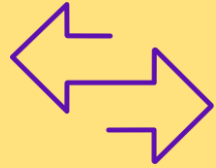




Positive action approach: Gender & Ethnicity

We're committed to improving our gender balance and becoming more ethnically diverse through our **positive action** approach. This is centred on the attraction, development and retention of women and Black, Asian and Minority Ethnic colleagues.

To ensure we deliver the improvements and associated behaviour change required, we've benchmarked our plans externally with Business in the Community (BITC), Bloomberg, the Government's Race at Work Charter and HMT's Women in Finance Charter. This ensures we're focussed on interventions that will make the most difference.

<p>Attract & Recruit</p> 	<ul style="list-style-type: none">• Organisational Design Test: "how does this (restructuring/resourcing opportunity) positively impact diversity?"• Resourcing: auditing role descriptions and adverts to remove bias; governance to ensure diversity on shortlists, selection and promotion panels• Proactive internal and external pipelining of potential candidates for strategically important roles• Utilising alternative channels to attract diverse talent e.g., our Returnship Programme
<p>Develop & Retain</p> 	<ul style="list-style-type: none">• Proactive identification and nurturing of diverse talent• Pipeline & pull-through: targeted development for Black, Asian and Minority Ethnic and female colleagues• Development roles, e.g. 'Advisory Chair' on leadership teams• Proactive sponsorship and stewarding, reciprocal and cross organisation mentoring• A focus on shifting mindsets and behavioural change through education and learning, including topics such as bias, good judgement, micro-aggressions, power & privilege
<p>Engage & Reward</p> 	<ul style="list-style-type: none">• Family-friendly and agile working, e.g. working remotely / flexible working; 12 week paid phase-back following maternity leave• Exit interviews to gather further insight on leavers so we can adjust our plans accordingly• 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.

