

**Shawbrook is committed to creating a culture that brings our people, customers, and communities together and where everyone can reach their full potential.**

In 2019, we repledged our commitment to HMT's Women in Finance Charter and set ourselves a target of 30% female senior management representation by December 2022. While we still have some way to go, I am pleased to report that over the past 12 months we have made progress against this target, increasing senior female representation from 23.3% in 2020 to 24.6% in 2021.

Gender Pay Gap outcomes have remained broadly consistent year on year, influenced by the proportionately higher number of males in senior management roles. We believe we will make sustainable change happen in the long-term by placing a strong focus on gender diversity today. Through initiatives such as improving our family friendly employment policies, we are aiming to encourage a more diverse pool of candidates to

apply for our roles, enabling Shawbrook to retain and attract the very best talent in the industry, including candidates from working families.

We remain focused on learning from others and making a positive difference to our people, clients and communities. Inspired by this ethos we recently launched the Empower Her project alongside the Saracens Foundation with the aim of encouraging more females into leadership roles both in sport and the corporate world.

We are proud of the progress we have made this year and look forward to driving more positive change as our journey continues in 2022.

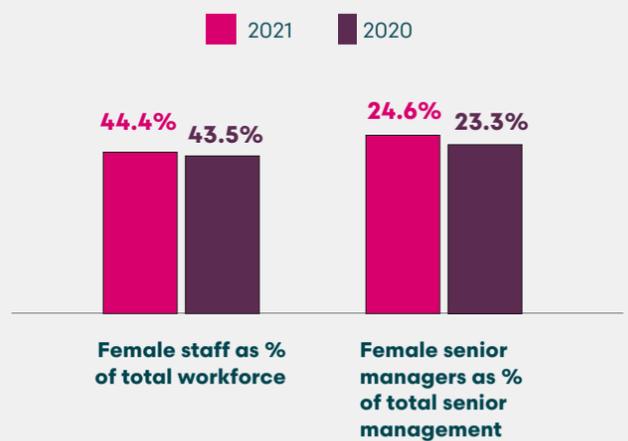
**Marcelino Castrillo**  
Chief Executive Officer

## Women in Finance Charter Update

Our commitments to the Charter:

- ✓ Having an Executive Sponsor for gender balance – Debbie Griffin, our Chief People and Marketing Officer continues to perform this role.
- ✓ We have agreed gender balance ranges for our senior management level – We've set an aspirational target of 30% female senior management by December 2022.
- ✓ To include these targets within our performance agreements – This is fully integrated into our performance measures for determining performance related pay.

The below represents our reportable statistics for our 2021 Charter submission.

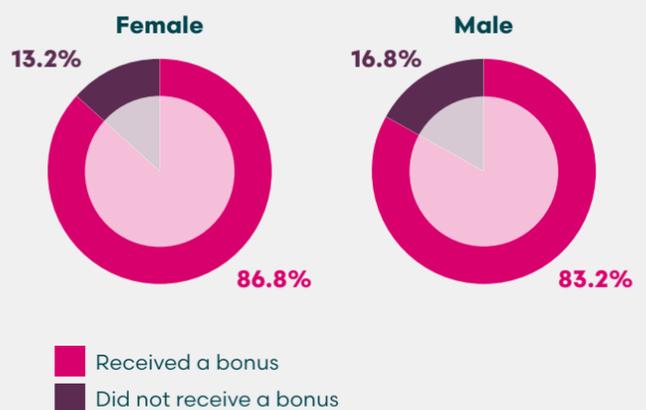


## Gender pay & bonus gap

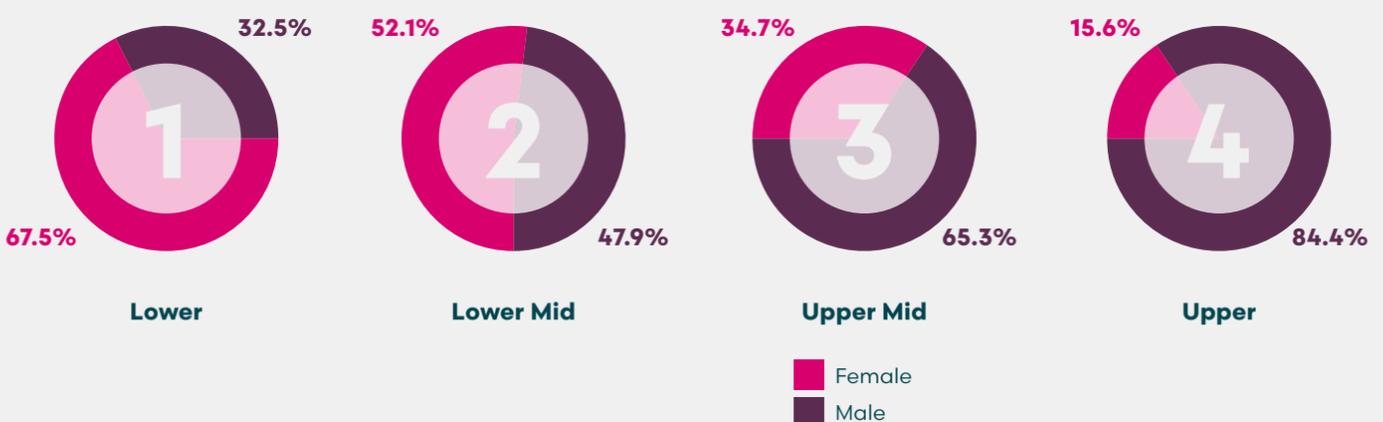
	Mean		Median*	
Gender Pay Gap	38.7%	38.6%	44.5%	43.1%
Gender Bonus Gap	56.6%	56.9%	53.7%	46.9%

Our gap remains significantly influenced by the proportionately higher number of males in senior management roles and is therefore unlikely to materially change in the short term.

## Proportion receiving a bonus



## Gender representation by Pay Quartiles



## How we're making a difference

**Our 2021 highlights and focus areas for 2022 include:**

- Enhancing our family friendly policies to be market leading by extending our fully paid family leave regardless of length of service.
- Introducing Peppy, a new digital healthcare benefit that offers our employees and their partners personalised support through some of life's big transitions such as going through a fertility journey, becoming a parent or going through the menopause.
- Updating our HR technology to help colleagues better describe themselves and obtain robust data to monitor areas for improvement going forward. In 2022, we'll be looking to use this information to support our Race at Work Charter commitments.
- Kicking off our sponsorship of Saracens Men's & Women's Rugby and the Mavericks netball team to learn from and promote gender equality. As part of this, we've launched 'Empower Her', a project in partnership with the Saracens Foundation with the aim of encouraging more females into leadership roles where they are currently under-represented both in sport and the corporate world.
- Developing a new young talent programme to support and encourage young people into financial services from areas of low social mobility.