

WELLINGTON
MANAGEMENT®



UK Gender Pay Gap - 2022 report

PUBLISHED MARCH 2023



OUR APPROACH

Diversity and inclusion — a strategic imperative

At Wellington Management International Ltd (WMIL), a diverse workforce and inclusive culture are critical to the pursuit of our mission: drive excellence for clients to positively impact millions of beneficiaries' lives. Bringing together people with different backgrounds and experiences enriches our thinking, deepens our insights into client needs and investment markets, and strengthens our teams and relationships. We support gender pay gap reporting legislation in the UK and continue to share updates on our progress over time. The challenge of attracting, advancing, and retaining diverse talent is an industry-wide issue that requires focus, commitment, and collaboration. At WMIL, we are committed to achieving more balanced gender representation, particularly at senior levels. This report outlines our 2022 gender pay gap statistics as well as the steps we are taking to improve our gender balance.



As I reflect on progress, I am encouraged by continued improvements in our gender pay gap and acknowledge there is more to do. Along with all senior leaders at Wellington, I remain committed to, and focused on, the goals and action plan set out in this report.

Ted Duffy
Head of Wellington Management International Ltd



EQUAL PAY

Is being paid the same for equivalent work and work of equal value

GENDER PAY GAP

Is the difference in average pay between men and women in a workforce

OUR DATA

Gender pay gaps — attributable to fewer women in higher-paying roles

The gender pay gap reflects differences in the average pay of all men and women in a company, regardless of role or seniority. Our gender pay gap reflects the fact that, respectively, 70% and 56% of our employees in the highest and second-highest pay quartiles are men. In addition, 67% of our employees in the lowest pay quartile are women. Having more men than women occupying higher-paying roles and more women than men occupying lower-paying roles drives our gender pay gap statistics. We are pleased to report improvements in our 2022 gender pay gap data and we remain firmly committed to continuing to improve our gender balance over time.

We also note that gender pay gap measures are different from the concept of equal pay, which is being paid the same for equivalent work. On the issue of equal pay, we are confident that men and women are paid equally for work of equal value.

Pay and bonus gaps

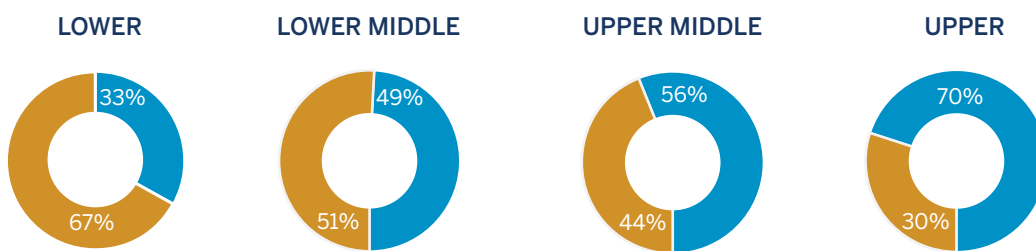
The table below shows WMIL's overall mean and median UK gender pay gap as of 5 April 2022 (for hourly fixed pay) and the previous 12-month period (for bonus pay).

	Mean	Median
Hourly fixed pay	22.8%	26.1%
Bonus pay	73.8%	67.3%

OUR DATA *continued*

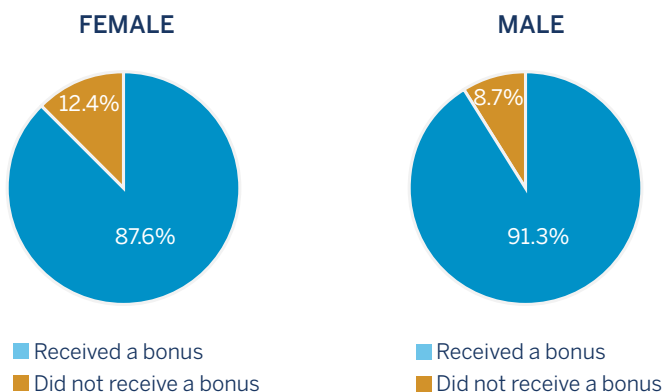
Pay quartiles

The charts below illustrate the gender distribution of employees within four equally sized pay quartiles. This is calculated by sorting employees based on fixed hourly pay, creating four equally sized groupings (called pay quartiles) and then calculating the percentage of male and female employees within each pay quartile.



Proportion of employees receiving a bonus for 2021

All WMIL employees are eligible to be considered for a bonus, and men and women have an equal opportunity to earn a bonus. The individuals who did not receive a bonus for 2021 were typically new hires who joined the firm after the bonus payment date but were employed on 5 April 2022 and are therefore included in the disclosure.





OUR PLAN

Across our global firm we are committed to developing and integrating diverse perspectives and experiences in order to drive excellence for clients. In previous Gender Pay Gap disclosures we articulated WMIL's overarching goal of greater female representation in leadership roles and at senior levels. This goal remains unchanged, as does our commitment to it; however, the steps we are taking to help us get there continue to evolve. We believe that our sustained commitment to the areas noted below should position us well for continued progress; however, we recognise that it will take some time for these enhancements to be reflected in gender pay gap statistics. We also acknowledge that the 2022 data contained in this report reflects bonus outcomes for 2021 and salary levels as of 5 April 2022, rather than at the time of publication (2023). We are nevertheless encouraged by signs of progress and the multi-year gender-related initiatives we continue to focus on, a selection of which we describe below.

■ **Accountability: engaging employees and managers in our diversity commitments**

- Our EMEA diversity, equity and inclusion (DE&I) Committee continues to influence Wellington's global DE&I strategy in EMEA through deliberate actions that highlight the intellectual, diverse and humanistic strengths of our firm
- We hold regular meetings between the Head of WMIL and senior managers in the region to discuss the specific actions they are taking to hire, develop, and retain diverse talent
- We ensure that people managers who excel at fostering diversity and inclusion at the firm are recognised and rewarded through our performance management processes

■ **Culture: creating an inclusive culture and supportive workplace**

- All our employees have significant flexibility around where and when they work. Employee opinion survey results indicate that we have built a strong foundation for hybrid work and help us continue to evolve our approach
- We delivered a range of virtual development opportunities focused on wellbeing and resilience as well as continuing to upskill our employees and managers
- We introduced monthly inclusive peer-led manager discussions which are also attended by external experts. Managers benefit from resources, frameworks, and proven approaches to support diverse talent in their development and advancement

■ **Talent: improving the pipeline of female candidates**

- We are focused on bringing a diverse pool of undergraduate and graduate talent into the firm. We continue to work with a broad mix of universities and partner organisations such as SEO London and 10,000 Black Interns to assist with this objective

OUR PLAN *continued*

- In 2022 we continued to hire new talent; over the last three years almost half (48%) of all hires at senior level were female
- We ensure that all our recruitment partners deliver diverse candidate slates, using non-traditional talent sources and hiring female talent opportunistically

■ **Development: maximising the potential of our female talent**

- In building the pipeline of future leaders, women have made up 71% of promotions on to the first rung of our promotion ladder over the last three years
- We have globally reviewed our promotion process for Managing Director selection to ensure all talent is considered consistently
- We continued to expand our formal and informal mentoring and sponsorship relationships
- We developed and coached a third cohort of high potential, diverse, early career talent through our 'Groundbreakers' programme

■ **Partnerships: effecting change more broadly**

- Committed members of the Diversity Project in the UK with representatives on multiple committees including the Advisory Board
- Active participants in 100 Women in Finance, hosting and participating in multiple events each year as well as contributing strong committee membership
- Signatories of the UK Women in Finance Charter with targets aimed at improving representation of women at senior levels in EMEA. In our September 2022 Women in Finance update we were pleased to note some progress, as outlined below: -
 - 38% of members of board/executive decision-making bodies are women (against a target of 40% by 2025)
 - 24% of our senior positions in EMEA are held by women (against a revised 2025 target of 30%)

I remain personally committed, along with our senior leadership team, to these multiyear gender-related initiatives. It is encouraging to see continued evidence of impact across our female population and, importantly, at senior levels. With sustained focus on reducing our gender pay gap we are confident that even greater improvements lie ahead.

I confirm the data reported is accurate.



Ted Duffy
Head of Wellington Management International Ltd



Further information on our global diversity and inclusion strategy can be found on our website:
<https://www.wellington.com/en-gb/diversity-inclusion>