



WOMEN IN FINANCE CHARTER ANNUAL REPORT FOR 2018

Commitments

As a signatory of the Charter we made 4 commitments:

- Nominate a member of the senior executive team to be accountable for gender diversity and inclusion
- Link the pay of the senior executive team to delivery against our internal gender diversity target
- Set targets for gender diversity in our senior management
- Publish progress annually against these targets in reports on our website

Progress

In the past two years we have taken the following actions to meet our commitments:

- Andrew Carter, CEO of our Wealth division and member of our Group Executive Committee, chairs the Diversity Council which was established to oversee the delivery of our D&I programmes
- All members of the Group Executive Committee are required to contribute to our Diversity agenda and, in particular, the achievement of our WiFC target
- Our Charter target is for our most senior grades to be 40% female by the end of 2020. When we signed up we had 32.6% female representation in senior management; as at the 20th September 2018 we have 34.9% female representation in senior management. We believe we are on track to meet our Charter target by our deadline.

We train our leaders and hiring managers in Unconscious Bias and Inclusive Leadership. Our recruiters are tasked with providing balanced shortlists for all senior management roles and we have recently seen increased success in recruiting women into a variety of senior roles. In addition we are placing increased emphasis on identifying and developing existing female talent for progression into senior management positions. Finally, we have established a Women's Network and are working with them to identify and deliver suitable additional professional development programmes.