

WELLINGTON
MANAGEMENT®



UK Gender Pay Gap - 2025 report (for disclosure in March 2026)



OUR APPROACH

Diversity and inclusion – a strategic imperative

At Wellington Management International Ltd ('Wellington'), we are unwavering in our belief in the power of differences and inclusivity. We are in a knowledge business focused on achieving investment excellence for our clients globally, and talent differentiation is essential to our mission. As we have throughout our firm's history, we will maintain our relentless pursuit of excellence for our clients by fostering teams with a rich tapestry of backgrounds, skills, and work/life experiences. We are committed to providing equal opportunities for our employees and candidates and we welcome diverse talent to our collaborative and inclusive culture.

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 Wellington, we are committed to achieving more balanced gender representation. This report outlines our 2025 gender pay gap statistics as well as the steps we are taking to improve our gender balance.



Meaningful progress requires sustained commitment. I am delighted to assume leadership of our EMEA offices and to work with leaders across the firm on the action plan detailed in this report, as we continue to develop and strengthen programmes, policies, and cultural practices that support the recruitment, development, reward and retention of our talented female population.

Aisling Freiheit
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 67.8% of our employees in the highest pay quartile are men. In addition, 59.8% 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 remain firmly committed to improving our gender balance over time.

We also note that gender pay gap measures differ 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 at Wellington Management are paid equally for work of equal value.

Pay and bonus gaps

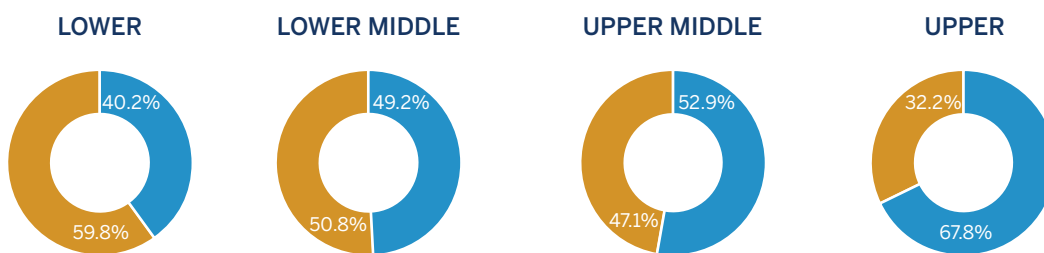
The table below shows Wellington’s overall mean and median UK gender pay gap as of 5 April 2025 (for hourly fixed pay) and the previous 12-month period (for bonus pay).

	Mean	Median
Hourly fixed pay	17.0%	19.6%
Bonus pay	78.7%	55.1%

OUR DATA *continued*

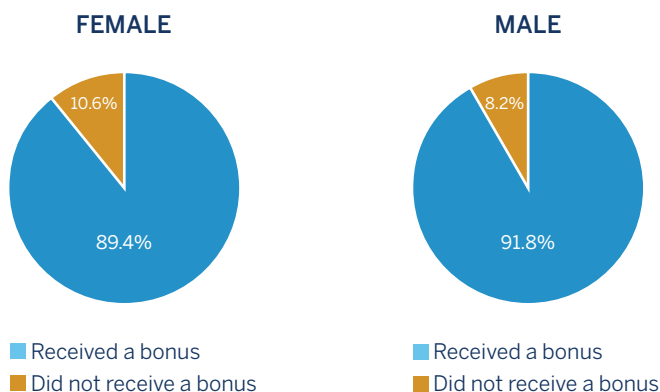
Pay quartiles

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 2024

All Wellington 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 2024 were typically new hires who joined the firm after the bonus payment date but were employed on 5 April 2025 and are therefore included in the disclosure.





OUR PLAN

Across our global firm, we are committed to developing and integrating a variety of perspectives and experiences in order to drive excellence for clients. In previous gender pay gap disclosures, we articulated Wellington'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, but we recognise that it will take some time for these enhancements to be reflected in gender pay gap statistics.

■ **Accountability: engaging employees and managers**

- We have evolved the membership and charter of our Global Inclusion and Community Committee (GICC) to align our approach to inclusive talent, culture and community more closely with our global business model.
- We have appointed a new EMEA Management Team to develop a 2030 strategy for the region, including an inclusive talent strategy. Over half of the membership of the EMEA Management Team consists of female leaders in the region.
- We have defined our expectations of all leaders in the EMEA region which includes, amongst other things, actively and inclusively engaging with talent, being available as mentors, role-modelling the right behaviours, and communicating widely.
- We continue to engage with our employee networks, for example, our Women's Business Alliance holds 'ask me anything' sessions with senior leaders, providing employees with an opportunity to gain insights and learn from senior role models.
- Engagement survey questions relating to management's commitment to creating an environment of inclusion and bringing together teams with varied skills, backgrounds and experiences allow us to assess what our managers are doing well and identify opportunities to improve manager capability and accountability.

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

- We have launched a global initiative to elevate the manager and operator capabilities of all people leaders, building the skills needed to excel and drive meaningful impact across our business, teams, and people. Our programmes have a specific focus on inspiring high performance teams to deliver client results, enhance our culture and build inclusion.
- We offer an app-based benefit to employees, offering free, anonymous and confidential expert support, including guidance on topics such as fertility, pregnancy and early parenthood, men's health, and menopause.
- Collaboration is central to our culture and to how we learn, debate, and deliver for clients, with flexibility and technology playing a complementary role in supporting effective global teamwork and balance.

OUR PLAN *continued*

■ Talent: improving the pipeline of female candidates

- We continue to focus on attracting a diverse pool of undergraduate and graduate talent, supporting gender balance at entry level and strengthening the future leadership pipeline.
- We set clear expectations with recruitment partners around our commitment to inclusive hiring practices across the firm.
- Over the past five years, women have made up over half of all new hires on average, reflecting our ongoing commitment to inclusive recruitment.

■ Development: maximising the potential of our female talent

- In building the pipeline of future leaders, women have made up more than half (54%) of promotions on to the first rung of our promotion ladder over the last five years.
- We have continued to support a number of employees through an externally led program focused on enhancing self-awareness, building executive confidence and broadening command of the business. This has included virtual workshops led by Harvard Business School professors, individual coaching and cross-company peer networking.
- To support our early-mid career talent pipeline, we run a development programme designed to build professional skills, confidence and impact for employees from all backgrounds at the firm.

■ Association Partners: effecting change more broadly

- Wellington Management is a committed member of Inclusion in Finance in the UK, with representatives on multiple committees including the Advisory Council.
- We are active participants in 100 Women in Finance as well as several other associations where women are actively involved, such as LGBT Great, and Black British Business Awards.
- We are signatories of the UK Women in Finance Charter, which aims to improve representation of women at senior levels in EMEA. As of December 2025 we have 28% female representation in senior management, meeting our Charter goal of 28-33% by our deadline of December 2025 across our EMEA offices. We also had a goal to achieve 40-45% women on board/executive decision-making bodies by December 2025 which we achieved.

I remain personally committed, along with our senior leadership team, to these gender-related initiatives. I confirm the data reported is accurate.



Aisling Freiheit
Head of Wellington Management International Ltd



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