices are female, including 20% females on our HGV apprentice programme.
- ▶ In 2022 we launched our new Life Events policies including menopause, miscarriage and fertility support, as well as a menopause service. We will continue reviewing policies and practices to make sure they operate in an inclusive way for all.
- ▶ Our 5 employee network groups, of which the largest one is "Balance" (representing gender balance), to identify areas of improvement in our policies/practices, continue to develop. They'll support the Culture Change programme we kicked off in 2022 at leadership level and will roll out to the rest of the business in 2023, helping to create a culture where everyone feels they belong.

Jakob Pfaudler,  
Chief Executive Officer

Louise Benford,  
Chief People Officer