

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 BAME/non-white 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 focused on interventions that will make the most difference.



Attract & Recruit

- Organisational Design Test: "how does this (restructuring/resourcing opportunity) positively impact gender / ethnicity balance?"
- Resourcing: auditing role descriptions and adverts to remove bias; governance for women / BAME colleagues on shortlists/selection/promotion panels for senior roles and holding leaders to account
- Proactive internal and external pipelining of potential candidates for strategically important roles
- Utilising alternative channels to attract talent e.g., our Returnship Programme (90% conversion)



Develop & Retain

- Proactive identification and nurturing of BAME talent to CEO-5 and female talent to CEO-4
- Pipeline & Pull-through: targeted development for BAME colleagues (7% promoted / 14% moved roles) and women (18% promoted / 26% moved roles)
- Development roles / 'Empty Chair' on leadership teams
- Sponsorship and Stewarding, Reciprocal and Cross Organisation Mentoring
- Unconscious Bias, Good Judgement, Upstander and wider inclusion / behavioural change learning / training



Engage & Reward

- Family-friendly and dynamic / agile working , e.g. working remotely / flexible working; 12 week paid phase-back following maternity leave
- Exit interviews (2020-onwards) to gather richer insight on reasons for leaving so we can adjust our plans accordingly
- Visible executive advocacy, role modelling, storytelling.
- Employee Led Networks and Allies helping our colleagues feel connected and supported
- Equal pay analysis and transparency on pay gap reporting, including voluntarily sharing our ethnicity pay gap ahead of any mandatory requirement

Ensuring that all 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.

In areas, where we are moving beyond these solid basics, we will progress towards more integrated solutions, e.g. the identification and pull through of black women. Where we have hotspots, we are exploring more disruptive initiatives, e.g. STEM (Science, Technology, Engineering and Maths) specific activity in Technology. We will also continue the conversation on being 'Colour Brave not Colour Blind'.