

**At Shawbrook we are committed to creating a diverse and inclusive workplace and foster a culture where everyone can thrive.**

2018 represents the first year that we are presenting progress against our Women in Finance Charter commitments and the second year of our Gender Pay Gap Reporting. As you will see below, we have made some small improvements to our reportable position, but we recognise there's still a long way to go. The primary cause of our Gender Pay Gap remains the proportionately higher number of men than women in senior roles across the Bank and we remain committed to addressing this.

For us, inclusion is about embedding a culture where all our people feel included, are able to bring their whole self to work and are able to make the most of opportunities available at Shawbrook. I'm pleased to outline below some of the initiatives we have introduced this year to support us on this journey.

I confirm the data provided below for 2018 is accurate.

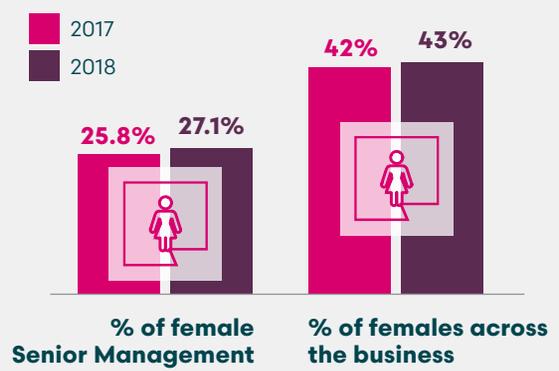
**Ian Cowie Interim CEO**

## Women in Finance Charter Update

When we signed up to the Charter in January 2017, we committed to:

- ✓ Having an Executive Sponsor for gender balance – Debbie Griffin, our HR Director continues to perform this role.
- ✓ We have agreed gender balance ranges for our senior management level – We set an aspirational target of 40% by January 2020.
- ✓ To include these targets within our performance agreements – This is now fully integrated into our performance measures for determining performance related pay.

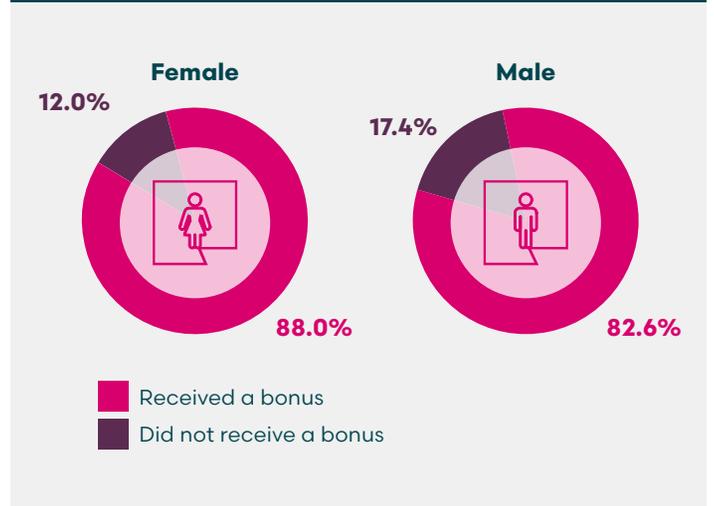
We remain committed to publishing progress toward our target on an annual basis.



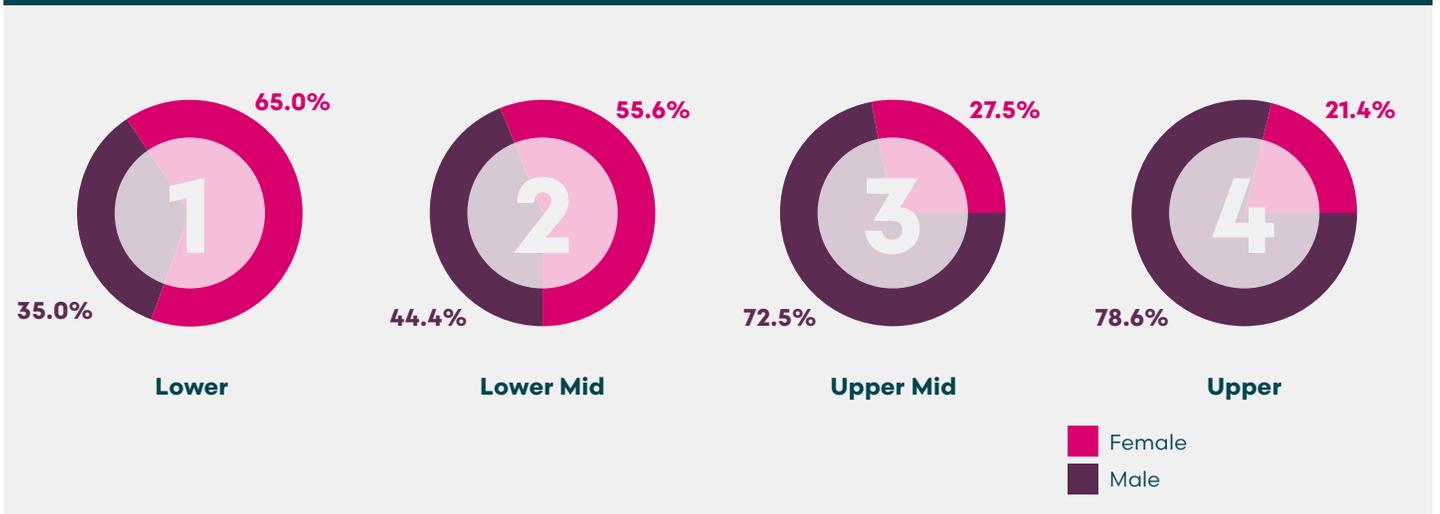
## Gender pay & bonus gap

	Mean		Median	
	2017	2018	2017	2018
Gender Pay Gap	40.6%	37.1%	42.2%	42.6%
Gender Bonus Gap	50.5%	49.8%	57.9%	54.9%

## Proportion receiving a bonus



## Gender representation by Pay Quartiles



## How we're making a difference

- **Recruiting for the future**  
Our focus on inclusive recruitment practices in 2018 has helped us attract proportionately more female candidates than last year, which is helping us improve today's gender balance. However, we also recognise a key role we play in creating a more inclusive culture across our industry for the future – to do that, we need to look beyond the 'here and now'. That's why we'll be working more closely with our local schools in 2019 to promote the benefits of a career in financial services and start to find our industry leaders of the future.
- **Supporting Career Development**  
The launch of our My Shawbrook Pathway initiative has helped our employees better understand how they can make the most of their careers at

Shawbrook and, as part of this, we've already seen over 10% of our employees join one of our new management development programmes covering all levels of our workforce. Next year, we'll be focusing more on career coaching, helping our employees to have more focused discussions around their future with us.

- **Encouraging an open, inclusive culture**  
Through the introduction of our Inclusion Community, we've been looking at ways to encourage a more inclusive culture where employees can openly share success stories and wider experiences as well as hear ideas from others outside of our business. This will continue to be an area of significant focus for us in 2019.