



The Right  
*Direction*

## The right direction



**Clare Dyer**

Group chief people officer



**Matt Hotson**

Group chief financial officer and Diversity and Inclusion Sponsor

“We are creating an environment where all colleagues can be themselves and accomplish what is important to them.”

We are taking steps to promote gender equality across Arrow Global. For us, diversity and inclusion go beyond gender. It's creating an environment where all colleagues can be themselves and accomplish what is important to them.

We want all colleagues, across all of our geographies to have the opportunity to develop in their careers and maximise their potential at Arrow Global.

We recognise and fully embrace the positive impact that having a truly diverse workforce; reflecting our customers, communities and our shareholders has on business performance. We recognise that more diverse businesses are the most successful.

In the past year we have seen improvements in our gender pay balance, but we recognise there is still much more to do. Together we will strive to improve.

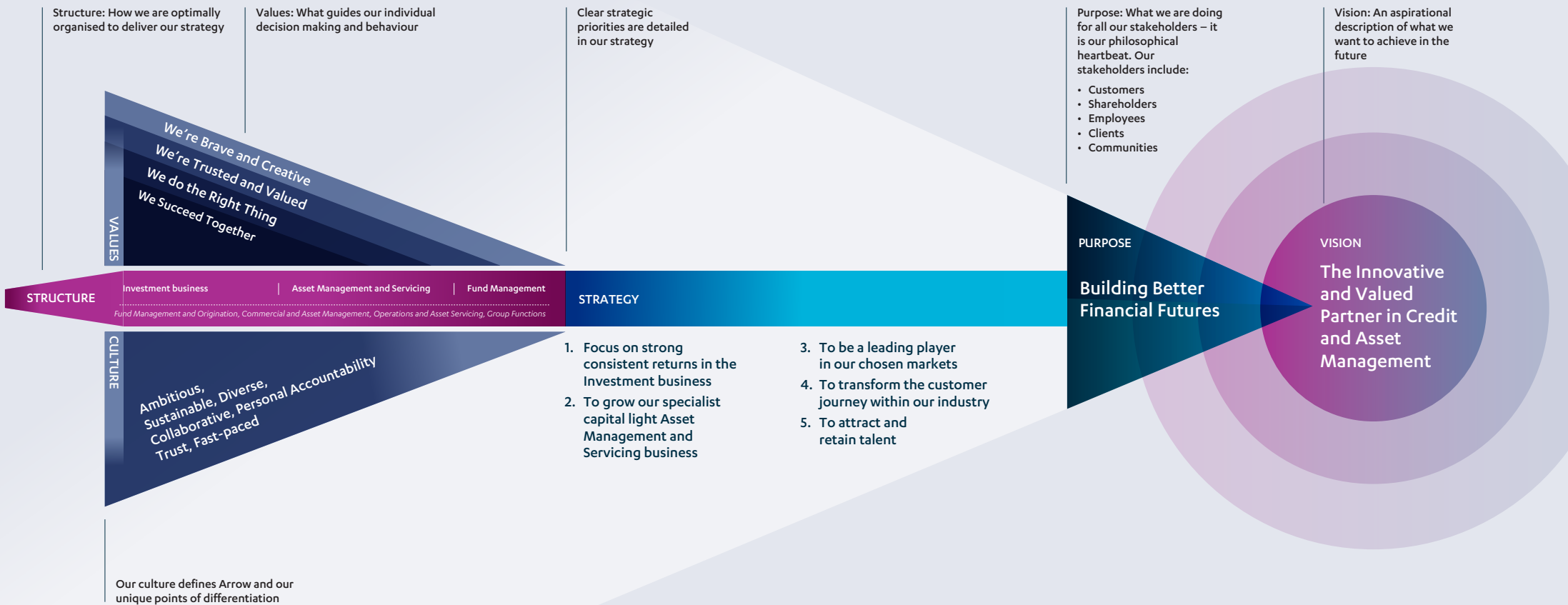
# Guided by our values and culture

Our diversity and inclusion agenda, which is underpinned by our Diversity and Inclusion Policy, continues to progress. An inclusive and diverse culture across the business improves effectiveness, encourages constructive debate and supports good decision making.

Arrow is an ambitious company. Our determination to succeed is matched by our drive to do things the right way – ensuring we create a sustainable business that builds better financial futures for our stakeholders. We are entrepreneurial, fast-paced and decisive.

Proud of our family values, we cherish working together in a safe, supportive community. We trust our people to make the right decisions – and we back them all the way. We’re also brave enough to acknowledge mistakes – and to learn from them. We celebrate success and reward those who take personal accountability to help us achieve exceptional long-term results. We’re open and eager to embrace new ways of working. Ours is a diverse community, enriched by our local identities, working collaboratively to build a powerful, unified and dynamic organisation.

This collective identity is One Arrow.



## How we measure our Gender Pay

Under the UK Government's Gender Pay Regulations, employers in the UK with 250 or more employees must report their gender pay data.

### What is gender pay?

Gender pay shows the difference in the average pay of men and women across an organisation regardless of their roles or industry sectors. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce.

Gender pay is different from equal pay. Equal pay legislation is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

### Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

#### Female



Median  
pay gap

#### Male



### Mean pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.



# Results across our Group

In line with One Arrow, an inclusive, decisive and collaborative business, we have provided the results across our Group. This is made up of the following business entities; UK, Ireland, Portugal, Netherlands, Italy and Albania.

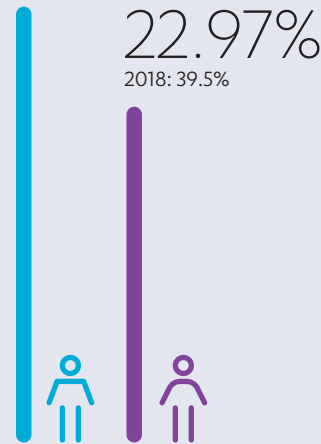
The charts reflect the gender profile of our workforce in all of our countries. One year on from our last report, our gender pay gap has made a small number of positive movements.

Fundamentally, the drivers of our gender pay gap are our representation of females in senior leadership roles and differences in gender representation in different job functions.

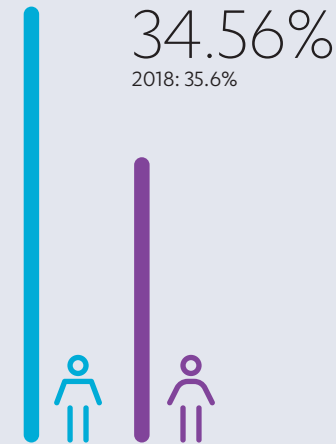
The female representation theme is consistent with the wider Financial Services sector.

We do recognise that we have a long way to go to achieve a better balance and although there are no quick fixes, we will continue to work hard towards a true balance for our future Arrow colleagues.

Mean Pay Gap 2019

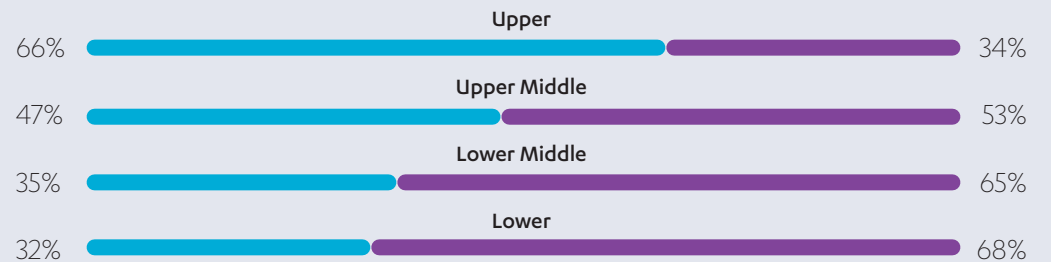


Median Pay Gap 2019

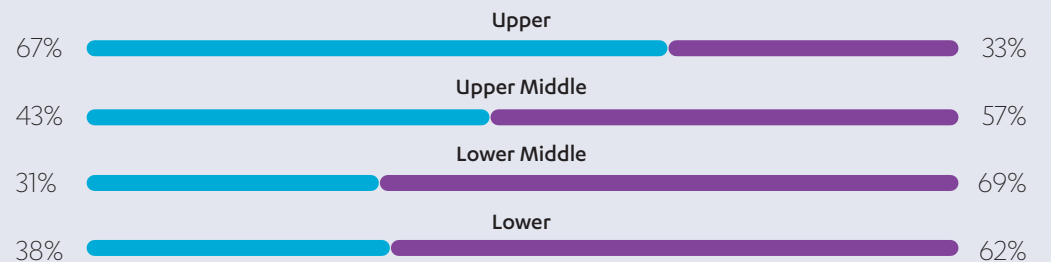


Female  
Male

Gender population by pay quartile: Group 2019



Gender population by pay quartile: Group 2018

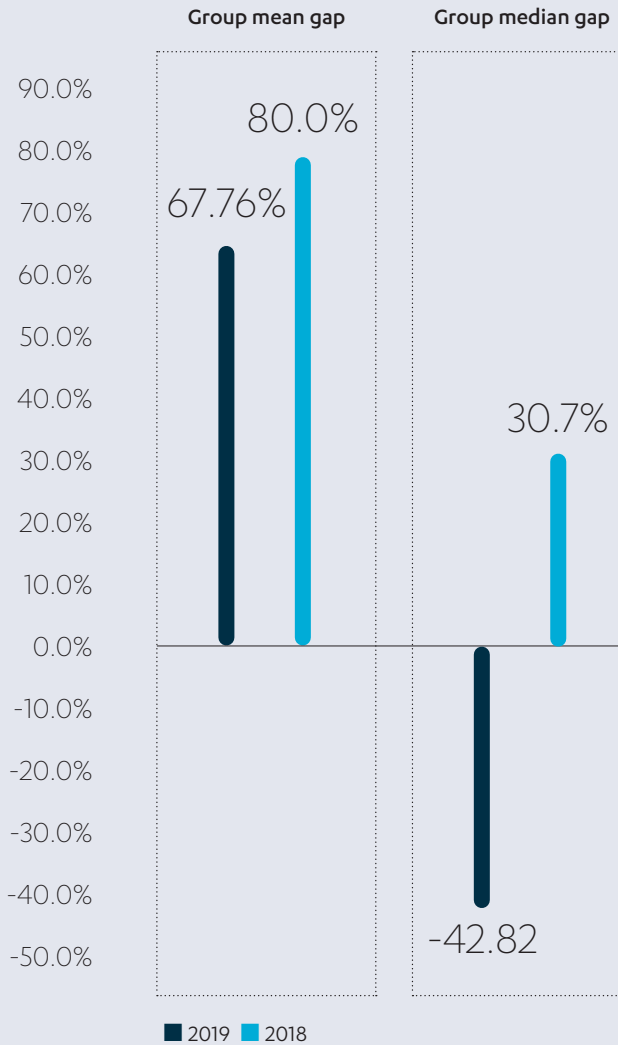


# Our Group bonus

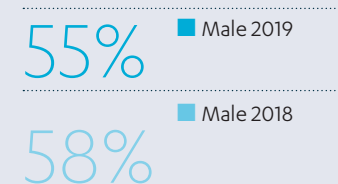
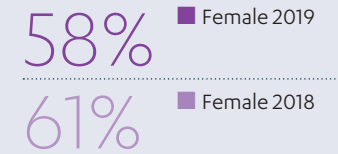
In 2018 Arrow Global's median bonus gap was 30.7%. Our mean bonus gap was 80.0%.

In 2019 Arrow Global's median bonus gap was -42.82%. Our mean bonus gap was 67.76%.

## Our bonus gap



## Proportion of our men and women paid a bonus

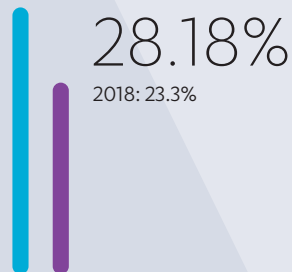


# UK summary

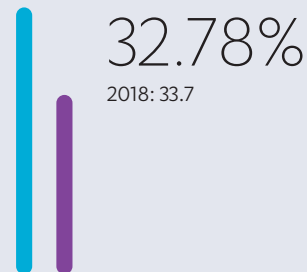
Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

Arrow Global's UK gender figures will be available on the UK Government website on 4 April 2020.

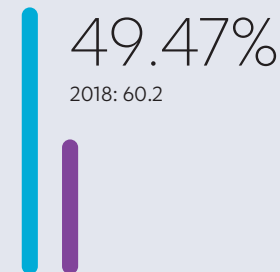
2019 Median pay gap



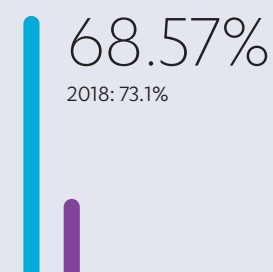
2019 Mean pay gap



2019 Median bonus gap



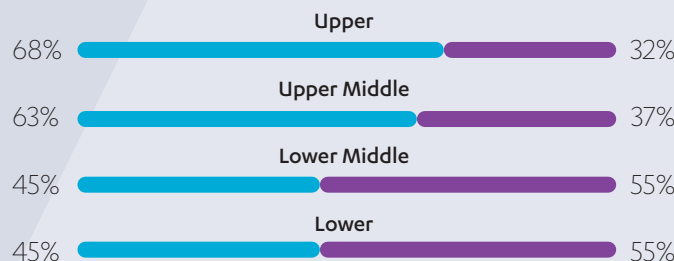
2019 Mean bonus gap



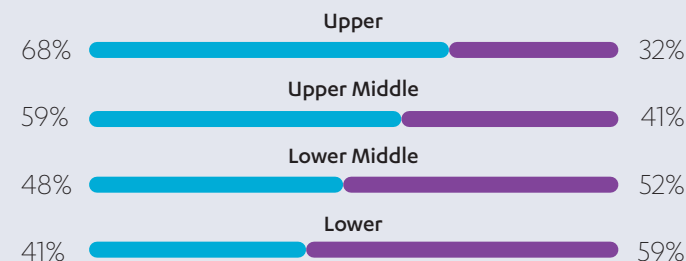
Proportion of our men and women paid a bonus across the UK:



Gender population by pay quartile: UK 2019



Gender population by pay quartile: UK 2018



Female  
Male

## Our Initiatives and Progress

### Senior Leadership Development – unconscious bias awareness

Building on our Leadership Development Programme we launched in 2018 -DIPS (Define, Insights, Practise and Sustain) encouraging diversity of thinking, our 2019 Senior Leadership Conference focused on Culture – launching our aspirational culture statement. One of the sessions we facilitated was 'Valuing Our Diversity'. Using a range of interventions – video, 'diversity dilemmas exercise' and senior female colleagues along with our Group CFO as our Diversity and Inclusion sponsor, sharing why diversity is important to our organisation and our culture. Leaders have a key role in cascading through their teams.







“We are open and eager to embrace new ways of working. We embrace diversity of thinking and are open to new ideas on building a better, more successful business.”

**Brigite Fernandes,**  
*Compliance Analyst*

### Culture Steering Group (CSG)


In 2019 we defined our aspirational culture statement and established the CSG. Chaired by the Group CEO, the CSG is responsible for ensuring alignment of the culture programme to our business strategy, is the central focus for all cultural activity including diversity and inclusion, and have oversight of the execution and alignment of our systems and practices. The CSG meets bi-monthly, has defined a set of cultural attributes, taken from the statement. To support the implementation of the culture statement we have established a Culture Ambassador Working Group. Consisting of Senior Leaders and below representing each site across the Arrow Group they will agree and monitor local plans which including the application of the Diversity and Inclusion policy.

### Transparency in Management Development

We continue with our Management and Leadership Development programme for line managers that covers a full range of practical management and leadership topics. Our first group successfully completed their ILM Diploma in November 2018 with 60% of the attendee female. Following this we have launched 4 further intakes that continue to attract a good proportion of females and a diverse group of people and roles. We have a 100% pass rate with learners completing the programme obtaining a Level 3 Diploma in Management and Leadership. Irrespective of gender, we encourage all our colleagues to develop themselves and their careers with Arrow Global.

## International Women's Day

This year, building on the success of last years guest speaker, we celebrated IWD by holding group wide celebrations, events and fun competitions in line with the IWD 2020 theme of; Each for Equal. The theme is in relation to Collective Individualism and how we can all make a change to gender equality by making our own pledge and actions, and thus all these small actions creating a big change. All employees got involved by making their own pledges with pledge boards and posting these to Workplace, we also created a video across the Group to celebrate the achievements of the women of Arrow Global and to share stories of women that have inspired us all. We held two events with two guest speakers; Lorna Chudleigh, the co-founder of Flourish; a company to support the development of women and girls, and Stacey Copeland; a professional football player and boxer and the first British woman to win the Commonwealth title for boxing. Lorna helped us to understand and explore the topic of Unconscious Gender Bias and Stacey discussed gender equality in sport and her own personal journey of how she has overcome bias and discrimination. Both events were live streamed to Workplace, so all colleagues could watch and be involved in the sessions.



“The IWD event was insightful, motivating and above everything enlightening. Lorna and Stacey helped us to understand our own unconscious bias and how should think based on equality, not gender.”

Rachel Schofield,  
Talent Adviser

## Our targets

We recognise the importance of diversity and the purpose of the Group's diversity and inclusion strategy, as reflected in the Group's culture statement, is to ensure the Group is a diverse community, enriched by our local identities, working collaboratively to build a powerful, unified and dynamic organisation.

**Our new gender diversity targets for 2023 for the senior leadership team**

**40%**  
being the  
minimum  
threshold.

**50%**  
female  
representation  
being the  
aspirational goal.

In addition for 2020, Group Arrow Group Executive Committee all have a gender diversity goal for their business areas.



**Karen D'Souza**  
Head of Legal – Transactions

‘Throughout my time at Arrow I have had a number of great opportunities to learn, progress and develop in a new role.’

I joined Arrow Global in November 2018 as Senior Legal Counsel after almost 10 years in private practice.

I was straight into a busy and active in house legal team covering a wide range of matters throughout our various jurisdictions.

I have led on a number of portfolio acquisitions, co-investment arrangements and the implementation of key commercial contracts.

In September 2019 I was promoted to Head of Legal – Transactions and have been involved in building a strong and diverse legal team which supports the business and manages key risks effectively.

One of the areas which I am currently working on is developing a smooth process for transactions under the fund structure and I have thoroughly enjoyed the new opportunities for cross-country collaboration that this has brought.

Throughout my time at Arrow I have had a number of great opportunities to learn, progress and develop in a new role. I am proud to work for a legal team (and wider business) which fosters a supportive and rewarding culture.



**Katie Hutchinson**  
Commercial Finance Business Partner

'I have found working at Arrow to be a fantastic career move...'

I joined Arrow in September 2018 as Commercial Finance Business Partner based in Manchester. My role was primarily to support the Chief Operating Officer from a Finance perspective, and to be the link between the Country Finance teams and Group Finance.

Shortly afterwards, I was fortunate enough to become the Finance lead on the SMART programme. This was a cross-functional strategic project that was an important building block for Arrow in 2019. It was a great experience that involved me working directly with management teams across the group, spending a lot of time in the countries building relationships and developing my commercial understanding of the business.

In November 2019 I was offered the opportunity to take on a 12-18 month secondment as Group Chief of Staff, reporting into Lee Rochford, the Group CEO and

being a part of Executive Committee. It is a hugely varied role which has so far given me exposure to parts of the business that I haven't seen before, as well as the chance to work with a range of different people. Although it is early days, I am starting to join the dots across the organisation and understand how all the areas of the business fit together. It's fantastic for both my career and personal development and I am looking forward to the rest of the journey with the learning opportunities it will undoubtedly bring.

I have always been ambitious and thrive on being challenged. I have found working at Arrow to be a fantastic career move from that perspective and I am proud of what I have achieved in my eighteen months with the business.



**Isabel Teixeira**

Servicing Director at Whitestar Asset Solutions, part of Arrow Group.

'...one of my highlights has been speaking at the Values Champions Gala in 2019.'

I have been working at Whitestar since 2012. I arrived at this great company in the middle of the economic crisis, when economy was depressed and there was a shortage of liquidity, high unemployment and a general sense of pessimism. Nevertheless, Whitestar trusted me and my previous experience to be the Head of Corporate Loans – working with a team of eight lawyers that managed the largest exposures under management.

In 2015, Whitestar was acquired by Arrow and a deep restructure was made, with the full segregation between Secured and Unsecured NPL – the latter of which I was Head.

Unsecured was not the core matrix of Whitestar, but I was given the trust and autonomy to make the segment grow, become more structured and profitable. The team grew from 60 in 2015 to 110 in 2019 with better processes and

training, new technologies and the constant challenge of mindset and standards. Alongside the great teams I have, I always had the assurance of Senior Management trusting me, my capabilities and ideas and the support of the company.

In 2019, my track record gave the local ExCom confidence to promote me to Servicing Director – in charge of all NPL collections and support teams, 300 people and €6bn to manage.

During my time at Whitestar I have also been involved in the ERS and Culture Ambassadors project – and one of my highlights has been speaking at the Values Champions Gala in 2019.



'I confirm that the information reported is accurate.'

**Clare Dyer**

Group chief people officer

**Arrow Global Group plc**

Belvedere  
12 Booth Street  
Manchester  
M2 4AW

[www.arrowglobalir.net](http://www.arrowglobalir.net)

Company No. 08649661