



2018 GENDER PAY GAP REPORT

WELLINGTON MANAGEMENT
INTERNATIONAL LTD

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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: exceed the investment and service expectations of our clients. 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 we look forward to sharing 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 2018 gender pay gap statistics as well as the steps we are taking to improve our gender balance.



Based on the steps we've taken thus far to deliver better gender balance across our firm, I remain confident that positive results will follow. This journey will take time, but I remain committed to, and focused on, the goals and action plan set out in this report.

Phil Perelmuter
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, 79% and 76% of our employees in the highest and second-highest pay quartiles are men. In addition, 72% 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. Although our pay gap measures have yet to move in the desired direction, we remain firmly committed to improving our gender balance, and we expect to demonstrate progress 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

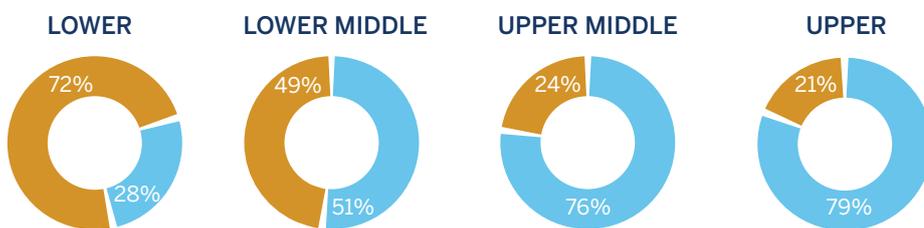
The table below shows WMIL's overall mean and median UK gender pay gap as of 5 April 2018 (for hourly fixed pay) and the previous 12-month period (for bonus pay).

	Mean	Median
Hourly fixed pay	32.1%	43.4%
Bonus pay	77.7%	85.7%

OUR DATA *continued*

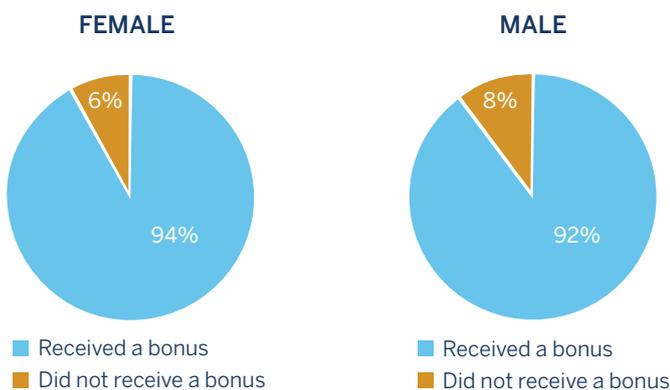
Pay quartiles

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 2017

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 2017 were typically new hires who joined the firm after the bonus payment date, but were employed on 5 April 2018 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 deliver better investment and service outcomes for our clients. As part of last year's Gender Pay Gap disclosure 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 2018 data reports bonus outcomes for 2017 and salary levels as of 5 April 2018, rather than at the time of publication (2019). We are nevertheless encouraged by signs of progress and the new gender-related initiatives we have introduced over the last 12 months, a selection of which we describe below.

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

- Established 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
- Created a Diversity and Inclusion Working group to make recommendations to the Head of WMIL on initiatives that should be launched over the next 12 months and to play an active role in driving those initiatives to conclusion
- Required senior employees to articulate in their year-end performance review steps they have taken to foster diversity and inclusion at the firm

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

- Enhanced our parental leave policies to allow both primary and secondary caregivers up to 26 weeks paid leave
- Developed a range of tools to support new and expectant parents and their managers—from parental leave coaching to access to a bespoke digital platform
- Trained our senior leaders and people managers to create and then operate within a respectful workplace
- Educated the CEO leadership team, our managers, and our investor population on unconscious bias and ran more targeted sessions with hiring managers and interviewers on reducing bias in the hiring process

OUR PLAN *continued*

■ Talent: improving the pipeline of female candidates

- Focused on bringing a diverse pool of undergraduate and graduate talent into the firm, and we work with a broad mix of universities and organisations such as Investment2020 and Girls Who Invest to assist with this objective
- Continued to enhance our lateral hiring by running targeted searches, requiring diverse candidate slates, using non-traditional talent sources and hiring female talent opportunistically

■ Development: maximising the potential of our female talent

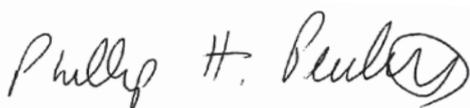
- Maintained an evergreen goal of developing local leadership talent and increased the number of female managers in 2018
- Ramped up our formal and informal mentoring and sponsorship relationships and are starting to see a positive impact on the retention of our mid and senior level women
- Continued to develop senior women, through our top tier leadership programmes

■ Partnerships: effecting change more broadly

- Committed members of the Diversity Project in the UK with representatives on multiple committees including the CEO Advisory Council
- Active participants in 100 Women in Finance, hosting and participating in multiple events each year as well as fielding strong committee membership
- Signatories of the Women in Finance Charter with 5-year targets aimed at improving representation of women at senior levels in the firm. We are planning to publish our Women in Finance update this spring and are pleased to note some progress, as outlined below:
 - 28% of members of WMIL board/executive decision making bodies are women (against a target of 30%)
 - 17% of our senior positions are held by women (against a target of 20%)

We have expanded and intensified our gender-related initiatives over the prior 12 months, and we are starting to see evidence of impact across our female population and, importantly, at senior levels. Our focus on reducing our gender pay gap will remain at the forefront, and we are optimistic that early signs of progress will translate into steady results over time.

I confirm the data reported is accurate.



Phillip H. Perelmuter
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>