

# Gender Pay Gap Report 2024...



**animal  
Friends**  
Pet Insurance



# Opening statement



“The Gender Pay Gap Report provides us with a valuable snapshot-in-time which helps to measure our gender diversity progress, but it does not reflect our full commitment to our colleagues, which goes far deeper. Since becoming a part of Pinnacle

Pet Group in 2023, we hope to extend our insights even further, pulling from valuable experience across the Group, as well as being able to offer our own best practices in return.

“Our approach to diversity, equity, inclusion, and belonging is about creating a culture that is truly equitable, because at Animal Friends we are passionate about our colleagues’ unique stories, backgrounds, and lived experiences, and believe that it is these differences that make us ‘Stronger Together.’”

*Richard Mills*

**Richard Mills**  
Animal Friends CEO

## What is the gender pay gap?

The gender pay gap highlights the difference between the average pay of all men and women in an organisation as a percentage.

The Gender Pay Gap Report shines a light on the structural factors in a workplace that may lead to the average pay of men and women differing, and can help us identify any drivers, or barriers, to gender representation and women’s career progression within our organisation.

It’s important to note that the gender pay gap is not the same as equal pay, which focuses on whether an organisation is paying women and men the same amount for the same work, or work of equal value.

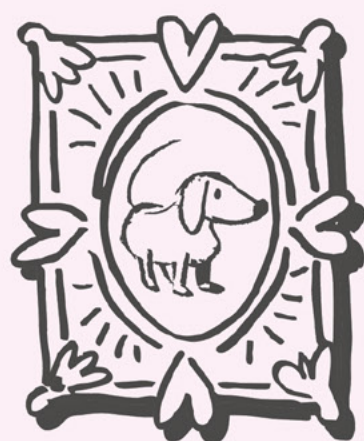
**Note:** We recognise and celebrate that not all our colleagues, past, present, or future, identify with binary gender definitions, however, the current gender pay gap reporting requirements mean that gender, for the purposes of this report, is defined as either ‘man’ or ‘woman’.





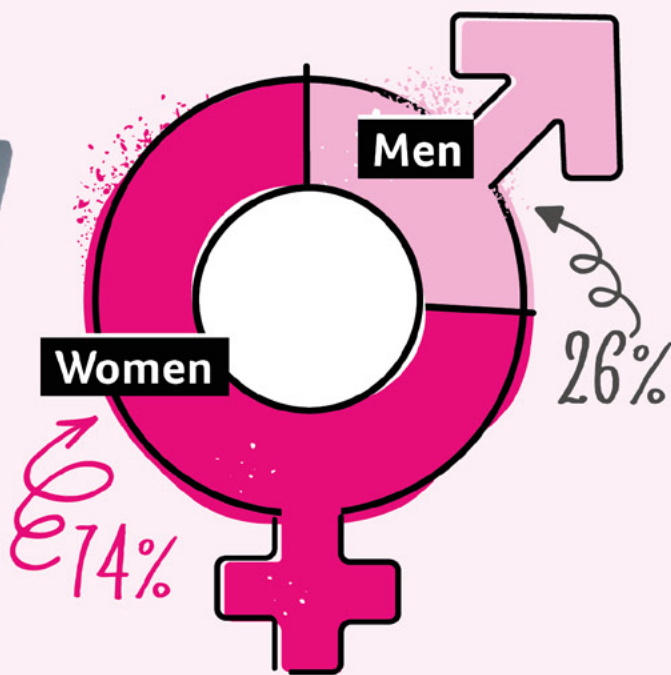
# Our Gender Pay Gap Data

**Note:** The data in this report is produced from a snapshot of our company pay data in April 2024.

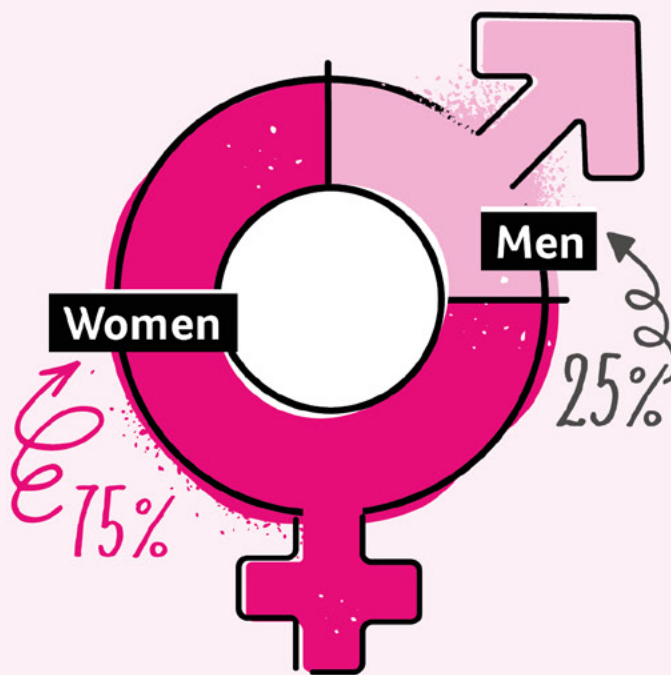


## % distribution of male and female colleagues

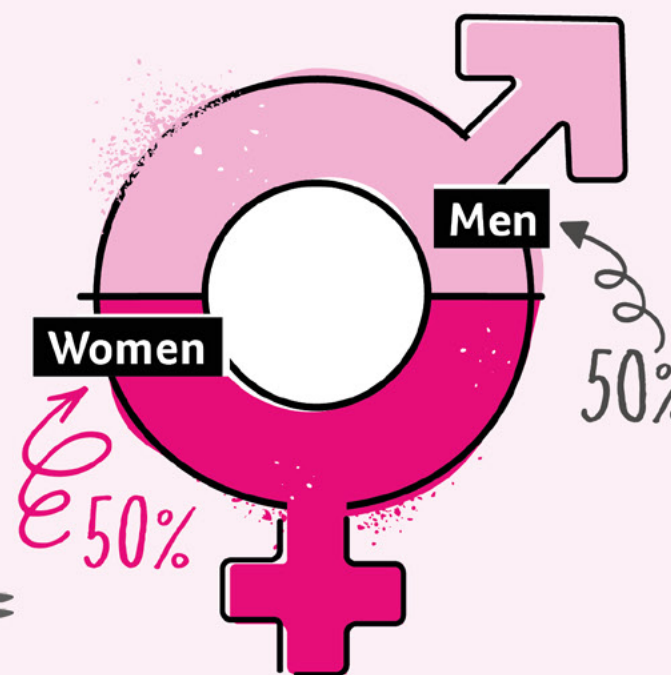
### Lower Quartile



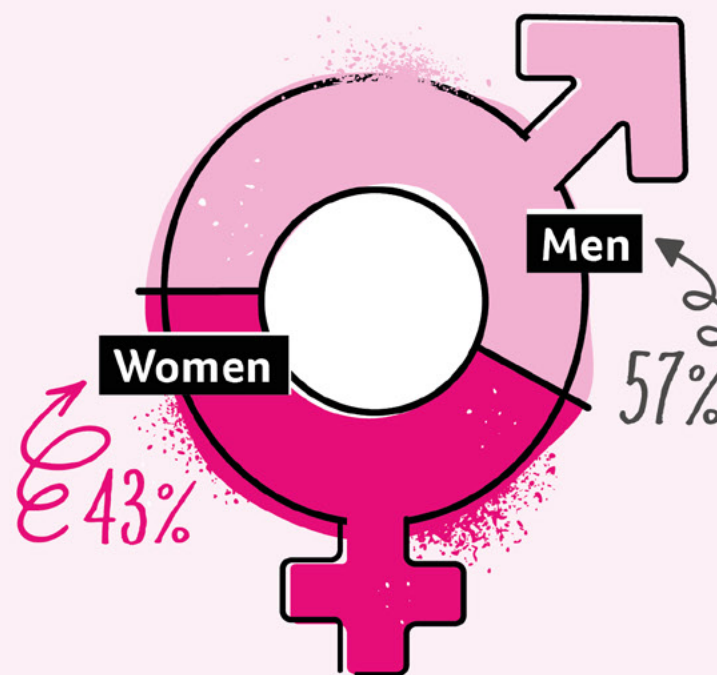
### Lower Middle Quartile



### Upper Middle Quartile



### Upper Quartile



## Mean and median gender pay gap as a percentage of men's pay

	2021	2022	2023	2024
Mean Pay Gap	26.9%	29.2%	26.1%	25.7%
Difference	1.1%	2.3%	-3.1%	-0.4%
Median Pay Gap	19.3%	35.1%	35.5%	34.5%
Difference	1.9%	15.8%	0.4%	-1.0%

## Percentage of men and women receiving a bonus

	Count	%
Male	180	95%
Female	313	98%

## Mean and median bonus gap as a percentage of men's pay

	2021	2022	2023	2024
Mean Bonus Gap	81.4%	46.9%	51.1%	30.9%
Difference	34.5%	-34.5%	4.2%	-20.2%
Median Bonus Gap	0%	0%	17.2%	38.3%
Difference	0%	0%	17.2%	21.1%



# Our Gender Representation by Department

Claims



Complaints



Data & Analytics



Facilities



Finance



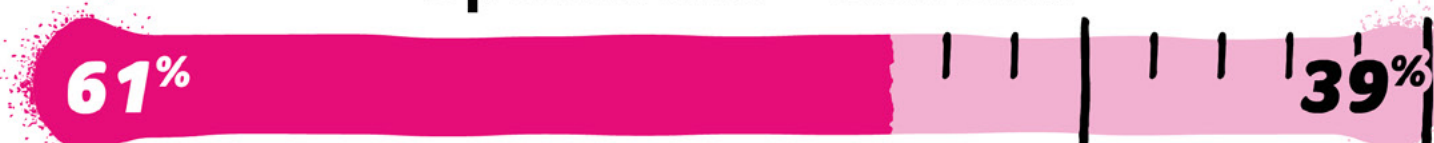
Governance, Risk and Compliance



IT & Change



Operations - General



People



Pricing & Products



Procurement



Sales & Marketing



Senior Leadership Team



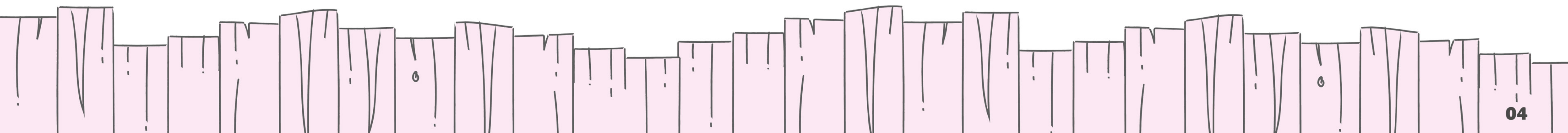
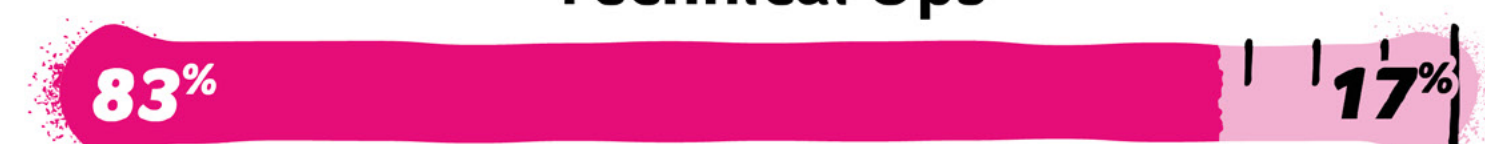
Service & Retention



Strategy



Technical Ops





# Let's break it down...

## **Our mean gender pay gap is 25.7%**

We're pleased to have made some progress towards closing our gender pay gap, however we recognise that our progress is incremental, and we still have a long way to go.

The biggest drivers of our gender pay gap are the greater proportion of women working in entry level roles, and the greater proportion of men in technical and more senior, and therefore more highly paid, roles.

## **Our mean bonus gap is 30.9%**

The same factors that drive the pay gap also drive our bonus gap; those with higher salaries tend to receive a higher bonus, calculated as a percentage of their salary.

## **The actions we've taken**

Over the last year we've worked on two key areas to support our progress towards making our company not just more gender balanced, but more diverse, inclusive, and equitable for all colleagues.





# Culture

## Prioritising flexibility and family friendly policies

Our flexible approach to working means we will always offer our colleagues the choice of remote, hybrid, or office-based contracts, as well as options such as part-time working and working a nine-day fortnight, all of which continue to be hugely popular with all our colleagues, regardless of gender. Maintaining a healthy work-life balance allows our colleagues to thrive both in and outside of work, and we're incredibly passionate about offering our colleagues flexibility that supports this.

We regularly review our family friendly policies and have recently introduced our new Fertility Leave and Neonatal Leave policies. We have also gained valuable insight into our colleagues' experiences of maternity leave at Animal Friends, using this feedback to strengthen the guidance we give to both colleagues and their line managers.

## Working on inclusion

At Animal Friends, we take inclusion seriously. We firmly believe that fostering a working culture that enables everyone to realise their potential, regardless of background, characteristics, or lived experience, creates a better workplace for all colleagues while also strengthening our business for the future. The different views, thoughts, and experiences of a diverse team helps to open the door to a richer variety of insights and approaches, that can only help us to continue building a robust, considerate, and supportive customer journey.

Our monthly Stronger Together webinars, which have focussed on a range of topics including disability, gender identity, and mental health, create a safe space for our colleagues to connect, learn and share their experiences and perspectives, starting conversations and creating empathy, understanding, and respect.

Throughout 2024, we also hosted our Inclusion Workshops and Leader Fundamentals programme; supporting our managers to lead inclusively and minimise bias in their decision-making.

*"There is a strong sense of collaboration, support, and mutual respect among team members. Everyone is willing to help each other, share knowledge, and work together toward common goals, ultimately contributing to both personal and team success."*

**Anonymous feedback  
from our Colleague  
Engagement Survey**

*"My manager is really understanding and helpful with medical conditions and making sure I am accommodated to be able to produce the best standard of work I can."*

**Colleague from our  
Operations department**





# Career

## Creating an inclusive on-boarding experience

Through our inclusive onboarding experience, and our approach to flexible working, we are proud to welcome a diverse talent pool from across the UK, working with every candidate to ensure the recruitment process gives them every opportunity to demonstrate their talent and potential. Whether that is making reasonable adjustments to our process, such as sharing interview questions in advance, or discussing the individual flexible arrangements that are right for them, or attracting potential candidates from the widest possible talent pool - we strongly believe that a candidate's postcode should never be a barrier when it comes to joining the Animal Friends team, instead focussing on what's important: their values, experience, and unique skills.

## Focusing on careers

Our colleagues told us that career progression is really important to them, so naturally, it's important to us, too. In 2024, we introduced a Talent Assessment Framework that supports

our goal of 'internal first' recruitment, resulting in an increase of internal appointments from 30% in 2023 to 38% in 2024, and 67% of those internal appointments were women. The work to help our colleagues better understand the career opportunities available to them at Animal Friends continues in 2025 as we aim to bring more structure and transparency to career progression.

Of the seven appointments to senior roles in 2024, two were women, and we have increased our gender balance in our IT and Change team – a key driver of our pay gap – from 38% to 40% since our last report.

Women at Animal Friends are also positively engaging with opportunities to support their ongoing career development. 65% of delegates on our 'Leadership Fundamentals Programme' were women leaders in 2024, an increase from 59% the previous year. In November 2024, we ran our first ever virtual Career Development Fayre and over half those who attended (56%) were women.

One Careers Fayre delegate said ***"It's been really good to see all the thought and effort that has gone into ensuring we develop our talent."*** (Senior female leader, IT & Change).



*"One of the most positive aspects of my work experience has been having a manager who genuinely invests in my professional growth. They give me the autonomy to take ownership of projects, which has helped me develop my skills and feel trusted in my role."*

**Anonymous feedback  
from our Colleague  
Engagement Survey**





# Closing statement

“A truly inclusive environment allows every colleague the space and freedom to flourish, opening the door to their unique characteristics, experiences, and perspectives.



“We’re pleased that the steps we’ve taken to foster an inclusive culture and support our colleagues’ careers have started to make a difference. However, we recognise that this is an ongoing journey, and we’re committed to accelerating meaningful and lasting change in 2025 and beyond. This includes our continued commitment to empowering our colleagues when it comes to their career journeys, through impactful and inspiring conversation and action.

“We understand that by harnessing our differences and learning from each other, we can continue to grow as a business, a team, and as individuals.”

**Tanya Johnson**  
HR Director, PPG UK