

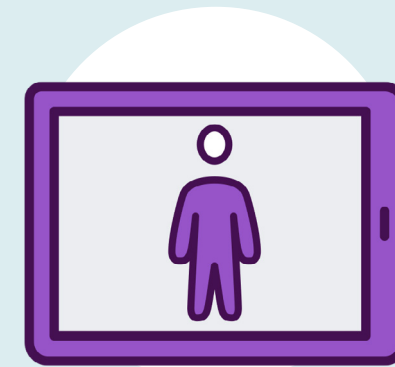
Men and women and ethnic minority colleagues are NOT being paid differently for work of equal value

The pay gaps are because there are fewer women and ethnic minority staff in senior roles

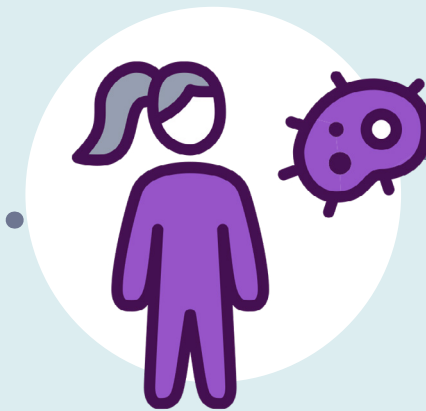


Pay gaps

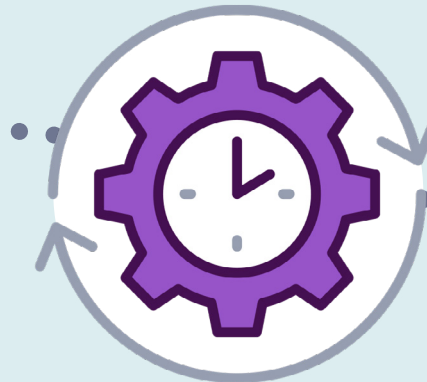
We are working hard to eliminate these gaps...



Investing in a new Directorate of Equality, Diversity and Inclusion, our first Director of EDI and a new Equality and Diversity Strategy



Assessing the impact of COVID-19 on the career progression of women



Day-one right to request flexible working



Hybrid working pilot in Professional Services (PS)



Everyone on staff recruitment panels must complete two online EDI training sessions



Piloting anonymous applications for PS roles

Supporting staff networks, staff training, Living Wage Foundation accreditation, membership of the Disability Forum, delivery of our Athena Swan and Race Equality Charter action plans