



**PRUDENTIAL**

# UK Gender Pay Gap Report 2018

Prudential plc

# Introduction

An inclusive working environment is essential if we want everyone to be able to, and want to, give their very best for the organisation.

We work in an international business environment where multiple voices and personalities foster creative thinking and different perspectives. A diverse workforce boosts our ability to create products and services which are appealing and relevant to the diverse communities we serve across four continents.

As required by the UK government, for the second year running we are publishing our gender pay gap, which measures the difference between the aggregate pay for all men and women in our UK-based businesses. It does not measure the difference between pay for men and women performing the same roles. Where men and women perform similar roles, they are paid equally.

Our UK gender pay gap reflects the fact that men and women have traditionally held different roles, particularly in the financial services sector. It highlights the fact that we have more men than women in leadership, investment management and senior operational roles. We have made good progress in 2018, with an increase in female representation in our leadership group, and an increase in females in our most senior succession plans. However, we still have work to do to achieve our ambition of better reflecting the communities we serve.

As you will see from this report there has been narrowing of the pay gaps in some areas and modest increases in others. While we have made progress, the gender pay gap cannot be removed overnight. We remain focused and committed to closing it as quickly as possible.

We continue to take steps to ensure that we attract talented applicants from all backgrounds, create opportunities for all our employees to develop and progress, and challenge systems, processes and mindsets to ensure that they support women and men equally.

I can confirm that the information contained in this report is accurate.



**Tim Rolfe**  
Group HR Director  
Prudential plc

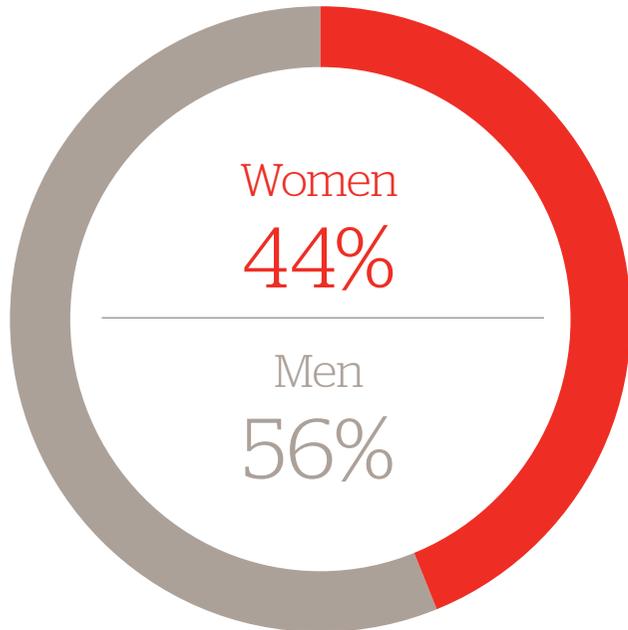
## Gender pay gap reporting

The **gender pay gap** is a measure of the difference between the average pay and bonus of men and women across an organisation irrespective of role and seniority.

This is different to **equal pay**, which is the legal requirement to pay the same to men and women who are doing work of equal value.

# Who this data includes

The data presented here is for all our 5,873 UK-based employees. The mix of men and women in our UK workforce is currently:



We have six UK legal entities that employ at least 250 people and so are required to report their gender pay gaps separately. The data in this report includes all UK-based employees, and not just those employees in entities that are required to report their data under the reporting requirements.

Each of Prudential's UK reporting entities' gender pay gap data, together with details of what they are doing to increase diversity and reduce the gender pay gap, can be found by following the links below.

-  [Link to M&GPrudential gender pay gap report](#)
-  [Link to Prudential Services Limited gender pay gap report](#)



# Prudential's 2018 UK gender pay gap

## Fixed pay

including salaries and cash allowances

### 27.1%

The average (mean) hourly rate of fixed pay received by male employees is 27.1 per cent more than the average (mean) hourly rate received by female employees.

### 23.5%

The midpoint (median) of the range of rates of hourly fixed pay received by male employees is 23.5 per cent more than the midpoint (median) of the range of rates of hourly fixed pay received by female employees.

In the first year of publication, we reported a mean gap of 29.7 per cent and a median pay gap of 22.9 per cent.

## Bonus pay

including bonuses and long-term incentives

### 72.2%

The average (mean) value of bonus pay received by male employees is 72.2 per cent more than the average (mean) value of bonus pay received by female employees.

### 45.1%

The midpoint (median) of the range of the values of bonus pay received by male employees is 45.1 per cent more than the midpoint (median) of the range of the values of bonus pay received by female employees.

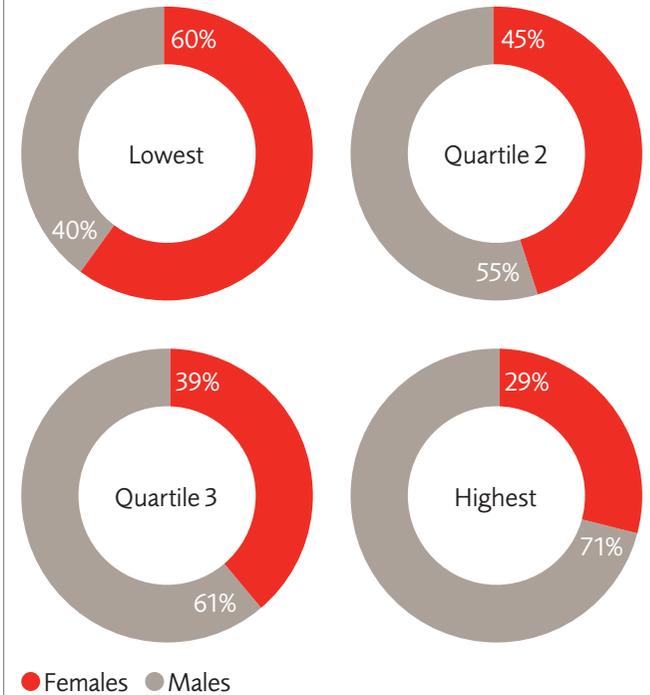
In the first year of publication, we reported a mean bonus gap of 75.6 per cent and a median bonus gap of 44.1 per cent.



93 per cent of female employees and 94 per cent of male employees received a bonus.

## Proportion of males and females by pay quartile

The charts below show the gender balance of UK employees in each pay band (dividing our UK employees into four equal bands):



# Reasons for the gap

These pay figures demonstrate the demographic challenges facing our UK businesses and the financial services sector as a whole.

- There are more men than women in leadership, investment management and senior operational roles; and
- There are more women than men in administrative and support roles.

The gap in bonus pay is higher than the gap in fixed pay because:

- There are more men than women in those roles with higher incentive opportunities – that is, leadership, sales and fund management roles; and
- We support part-time working, so that our employees can balance their personal and professional lives. Our part-time employees receive bonuses that are adjusted to reflect the hours they work. However, this is not recognised in the calculation of the gender bonus gap. The majority of part-time staff are women: 19 per cent of women work part-time compared to 1 per cent of men.

## Closing the gap

In order to close the gender pay gap we must achieve better representation of women in all roles and at all levels of our organisation. This goal is reflected in:

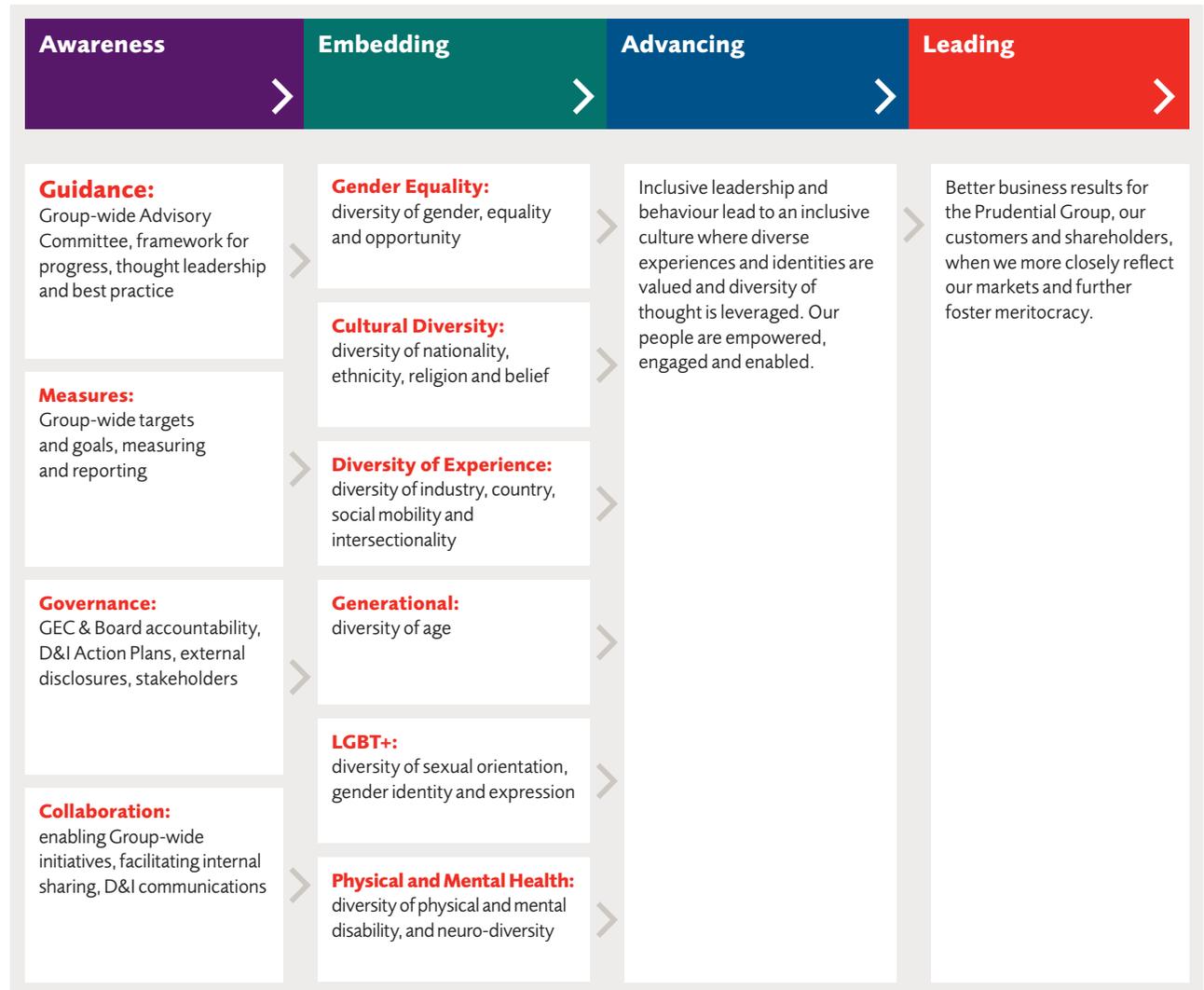
- Diversity and Inclusion (D&I) being one of the Group's strategic priorities;
- The commitment that we made in 2016 under the HM Treasury Women in Finance Charter that 30 per cent of the Leadership Team (the 100 most pivotal roles in the Group) will be female at the end of 2021, which will be the 150th anniversary of Prudential becoming one of the first City companies to employ women; and
- Progress towards this 2021 target determining whether part of leaders' long-term incentive awards are released. For this part of the 2017 long-term incentive awards to vest in full, at least 27 per cent of the Leadership Team must be female at the end of 2019. This target increases to 28 per cent for 2018 awards.



# Closing the gender pay gap

## Diversity and inclusion strategy

To deliver this commitment, we take a long-term strategic approach to deliver the Group's strategic objective to 'promote diversity and invest in talent for long-term success' and have updated our diversity and inclusion strategy to reflect the evolution of our diversity and inclusion journey.



# Closing the gender pay gap

Some examples of changes we are making in our UK-based businesses are shown below.

## Challenging unconsciously-held stereotypes

As part of our work to challenge mindsets that may disadvantage certain groups of colleagues and candidates, building on unconscious bias leadership workshops in 2017, unconscious bias eLearning has been rolled out across our UK businesses and Group-wide in 2018. This training focuses on:

- What unconscious bias is and how it works;
- How it relates to key aspects of our lives and work; and
- Steps that you can take to manage or reduce bias within the workplace.

Feedback has been positive. Following the training one participant said 'I always now look to gain input from those people who I perceive are different to me to ensure that their views and their view of the world is taken into consideration when I have to make a decision, whatever that decision may be. This ensures there is a real depth and balance to decisions made.'

## The next generation of senior female investment professionals

Our employee turnover is low, particularly in investment roles. As part of our continued work to improve the pipeline of women into more senior roles, M&GPrudential's recruitment and promotion processes have been rethought to ensure we have a deeper pool of diverse talent to draw from. Changes have included:

- Working with diversity-focused recruitment agencies who go beyond simply providing gender-balanced long and short lists to help us think creatively about how we shape roles to attract senior female talent;
- Ensuring our succession planning programme is gender diverse, enabling more women to be promoted into senior roles;
- Piloting a cross-company mentoring scheme in 2018 to support diverse talent development, with a specific focus on female talent; and
- A 'Future of Work Community' has come together to consider how we should adapt our working practices to meet the future needs of our employees as our workforce becomes increasingly diverse, multi-generational and digitally enabled.

## A variety of initiatives across our Group Head Office

Group Head Office (GHO) continues to use a variety of initiatives to achieve a better representation of women in all roles and at all levels in the organisation. This includes:

- Achieving a better gender balance in leadership roles;
- Offering tailored, 1:1 maternity coaching for female staff. This development initiative helps mothers to prepare for maternity leave, offers support while they are out of the office, and aids and facilitates a successful return to the workplace;
- Continuing to offer enhanced shared parental leave;
- Ongoing investment in PruThrive, GHO's flagship wellbeing programme, which promotes inclusivity as one of its key pillars. For 2018, the calendar of events has included events designed for female employees;
- Continuing to ensure gender balance in recruitment shortlists and further enhancing line manager awareness throughout the employment lifecycle; and
- Sponsoring and participating in 'Dive In', the global Diversity and Inclusion festival for the insurance industry.