

At Shawbrook, we're continuing to embed a culture where all of our people feel included and everyone can thrive.

In 2019, we've made great inroads in promoting a more inclusive culture and pride ourselves on the level of involvement and engagement from around our business. That's allowed us to extend our inclusion related initiatives way beyond just gender this year and help us start to truly understand just how diverse our workforce is and how we all benefit from that.

Of course, we remain committed to improving our gender balance in a sustainable way. Regrettably, this year, we've experienced a number of changes that have reduced the number of females we have in senior management roles in the short term, which means we will not meet our original ambitious target of 40% by January 2020. That's also meant we haven't seen a material change year on year in our reportable gender pay gap outcomes. We have set ourselves a target of 30% of females in senior

management roles by December 2022. As part of this, we've decided to introduce balanced candidate shortlists and diverse interview panels wherever possible to help us drive this forward. We always aim to recruit the best person for the job, so to support a more diverse workforce we are also looking at ways to encourage a more diverse pool of candidates to apply for roles.

Making a difference around inclusion at Shawbrook isn't just about introducing lots of policies; it's about us all living and embracing our values, sharing positive experiences and learning from others. We're confident that this will help us improve our position in a sustainable way.

I confirm the data provided below for 2019 is accurate.



Ian Cowie, CEO

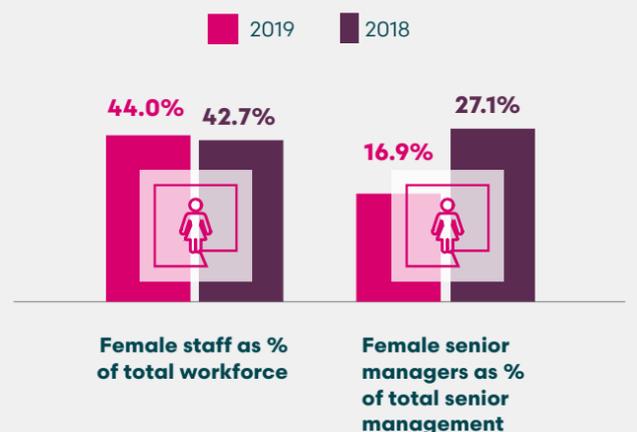
Women in Finance Charter Update

Our commitments to the Charter:

- ✓ 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've now set an aspirational target of 30% by December 2022.
- ✓ To include these targets within our performance agreements – This is now fully integrated into our performance measures for determining performance related pay.



The below represents our reportable statistics for our 2019 Charter submission.

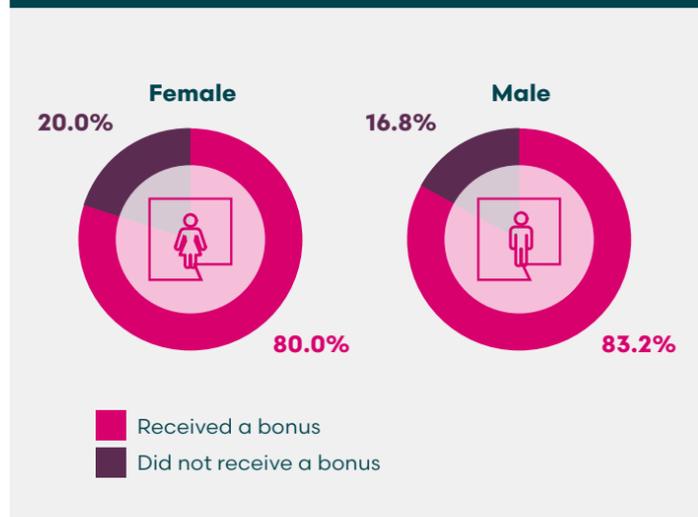


Gender pay & bonus gap

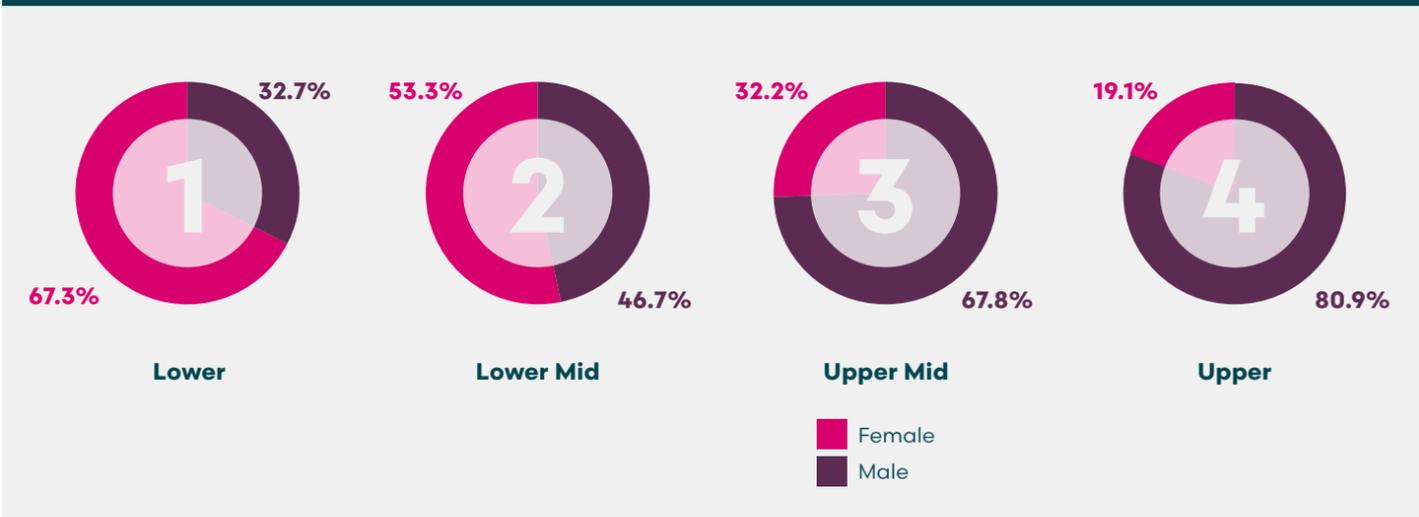
	Mean		Median	
Gender Pay Gap	38.2%	37.1%	42.3%	42.6%
Gender Bonus Gap	55.1%	49.8%	51.0%	54.9%

■ 2019
■ 2018

Proportion receiving a bonus



Gender representation by Pay Quartiles



How we're making a difference

We've continued to make great progress on the initiatives reported last year. Here's some of our highlights and focus areas for 2020.

- **Helping to promote our industry**
During 2019 we actively promoted the benefits of a career in financial services in our local communities by attending careers fairs and providing work experience opportunities to those who wouldn't traditionally get the opportunity to do so. We're passionate about sustainable changes rather than quick wins and see this as an important way to encourage change in our industry.
- **Encouraging open dialogue**
Using a mixture of social media and face to face events, we've created a network that allows our employees to regularly share ideas, experiences, opinions and articles about inclusion in the workplace.

That's helped us to think about how we can do things better by learning from others both inside and outside of the organisation. We're building a full calendar of events that will extend this network even further in 2020.

- **Mentoring our stars of the future**
As well as continuing our structured management development programmes, this year has seen the launch of our first bank wide mentoring programme, aimed at encouraging some of our existing leaders to provide support and guidance to some of our stars for the future. Whilst we hope this will help grow our female leadership in the future, we've purposely chosen not to focus exclusively on gender as we recognise the important role that mentoring can play for everyone.