

2021 Gender pay gap report for the UK business of Columbia Threadneedle Investments

(Threadneedle Management Services Limited)

This Gender Pay Gap Report is published by Columbia Threadneedle Investments and represents our UK employee base. It presents data calculated on 5 April 2021 and shows the difference in average earnings between men and woman employees.

Columbia Threadneedle is committed to achieving lasting change in terms of gender and other types of diversity. Our aim is to achieve gender balance across our business and to eliminate any material gender pay gap.

We continued to work in a hybrid environment during 2021, as the impact of the coronavirus pandemic persisted. We supported employees as they gradually returned to the office and have now established a pattern that combines remote working days with office-based days, providing ongoing flexibility for all employees. The pressures on employees, including working parents and carers, continue as we adjust to the post-pandemic environment, and we are focused on providing our people with the support, flexibility and autonomy to manage their time. Family-friendly policies were promoted and utilised, alongside practical wellbeing support. Recognising that many caregivers are women, we have in place the support for them to manage their career, keeping them engaged and encouraging them to return or to stay and progress their careers at Columbia Threadneedle over the long term.

Consistent with our global diversity and inclusion framework, we continue to actively measure gender balance initiatives and report to senior management on a regular basis. We have a robust diversity and inclusion action plan based on the four strategic pillars of our D&I blueprint:

1. Build inclusive leadership skills of employees through training and awareness
2. Strengthen our pipeline of female leaders and all underrepresented groups with continued focus on development and engagement
3. Maintain focus on recruitment of female talent and all underrepresented groups
4. Leverage community partnerships to engage internal and external stakeholders.

As an early advocate for gender data disclosure, Columbia Threadneedle supports gender pay gap reporting, recognising that disclosure is an important step towards improvement. In 2015 we were the first European asset manager to disclose our gender diversity data and in March 2016 we were proud to be a founding signatory of HM Treasury's Women in Finance Charter and the first asset manager to sign, pledging to support the progression of women into senior roles by setting concrete targets and deliverables.

We aspire to a 50/50 gender balance and are working towards this goal. We recognise, however, that there is a lack of gender balance in our industry, particularly at senior levels and this will take time to address.

I confirm the data reported is accurate.




Nick Ring
CEO EMEA
Columbia Threadneedle Investments

Threadneedle Management Services Limited* pay and bonus gap (April 2021)

	Mean	Median
Women's hourly rate is:	27.5% lower	24.9% lower
Women's bonus pay is:	63.0% lower	59.0% lower

*Threadneedle Management Services Limited is the UK employing entity for Columbia Threadneedle Investment's UK business.

The table above shows:

- The overall mean and median gender pay gap based on hourly rates of pay as at 5 April 2021. The median figure compares the pay of the man and woman who are at the mid-point of the company payroll.
- The mean figure is produced by dividing the total payroll by the number of employees.
- The mean and median difference between bonuses paid to men and women in the year up to 5 April 2021 (ie for performance year 1 January 2020 – 31 December 2020).

All employees are eligible to receive a bonus, provided they are employed before the annual cut-off date and on the payment date, with awards pro-rated for service in the performance year. The figures above are due to the timing of joiners, leavers and other absences among both male and female employees.

Columbia Threadneedle's total UK employee population is 61% male, 39% female.

What does the data mean?

As in previous years, the data reflects the fact that women hold fewer senior positions across the industry and at Columbia Threadneedle, including in higher-paying specialist areas such as Investments and front-line Sales. We remain committed to improving gender balance in these areas, understanding it will take time to address.

It's important to emphasise that the gender pay gap is not the same as equal pay (which has been a legal requirement in the UK since 1970). Having undertaken a thorough analysis of our data we are confident that men and women across our business are paid on an equivalent basis for doing equivalent jobs.

In terms of bonus payments, much of the bonus pay gap is also due to the under-representation of women described above. Another contributing factor is the higher percentage of women on reduced hours due to leave of absence, impacting annual bonus payments. Across the company we use a consistent balanced scorecard approach to determine incentive (ie bonus) amounts for employees at all levels. Every employee's performance is measured against explicit performance goals as well as against our values of Client Focus, Excellence, Integrity and Respect. We assess employee's behaviours across our four Leadership Expectations - Results Leadership, Thought Leadership, People Leadership and Self Leadership. This ensures employees are rewarded both for what they do and how they do it.

During 2021 we continued to embed accountability for improved gender balance, setting clear and meaningful expectations of leaders as part of the annual appraisal and reward process. A specific goal to “foster an inclusive and diverse culture through intentional action” is a critical goal on all people leaders goal plans, with clear criteria to be met in order to achieve a satisfactory rating.

What are we doing about it?

The table reflects our board and executive committee representation in prior years.

Columbia Threadneedle Investments EMEA	Dec 2021	Dec 2020	Dec 2019	Dec 2018	Dec 2017	Dec 2016	Dec 2015	Dec 2014
Board	27%	36%	44%	45%	40%	33%	22%	22%
Executive Committee	38%	33%	36%	42%	40%	29%	24%	11%
Senior management	17%	18%	18%	20%	17%	20%	19%	16%
Investment professionals	35%	35%	32%	26%	27%	29%	28%	29%
Total employees	39%	39%	39%	37%	36%	36%	37%	37%

Our performance is monitored by our regional Executive Committee on a quarterly basis, to understand where we need to focus our efforts to attract, develop and retain female talent and maintain a diverse and inclusive culture. We continue to focus on improving our recruitment policies and practices to ensure both male and female representation on candidate lists and advance more qualified women to the interview phase.

Our recruitment strategies include balanced candidate shortlists and our processes ensure objective hiring decisions at all levels of the organisation – from our early careers through to executive level appointments. We also have strategies to actively target talent returning to our sector to bring women returners back into the industry after a career break.

Strengthening our pipeline of female leaders through development and engagement is essential. We track completion of a range of leadership training and round table sessions for people managers to drive greater consistency in management style and support across the firm.

For more on gender pay gap reporting see the UK Government website – <https://gender-pay-gap.service.gov.uk/>

To find out more visit columbiathreadneedle.com

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