

# ABCIB 2024 Gender Pay Report



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**Rajeev Adrian**  
CEO

Welcome to the first **ABCIB UK Gender Pay Report**. The Bank has grown in so many positive ways over the last few years and this is a testament to the dedication of all our staff and the unwavering support of the Board and Bank ABC Group. As we continue to grow from strength to strength our headcount and talent pool have increased. The Gender Pay Gap report provides the transparency on our data and the initiatives underway.

Diversity, Equity and Inclusion, as well as the wider Culture and Conduct agenda are of paramount importance to me, my management team and the Board. I have carefully reviewed the findings of our first Gender Pay Report, and while the disparity in pay may be smaller than most firms our size, we will continue to develop and enhance our strategy to further our efforts to narrow this gap whilst fair pay is applied throughout the organisation.



## Our Culture

Bank ABC is all about people.

We firmly believe our people are integral to our success and want our employees to have thriving careers with us. That is why we continuously strive to create a positive and fair workplace for all with continuous learning and development.

Our diversity sets us apart. Our global footprint from our headquarters in Bahrain, to our presence in MENA, Brazil, Europe, the USA and Singapore makes us unique. This gives us a rich diversity in talent and experience that can be leveraged across our network to better serve our clients, communities and stakeholders.

When we asked our employees how they would describe Bank ABC, they used words such as 'supportive', 'friendly' and 'innovative'. We are one of MENA's largest international banks, and our ongoing commitment to our people is a core value that has underpinned our growth since we were founded over 40 years ago.

## Our Core Values

*Our values are at the heart of our culture. We are collaborative, focused on our clients, dependable, open and connected. Our colleagues describe Bank ABC as being part of a family that looks after one another.*



Client Centric



Collaborative



Consistent

## Our Value Drivers

1. **Put Clients First:** we form deep client relationships to understand their need and provide excellent services.
2. **Collaborate to Grow:** we proactively collaborate internationally to share knowledge and solve challenges.
3. **Act with Integrity:** we act with ethics and accountability to consistently do the right thing.
4. **Innovate for the Future:** we embrace new ideas and continuously improve, create value for all stakeholders.
5. **Empower our People:** We enable each other to deliver outstanding results and recognise our people.

## What is the Gender Pay Gap?

In 2017 regulations were introduced by the UK Government requiring all companies to report key metrics on pay differences between genders.

The gender pay gap measures the difference in average earnings between women and men across the entire workforce. The gender pay gap is therefore influenced by various factors, including the distribution of men and women across different roles, grades and departments.

Equal pay is different from the gender pay gap.

The gender pay gap helps us to understand and identify structural differences in representation of women and men across our workforce. Whereas equal pay ensures women and men are paid the same for work that is considered equal, similar or of equal value. At ABCIB we annually review the salaries of our entire workforce to ensure we are paying our employees fairly irrespective of their gender. The gender pay gap is a metric used to measure and monitor **equality** and inclusion in the workplace.

The illustrations on the right show examples of how the reporting figures are calculated.

## Definitions of key terms

**Mean pay gap:** The mean gender pay gap is the difference in average hourly pay for women compared with men.

**Median pay gap:** The median pay gap is the difference in the hourly pay for the “middle” woman compared with the “middle” man when sorting by hourly pay.

**Mean and median bonus gaps:** Using the same methodology above but looking at annual bonus rather than hourly pay.

**Quartiles:** The quartiles are calculated by sorting employees by hourly pay, splitting into four equal quartiles and the representation of males and females in each quartile is calculated.

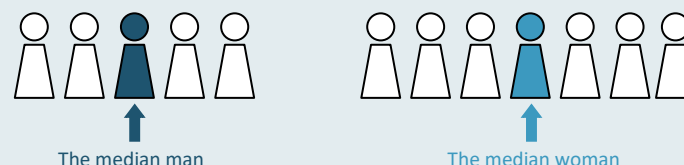
**Proportion of employees receiving a bonus:** The proportion of employees receiving a bonus is calculated as the percentage of males/females who received a bonus from the relevant population.

## Illustrative examples

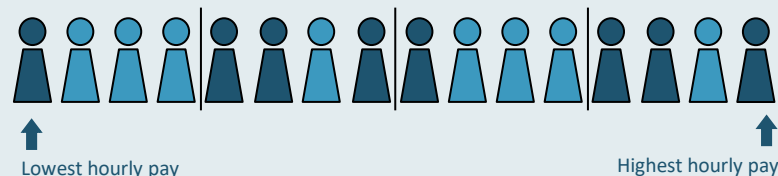
### Mean



### Median



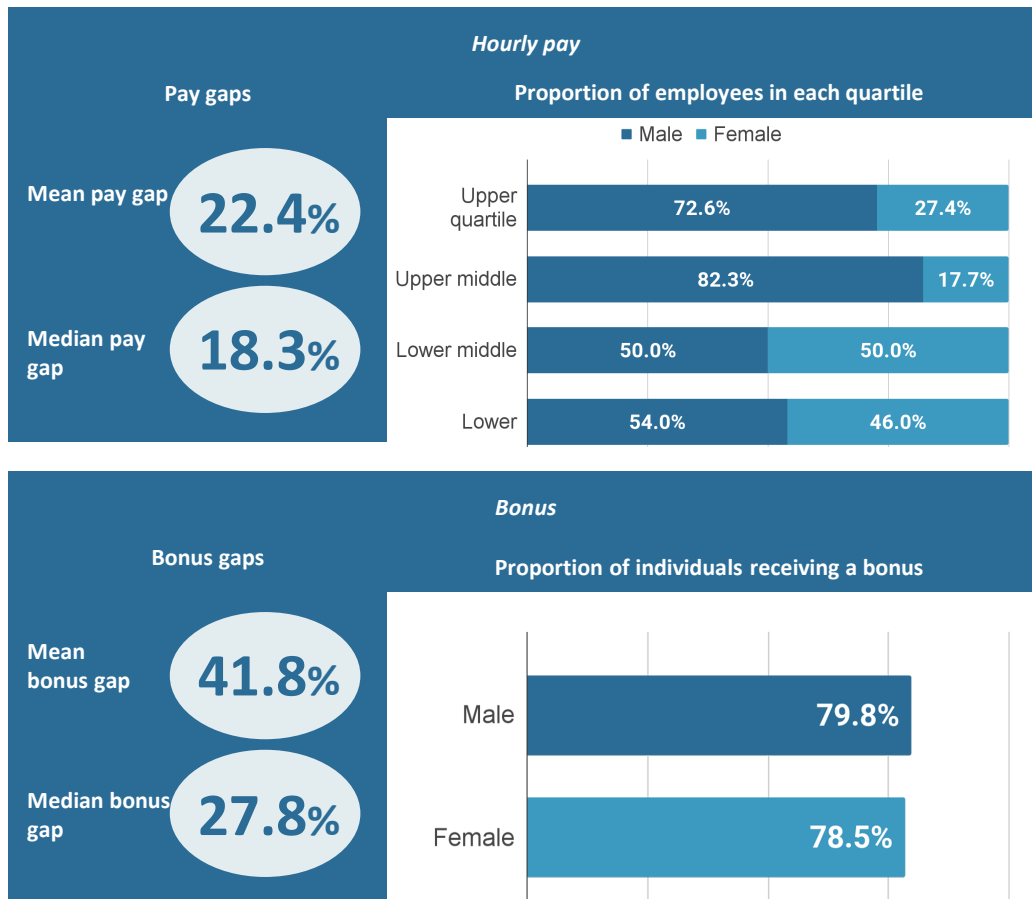
### Quartiles



### Bonus proportions







## What is driving the gender pay gap?

The average mean gender pay gap across UK banks remains around 30%. In our first year of measuring, ABCIB has identified a mean pay gap of 22.4%, where the average male employee in ABCIB is paid 22.4% higher than the average female employee (not taking into account department or business nuances).

This is primarily driven by gender representation across the organisation. The organisation as a whole is around 65% male with females in the organisation sitting in the more junior grades on average.

As is the case across financial services, female representation remains somewhat underrepresented in senior leadership roles. Males, on average, occupy senior roles with higher rates of pay than the more junior roles which have higher female representation. Based on the calculation methodology this creates an overall gender pay gap. The quartile calculations demonstrate that the upper middle and upper quartiles are predominantly male, and the lower middle and lower quartiles illustrates a more balanced gender representation.

These insights are reflective of the sector we operate in with banking and financial services generally having larger pay gaps than other industries due to lower representation of women in senior positions and front office roles, especially in smaller firms.

Our bonus gaps reflect the same causes as our pay gaps and are larger as variable compensation forms a greater part of the compensation package of senior roles in particular business lines compared to functions. All eligible colleagues received a bonus. Where a colleague did not, this was due to joining after the year end cut-off or being exempt due to a temporary contract.

\*The data used to calculate the above disclosures is based on the snapshot of April 5th 2024

Our DE&I strategic priorities are based on the following three pillars

## Governance

- The ABCIB Board have a robust oversight of our DE&I strategy and the evolving social, legal and regulatory landscape. This includes maintaining foresight of incoming DE&I regulatory requirements, and how we prepare via regular Continuous Professional Development sessions. Our Board has requested a focus on gender action planning following the metrics presented to them.
- We run regular training sessions and events for our board, management and all colleagues on DE&I trends and best practice to ensure we are making progress against our objectives.
- We have launched a dedicated DE&I Policy as well as updating various policies and procedures to ensure best practice is embedded within our culture.
- We consider that our strong governance structure is paramount to delivering our overall strategy.

## Data

- ABCIB is committed to taking an evidence-based approach to DE&I planning and decision making.
- Using our internal data is a key part of this and the Bank has made significant investment in our systems to capture, store and analyse our data on a regular and ongoing basis.
- ABCIB have also recently launched a data capture exercise to enhance our current data and analysis to strengthen our DE&I planning and HR strategy. This will be promoted regularly (twice a year) to ensure the latest data is available.
- Beyond the gender pay gap reporting figures, we analyse key drivers behind our pay gap and analyse diversity across the employee lifecycle to identify and prioritise our action specifically to address the narrowing of the gender pay gap

## Employee Resource Groups

- ABCIB recently launched two employee resource groups (ERG) under the sponsorship of the CEO; Empower, a group focused on supporting and empowering women and a Cultural Awareness Network, focusing on the Cultural Diversity within the Bank.
- Each group has 2 Chairs and a working group of dedicated and passionate colleagues supported by our COO as executive chair along with support from the Head of HR.
- Introducing these ERGs in ABCIB ensures empowerment of employees, providing a network and platform to voice key opinions, and to influence business decision making and ensure buy in across the organisation.

## Key actions

Below are the key actions ABCIB are implementing to reduce the gender pay gap

### *Investing in the development of the ABCIB junior talent pool*

The external talent pool with trade finance and global banking experience has limited gender diversity and as such, we aim to improve how we manage the identification and attraction of junior female talent to grow the talent pool for ourselves and the industry. We have already mandated gender balanced long lists and short lists for all vacancies to ensure women are enabled to compete for all positions.

### *Focus on ABCIB internal talent development programmes*

ABCIB have launched a new career development programme as well as a mental health awareness programme to support the development and personal wellbeing of colleagues across the Bank. These help support women as they develop their career empowering themselves to be confident to pursue their aspirations. Further programmes are due for launch in 2025 and beyond.

### *Enhance flexible working policies and practices*

ABCIB was one of the first small foreign Banks in London to implement a formal hybrid working policy post Covid and has successfully embedded this. We support colleagues with the technology required to perform their roles. We understand the importance of maintaining a healthy work life balance and how this can help foster inclusion, retention and high performance across the workplace.

### *Focus on Performance Management and Talent Identification*

ABCIB have provided thorough performance management training to all managers via the Management Development Programme and has a fully embedded performance management framework and talent identification process. This helps create of retention and development strategies that have resulted in internal promotions and cross functional moves for female colleagues.

