

Positive action approach: Gender & Ethnicity

We're committed to improving diversity through our **positive action** approach. This is centred on the recruitment, advancement and retention of diverse groups including women and Black, Asian and Minority Ethnic colleagues.

To ensure we deliver the improvements and associated behaviour change required, we **benchmark our plans** externally to ensure we're focussed on interventions that will make the most difference.

<p>Recruit</p> 	<ul style="list-style-type: none"> • Review of role descriptions and adverts to remove bias • Recruitment Yes check – guidance to ensure diversity on shortlists and interview panels • Enhanced Line Manager ‘Championing Potential through interviews’ training • Interview Inclusion Ambassadors – trained in interview support - who sit on interview panels, helping to bring diversity, challenge and an objective lens to the decision-making process • Utilising alternative channels and new suppliers to support diverse slates • Proactive internal and external pipelining of potential candidates for strategically important roles
<p>Advance</p> 	<ul style="list-style-type: none"> • Proactive identification and nurturing of diverse talent • Pipeline & pull-through targeted development for diverse colleagues • Development roles, e.g. ‘Advisory Chair’ on leadership teams • Proactive sponsorship and stewarding, reciprocal and cross organisation mentoring • Focus on shifting mindsets and behavioural change through education and learning, including topics such as bias, good judgement being an active bystander, micro-aggressions, power & privilege
<p>Retain</p> 	<ul style="list-style-type: none"> • Inclusive job design toolkit to support the creation of new roles, ensuring these are created without 'people in mind' and free from bias • Guidance for organisational design and restructuring activity so that leaders are cognisant of the impact of business change on diversity • Family-friendly and agile working, e.g. working remotely/flexible working; 12 week paid phase-back following maternity leave • Visible executive sponsorship and advocacy, role modelling, storytelling • Inclusion Champions, Employee-led Networks and Allies helping our colleagues feel connected and supported • Equal pay analysis and transparency on pay gap reporting

Ensuring that our leaders are **held to account** by including Inclusion goals as part of the Executive Management Team’s performance goals and as key performance measures for their long term incentive awards is a key dependency for us meeting our targets.

We have established the **One Bank DE&I Committee** which brings together leaders from all areas of the organisation, along with Employee-led Network members and other key stakeholders to share best practice and drive a focused, **action-orientated** and impactful approach to diversity, equity and inclusion.

