

# Gender Pay Gap Report

As at April 2020, women make up more than half of our UK HQ employees, and female representation continues to increase across our total management and global employee populations.

We are making considerable progress, including by reinforcing a more inclusive working culture that enables everyone to thrive, through focusing on areas such as recruitment, talent development, mentoring and apprentices.

We are on track to reach **our 2023 target of 33% female representation across our Executive Committee** and those that report to it, **improving to 27% by the end of 2020, from 18% in 2017**. By building on what we have achieved so far, I'm confident that we will continue to attract a full diversity of talent to support our commitment to purpose-led high performance.

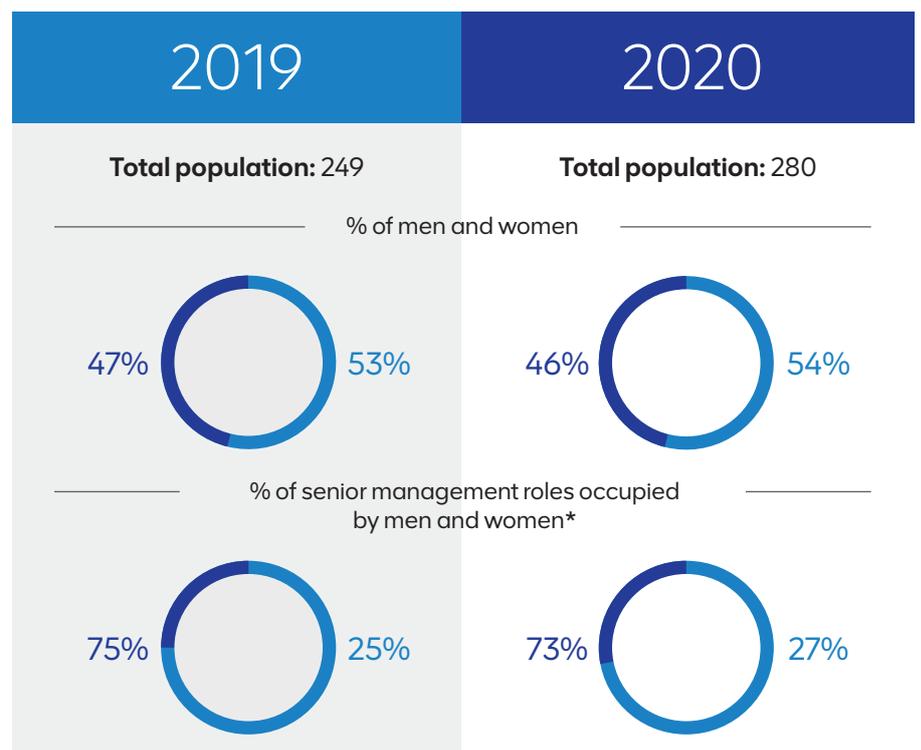


**Mark Cutifani**  
Chief Executive | Anglo American plc

# Anglo American in the UK

Anglo American Services (UK) Limited is the UK company that employs the majority of Anglo American's UK workforce and is predominantly engaged in the provision of head office corporate services to Anglo American's global operations.

The following sets out the information required by the UK regulation for Anglo American Services (UK) Limited, as at 5 April 2020. **Our mean UK hourly pay gap of 47%** is primarily a function of the representation of men in the most senior management roles in our UK head office, as shown most clearly in the quartile analysis. On a global basis, **our gender pay gap<sup>(1)</sup> of 18%** reflects the far greater balance across the full breadth of our business activities.



■ Men ■ Women

<sup>(1)</sup> Weighted average gender pay gap of the guaranteed pay of those employees in Australia, Brazil, Chile, Singapore, South Africa and the UK who are subject to the Anglo American Group-wide reward structures.

\* Senior Management is defined as Anglo American's Group Management Committee and the level of management reporting into that committee, based in the UK.

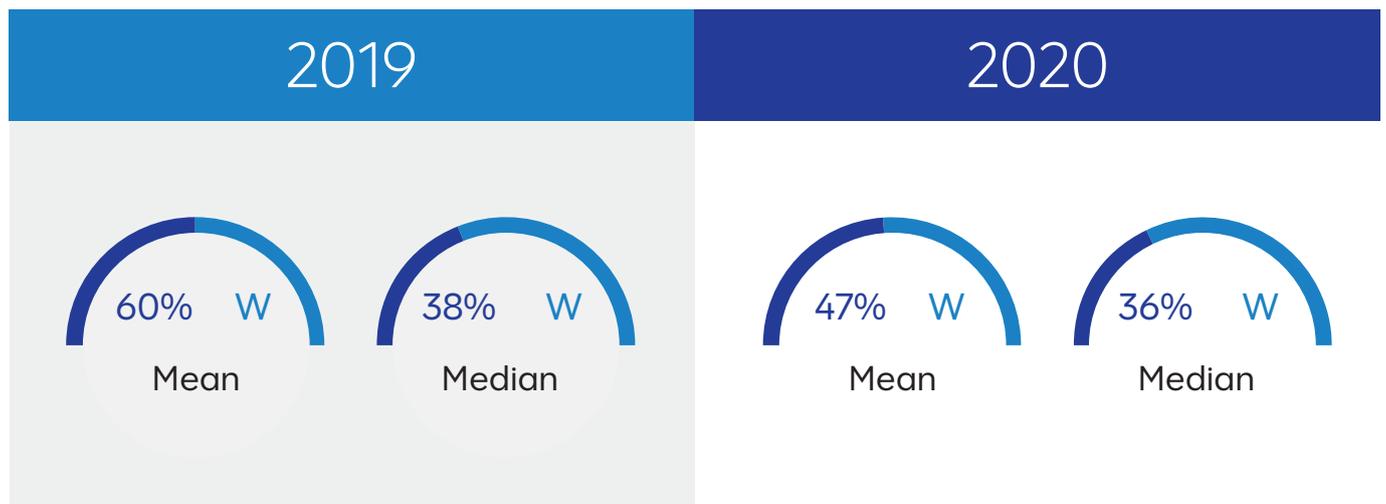
**Metrics 1 and 2**

Hourly pay gap

Anglo American is a global mining business, headquartered in the UK, and the majority of the senior leadership team is UK-based. The gaps shown below are largely attributable to the fact that more men than women are working in more highly paid, senior roles.

At the snapshot date of 5 April 2020, Anglo American Services (UK) Limited comprised of:

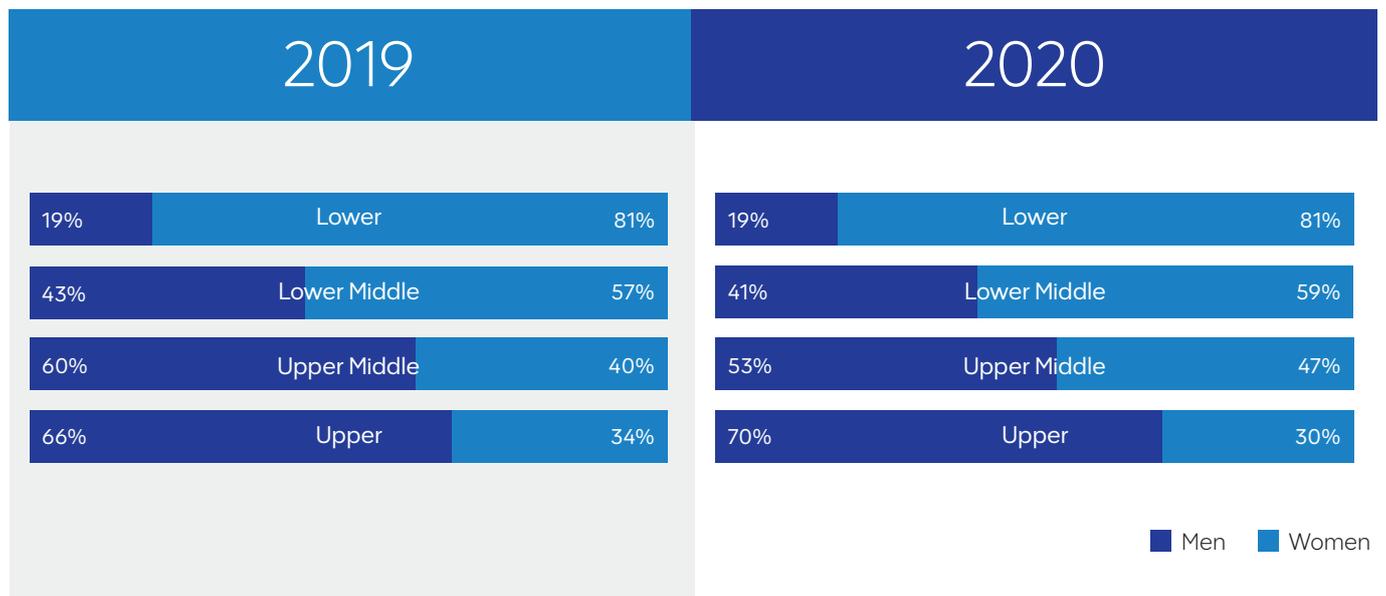
- A UK workforce of 280 employees of which **46% were men and 54% were women;**
- Although there has been a significant improvement year-on-year, the senior management population was made up of a substantially **higher proportion of men (73%) than women (27%);**
- **A 47% mean and 36% median UK hourly pay gap.** (2019: 50% mean and 38% median).



**Metric 3**

Hourly pay gap ratios

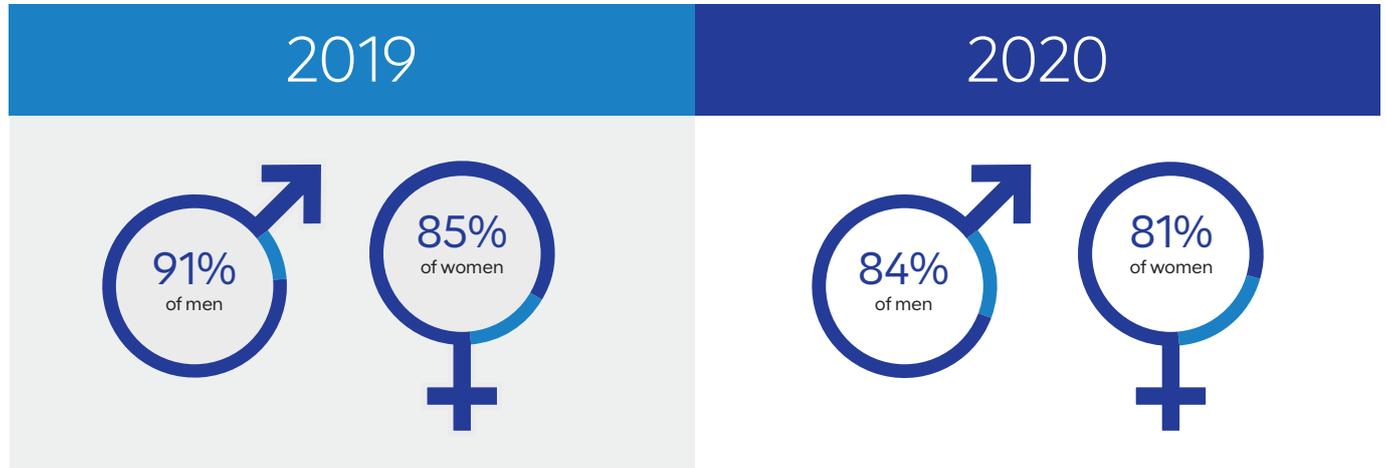
Metric 3 ranks Anglo American’s 280 UK employees’ hourly pay from lowest to highest and then splits the number of employees into equally sized groups. Reflecting the hourly pay gap described above, this chart shows that there has been a slight deterioration year-on-year in the upper quartile, where the **percentage of women decreased from 34% to 30%**, however, the **percentage of women in the upper middle quartile increased from 40% to 47%**.



**Metric 4**

Proportion of employees awarded a bonus for 2020

Anglo American’s UK performance pay schemes operate irrespective of gender, with the majority of UK employees eligible to receive variable bonus pay during the year. **2020 saw 84% of male and 81% of female employees receive a bonus**, with the difference relating to there being more women than men in certain junior roles that do not attract bonuses.

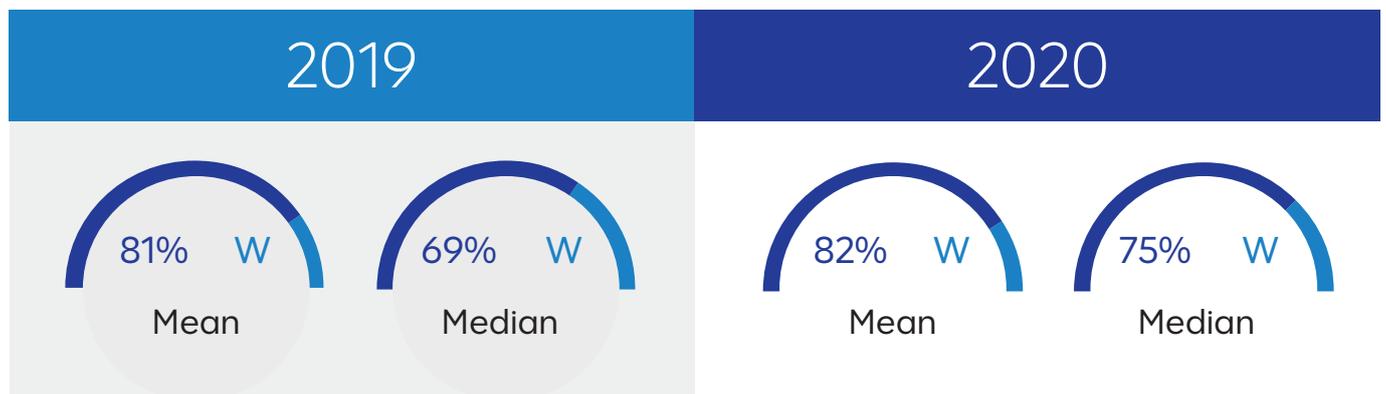


Note: The population for which bonus pay refers was 290, reflecting the different rules for the statutory reporting of hourly rate and bonus figures.

**Metrics 5 and 6**

Bonus pay gap

The factors driving the bonus pay gap are the same as for the hourly pay gap shown in metrics 1 and 2, being the imbalanced gender composition across the more senior roles in our UK headquarters. Variable performance pay structures for the most senior employees differ from those of the wider workforce, thereby further widening the gap. The increase in the mean bonus pay gap for 2020 was anticipated due to the share component of the 2017 bonus (which reflected the prevailing share price in early 2017) vesting at a considerably higher share price in March 2020. We expect to see this bonus pay gap reduce as the proportion of female employees in more senior roles continues to increase.



**The UK Gender Pay Gap reporting requirement**

The UK Gender Pay Gap reporting requirement is a regulation under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that is designed to provide public transparency in relation to the difference between men’s and women’s earnings within a company. This regulation came into effect on 6 April 2017 and all UK registered companies that employ, in the UK, 250 or more people are required to disclose the specifically defined information by 4 April 2021. The source data for the required information

must be at the ‘snapshot date’ of 5 April 2020. Anglo American is confident that it complies with the UK’s Equal Pay legislation, which governs the right to equal pay between men and women for equal work. I confirm the data reported is accurate.

**Richard Price**  
Director | Anglo American Services (UK) Limited