



# UK Gender Pay Gap Report 2021



# “ We are committed to fostering a sustainable gender balanced pipeline ”

by **Frédéric Clément**  
Global Head of Human Resources

“ At AXA IM, our purpose - to act for human progress by investing for what matters - is central to every action we take as an investor but also as an employer and a business. We are committed to our people. Their unique blend of talent, commitment, focus and drive is our greatest strength.

Over 2021, we have seen a frustrating, yet marginal, increase in our gender pay gap. We recognise that progress is never linear, and we remain committed to closing the gap in the long term.

We have initiatives in place to tackle both the under-representation of women in the workforce and higher levels of gender imbalance in senior and investment roles. As at the end of December 2021, 29% of women make up our global senior leadership population, 40% compose our Management Board and 38% our Board of Directors. By 2025, we want to see a third of our global senior leadership roles held by women.

But we are not focusing solely on senior roles. Our recently launched Female Talent program aims to manage the unique challenges women face as young professionals that could potentially curtail their future access to leadership positions. In addition, our hiring managers globally are trained on inclusive recruitment to attract diverse candidates. Our development programs, such as our ‘High Potential’ program, also aim to foster a sustainable gender balanced pipeline.

Alongside our gender pay gap monitoring, we will continue to define gender diversity targets and measure our progress by conducting our annual global inclusion and diversity survey, which aims to provide us with insights to reinforce our strategy.

Together with our industry peers and as a responsible asset manager, we continue to press for progress on inclusion and diversity.”

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The data and definitions

Concrete actions we are taking to close our gender pay gap

- Attracting, develop and ...
- Measuring our progress
- Developing our inclusive culture
- Using our position...

Glossary and quartile pay

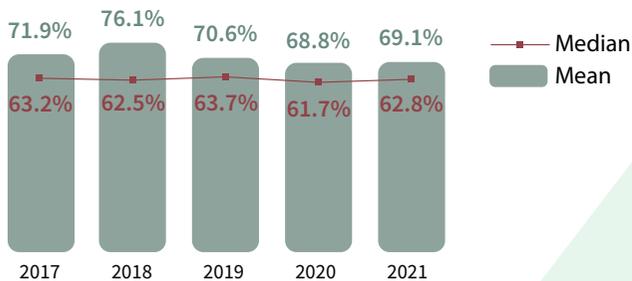
# The data and definitions\*



## Hourly ordinary pay\*



## Bonus



## Why is this report important?

In 2017, the UK government passed a law whereby all UK employers with more than 250 employees are required to publish their UK gender pay gap data annually, to raise awareness of the pay gap that exists across the UK, encouraging businesses to actively participate in closing the gap.

In line with previous years, AXA IM is producing a Gender Pay Gap Report detailing our statistics.

## What is the gender pay gap?

The gender pay gap is the difference in mean and median pay between men and women, regardless of their role or seniority. It is not about equal pay. Equal pay is paying women and men equally for carrying out the same or equivalent role and is a legal requirement in the UK.

The gender pay gap measures the mean and median differences for both hourly ordinary and bonus pay.

## What do the figures show this year?

The graphics on the left show the underlying movements in our hourly and bonus pay gaps over the last five years.

The hourly pay gap and bonus pay gap have both increased slightly between 2020 and 2021.

These numbers signify an under-representation of women in positions for which compensation is the highest (including expertise roles and senior roles).

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\*See glossary for Hourly ordinary pay

# Concrete actions we are taking to close our gender pay gap

Making progress in closing our gender pay gap, in the UK and globally, has and will continue to be a key business priority for us. A challenge facing the asset management industry globally is the under-representation of women in the workforce, plus even higher levels of gender imbalance in senior and investment roles.

Our global commitments to gender diversity which aim to support that objective also include:

## Attracting, developing and retaining female talents at all level of our organisation

- We continue rolling out **our program for all hiring managers globally on inclusive recruitment practices**. The program looks at the importance of structured, consistent interview techniques and also how to mitigate the potential bias in the process. It also underlines the business case for greater diversity and how it can support the performance of the team as well as our ability to innovate.
- At the beginning of 2021, we launched **a new Emerging Female Talent program**, aiming to help manage the unique challenges women face as young professionals that could potentially curtail their future access to leadership positions. This is part of our efforts to improve female progression into senior leadership positions and monitor the gender balance of the successors to leadership positions. We have already **enrolled 60% of our targeted female talent in this program**.
- We continue to ensure gender balanced representation in our development programs. Specifically, within our **High Potential program**, which is designed to accelerate the development of high performing AXA IM employees who have a significant appetite for learning.
- We have an **Inclusive Global Parent Policy** with the same minimum parental leave provision for all AXA employees globally and we offer **1:1 virtual maternity and parental coaching** both for employees and managers to support individuals throughout the different stages of parental transition.

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## Measuring our progress

- We will continue to monitor **gender diversity KPIs** via our **Diversity Dashboard**.
- We will continue to give our most senior managers specific **gender diversity targets as part of their annual objectives**.
- We have set ourselves a new target of **1/3 of women in global senior leadership positions by 2025**. As at the end of December 2021, 29% of women are part of our global senior leadership population, 40% compose our Management Board and 38% our Board of Directors.
- We conducted **our first global inclusion and diversity survey in September 2021** which has allowed us to gather a large amount of qualitative (employee comments) and quantitative (scoring on specific questions) feedback. The information collected will provide the insights to reinforce our strategy and action plan.

## Developing our inclusive culture

- **We will continue to roll out our Smart Working principles** which can help to remove barriers for both our women and men talents and help levelling up. **Smart Working** will encourage a move to a more balanced split between remote and onsite working for all employees, which is now the norm. This will contribute to our vision of a company that is more adaptable and resilient to everyone's personal circumstances, where our offices will become places where we grow connections and a sense of belonging; where we innovate, learn and re-energize. Home working will encourage efficiency and focus as well as increase opportunities for a better work-life balance.
- We will continue to **communicate key diversity and inclusion information through our media channels**. Key days, such as International Women's Day and International Day Against Homophobia, Biphobia and Transphobia, will continue to be used to demonstrate the importance of fostering a diverse and inclusive culture.

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## Using our position as a responsible investor to push for gender equality within our industry and more widely

- We will continue to support **the Women's Empowerment Principles**, a UN Global Compact initiative calling for companies to advance women empowerment in the workplace.
- We will continue to apply **our gender diversity voting policy** to challenge other companies on their actions on gender equality. Coming into place from 2021, we will target listed companies in developed market economies where at least one-third of the Board of Directors is not gender diverse. **This new 33% diversity target will enable us to hold all companies in which we invest to the same high standards of achieving greater diversity, as well as advancing the issue of gender diversity in the developed world.**
- We are actively involved in key industry initiatives dedicated to promoting equality, such as the **30% Club and Diversity Project**, to help create change within our industry.
- We will continue to be a proud signatory of the **Women in Finance Charter**, that advocates for a fair and balanced global financial services industry. The Charter has proven itself as a powerful catalyst for change across the sector since being founded in 2016.
- We have started the process to be **recertified by EDGE for gender equality practices**, meaning AXA IM has been independently reviewed for its ability to foster gender equality. EDGE has determined that AXA IM's global commitment to gender equality in the workplace provides a good foundation from which to build sustainable progress in the future.

We believe these plans will allow us to push forward, empowering our female employees and helping to narrow the gender pay gap in a context impacted by the pandemic.

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# Glossary and quartile pay

## Mean pay gap

The difference between the average male pay and average female pay.

## Median pay gap

The difference between the mid-point in male pay and the mid-point in female pay.

## Quartile pay

The proportion of male and female full-pay relevant employees in four pay bands (from highest paid quartile to lowest paid quartile).

## Hourly ordinary pay

Hourly ordinary pay is the rate of pay that employee would normally expect to receive for working ordinary hours on an ordinary day of the week.

## Ordinary pay includes any monetary payment such as:

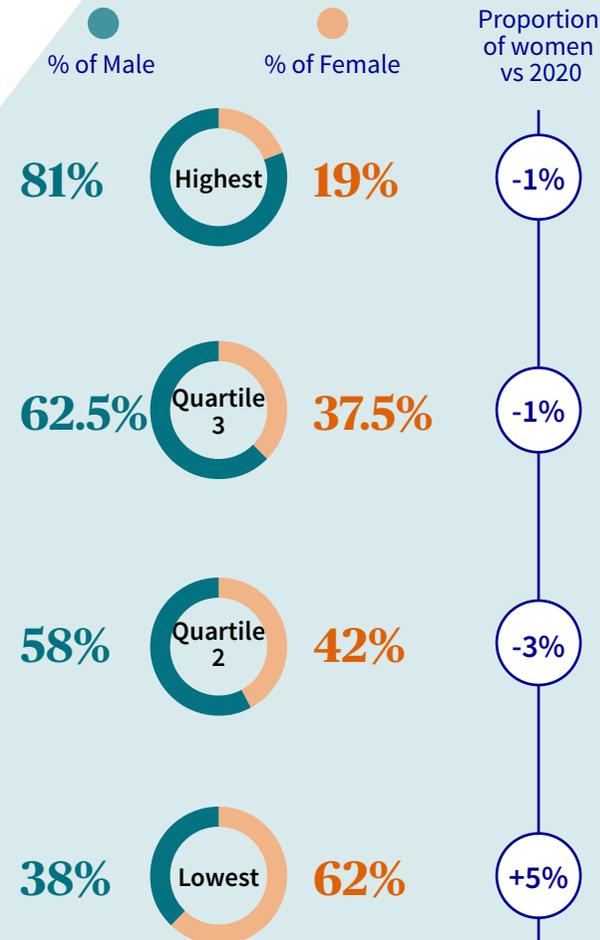
- basic pay
- allowances (such as payments for extra responsibilities, location-related payments, car allowances, recruitment or retention incentives)
- pay for piecework
- pay for leave
- shift premium pay

## Figures are :

- before tax and any deductions for employee pension contributions
- after any deductions for salary sacrifice

## Pay Quartiles

The percentage of men and women in each ordinary pay quartile



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