



 Insurance
Reinsurance

Gender pay gap report 2022



Foreword

Our aspiration for AXA XL to be the ‘most inspiring company to work for’ stems from many strategic imperatives already underway across the business. One of these is our focus on Inclusion & Diversity (I&D), where our strategy and roadmap are aligned to ensure that we’re setting tangible, measurable goals and holding leaders to account for achieving them.

Towards this objective, we continue to monitor, measure and report on progress towards closing our gender and ethnicity pay gaps. While we’ve made significant strides in both areas, we are a long way from where we aspire to be, but remain focused and committed to the [I&D](#)-led efforts that will help us get there.

In this report, we explain the the UK gender pay gap measurement, share AXA XL's UK results¹, and provide an overview of the actions we are taking to achieve our goal over the long term.

What does gender pay gap mean?

Gender pay gap and gender pay equity are two distinct and separate issues.

- **Gender pay gap** is the difference between the average earnings of men and women across an organisation or the labour market. It doesn’t show differences in pay for comparable jobs.
- **Gender pay equity** is equal pay for men and women performing equal work.

¹ AXA XL UK's results relates to colleagues employed across the XL Catlin Services SE entity



Understanding our gender pay and bonus gaps

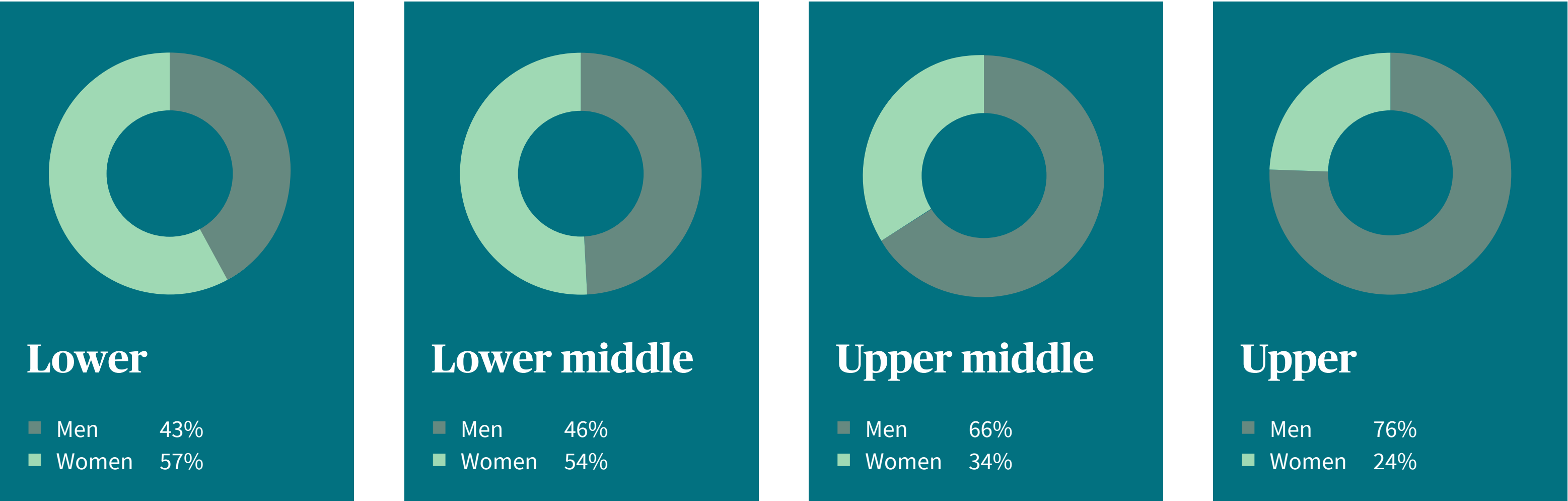
Pay and bonus gap

Pay gap	Bonus gap
Median 31.9%	Median 59.4%
Mean 28.2%	Mean 56.5%

Proportion of men and women receiving a bonus



Proportion of men and women in each pay quartile



Pay gap

- As of 5 April 2022, our mean and median pay gaps were 28.2% and 31.9%, respectively.
- The change in AXA XL’s mean and median pay gaps are +1.1% and -1.8% respectively, compared to the reported figures in 2021.
- Like most of our peers in the insurance sector, our results show that gender pay gap is still present within our organisation.
 - Our **mean figure deteriorated** due to a higher proportion of women being recruited into roles in the lower quartiles with the aim of achieving an improved balance in talent pipelines.
 - Our **median figure improved** due to the attrition of men in higher paid roles, partly driven by organisational change as well as an improvement in women occupying higher paid roles in the top two quartiles.

Bonus gap

- Based on the 12-month period up to 5 April 2022, our mean and median bonus pay gaps were 56.5% and 59.4% respectively; signifying an improvement of -0.5% and a deterioration of +5.6% for the mean and median, relative to 2021.
- This change was largely due to the 2021 performance year, characterised by positive financial results, typically driving greater awards for higher paid roles in senior management and technical roles, which were occupied proportionally by more men.

Closing the gap

AXA XL continues to take a ‘pay-for-performance’ approach, which recognizes colleagues who add the greatest value in terms of financial results, while demonstrating inclusive leadership behaviours in line with our values. Our goal is to attract and retain people with strong skills and talent, to foster colleague engagement, and to strengthen AXA XL’s competitive position in the market. Our programmes and policies are designed to ensure remuneration decisions are based on legitimate, non-discriminatory business criteria such as role, skills, experience, education, contributions, and results.

We currently have a disproportionate percentage of men in more senior or technical roles which typically attract higher rates of pay. We continue to take proactive measures to address this imbalance and shrink our gender pay gap. Our leaders understand our commitment to gender parity and to building an inclusive culture. Each member of the Leadership Team is accountable for driving inclusion and diversity across their own business groups.



In the UK, we are a signatory to the Women in Finance Charter and have set a target of 35% women in senior management by 2023. Additionally, we continue to focus on improving diverse representation through a range of targeted initiatives:

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

Our **Diverse Slate Policy** strives to achieve gender balance by requiring all hiring managers to have 50% women on their shortlist of interview candidates for **all roles across all levels globally**.

In 2022, to help avoid bias in the recruitment process, we introduced a standardised Job Descriptions template with gender-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 in response to internal and external trends.

We have recently reviewed and, where necessary, upgraded our Family friendly policies, including the introduction of a Menopause policy to support female colleagues through a critical stage in their lives. This reflects our commitment to ensure that we offer an inclusive working environment, designed to make every colleague feel valued and respected.

Developing 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.

Engaging 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.

Our colleague-led Business Resource Groups (BRGs) play a critical role in driving an inclusive and diverse culture at AXA XL. Through our five global BRGs with 27 Chapters around the world - LEAD, Pride, Rise, EnAble and our Inclusion Committees, we advance innovation, collaboration, and ultimately, our business goals. Our focus on gender is supported by the LEAD BRG's objective which is ***Leading, Empowering and Advancing Diversity***, seeking to engage both women and men to accelerate gender equality at AXA XL and nurture a culture of inclusion for all colleagues.

In relation to our focus on gender, the LEAD objective is leading, empowering and advancing diversity by engaging both women and men to accelerate gender equality at AXA XL and encourage a culture of inclusion for all colleagues.

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.

Declaration

I confirm that the gender pay data contained in this report is accurate.



Sean McGovern

CEO, UK & Lloyd's



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