



WOMEN IN FINANCE CHARTER ANNUAL REPORT FOR 2019

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 three 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 30th September 2019 we have 38% 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 place increased emphasis on identifying and developing existing female talent for progression into senior management positions. Finally, we have a well-established Women's Network and are working with them to ensure our female employees experience a level playing field. We have made a number of improvements in our family friendly policies and continue to review and develop other policies in areas (such as on menopause, which we will introduce in 2020).