

2020 UK gender pay report



Introduction



We are committed to creating a great place to work where everyone feels appreciated, respected, supported and engaged through each stage of their career. We know that it is our diversity that makes us stronger as a company, helps us to drive responsible growth and enables us to serve the unique needs of our clients around the world.



At Bank of America we have a long heritage of supporting women's economic empowerment and leadership, both through external partnerships and within our own organisation, with over 50% of our global workforce being women.

In 2020, we continued to compensate our employees fairly and equitably as demonstrated through our equal pay for equal work review. Similar to 2019, our 2020 review covered our regional leadership hubs (U.S., U.K., France, Ireland, Hong Kong, and Singapore) and India. Results of this equal pay for equal work review showed that compensation received by women is on average greater than 99% of that received by men.

Our work to support gender equality has been well-recognised through our inclusion on the Bloomberg Financial Services Gender-Equality Index every year from 2016 to 2021, being named the World's Best Bank for Diversity by Euromoney in (2016, 2018 and 2019) and receiving the 2019 Brandon Hall award for our Pathways to Progression programme.

In a year that has seen the biggest health and humanitarian crisis in our lifetime, we have taken many broad-ranging steps to address the needs of our diverse workforce. This includes providing enhanced benefits and resources to our employees – such as extensions to our childcare, healthcare and wellness programmes – and furthering our engagement of diverse talent through employee network, line of business and enhanced leadership engagement.

In 2017, we signed up to the [Women in Finance Charter](#) and through our continued investment in women's advancement and our commitment to being a great place to work, we continue to make progress against our target, with senior female representation increasing year on year.

In 2019, we introduced our Human Capital Management Report to provide greater clarity and transparency in how we make our company a great place to work and support our colleagues and their families. It also serves as a baseline by which we can show the progress we continue to make

in supporting our colleagues who serve our clients and communities every day. We are therefore proud to have published the [2020 Human Capital Management Report](#), aiding our shareholders and other stakeholders to better understand our employee practices.

We confirm that the information in this report is accurate.

Jen Becker
International Head of HR

Bernard Mensah
President International

Being a great place to work

Our steadfast focus on being a great place to work sets us apart.

At Bank of America we firmly believe all employees should be treated with respect, live free of discrimination and be able to bring their whole selves to work. This is core to who we are as a company and how we drive responsible growth.

Creating an inclusive environment starts at the top and extends to all colleagues. The board, its committees and our CEO play a key role in the oversight of our culture, holding management accountable for ethical and professional conduct and a commitment to being a great place to work.

- We believe the routine disclosure of our workforce diversity metrics holds our management team accountable and ensures that we are delivering on our commitment to increase female representation.
- We have built robust analytics and put processes in place at all levels of the company to drive progress

and accountability. This includes measuring diversity progress across our top three management levels, composed of more than 1,300 people in senior roles globally, who are part of our executive talent management process and who fuel the pipeline for our management team.

- We believe in diverse representation at all levels of our company, starting with the board of directors. Within the top three levels of our company globally, more than 40% are women.
- We hold our managers accountable for driving progress in diversity within their teams. We also provide opportunities for managers to sponsor and support rising talent.
- We are taking vital actions to strengthen the company and build for the future, while helping to change the profile of the industry over the longer term. This includes investing in our communities

including a \$1.25 billion, five-year commitment to accelerate work underway to help advance racial equality and economic opportunity by specifically focusing on workforce development, health care, housing and small-business assistance.

- Our senior leadership are actively involved in global and regional D&I councils which work closely with our 11 Employee Networks, composed of 330+ chapters and more than 200,000 memberships worldwide.

Globally, we have seen increases in diverse representation in nearly every area of our business as we have continued to build on our efforts to maintain a diverse and inclusive workplace.

We know being a great place to work for our employees is core to our success, and you can find out more about how we achieve this in our [2020 Human Capital Management Report](#).

“ We continue to strive to be a great place to work for all of our employees, measuring representation through workforce data and inclusion through our diversity and inclusion Index. Through engagement, support and development we continue to make progress globally, we remain committed to creating a workplace where everyone feels comfortable bringing their whole self to work and in driving responsible growth to enable us to deliver for our clients and support the communities in which we work.

”

Katy Ingle, EMEA Head of Diversity and Inclusion

Equal pay for equal work

We are committed to equal pay for equal work through our pay-for-performance philosophy.

We maintain robust policies and practices that reinforce equal pay for equal work, including reviews with oversight from our board and senior leaders. For over a decade, we have conducted analyses with outside experts to examine individual employee pay before year-end compensation decisions are finalised, and we adjust compensation where appropriate.

We believe our pay-for-performance approach, combined with our focus on workforce representation, will continue driving the advancement and representation of women in our company.

We pay our employees fairly based on market rates for their roles, experience and how they perform, and we regularly benchmark against other companies both within and outside our industry to help ensure our pay is competitive.

In 2020, we continued to compensate our employees fairly and equitably as demonstrated through our equal pay for equal work review. Similar to 2019, our 2020 review covered our regional leadership hubs (U.S., U.K., France, Ireland, Hong Kong, and Singapore) and India. Results of this equal pay for equal work

review showed that compensation received by women is on average greater than 99% of that received by men.



Compensation received by women is on average greater than 99% of that received by men



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The gender pay gap calculations set out in this report are summary statistics that compare the pay received by all females across our UK employing entities to the pay received by all males, but without taking each person's role or location into account.

Gender pay is not the same as equal pay, which is ensuring that men and women in similar positions receive comparable pay.

Bank of America's gender pay gap is a result of our employee demographics. Like many other financial services companies in the UK and across the industry, Bank of America currently has a greater proportion of men than women in senior positions, and in roles within lines of business that carry higher levels of compensation.

In this year's report, there has been a change in the profile of our UK employee population. We made changes to the employing entity for a number of our UK employees, largely due to Brexit related organisational planning. These changes resulted in UK employees transferring between legal entities either within the UK, or from the UK to other European countries and this has had a direct impact on the UK gender pay gap results for this period. Additionally,

at the start of 2020 due to internal restructuring, we increased the number of permanent employees in some lines of business.

Bank of America has a number of legal entities across the UK, however these entities do not determine how we manage our operations in the UK. Therefore, we believe the most informative way to analyse our UK gender pay data is to group these entities together.

Our UK Legal Entities:

BofA Europe DAC,
London Branch (BofA Europe)

Merrill Lynch International (MLI)

Bank of America N.A.,
London Branch (BANA)



Hourly pay gap

What is it? The percentage difference in hourly pay (including salary and any other relevant payments) received by men and women in April 2020 as a percentage of the pay received by men.

29.4%

The **median** hourly pay gap 2019: 28.3%

29.0%

The **mean** hourly pay gap 2019: 27.8%

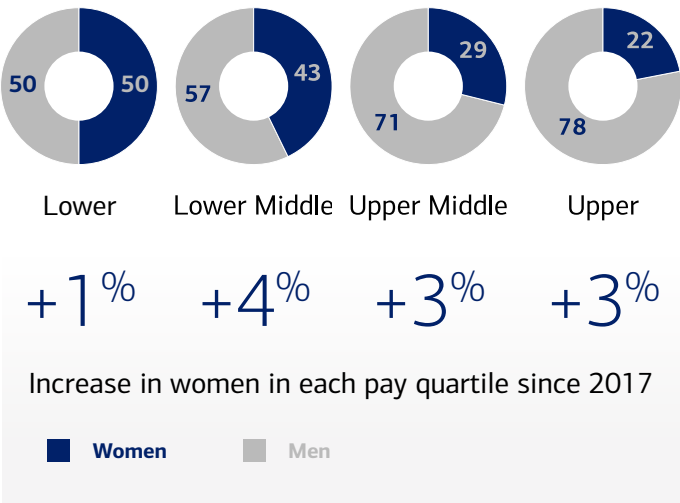
		BofA		
		Europe	MLI	BANA
Hourly Pay Gap	Median	22.4%	44.5%	20.9%
	Mean	26.4%	40.7%	13.4%

What has changed: The hourly pay gap has reduced when comparing the men and women included in both our 2019 and 2020 gender pay gap reports. However, our population has changed. In preparation of the UK leaving the EU, a number of UK employees have transferred between legal entities, either within the UK, or from the UK to other European countries. Additionally, we have continued to focus on building for the future by increasing the proportion of females hired at the start of their career and improving our pipeline female talent.

Pay quartiles

What is it? All employees are ranked from lowest to highest paid and then divided into four equally sized quartiles. The percentage of women and men in each quartile are then calculated.

Percentage of women in each pay quartile



Pay quartiles (% female)		BofA		
		Europe	MLI	BANA
	Lower	45.5%	64.7%	46.6%
	Lower Middle	47.5%	33.9%	41.4%
	Upper Middle	39.9%	20.8%	31.2%
	Upper	23.5%	14.1%	25.8%

What has changed: As with the hourly pay gap results, the pay quartiles reflect the demographic of our UK employees — as we progress up the organisation, the number of women in relation to men decreases. Since publishing our very first UK gender pay gap report in respect of 2017, we have seen improvements in our female representation across the lower, lower middle, upper middle and upper quartiles, which have increased by 1%, 4%, 3% and 3% respectively.

Bonus pay gap

What is it? The difference in average bonus received between men and women during the 12 month period leading up to 5 April 2020 as a percentage of the average bonus received by men.

49.8%

The **median** bonus gap 2019: 50.2%

63.0%

The **mean** bonus gap 2019: 60.5%

		BofA Europe	MLI	BANA
Bonus Pay Gap	Median	59.2%	78.5%	21.1%
	Mean	63.7%	66.1%	30.1%

What has changed: As with the hourly pay gap results, the bonus pay gap has been influenced by our changing UK population due to the build out of our European business in preparation for the UK leaving the EU.

Proportion receiving a bonus

What is it? The percentage of men and women who received a bonus during the 12 month period leading up to 5 April 2020.

95.5%

The proportion of women receiving a bonus 2019: 96.4%

94.4%

The proportion of men receiving a bonus 2019: 96.6%

		BofA Europe	MLI	BANA
Proportion receiving a bonus	Female	96.5%	96.8%	94.4%
	Male	96.0%	98.5%	91.5%

What has changed: In early 2020 we once again recognised our success in driving responsible growth with a special compensation award in addition to our existing pay-for-performance plans so that the majority of employees received a bonus. The percentage has declined slightly across both genders this year because we had a high number of colleagues join the bank as permanent employees at the start of 2020 who were not eligible for a bonus payment before 5 April 2020.



Our commitment to improving our gender pay gap

At Bank of America, we have a long history of supporting women as they advance their careers.

Our ongoing work to invest in women as they make meaningful contributions within our company and in our communities includes our focus on being a great place to work for our female employees, making the financial lives of our female clients better and advancing the economic empowerment of women in communities around the world.

With a continued emphasis on identifying, developing and retaining female talent across Bank of America, we run a variety of programmes that support career progression, learning and development, and sponsorship of women from entry positions through to senior levels. Learn more about how we're [investing in women](#).

Hiring a diverse workforce

We are focused on building a strong, diverse talent pipeline of future leaders. Through recruitment efforts and partnerships, we're attracting some of the best and most diverse talent from around the world. Our campus programmes are fuelling a pipeline of diverse talent to our company. We hire from more than 350 universities around the world to fill internship and full-time positions in the UK and across the globe.

We recognise hiring junior talent may not have an immediate positive impact on the UK gender pay gap, but we believe that this will help our long term goals of improving female representation and closing the gap.

Our changing UK population*

49.0%

of our summer interns were female

44.0%

of our graduate hires were female

40.0%

of all hires were female

3.5%

increase in females in senior management roles

Career development programmes

We recognise how important it is for employees to develop and progress in their careers. That's why we provide a variety of resources to help our colleagues grow and build new skills.

We have introduced programmes to specifically help advance and develop women with their careers, including our Global Women's Conference, Women's Executive Development Programme, Leader Development Forum, Emerging Leaders and other career development programmes such as Manager Excellence and Personal Effectiveness pathways.

At all levels of our company, we provide current and prospective employees with visibility of available roles and cross-functional opportunities as they consider what's next for their careers. We have also expanded our award winning Career Path tool. Early research indicates that users of the tool are up to three times more likely to find their next internal opportunity.

*During 2019.



Competitive benefits

The bank provides compensation, benefits, and resources to employees that reflect our commitment to being a great place to work, many of which help our employees manage the challenges of their work and personal life. These are continually evaluated, enhanced and are available to employees and their families, whether in the office or working remotely. They are designed to support employees with their physical, emotional and financial wellness.

We offer paid family leave (maternity, paternity and adoption leave) above statutory entitlement; private fertility treatment through our UK healthcare plan, back up childcare and eldercare programmes and, wherever practicable, flexible working arrangements to help employees balance their work and personal lives. In the UK, new and expecting parents are also offered coaching and transition support prior to and post leave.

We offer personalised, one-on-one support through our Life Event Services team that provides access to resources, benefits and counselling to help employees navigate major life events including terminal illness, retirement, domestic violence, leaves of absence and transgender support.

Throughout the Covid pandemic we have leveraged our global presence and longstanding focus on addressing critical social issues, to take care of our teammates and their families. Amongst other initiatives, we've seamlessly transitioned 85% of our employees to work from home, ensured that they maintain access to critical medical resources 24/7, expanded our back-up childcare arrangements and boosted our physical and mental health resources.

Connecting employees

Our leadership councils work closely with our 11 Employee Networks, composed of 330+ chapters and more than 200,000 memberships worldwide. The Employee Networks help employees develop leadership skills, build ties with local communities and advance diversity recruitment. Our networks include Leadership, Education, Advocacy and Development for Women (LEAD), Parents and Caregivers Network, Multicultural leadership Network and Lesbian, Gay, Bisexual and Transgender (LGBT+) Pride.

The largest network in EMEA is LEAD, with more than 2,100 members across five chapters. We additionally have affinity networks in specific lines of business including Women in Technology and Operations and the Global Banking and Markets Women's Leadership Council.

We reinforce our commitment to diversity and expand our impact by partnering with other organisations focused on advancing and driving inclusion in the workplace, including Code First Girls, STEMettes, Northern Power Women, Stonewall, Business Disability Forum, SEO and upReach.

Supporting women in the community

We recognise that gender equality is an issue which reaches beyond Bank of America and the broader financial services sector. That is why we are committed to advancing and inspiring women outside our organisation. We are empowering women with tools and resources to advance their small businesses and leadership so that they can contribute to social and economic progress around the world through programmes such as Inspiring the Future, STEMettes, Force Femmes, Code First Girls, Vital Voices, Smart Works and the Cherie Blair Foundation.

Recognition

We're honoured to be recognised by organisations and media around the world for our efforts to be a great place to work.

Some of our recent awards and achievements include:

- Working Mother '2020 Best Companies for Multicultural Women'.
- Fourth year of scoring 100% on the Disability Equality Index.
- Ranked #6 on the Working Mother Magazine's 2020 100 Best Companies List.
- Ranked #1 on Working Mother Magazine's 2020 Best Companies for Dads list.
- Named one of the 2020 Best Companies for Multicultural Women and we also earned a spot on the 2020 Diversity Best Practices Inclusion.
- Named World's Best Bank for Diversity and Inclusion in the Euromoney Awards for Excellence 2019.
- Awarded 3rd place on Rate My Placement's list of the 2019/20 UK Top Undergraduate Employers.
- Fortune Magazine 100 Best Companies to Work For, Top 25 Best Companies to Work for in Finance and Insurance and one of the Best Workplaces for Diversity, Best Workplaces for Parents and Best Workplaces for Giving Back.
- Named to the 2019 Stonewall UK Workplace Equality Index for our inclusive workplace and support for the LGBT+ community.
- 2019 Catalyst Award, recognising our exceptional efforts to accelerate progress for women in business.
- Ranked on the Social Mobility Employer Index for our continued focus on enabling those from less-advantaged backgrounds to success.
- Euromoney North America Excellence in Leadership award for our response to the coronavirus pandemic, and Forbes named us as one of 25 companies on their 2020 Corporate Responders list in recognition of our work through the health crisis.



Useful resources

Read the [2020 Human Capital Management Report](#) to find out more about our progress in diversity and inclusion and how we're making this a great place to work.

Find out more on how we are [Investing in Women](#) and promoting a [diverse and inclusive workforce](#) to support our employees and better serve customers, clients and shareholders.

Read about our commitment to gender equality in our [Women in Finance Charter](#) statement.

