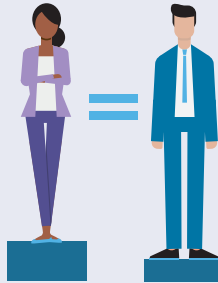


Gender Pay Gap Report 2017

Our results have been calculated using the required snapshot date of 5th April 2017 and have been independently verified.



27.3%

Mean gender **pay gap**

* Financial Services mean average is 35.1%

20.6%

Median gender **pay gap**

* Financial Services median average is 35.6%

71.9%

Mean gender **bonus gap**

* Financial Services mean average is 72.6%

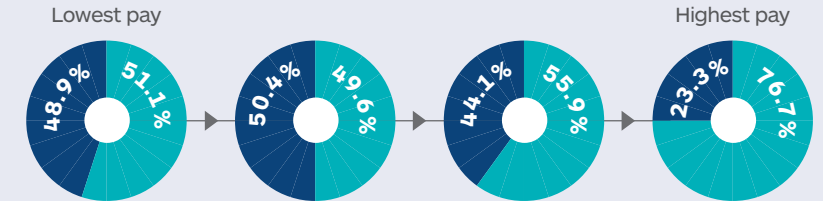
0% No gap

Median gender **bonus gap**

* Financial Services median average is 55%

* Source: National statistics (ASHE 2017)

Females and males by pay band



Females and males receiving a bonus

This shows a 0.8% difference between women and men.

April 2016 - April 2017

65.1%

65.9%

● Female ● Male



“As with most employers in our sector, our gap is driven by the imbalance of women in senior leadership, technical and professional fields. We recognise change will take time but by taking positive steps we aim to reduce these gaps.” Rhiannon Williams, HR Director

Support and actively attract women

Ensure a **minimum of one female** is shortlisted for every senior role

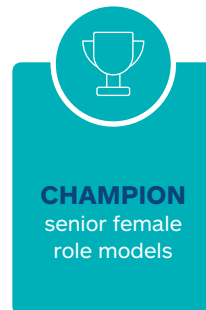
Review of family friendly policies and pay provisions such as maternity, flexible working and parental leave



Recruitment and selection training for all managers and leaders

Partner with local schools/colleges to promote the technical career paths we can offer, particularly to females

Empower and support our leaders



Build a diverse and inclusive culture

Explore working with groups such as the **Women In Finance Charter and Women in Tech Charter** to set gender diversity targets

Gain and act on feedback from our annual **Employee Opinion Survey**.

