

Women in Finance Charter Progress Report

Progress against targets

The Women in Finance Charter requires businesses to set a target for female representation in senior management. The Group has chosen to set further targets to support its initiative.

Measure	Target	At 30 September 2019	Achieved
Female representation in Senior Management*	35%	35.9%	✓
Additional targets:			
Females in workforce	50%	51.8%	✓
Females as a percentage of employees receiving management career development / leadership training	50%	42.7%	-
Managers from an ethnic minority background	10%	1.8%	-
Workforce on flexible working	10%	35.8%	✓
Flexible working available on a parttime basis	50%	65.9%	✓

**Senior Management is defined as being Executive Directors, Executive Committee members and their direct reports, in accordance with the recommendations in the Hampton-Alexander Report.*

The Group is pleased with the progress to date and will be working to ensure that all its benchmarks are met by the target date of January 2022.

Progress on action plan

To date the Group has:

- Reviewed recruitment and selection practices and now instructs search firms to provide improved gender diversity amongst candidates
- Continued to increase its focus on providing female career development and leadership training
- Continued a programme to identify female leaders and potential leaders amongst the workforce, providing those individuals with more mentoring opportunities
- Continued participation in the Women Ahead cross-company mentoring programme
- Delivered training on unconscious bias
- Implemented an online recruitment system to provide anonymised cvs at the first selection stage
- Conducted its third diversity survey amongst employees (discussed further below)

In June 2019, the Group conducted its third diversity survey, obtaining anonymous feedback from employees on their age, gender, ethnicity, sexual orientation, religious beliefs and disability. A positive

response rate of 67% was received (2017: 72%) and, as expected, the survey illustrated the diversity of the Group's workforce. The results were reviewed at executive level and a number of actions were agreed in line with the Group's commitment to the Women in Finance Charter, including implementation of an online recruitment system to facilitate the anonymisation of cvs at first selection stage, continuing to provide flexible working opportunities and mentoring support for individuals, reviewing and implementing an increase in maternity pay provision from the statutory amount to 18 weeks full pay from 1 April 2022, backdated to 6 April 2019 to capture all maternity returners in the current tax year.

Over the coming year the Group will:

- Continue to provide female career development, leadership training and mentoring opportunities
- Continue to identify female leaders
- Seek better gender balance in succession planning
- Establish inclusive networks to broaden the Group's diversity focus