

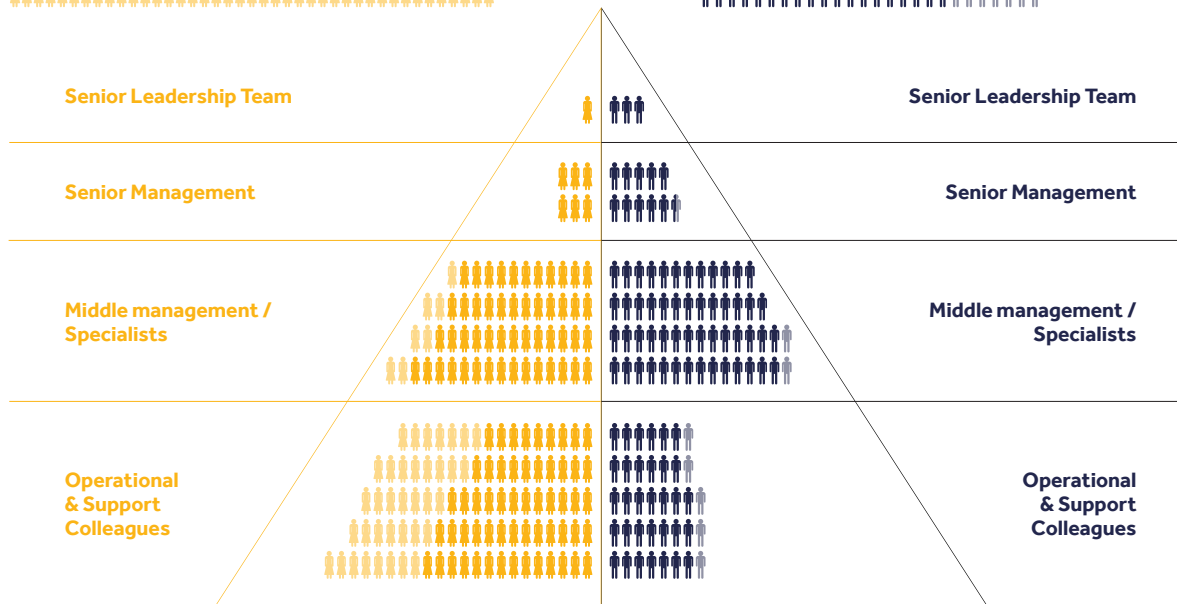
# Gender Pay Gap

■ Women ■ Men

We continue to make progress to provide an inclusive culture, which enables colleagues with a diverse range of skills experiences, backgrounds and opinions to flourish without barriers.

Our gender pay gap is driven by the make up of our workforce, as we have fewer women than men in more senior and, therefore, more highly paid roles. We remain confident our pay approaches are fair and gender neutral. If we had equal numbers of men and women, our mean hourly pay gap would be only 1.6%. At the snapshot date we were transitioning to a new CEO and unusually had two male colleagues, one newly appointed and one retiring. This impacted our gender pay gap by 1.9%.

## The profile of our workforce



## Our 2019 gender pay gap data

Hourly pay gap		Bonus pay gap	
Mean hourly pay gap	Median hourly pay gap	Mean bonus pay gap	Median bonus pay gap
33.8%	29.7%	57%	28.8%



We have continued to focus our efforts on developing our talent pipeline of women who receive focussed external mentoring, coaching, bespoke development and career planning.



Women make up 60% of our workforce and 28% work part time. Bonus payments are calculated as a percentage of basic salary to reflect contractual hours, but the gender pay gap calculation does not reflect this.

## Our focus



We are signatories to the Women in Finance charter and we have published targets for women in roles at senior levels. We have achieved and maintained our target of 33% women in the senior leadership team and are working towards our target of 33% women on the Board by 2021.



We have an executive sponsored Gender Diversity Forum which is focussing on targeted activity through engagement and education to support our gender diversity agenda.



We have activities in place to enhance our recruitment process, to increase the numbers of female candidates and remove potential bias from the process.



We have provided Equality, Diversity and Inclusion training for all colleagues and have developed and promoted our range of flexible working practices, to support women in the workplace.



We have continued to invest in the Women Ahead programme, actively supported by our senior leaders, to provide our female talent access to mentoring from successful leaders in other organisations.



We are the first financial services organisation to achieve Leaders in Diversity accreditation from the National Centre for Diversity.

We will continue to focus our efforts to increase the number of women in senior positions.

I confirm the data reported is accurate

**Karen Wint**  
Chief of Staff