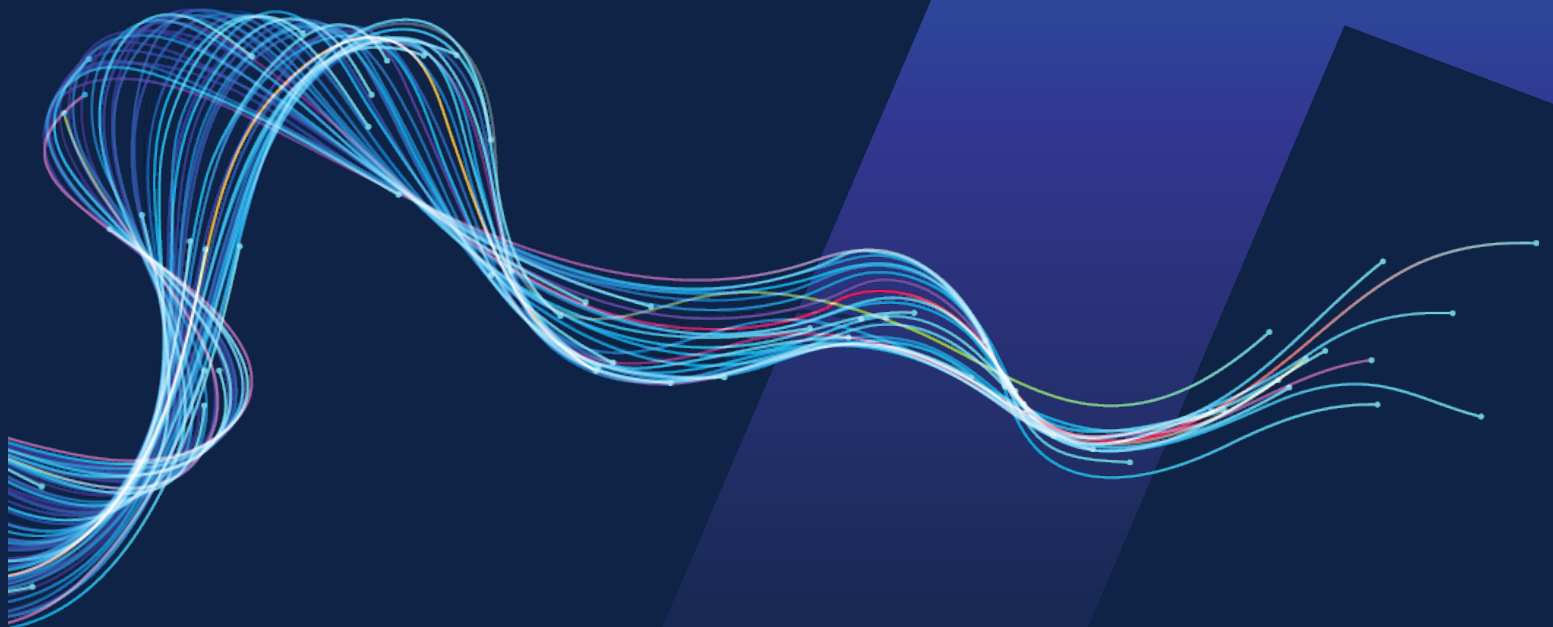




UK GENDER PAY GAP REPORT



2022



PGIM is the \$1.2 trillion investment management business of US-headquartered Prudential Financial, Inc¹. This is the inaugural gender pay gap report for our UK entity, PGIM Financial Limited, having surpassed a headcount of 250 in April 2022.

PGIM is a global asset manager with six independent affiliates. The figures in this report relate to our UK staff employed by PGIM Financial Limited, which includes most of our UK-based investment professionals and those who work with them.

We are committed to reducing our gender pay gap, which requires changing our workforce demographics. We view this as a multi-year initiative across our entire business and we apply a rigorous framework to measure and track our progress. The figures in this report provide transparency and accountability, while highlighting areas where we are focusing our efforts to improve.

At PGIM, we are focused on paying our employees fairly and equitably, regardless of gender. Compensation is based on an individual's role, performance in their role, and contribution to their team and the wider business. We are confident that across similar positions with comparable performance, compensation is equal regardless of whether the employee is female or male. We have robust processes in place to identify and address any equal pay issues to ensure discrepancies are rectified.

We foster a work environment that is inclusive of all people. We embrace and respect the gender identity, age, race, ethnicity, national origin, sexual orientation, disability and religious affiliation of our people, our clients, third parties and all others with whom we interact. We value the unique perspectives and varied experiences that a diverse workforce reflective of our community affords us, making us a stronger, more successful organisation.

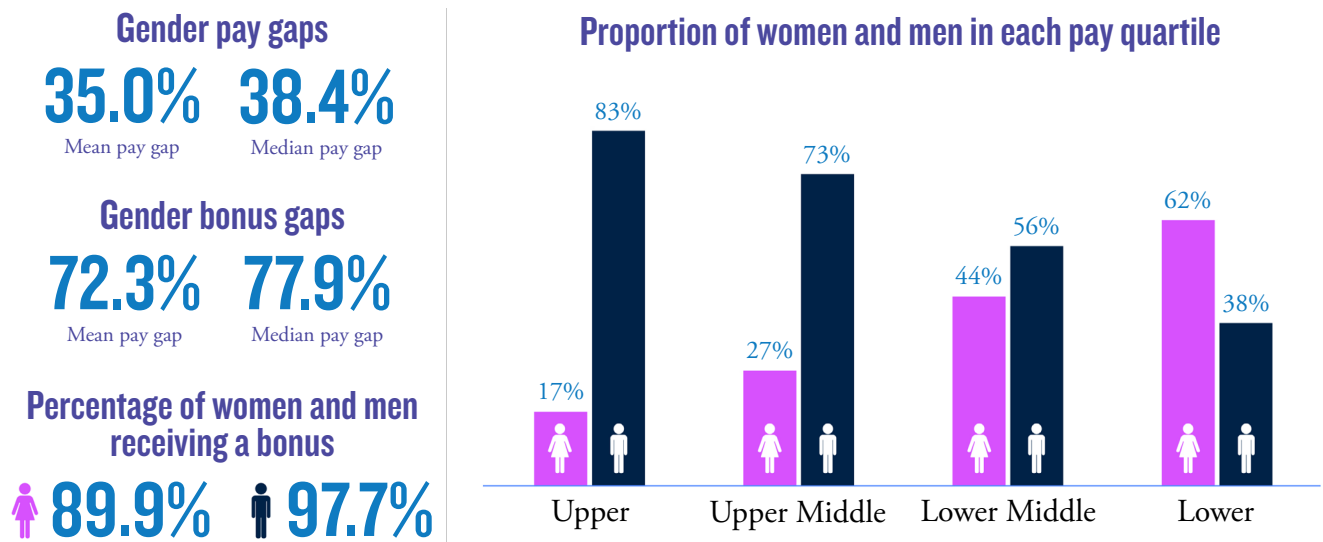
^[1] Assets under management as at December 31, 2022. Prudential Financial, Inc. of the United States is not affiliated in any manner with Prudential plc, incorporated in the United Kingdom or with Prudential Assurance Company, a subsidiary of M&G plc, incorporated in the United Kingdom.

WHAT IS THE GENDER PAY GAP?

The UK government requires employers with more than 250 employees to publish their gender pay gap each April. This is the difference in the average hourly wage of all men and women across a workforce, expressed relative to men's earnings. The average is reported on both a mean (total pay of employees divided by number of employees) and median (midpoint of a ranking of pay from lowest to highest) basis. It doesn't take into account other factors that impact pay such as role type, level or experience.

Gender pay is different to equal pay, a legal requirement set out within the UK Equality Act 2010 to pay men and women the same for carrying out work of equal value.

PGIM'S GENDER PAY GAP



PGIM Financial Limited headcount as at 06/04/2022 was 286.

We are addressing a legacy of low female representation in upper middle and upper quartiles, and high female representation in lower quartiles, like many companies in the asset management industry. Our pay and bonus gaps are largely driven by a number of related factors. In the UK, we have fewer women in senior positions and a handful of exceptionally senior and higher paid roles that are held by men. There are also more women in administrative roles than there are men.

We are committed to attracting more senior female talent into the asset management industry. We have made significant progress in hiring more women over the last few years to generate a strong pipeline of talent, with the majority of these positions being across junior and mid-level roles.

We firmly believe that developing junior hires will establish a strong pipeline of female talent for senior positions in the future. However, we recognise that this may negatively impact our gender pay gap in the short-term.



Excluding administrative roles, the female percentage of our overall workforce increased from 35% to 41% since year end 2018 (as at YE 2022).

What we're doing to address our gender pay gap

We are fully committed to reducing our gender pay gap and are focusing our efforts across three areas: talent attraction; engagement, development and retention; and leadership accountability. Owing to our multi-affiliate model, the initiatives across our affiliates to tackle the gender pay gap may vary to address specific challenges.

What we're doing to address our gender pay gap

TALENT ATTRACTION

Our approach to external talent attraction is twofold. Some initiatives focus on mid- to senior-level talent and others focus on entry-level and junior talent.

To address the challenges in recruiting women into mid- and senior-level positions:

- When recruiting we source candidates from a broad base and some business areas require executive approval to hire a senior-level candidate when we have been in the market for less than 90 days. This allows for adequate time to ensure we have identified a diverse candidate pool.
- We recently launched a Returners Programme, which recruits experienced professionals, mainly women, into mid- and senior-level roles in the asset management industry after an extended career break.
- We work with recruiters and headhunters to ensure that we attract and meet with the widest pool of candidates with different backgrounds and experiences, and we challenge our recruiters to present balanced gender shortlists for every role.
- We also aim to ensure that all candidates meet a diverse panel of interviewers during the interview process. This mitigates favouritism and bias during hiring.



“

After an extended career break, the PGIM six-month returnship programme gave me the opportunity to work on interesting, wide-reaching projects. I was offered training, mentorship, and additional support as required, which made my return to the workplace highly enjoyable and as seamless as possible.

”

— Rola Abou Rahme
Client Management
PGIM Fixed Income

We are also actively building a pipeline of diverse talent by hiring women at a junior level:

Over the long term, and with the right culture and development opportunities, these women will rise to more senior-level positions where we have fewer women at the moment.

- At the junior level, we aim for gender balance in our internship and entry-level hiring programmes. Since the start of 2021, for example, 67% of analysts and associates hired were women, as were 50% of our interns. This approach also helps to grow awareness among younger talent about our industry, our culture and the opportunities within our business.
- Carefully selected external partnerships further our goal of sourcing and developing more female, and more diverse, talent. We partner with a broad range of organisations such as 10,000 Black Interns, Sponsors for Educational Opportunity (SEO), 20/20 Investments, as well as schools and universities to offer a broader pool of talent access to careers and opportunities in asset management.

What we're doing to address our gender pay gap

ENGAGEMENT, DEVELOPMENT AND RETENTION

We know that creating a work environment where women see the benefits of a long-term career with us is key to engaging and retaining our female workforce. PGIM promotes an equitable workplace and a welcoming, inclusive environment and we believe this collaborative culture plays a strong role in being able to retain our best talent.

PGIM has developed a series of outcome-oriented programmes focused on engaging, developing and retaining female talent across all functions and levels:

- We retain a hybrid and agile working approach to provide our staff with better balance between their working and personal lives.
- Competitive policies and benefits are in place to support families and caregiving responsibilities. We provide 26 weeks' full-pay maternity leave and 10 weeks' full-pay paternity leave as well as the availability of backup childcare and advice and support for returning parents, including a dedicated lactation room.
- We recently developed a menopause policy and highlighted resources to support people and their careers throughout this stage in their lives. Lunch-and-learn sessions have encouraged workplace discussions on menopause and the impact it may have on people. We also offer employees access to a dedicated menopause support programme through our employee healthcare provider.
- Networking organisations across our business ensure opportunities for mentoring and sponsorship. Examples include our Inclusion Leadership Network, which focuses on ensuring inclusion, and has a gender workstream in Europe. Our global Women's Advisory Council comprised of senior women across the firm, sponsors and develops junior-level employees, and educates women outside the company on careers in asset management.
- We offer comprehensive communications coaching and media training to ensure we have diverse representation at both internal and external events and media appearances. A gender-balanced representation of the asset management industry, particularly in the media, will help to promote this as a viable career path for women.



“

I have always found PGIM an inclusive place to work and when I returned to the office following the Covid lockdowns and then a period of maternity leave, it really struck me how the team's efforts over the years to hire and retain diverse talent is now coming to fruition.

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— Sarah Fletcher
Debt Asset Management
PRECap, PGIM Real Estate

We are also making significant progress in harnessing data on the broader diversity of our organisation, such as ethnicity and socioeconomic background. In 2022, we launched a survey, “Count Me In!”, which will enable us to tailor our approach to inclusion, better attract talent and look after our people. We make this data available to our employees as it is important to be transparent with our staff on the diversity of our workforce.

What we're doing to address our gender pay gap

LEADERSHIP ACCOUNTABILITY

Behavioural change and integration of diversity and inclusion in all that we do starts at the top, and our leaders across the globe are committed to creating a culture where diverse perspectives are valued and celebrated. We endeavor to create a culture of transparency where our senior leaders are held accountable for reaching our diversity and inclusion goals and regularly provide progress reports on the following:

- In 2018, we committed to a global “5-over-5” goal to increase underrepresented groups at the senior-most levels of PGIM by 5% over the next five years. We were one of the early firms within asset management to set such goals for leadership composition and are fully transparent in the tracking and sharing of our progress. In the UK, the percentage of senior roles held by women has increased from 25% (YE 2018) to 29% (YE 2022) to date.
- Our senior leaders have accountability for delivery against our DE&I strategy including, in many cases, diversity objectives that form part of performance reviews. Scorecards for senior leaders measure the outcomes of engagement and changes to the workforce composition.
- We have added meaningful resources to building and delivering DE&I programmes for our company's existing and future leaders. These initiatives are stewarded by the dedicated DE&I heads across a number of our businesses, as well as PGIM's head of DE&I.
- We are launching Inclusion Counts, an organisational culture change strategy, in partnership with the NeuroLeadership Institute, aimed at developing more inclusive behaviours among colleagues—particularly managers—infusing a greater sense of belonging across the organisation. It provides our senior leadership with training and programmes aimed specifically at recognising and mitigating cognitive biases, creating accountability among managers to measure the inclusivity of their team culture and their own actions.



“

I have felt fully supported by PGIM Fixed Income as I've progressed in my career, and it is very important to me that we continue to nurture and retain talent and provide a fair and equitable workplace. At PGIM, it's our priority to create a culture that allows all talent to thrive.

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— Sarah McMullen
Head of EMEA
PGIM Fixed Income

DECLARATION



I confirm that the data reported is accurate.

Eric Adler

President and Chief Executive Officer, PGIM Real Estate and Chairman of Private Equity, PGIM



I confirm that the data reported is accurate.

Lee Pollard

Head of Human Resources, Europe & Asia-Pacific, PGIM



I confirm that the data reported is accurate.

John Vibert

President, PGIM Fixed Income

OUR DIVERSITY PARTNERS



For more information visit www.pgim.com