



 Insurance
Reinsurance

Ethnicity pay gap report 2022





Foreword

At AXA XL, our [Employer Promise](#) to all colleagues includes the commitment to help people ‘[thrive in a diverse community](#).’ As a global team with a range of nationalities, backgrounds, and cultures, we want every colleague to feel included, supported, and heard.

Our colleague-led Business Resource Groups (BRGs) play a critical role in driving an inclusive and diverse culture at AXA XL. With their support - and in particular, the support of our RISE BRG – we’ve seen an increase in the number of UK-based colleagues disclosing their ethnicity information on a voluntary basis, reported at 78% disclosure rate, as at 5 April 2022. By 31 December 2022 this rose to 86%.

What is the ethnicity pay gap report?

The ethnicity pay gap shows the **difference in the average hourly rate of pay between ethnic minority and white employees**. This has been analysed in our own organisation based on 78% of UK colleagues declaring their ethnicity voluntarily, which has then been categorised into Ethnic Minority and White colleagues.

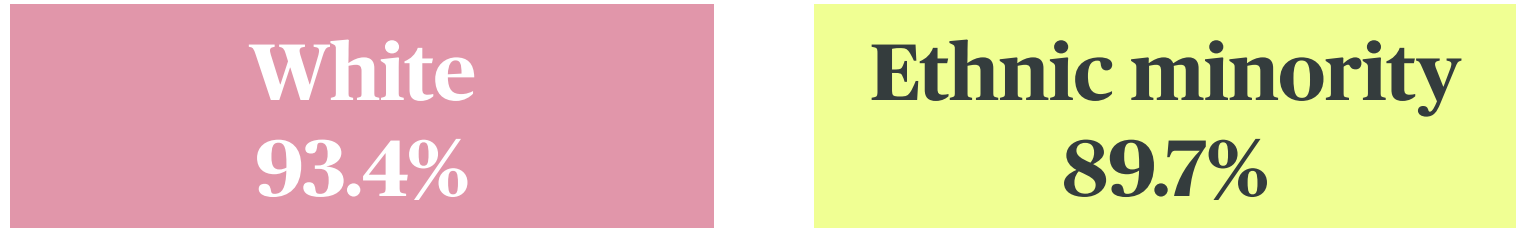
Like most other organisations in the sector, our ethnicity pay gap is driven by a lack of ethnic minority representation in senior roles that primarily attract higher rates of remuneration.

Understanding our ethnic pay and bonus gaps

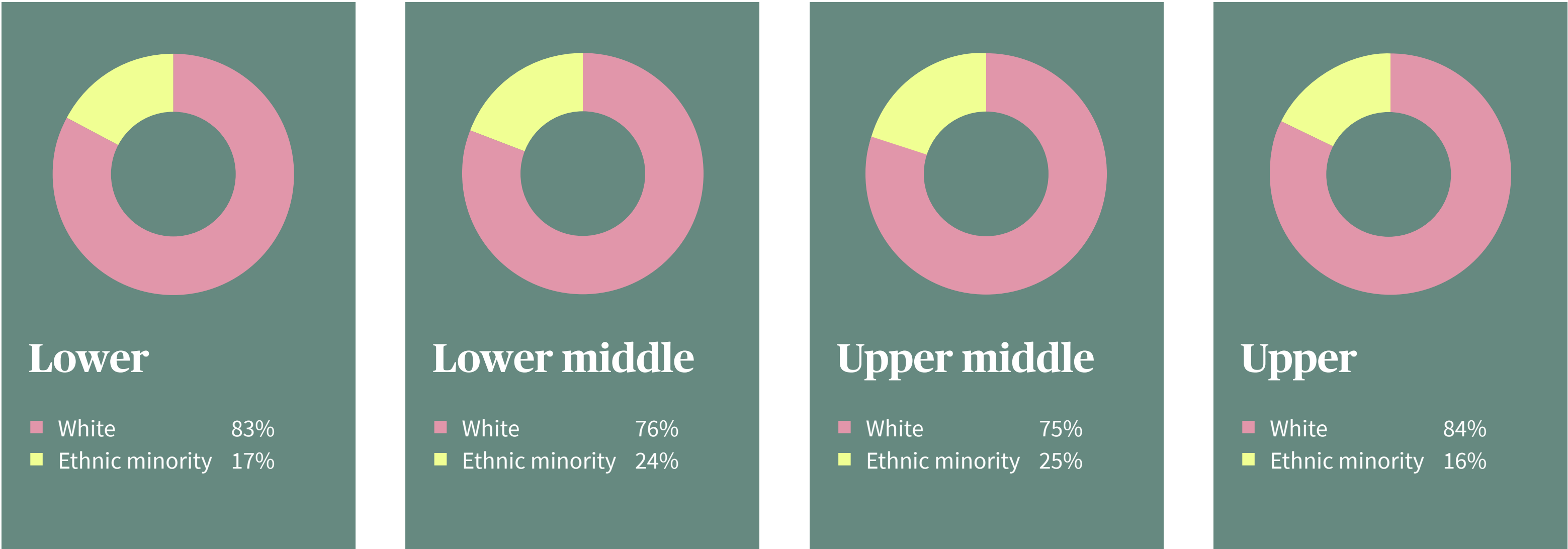
Pay and bonus gap

Pay gap		Bonus gap	
Median	0.0%	Median	20.0%
Mean	2.7%	Mean	33.4%

Proportion of white colleagues and ethnic minority receiving a bonus



Proportion of white and ethnic minority in each pay quartile



Pay gap

- As of 5 April 2022, our mean and median ethnicity pay gaps were 2.7% and 0.01%, respectively.
- We’re pleased to see the improvement in our declaration rate alongside the improvement in our ethnicity hourly pay gap results, relative to 2021.
- Colleagues choosing not to declare their ethnicity are excluded from the analysis which hinders us determining a complete overall pay gap that’s representative of the full UK population; we will therefore continue to promote the benefits of all colleagues declaring their ethnicity.
- Until we see the majority of UK colleagues declaring their ethnicity, we forecast ongoing volatility in our current and future reported results.

Bonus gap

- Based on the 12-month period up to 5 April 2022, our mean and median bonus pay gaps were 33.4% and 20.0% respectively.
- The widening of the bonus pay gap relative to 2021 was driven by observed attrition in colleagues from an ethnic background and inbound ethnically diverse talent joining outside of the bonus eligibility period in the upper quartiles, thereby being ineligible for variable award payments.

Closing the gap

Establish metrics and accountability

We have defined and cascaded I&D goals to every Leadership Team member, who will be directly accountable for achieving these goals within their business groups. We monitor and track progress through a Quarterly I&D Dashboard. In 2022, we also introduced an I&D goal for all employees to ensure everyone has the opportunity to contribute to I&D as a strategic business priority.

Foster dignity and respect

We continue to enforce our global Dignity at Work policy to safeguard against harassment and discrimination in the workplace, ensuring everyone feels safe, valued, and respected, and can bring their whole selves to work every day. In support of this, all colleagues and managers are required to complete annual mandatory training to understand the importance of fostering inclusive behaviour and raise awareness of the channels available for reporting inappropriate behaviour.

Attract diverse talent

In 2022, to help avoid bias in the recruitment process, we introduced a standardised Job Descriptions template with biased language removed, and standardised hiring manager interview questions to ensure a consistent candidate experience that includes assessing critical types of inclusive leadership behaviours (in line with AXA XL values) within the interview process.

We continue to promote and embed smart working - our approach to hybrid working - which allows for flexibility around how and where colleagues work across AXA XL. We also offer extensive and competitive benefits, which we regularly review.

We are proud that by the end of 2022, 33% of our new joiners identify as being from ethnic minority groups.

Develop historically underrepresented talent

Our global ‘Empower’ initiative provides tailored development support and senior leader visibility and sponsorship to 100+ colleagues, including women and others from historically under-represented groups, with the goal of accelerating their career advancement. In 2022, we ran the programme for a second year with 80 participants from around AXA XL globally, 25 of whom are based in the UK.

Engage colleagues in driving change

We continue our efforts around diversity, recognising that each of us must increase our focus on inclusion and evolve how we engage with all our teams to be truly inclusive. Effective training and education to increase awareness will help support the change necessary to make AXA XL a truly inclusive place to work. We continue to offer colleagues access to webinars and live interactive sessions to help with education, and are also working on inclusive leadership and inclusive hiring manager training, amongst other activities. In 2022, we offered Unconscious Bias training to all our UK colleagues.

We’ve also recently launched our first UK Reverse Mentoring Pilot. Each pairing is focused on sharing lived experiences of inclusion and diversity challenges and opportunities with the intention of building knowledge and awareness.

AXA Inclusion Survey

In 2022, AXA launched the second annual Inclusion Survey to over 100,000 colleagues across 50 countries. All feedback has been treated in the strictest confidence and will continue to contribute towards our 2023 ambition to place AXA amongst the most inspiring companies to work for.

Conclusion

We strongly believe that everyone benefits when organizations prioritize equity and inclusion. At AXA XL, our [Employer Promise](#) to all colleagues includes the commitment to help people ‘[thrive in a diverse community](#).’ As a global team with a range of nationalities, backgrounds, and cultures, we want every colleague to feel included, supported, and heard, and able to:

- bring your whole self to work
- feel your differences are sought after and embraced as a strength
- feel safe, valued, and respected
- challenge yourself and each other to learn, grow, and work together as ONE team.



This summary does not constitute an offer, solicitation or advertisement in any jurisdiction, nor is it intended as a description of any products or services of AXA XL. AXA XL is a division of AXA Group providing products and services through three business groups: AXA XL Insurance, AXA XL Reinsurance and AXA XL Risk Consulting. AXA, the AXA and XL logos are trademarks of AXA SA or its affiliates. © 2023.