



Investment
Managers

UK Gender Pay Gap Report 2020





“ We actively invest for the long term, including investing in our people ”

by Amélie Watelet

Chief Transformation Officer and Global Head of HR, Communication and Corporate Responsibility



We actively invest for the long term, including investing in our people

“As a responsible asset manager, we actively invest for the long-term to help our clients, our people and the world to prosper. **Importantly, that includes investing in our own people.**”

The unexpected events of 2020 have shown us that **this is more important than ever.** For many of us, working from home is a new experience that brought its own challenges of isolation, balance and for me personally, juggling my job with being schoolteacher to my children. I know many of you have faced similar tests.

At AXA IM we believe our employees, their blend of talent, commitment, focus and drive **is our greatest strength,** and we understand that for all 2,300 of them to feel truly themselves at work, **we must create an inclusive and diverse culture for men and women.**

Therefore, our commitment to close the gender pay gap has and will continue to be a key business priority for us.

In a year dominated by uncertainty, we have faced a frustrating, albeit marginal, increase of our UK Gender Pay Gap. Whilst it is a disappointing setback, we **refuse to let short-term hurdles stop us from reaching our long-term goal,** and we will use this as an opportunity to further accelerate our efforts.

Despite this, together, we are pushing forward in multiple areas: building a new programme dedicated to fostering emerging female talent to be rolled out imminently, expanding our Global Parent Policy to include the offer of virtual 1:1 coaching for parents going on and coming back from maternity or paternity leave, and continuing to apply our diversity hiring principles.

However, our commitment to advancing diversity and inclusion also extends to the companies we invest in. In 2020, we expanded our **gender diversity voting policy,** where 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 target will help us hold the companies in which we invest to the same high standards of achieving greater diversity, particularly in the developed world.

We know that, together, we will succeed in fostering equitable workplaces for men and women– both at AXA IM and more widely.”

The data and definitions

What are we doing to close our Gender Pay Gap?

- Attracting, develop and ...
- Measuring our progress

What are we doing to close our Gender Pay Gap?

- Developing our inclusive culture
- Using our position...

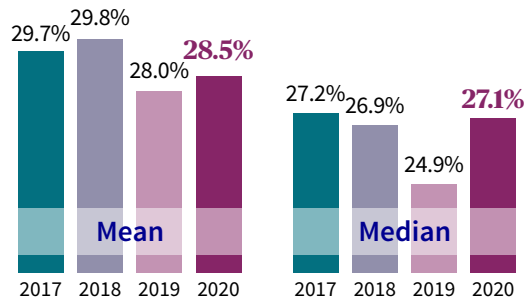
To effect change in our industry, we cannot act alone

Glossary and quartile pay

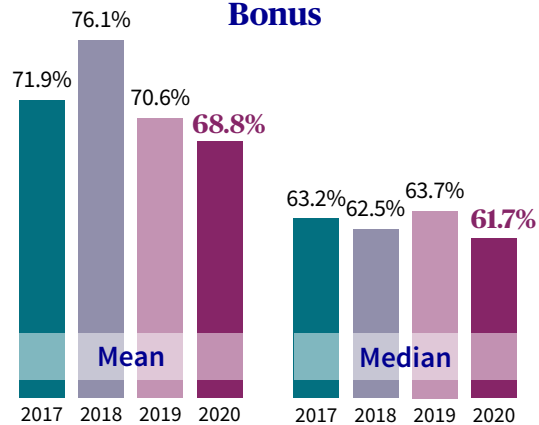
The data and definitions*



Hourly



Bonus



*See glossary for quartile pay

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. Overall, we hope to demonstrate the holistic approach we take to the measurement and progress of gender equality globally across our business.

What is the gender pay gap?

The Gender pay gap is the difference between the average pay of all men and all 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 graphic above shows the underlying movements in our hourly and bonus pay gaps over the last four years.

It demonstrates that there has been a marginal **increase in our hourly pay gap**, which signifies an underrepresentation of women in positions for which compensation is the highest (including expertise roles and Senior Management).

At the same time, there has been a **decrease in our bonus pay gap**, which demonstrates a narrowing of the difference between the average bonus pay of female employees compared to male employees.

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What are we doing to close our Gender Pay Gap?



Our global commitments to Diversity and Inclusion (D&I) include:

Attracting, developing and retaining female talent at all levels of our organisation

- We continue to apply our **diversity hiring principles**. These are a clear set of principles for hiring including diverse shortlists and inclusive recruitment training for hiring managers and recruiters.
- We will launch a **new programme dedicated to emerging female talent in February 2021**, aiming to help manage the unique challenges they face as young professionals that could potentially curtail their future access to leadership position. This will be part of our efforts improve female progression into senior leadership positions and monitor the gender **balance of the successors to leadership positions**.
- We will continue to ensure gender balanced representation in our mentoring and sponsorship programmes. Specifically, within our **High Potential programme**, which is designed to accelerate the development of high performing AXA IM employees who have a significant appetite for learning.
- We are rolling out **1:1 virtual maternity and parental coaching both for employees and managers** to support individuals throughout the different stages of parental transition.

Measuring our progress

- We will continue to **monitor gender diversity KPIs via our Diversity Dashboard**. This dashboard regularly covers gender diversity across all areas of the business and will now cover other KPIs, such as internal mobility.
- We will continue to give our most **senior managers specific gender diversity targets as part of their annual objectives**.

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Developing our inclusive culture

- We are evolving our ways of working, encourage a move to a more balanced split between remote and onsite working for all employees. This will cater to different needs and preferences and **offer increased flexibility allowing us to attract a more diverse set of talent and foster a more inclusive culture.**
- We will continue to **communicate key D&I 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.

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.
- We will continue to be part key industry initiatives, such as **30% Club** and Diversity Project, to help create a 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.
- We will continue to be **EDGE certified** for gender equality practices, meaning AXA IM has been independently reviewed our organisation's ability to foster gender equality.

We confidently believe these plans will allow us to push forward, empowering our female employees through 2021 and helping to narrow the gender pay gap in an evolved post-pandemic world.

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“ To effect change in our industry, we cannot act alone ”

by **Marco Morelli**
Executive Chairman of AXA IM

“ Having started my role at AXA IM in the midst of the Covid-19 pandemic, I have seen not only **how quickly the world can change, but also how resilient our people can be.** The calibre, commitment and drive of the people here at AXA IM was among the main reasons I joined, but they have continued to impress me as they **serve clients across the world, at a time when we can only see each other through our computer screen.**”

At AXA IM, being **responsible is embedded in how we think and act as a business and investor, but also as an employer.** This includes creating a diverse and inclusive culture and work environment, in which each and every one of us is able to reach our full potential.

Though I am disappointed to see our present setback, I am **encouraged by our ongoing and upcoming initiatives towards diversity and inclusion** and long-term vision for an equitable workplace at for men and women at AXA IM.

However, to effect change in our industry and globally, **we cannot act alone.** Hence, I am also immensely proud of our partnerships and policies, including being a longstanding signatory of the **Women in Finance Charter** that advocates for a fair and balanced global financial services industry, supporting the **Women’s Empowerment Principles, a UN Global Compact** initiative calling for companies to advance women empowerment in the workplace, and more recently playing a **founding role in the 30% club in France** which by collaborating with five other asset managers, aims to collaborate with and coordinate a community of investors around the issue of gender diversity.

“As our way of working continues to evolve, together we are determined to place **gender equality, diversity and inclusion at the centre of our transformation** in order to create sustainable change in our own business, across the industry and more widely.”

Marco Morelli
Executive Chairman of AXA IM

Amélie Watelet,
Chief Transformation Officer and
Global Head of HR and Communication



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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)

Ordinary pay

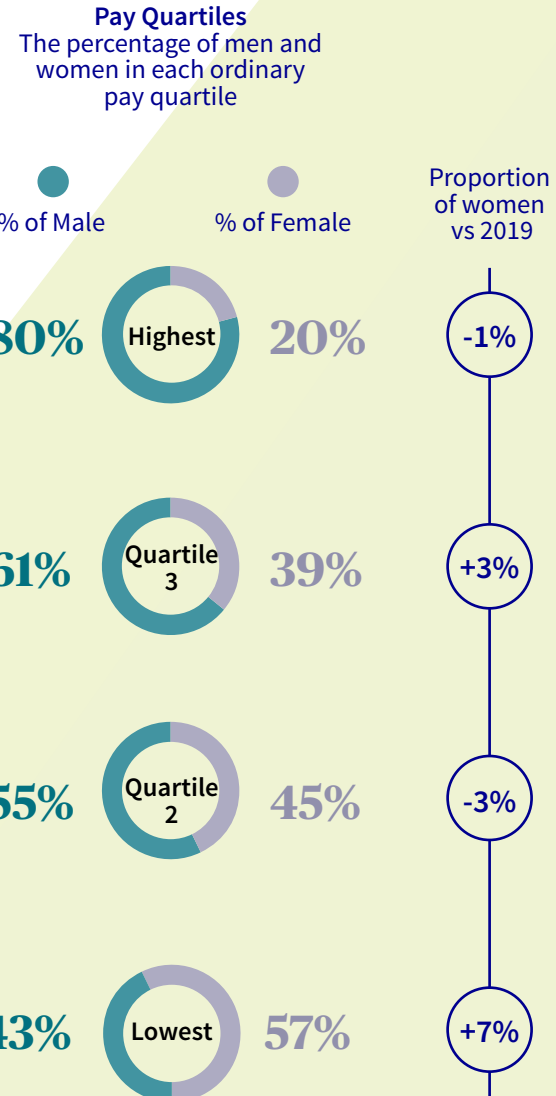
ordinary pay is the employee's current weekly rate of pay, or an average of the weekly pay over a specified period (commonly five years), whichever is the greater.

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

You must use gross figures:

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



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