

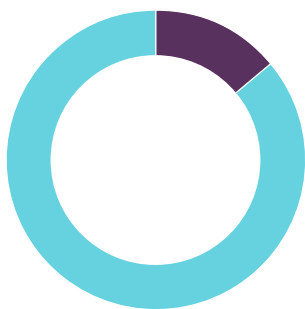
Developing our people

Since 2018 we have been working towards having a more representative gender split across our workforce and specifically for a minimum of 33% female representation in leadership roles by 2020.

We have made good progress and our female leadership population now accounts for 24% of this group. To support our ability to attract wider and more diverse talent into our business, we will be launching an Agile Working Policy in 2020 which will allow carers and working parents in particular to achieve a better work/life integration.

To enable us to further understand the diversity that exists within our workforce, we have now launched wider reporting categories in our HR system so we can actively monitor and better attract underrepresented groups in the communities we work within. These categories include clearer ethnicity and nationality groups, as well as widening our gender category to include transgender and non-binary employees.

Board %



2020

Female	14%
Male	86%

Group Management Board %



2020

Female	25%
Male	75%

Total number of employees

1,482

(as at 29 February 2020)

Employees with more than five years service

23%

Senior management %



2020

Female	26%
Male	74%

All other employees %



2020

Female	31%
Male	69%

Total number of training hours invested

68,234