

GENDER PAY GAP

Jupiter's Gender Pay Gap Report 2018



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JUPITER
Asset Management

FOREWORD



Maarten Slendebroek

We publish today our Gender Pay Gap report for 2018. The gap in the hourly rate of pay at Jupiter edged up to 39% from 38% on a mean basis when compared to 2017.

The under-representation of women in fund management is at the root of this gender pay gap, and Jupiter along with the broader industry remains committed to addressing the issue. The slight increase in Jupiter's gender pay gap from 2017 is the result of recruiting more senior male employees than female employees in the last year. Under our programme, Bridging the Gap, we have identified five areas that we consider vital to supporting gender diversity within the business. I am pleased to report progress in all five areas:

Women's Leadership Group and the Diversity Project

The Jupiter Women's Leadership Group continues to work with the industry-led Diversity Project and is supporting what will become an annual event aimed at encouraging female school leavers and undergraduates to consider a career in asset management.

Support, Engagement and Retention

Our recently introduced coaching programme to assist employees in their transition to taking and returning from parental leave has been well received and we are looking to develop this and other areas of support we can provide our employees.

Early Career Stage Support

We are focusing our attention on ensuring greater diversity in our Talent Entry Level Programmes by promoting Jupiter to a broader range of people including a network of all-girls schools across the

country and the launch of an Insight Week designed specifically for school and college students with little or no industry knowledge.

Learning and Development

We have significantly increased our focus on diversity and inclusion through a new learning and development curriculum.

Recruitment Policies

We actively seek a diverse workforce and will be complementing our requirement for mixed gender shortlists with mixed gender interview panels.

In addition, whilst our overall pay gap has slightly increased, I am also able to report that we have seen a slight narrowing of the pay gap in the fund management and distribution functions due to progression and recruitment of more female employees in these departments.

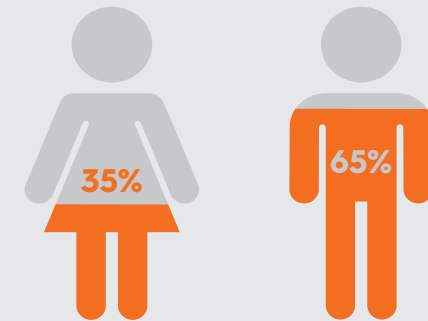
These are just some of the highlights of the work we are doing at Jupiter to lay the long-term foundations that will deliver our goal to close the gender pay gap in our business, all within a broader framework of promoting greater diversity and inclusion within the firm. Change rarely happens overnight but we believe our approach to bridging the gap puts us in a strong position to be able to report tangible progress on the issue in future years.

OUR REPORTING REQUIREMENTS

Under the Gender Pay Gap Regulations, we are required to disclose on both Jupiter's and the Government's website:

1. The hourly rate of pay gap 'Gender Pay Gap' i.e. the percentage female employees are paid less than male employees on a mean and median average basis
2. The quartile pay gap – i.e the proportion of females and males in each quartile pay band
3. Gender bonus outcomes – i.e the proportion of male and female employees receiving bonuses in the year
4. The bonus pay gap – i.e. the percentage female employees are paid less than male employees in terms of bonuses on a mean and median average basis

AT 5 APRIL 2018, THE PROPORTION OF FEMALE/MALE EMPLOYEES AT JUPITER



THE GENDER PAY GAP AT JUPITER: KEY FINDINGS

The gap in the hourly rate of pay and in bonus pay between male and female Jupiter employees calculated on a mean and median basis:

39%
HOURLY RATE
OF PAY (MEAN*)

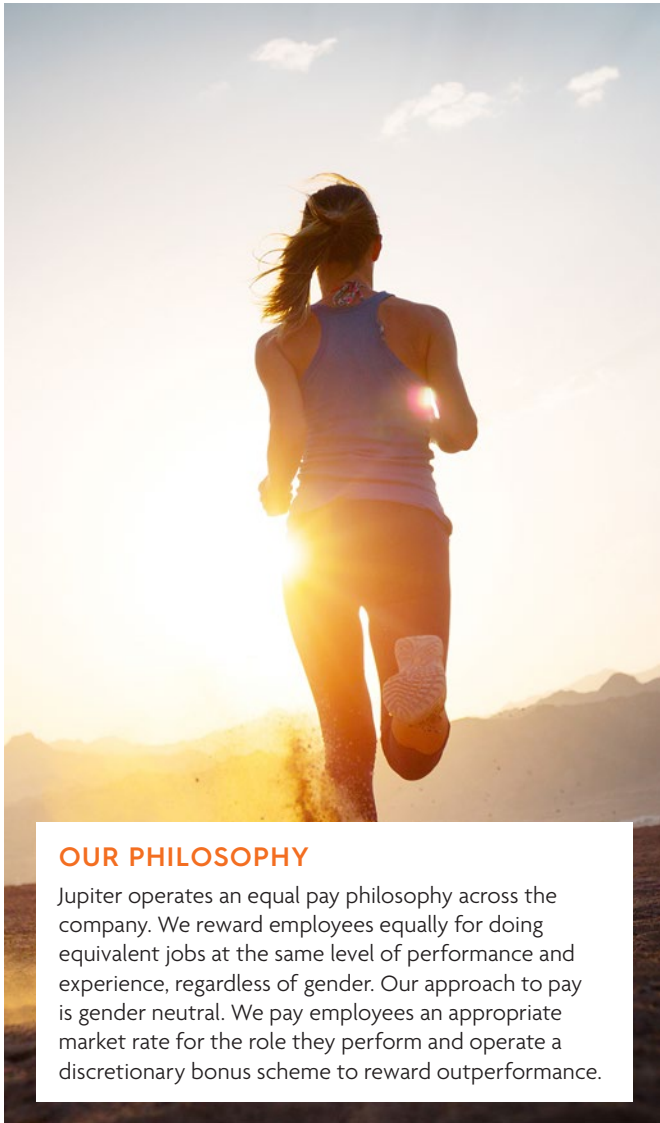
28%
HOURLY RATE
OF PAY (MEDIAN**)

85%
BONUS PAY
(MEAN*)

55%
BONUS PAY
(MEDIAN**)

**The mean is the sum of all the Hourly Rates of Pay/Bonus Pay figures divided by the number of employees in scope. The mean gap shows the difference between these averages for female and male employees. ** The median is the mid-point of a list of Hourly Rate of Pay/Bonus Pay figures when places in ascending order. The median gap shows the difference between the mid-points for female and male employees.*

GENDER PAY GAP



OUR PHILOSOPHY

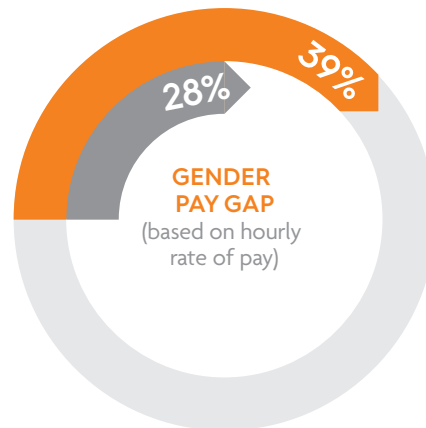
Jupiter operates an equal pay philosophy across the company. We reward employees equally for doing equivalent jobs at the same level of performance and experience, regardless of gender. Our approach to pay is gender neutral. We pay employees an appropriate market rate for the role they perform and operate a discretionary bonus scheme to reward outperformance.

GENDER PAY GAP

Under the Gender Pay Gap Regulations we are required to publish our gender pay gap based on the 'hourly rate of pay'. The calculations require us to consider the taxable payments that employees received in April 2018, which in Jupiter's case includes more than just salary, such as components of the annual bonus and deferred bonus payments from prior years.

Our 2018 mean gender pay gap of 39% and median gender pay gap of 28% (based on hourly rate of pay), is slightly above the gaps published for 2017 (being 38% and 25%, respectively), and in line with the industry average for 2017.

As these figures include salary data, together with elements of variable compensation which, in some cases, was awarded to employees several years ago, we need to set the data in the correct context to understand our true position. We therefore need to assess these figures excluding these variable compensation payments.



● Average calculated on a mean basis
● Average calculated on a median basis

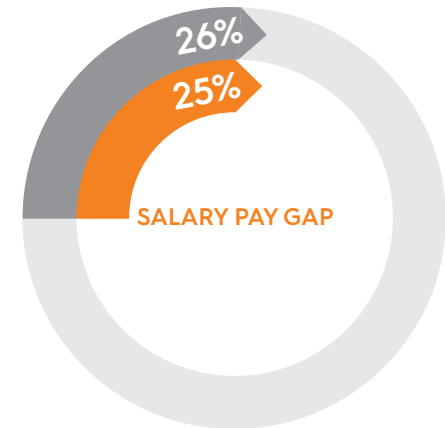
(2017: 38% mean, 25% median)

SALARY PAY GAP

To assess our gender pay gap without the distorting variable compensation data, we calculate a 'salary pay gap' based exclusively on fixed salary data for the same employees in the same reference period.

Under this methodology our salary pay gap has a mean of 25% and median of 26%.

In our 2017 report we identified that the fund management and distribution departments were the major drivers in this disparity. In the last year the gaps in these departments have slightly fallen due to the progression and recruitment of more female employees. However, in the rest of the business we have seen more senior male employees join than female employees, which has contributed to a slight increase in the pay gaps for 2018.



● Average calculated on a mean basis
● Average calculated on a median basis

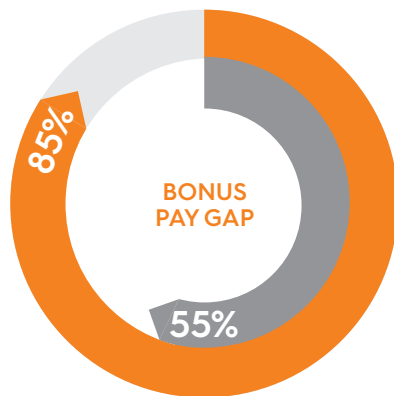
(2017: 24% mean, 24% median)

BONUS PAY GAP

The bonus pay gap considers all 'bonus pay' an employee has received in the year and does not take account of differences in working practices (e.g. part time working).

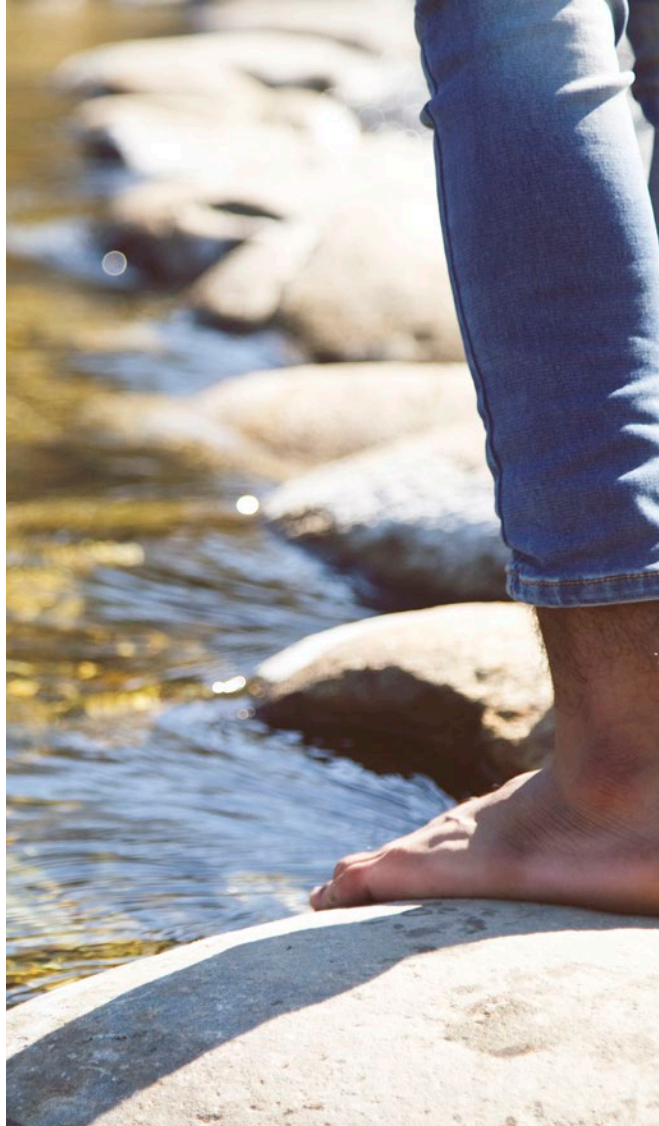
Under the compensation structure at Jupiter a proportion of the annual bonus is deferred over three years. Therefore our bonus pay gap includes not only cash bonuses paid in the year but also the receipt of deferred elements of bonuses awarded in prior years, along with other deferred incentive and share awards that vested in the year.

During the course of 2017 and early in 2018, there was a significant increase in the value of the deferred bonuses, incentives and share awards that vested due to the change in Jupiter's share price. 2017 was also a year of outstanding investment performance and sales, which was reflected in the cash bonuses paid in early 2018 to our top fund managers and distribution employees. Both these factors have created a significant skew in our bonus pay gaps for 2018, which stand at 85% and 55% on a mean and median basis, respectively.



● Average calculated on a mean basis
● Average calculated on a median basis

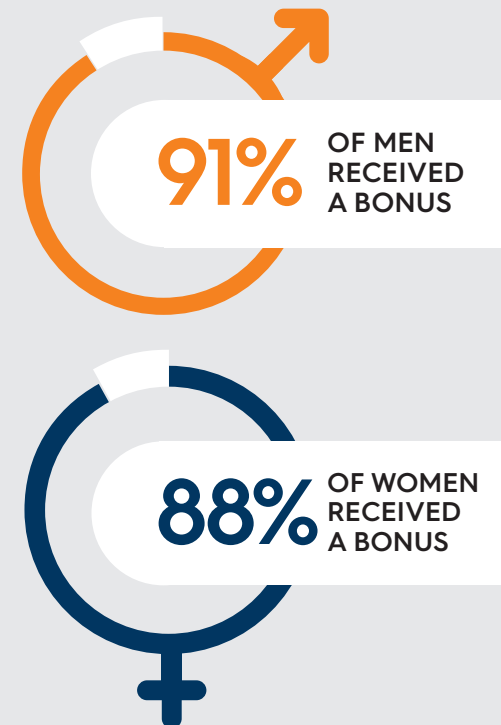
(2017: 84% mean, 55% median)



GENDER BONUS OUTCOMES

Bonus outcomes

The charts below show the percentage of female and male employees in employment at 5 April 2018 who received bonuses for the 2017 performance year. As bonuses are paid on a calendar year basis, any employee who joined Jupiter from the end of 2017 to 5 April 2018 will not have received bonus pay and are reflected in the proportion not receiving bonus pay for the year.



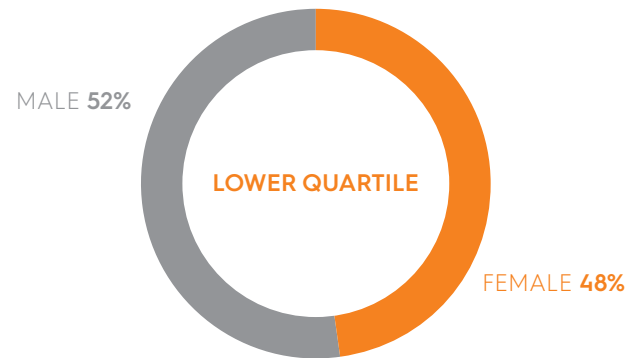
(2017: 91% for men, 92% for women)

QUARTILE PAY GAP

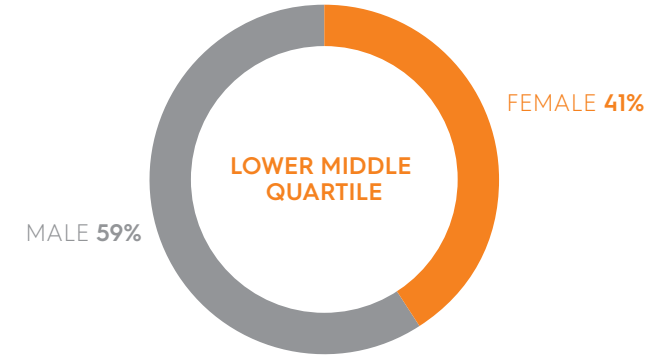
QUARTILE CALCULATIONS

As at 5 April 2018 the gender split of employees at Jupiter was 35% female and 65% male. The pie charts opposite show the proportion of these female and male employees that fall in each of the four quartile pay bands (based on their 'hourly rate of pay' as explained on page 2).

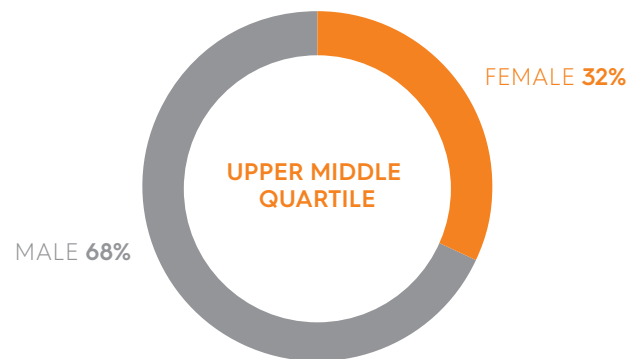
In our lowest pay band there is broadly an equal representation of male and female employees. In our highest pay band, male employees account for 82% of employees. This is reflective of the gender make-up of our highly paid fund management and distribution functions, and as discussed on page 4, illustrates that although we have continued to progress and hire both female and male employees in all pay brackets, on aggregate we have seen more senior male employees join than female employees.



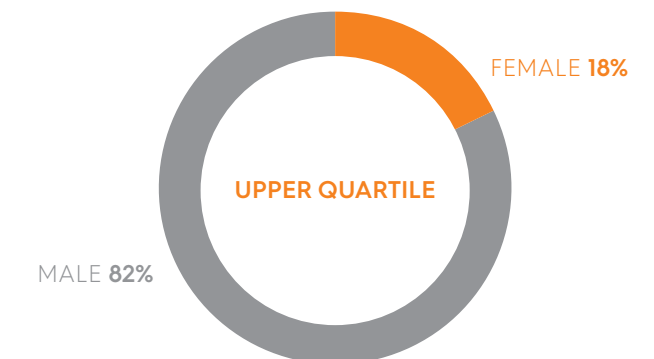
(2017: 50% male, 50% female)



(2017: 61% male, 39% female)



(2017: 72% male, 28% female)



(2017: 76% male, 24% female)

BRIDGING THE GAP

At Jupiter we don't have an equal pay issue. The gender pay gap is a reflection of having fewer women than men in our highest paid functions. We want to reduce this gap primarily by hiring more young women into these functions. We have also set out our Bridging the Gap programme that we consider important to supporting greater gender diversity within the business. The impact of our recruitment aspirations and our Bridging the Gap programme will not be immediate but gradual over multiple years.

WOMEN'S LEADERSHIP GROUP AND THE DIVERSITY PROJECT

Our women's leadership group is continuing to work with the industry-led Diversity Project, and are supporting a number of events and initiatives that aim to foster continued diversity and inclusion throughout Jupiter.

SUPPORT, ENGAGEMENT AND RETENTION

In our 2017 report, we discussed how we act on employee feedback, and have over the last year formalised our employee forum, Connections, which represents the views of all employees, and works with senior management to deliver change that is needed in the business. We are expanding our Diversity and Inclusion networks. Our recently introduced coaching programme to assist employees in their transition to taking and returning from parental leave has been well received and we are looking to develop this and other areas of support we can provide our employees.

RECRUITMENT POLICES

We have continued to adapt and enhance our recruitment policies that allow us to hire the right person for the right role, regardless of background or gender. However we are cognisant of ensuring we have a diverse workforce and will be complementing our requirement for mixed gender shortlists with mixed gender interview panels.

EARLY CAREER STAGE SUPPORT

We believe that creating and supporting a diverse talent pipeline is fundamental to addressing the under-representation of women in the fund management industry. In the last year we have focused our attention on ensuring greater diversity reaches our Talent Entry Level Programmes by:

- Bringing the recruitment of these programmes in-house to give us greater control over who we attract and recruit;
- Promoting Jupiter and the asset management industry to a broader range of people, developing relationships with our neighbouring school, a network of all-girl schools across the country, and social mobility and disability charities and organisations; and
- Launching an Insight Week that was designed specifically for school and college students with little to no industry knowledge.

These actions have already resulted in greater female representation on our Fund Management Internship programme compared to the previous year.

LEARNING AND DEVELOPMENT

In the last year we have significantly increased our focus on diversity and inclusion through a new learning and development curriculum. In this curriculum we explore, diversity as a business sustainability and profitability tool, the neuroscience of unconscious bias, and mastering the skill of challenging inappropriate behaviour and language in others.

Our new manager curriculum further addresses diversity and inclusion by looking at biases that affect diverse teams, the impact of privilege, and challenging discriminatory behaviour at work.



STATUTORY DISCLOSURE



Jupiter Asset Management Limited has at least 250 employees and is therefore required to make a report under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, as set out below

JUPITER ASSET MANAGEMENT LIMITED

	Mean	Median
Hourly Rate of Pay	39%	28%
Bonus Pay	85%	55%
	Female	Male
Proportion of male and female employees who received bonus pay	88%	91%
Proportion of male and female employees in each quartile band	Female	Male
Lower	48%	52%
Lower middle	41%	59%
Upper middle	32%	68%
Upper	18%	82%

GENDER SPILT

	Female	Male
At 5 April 2018, the proportion of female/male employees at Jupiter	35%	65%

I confirm the data reported is accurate.

Charlotte Jones
Chief Financial Officer
1 March 2019



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