



JPMorganChase

France
Professional
Equality Index
Report

2025

Each year, we publish our France Professional Equality Index, this is our seventh year of reporting. Our score this year is 67 out of 100 points, calculated using the indicators that are detailed in this report. The score is higher than our last report, but we recognize there is still room for improvement, and we remain committed to making meaningful progress.

It's important to note that the metrics disclosed in this report are a measure of pay gap and not pay equity. A pay gap is a calculation of the median and average pay difference when comparing the compensation of all women within an organization to the compensation of all men within an organization. One factor driving our pay gap is a larger proportion of men relative to women in senior, higher paid roles. A pay gap does not measure pay equity, or take into account important differences such as job level, experience, geography, work hours and other factors that generally influence pay.

We invite you to read the action plan in the report in detail. The France Management Committee, together with the firm's senior leaders, remains committed to working with our teams year after year to create meaningful and lasting change. We continue to strive to be among the best places for women to work in the finance industry.



Thierry Sancier
Senior Country Officer, France

Our Guiding Principles:

- We seek to make dreams possible for everyone, everywhere, every day.
- We do not believe that talent is concentrated in any particular demographic group(s) and are dedicated to equal employment opportunity for talent across all backgrounds.
- We strictly prohibit unlawful discrimination, harassment and abusive conduct of any kind. We are dedicated to treating all individuals fairly and with respect.
- We seek to attract and retain the best talent. We recognize that our people are our strength, and the diverse, talents and perspectives they bring to our global workforce are directly linked to our success.
- We strive to build and foster an inclusive work environment where our employees are respected, trusted and empowered. Our experience is that if our teams are more diverse, we will generate better ideas and outcomes, enjoy a stronger corporate culture and outperform our competitors.
- We are dedicated - and in many places obligated - to supporting underserved communities as part of our commitment to corporate responsibility and long-term shareholder value. We strive to empower individuals and improve lives through our business practices and community outreach efforts that we have seen are good for customers, communities and our business.

France Professional Equality Index

Each year by March 1, companies with a headcount exceeding 50 employees must publish the results of the professional equality index for men and women. This is measured using five indicators in accordance with Article D. 1142-2 of the French Labour Code.

Companies which do not reach 75 points must implement corrective measures. More precisely, the Law n°2021-1774 dated December 24, 2021 and a Decree n°2022-243 dated February 25, 2022 requires companies whose score on their professional equality index for men and women is less than 75 points to define and publish improvement targets for each of the indicators for which the maximum score has not been obtained, as well as define and publish corrective measures.

Legal entities in scope are J.P. Morgan SE, Paris Branch and, J.P. Morgan Asset Management (Europe) as legal entities comprising the Unité Economique et Sociale (UES).

The 9 point increase from 2024 is driven by Indicator 1. Improvement is primarily due to a decrease in the average gender pay remuneration for men, attributed to shifts in distribution across age groups and grades. The higher proportion of men in senior, highly remunerated front office positions, continues to impact the score. Notably, 56% of men in front office roles are Vice Presidents and above, compared to 29% of women in similar roles.

17/40
points

Indicator 1:

Measures the overall pay gap between the average remuneration of men and women based on defined groupings

- Grouped by age (less than 30; 30-39; 40-49; greater than 50)
- Grouped further by grade (430 to 605)

20/20
points

Indicator 2:

Difference in rate of pay increases between women and men

15/15
points

Indicator 3:

Difference in rate of promotions between women and men

15/15
points

Indicator 4:

Percentage of employees who returned from maternity leave and benefited from a pay increase upon return

0/10
points

Indicator 5:

Number of employees of the underrepresented sex among the 10 employees who received the highest remuneration

Action Plan

I – Actions related to indicator 1: pay gap between men and women average remuneration

Expanding sourcing and recruitment and reinforcing efforts to develop and retain female talent across all job levels, particularly senior ones

- JPMorganChase reaffirms its commitment to apply principles of equal employment opportunity in recruitment, hiring, career development and promotion, based on the search for skills, qualifications and professional experience and without distinction as to gender.
- Increase inclusive hiring training.
- Continue to cast a wide net to attract talent, such as promoting open roles through several channels including employee referral process.
- Convening key senior managers regularly to review gender representation in hiring, promotion and attrition and to work on key actions they will take aimed at improving representation within their organizations.
- Further promotion of programs designed to enhance skills and networking as well as organization of local events covering career progression and support.
- Continue to leverage analysis of external labor market for potential hires and external female talent pipelines

Continue to support internal female talent pipelines across all lines of business

- Promote support and resources to help employees obtain internal and external board experience, including interview support and board training.
- Regular analysis of France's promotion radars for gender distribution and trends by HR and management.
- Hold annual, inclusive talent reviews across various populations. Continue to support an inclusive approach to evaluating and enhancing development opportunities, including senior leader interactions, mobility, for career progression.

II - Actions related to indicator 5: number of employees of the underrepresented sex among the 10 employees who received the highest remuneration

- Continue to drive a focus on recruitment to actively encourage and maximize opportunities to present diverse candidate slates for MD roles, notably through senior leaders in the region and attending and networking at industry events:
- Continue to provide opportunities for employees in Paris, including women, that will help them navigate career progression through transfer mobility, promotion, stretch opportunities, development and retention.
- Maintain practices supporting an inclusive approach to the review of Executive Director and Managing Director promotion radar candidates and promotions annually to confirm that they include consideration of women in the pipeline, and provide support to address any identified issues.

Attracting and developing talent	
Graduate Events	Each year, we host more than 70 events and receptions designed for undergraduates across EMEA. These provide attendees with the chance to meet some of our most influential and inspirational leaders and learn more about the firm, our businesses and culture. Over the course of the events, students are provided with an overview of the various opportunities we offer and an understanding of how they might make a meaningful contribution to the community.
ReEntry Program	The ReEntry Program is designed for experienced professionals who have taken an extended career break for at least two years and wish to return to the workforce full-time. This program provides the support and resources needed to relaunch their careers. Through hands-on experience and intensive training, participants develop leading industry knowledge and insight to prepare them for a long-term career path.
Board Readiness Workshops	JPMorganChase has partnered with an external organization to deliver bespoke corporate board readiness workshops across the EMEA region. The sessions are designed for those considering their first board role, or for those seeking to add a new non-executive director or trustee role to their portfolio. Participants learn about what it takes to be a director and take away strategies for including board work in their career.
Quantitative Research Mentoring Program	Launched in EMEA in 2020, this mentorship program is a unique opportunity for Master's degree and PhD students in quantitative and data science disciplines to build the skills required for a successful career in quantitative finance. Participants learn how mathematical modelling and coding are embedded in the financial services industry through one-to-one mentorship and continuous guidance for learning and development.
Office of Women's Affairs	<p>Through impactful events and initiatives we focus on fostering inclusion and belonging for women and allies. Two standout examples of our commitment are the Leadership Day annual conference and Fast Forward program.</p> <p>Leadership Day: Our energizing and uplifting annual conference inspires women and allies to invest in themselves and empower each other to take charge of their careers, finances and well-being. The event brings together thousands of employees and clients across the globe to discuss issues impacting women and features prominent speakers from various industries.</p> <p>Fast Forward program: This transformative development program is offered to all employees globally, regardless of gender or role. It encourages participants to challenge limiting beliefs, think big and accomplish more of what matters to them. The 2025 program cohort saw record-high participation with more than 7,000 employees worldwide signing up to take advantage of the self-paced program and monthly group coaching sessions.</p> <p>The Office of Women's Affairs strives to create a stronger workplace culture by expanding access to opportunities, optimizing employee engagement and providing dedicated governance to the Office's aligned Business Resource Group, Women on the Move (WOTM).</p> <p>The WOTM BRG offers a collaborative forum and access to programming that addresses issues of interest to women and their allies and supports greater employee engagement at all levels, with over 80,000 members globally. The group is focused on fostering a greater sense of inclusion and belonging and providing networking opportunities. WOTM has 45 chapters globally, including a robust France chapter with 350 members and regular programming to build community and a supportive network for women and allies. At JPMorganChase, our dedication to fostering the success of women, allies and women-owned businesses is unwavering. We continue to invest in initiatives that support women and allies both within our firm and in the broader community, working toward a brighter, more inclusive future for all.</p>

Support and Benefits	
Firmwide Business Resource Groups	We have developed inclusive and innovative BRGs where our employees can share their ideas for supporting the business, participate in informative and innovative programming and build bridges with colleagues across the firm. We have nine BRGs that are accessible to all our employees globally: Access Ability (disability, neurodivergent and caregiver), Adelante (Hispanic and Latino), AsPIRE (Asians and Pacific Islanders Reaching for Excellence), PRIDE (Lesbian, Gay, Bisexual, Transgender, Queer, + and Ally), BOLD (Black Organisation for Leadership Development), NextGen (Leadership Development for Early Career Professionals), Women on the Move, VETS (Voices for Employees That Served) and WFN (Working Families Network).
Working Families Network	Our Working Families Network provides knowledge sharing and networking opportunities for employees with work and family integration. In partnership with PRIDE, they lead the Finding Families initiative, which provides a network of buddies who can discuss alternative family planning routes, such as adoption, surrogacy, donor and other options. It also connects colleagues who would like to discuss infertility, childlessness and miscarriage. This initiative is available to all employees regardless of gender or sexual orientation. Alongside Access Ability, they also host a series of workshops that help employees with their parental and elderly care responsibilities.
Parental, Maternity & Adoption	Parental Leave: Subject and/or in accordance with local requirements, employees with at least one year of service with the firm are eligible for unpaid parental leave of three years maximum for each child up to the age of three years old. Maternity Leave: A minimum period of 16 weeks of paid maternity/primary parental carer leave is available to the primary parental carer upon the birth/adoption of their child/children, irrespective of length of service. Additional leave of either 45 calendar days fully paid or 90 calendar days with 50% of base salary. Breastfeeding Leave: 45 calendar days fully paid. Paternity Leave: A total period of 16 weeks for a child born/adopted is available to the non-primary parental carer of a child/children upon birth or adoption, irrespective of length of service.
Domestic Abuse Support	We created a series of webinars to raise awareness around domestic abuse for both employees and line managers. We updated our company intranet with resources inside the firm and externally. Employees can also contact EAP (Employee Assistance and Work-Life Program) for resources and therapy session through healthcare insurance (mutuelle).
Family Support	Family Support is a firmwide initiative to promote parental programs and provide practical support and tools to help working parents. The goal is to make it easier for parents to find information and resources specific to their parenting needs, as well as create opportunities to meet and learn from other parents at the firm. They provide numerous resources to employees, including information about benefits, time off, policies, feeding support, mentor programs and education.
Employee Assistance and Work-Life Program (EAP)	The Employee Assistance Program (EAP) is a professional counselling, consultation and referral service to help employees, their partners and dependants with issues related to life challenges, emotional health, maternity, legal and financial issues, referrals and resources.
Finance	Benefits from a financial perspective include PEROB (investment into retirement) and PEE and PERCOL (Employee savings plan), Profit Share, Transportation subscription partial reimbursement, Pluxee Lunch Card, Employee Referral Scheme, Concierge Service, Housing Aid and Worker Council (sports reimbursements, gift/vacation vouchers and school allowance).
Health	Benefits from a health perspective include sick leaves, long-term sickness covered by health contracts, Medical and “Prévoyance” Insurance (employee, spouse and children), annual flu vaccinations, free full health screening, occupational doctor and meQuilibrium (free online program designed to help manage stress and build resilience). Non traditional medicine (therapy, acupuncture etc.) covered by healthcare insurance (mutuelle).
Menopause	While some women may go through menopause with little impact on their daily life, others experience symptoms that can last for an extended period and may have a significant impact on their work and home life. We are committed to supporting our employees through this period and provide live events, replays, podcasts, tools and resources to support through our global menopause website.
Balance	Subject and/or in accordance with local legal requirements, the following measures are in place: Annual paid leave, flexible working policy, maternity room in the office, access to creche spaces for permanent and emergency childcare, companies days such as moving house leave, volunteer & employee engagement paid time off, sabbatical leave, work life balance discussions and the Right to Disconnect Charter.



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