

Our Equity, Diversity and Inclusion (ED&I) *Strategy*



Why is ED&I important to us?

Our corporate purpose is to 'help more consumers and businesses fulfil their ambitions'. To live our purpose and be a successful business that talented people want to be part of, our aim is to develop a team that is representative of the diverse backgrounds, cultures, and viewpoints of our customers, colleagues and communities. In support of this we will build a culture where colleagues feel able to be their authentic selves and where everyone feels that they belong.

Guided by our corporate purpose, we have already built a track record of delivering great outcomes for customers, colleagues and shareholders. Colleagues provide feedback that consistently shows a high degree of satisfaction with the work environment and aspects such as equity, diversity and inclusion. The Group has been recognised for the progress it has made in this area via accreditations from external bodies, such as The Employers Network for Equality and Inclusion (ENEI) and Great Place to Work (GPTW). However, we want to do more and relate our efforts to our employee value proposition to 'help colleagues fulfil their ambitions at work'.

Our ED&I strategy provides a framework for the priorities and actions we will take over the life of the strategy, which will be reviewed in line with our business and ESG (Environmental, Social, and Governance)/Responsible Business strategies. It provides a shared direction and commitment so that we can work together to respect and value our diverse team and customers. The strategy is aligned with our ESG/Responsible Business strategy which was informed by the views of our key stakeholders, who identified ED&I as a material issue central to our future success.





What is our ED&I vision?

We aim to be a successful, inclusive business where all our people feel respected, and can confidently be themselves and fulfil their potential.

What are our strategic principles?

We aim to support all colleagues and stakeholders, including those with both protected and non protected characteristics, and develop diversity at all levels of our organisation which is representative of the wider society. We aim to create a working environment that generates commitment and loyalty, encourages our people to take responsibility for their wellbeing, and enables them to learn, grow and be their authentic selves at work.

What do we mean by **Equity?**

Equity is about creating a culture where all individuals are valued equally, feel confident to contribute their ideas, and innovations and can make the most of their abilities/skills. While equality means each individual or group of people is given the same resources or opportunities, equity recognises that each person has different circumstances, and allocates the resources and opportunities needed to reach an equal outcome.

What do we mean by **Diversity?**

Diversity is about encouraging people to recognise each other's values, attitudes and opinions, and understand how these affect our actions and behaviours. The emphasis is on appreciating and harnessing our differences and respecting and valuing each other.

Diversity of thought means solving problems and preventing harm by embracing different ways of thinking among members of a team, taking into account different experiences, perspectives, skills, abilities, knowledge, attitudes, information styles, and diversity of protected characteristics, or any combination of them.

What do we mean by **Inclusion?**

Inclusion is encouraging a sense of belonging, where everyone feels valued, that their contribution matters and they can perform to their full potential, regardless of their background, identity or personal circumstance. An inclusive workplace attracts and enables a diverse range of people to work together effectively. Inclusion means seeking to provide equal access to opportunities, resources and decision-making for people who might otherwise be excluded or marginalised.



What commitments have we made?

We commit to:



Operate a zero-tolerance approach to discrimination in all areas of our business operations, including our partners and supply chain.



Strive always to listen to views that are representative of our diverse colleague community and aim to act on what they say.



Drive diversity at all levels of our organisation.



Promote a culture of inclusivity that celebrates diverse views and thinking, be open about our successes and failures and learn from both.

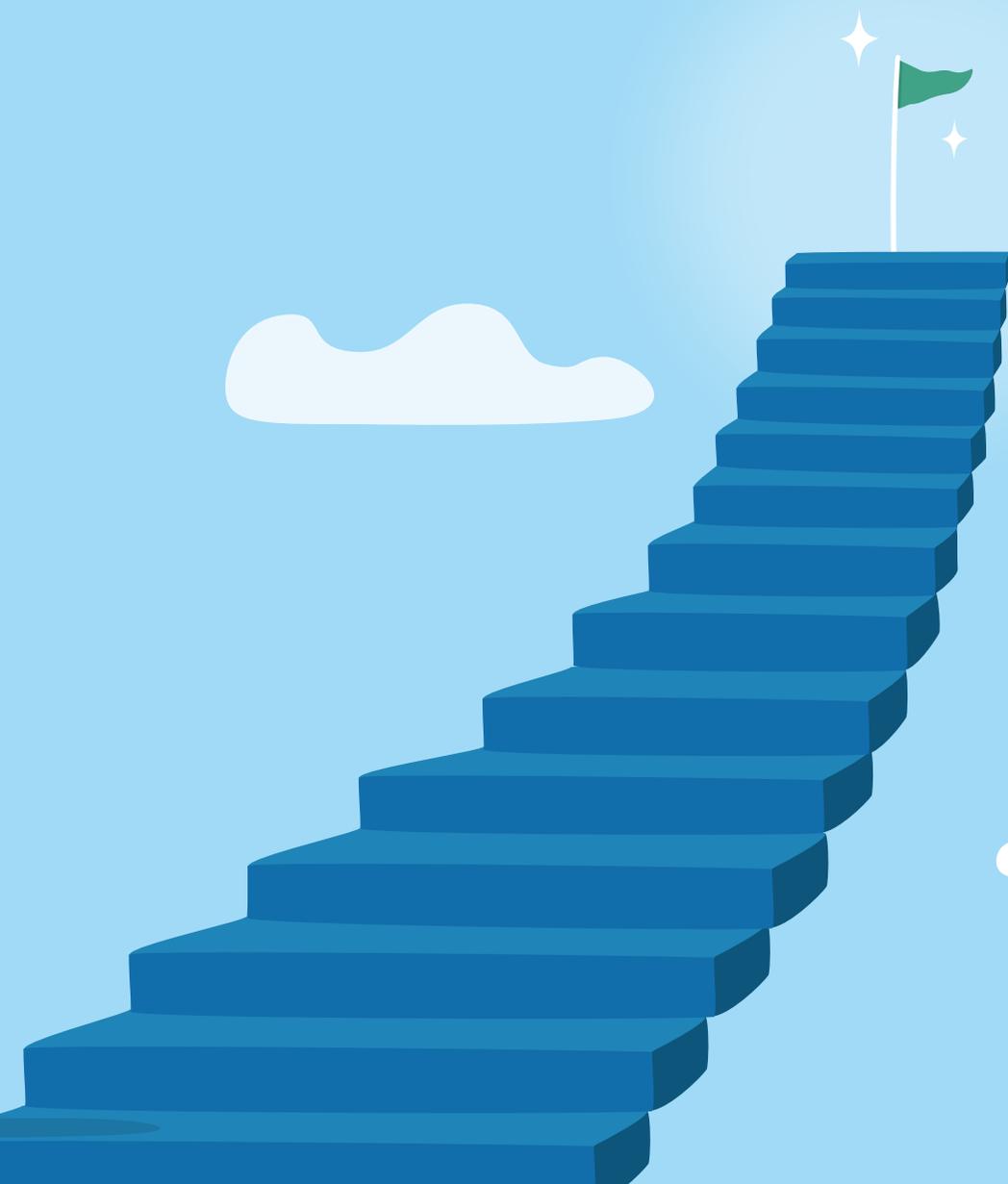


Do our utmost to identify and remove barriers to success so that everyone has access to opportunities to develop in their career.



We will publish our ED&I strategy internally and externally including key measures for success and report on our progress regularly.

Focus, Goals and Measurement



What is our focus?

Whilst diversity in its broadest sense is important to us, with limited resources we are aware that we cannot deliver everything in our initial plan, as much as we'd like to. We have prioritised ethnicity and gender as initial focus areas as this will impact the largest proportion of colleagues and have the biggest positive benefit for our organisation.

Stakeholder expectations and regulatory expectations about ED&I continue to evolve. To meet these expectations, we will continue to adapt and change our strategy and focus areas in line with the review cycle of our business and ESG/Responsible Business strategies.

We recognise the importance of aligning our ED&I strategy and its implementation with the Consumer Duty and customer satisfaction more broadly.

What internal goals have we set?



1

Increase diversity data capture participation to help prioritise ED&I initiatives and further extend our reporting, when we have the data to do so, to include an ethnicity pay gap report

2

Increase the diversity of our senior management (level 7 and above) through targeted attraction strategies and learning and development support aligned with succession planning

3

Provide a positive and healthy working environment, where colleagues have the opportunities and support to enhance their own wellbeing

4

Have policies and processes to give colleagues the confidence that any instances of bullying, harassment or discrimination will be dealt with swiftly and with appropriate consequences, in line with the STBG Bullying and Harassment Policy

5

Develop a targeted Learning and Development offering that supports our ED&I vision

6

Engage our team of volunteer diversity champions (Inclusioners) to create a sense of shared ownership and gather further insights that help develop a truly inclusive culture

7

Agree and publish stage two ED&I targets which build on the stage one targets, relating to gender, set when we became signatories of the Women in Finance Charter

8

Continue to promote ED&I through our supply chain and increase supplier diversity

How will we measure and communicate our progress externally?



Maintaining/improving our three Great Places to Work® rankings for large companies, women and wellbeing.



Maintaining/improving our Employer Network for Equality and Inclusion (ENEI) TIDE Mark.



As a signatory to the HM Treasury Women in Finance Charter we pledged to promote gender diversity, by:

- ✓ Having a senior executive accountable for gender diversity/inclusion,
- ✓ Setting targets for gender diversity in our senior management (female colleagues to be at least 30% of our Group Executive Committee (Group ExCo) by the end of 2023 and of our senior management roles by the end of 2025),
- ✓ Publishing progress annually against these targets in reports on our website, and
- ✓ Linking pay of the senior executive team to the delivery of these targets



What **Initiatives** support our strategy?

Ongoing partnerships with ED&I experts (Everywoman, ENEI, Neurodiversity in Business and BITC) to guide our inclusion agenda

'Inclusioneer' workforce champions established for all protected characteristics

Communications support including ED&I podcast series and calendar of awareness and celebratory events to increase understanding and encourage data disclosure

Mandatory Everyday Allyship training for people leaders and available to the wider workforce

Women in Finance Charter with headline gender diversity targets set. Additional related targets set as part of the Group ESG strategy

ED&I-related personal objectives linked to reward for senior managers

Blazing My Trail development programme, which is designed to help colleagues to build confidence to progress their careers

Group 'MentorMe' programme and Reverse mentoring programme launched to support talent progression

Unconscious bias training as part of our mandatory rolling development programme for people managers

Regular wellbeing awareness and support sessions delivered by external specialist partners

Introduction and implementation of the STBG Menopause policy

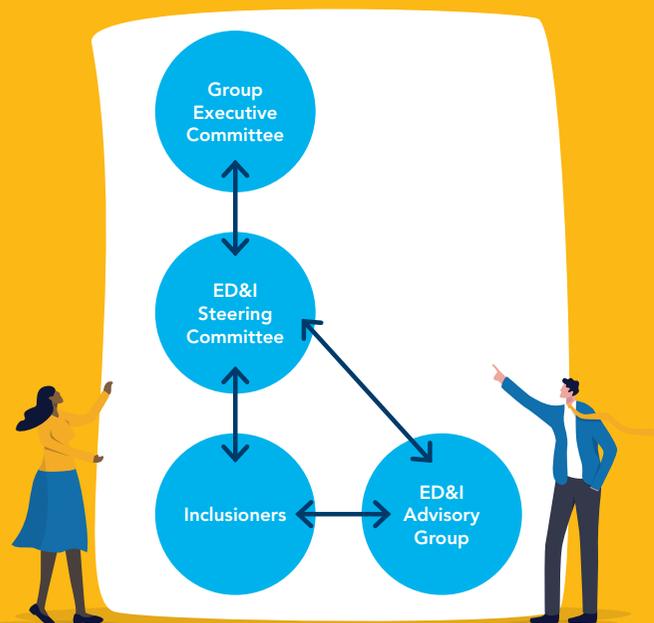
Governance Structure

Steering Committee

The purpose of the ED&I Steering Committee (SteerCo) is to steer STBG towards its vision, reporting progress to our Group Executive Committee (ExCo) and the Board.

ED&I Advisory Group

The ED&I Advisory Group includes subject matter experts from key business areas related to ED&I who offer consultancy support to both SteerCo and the 'Inclusioneers'.



STBG 'Inclusioneers'

The role of Inclusioneers is to:



Promote and keep diversity issues on STBG's agenda and be prepared to challenge traditional values and assumptions



Support the implementation of our ED&I strategy



Help to inform the actions that we take surrounding ED&I, by making recommendations on activities and actions needed, in line with our strategy, to move the diversity agenda forward



Share positive news and key messages from the business ED&I campaign



Gather feedback on the ED&I agenda and campaigns from colleagues and feed it back to the ED&I SteerCo



Take every opportunity to use platforms, such as team meetings/ huddles to speak about the benefits of diversity



Work with the ED&I SteerCo /communications to implement agreed actions, and give feedback on proposed events and initiatives

Dependencies for success



Championing of our strategy by the Board and Group ExCo



Continued commitment from the ED&I SteerCo



Full buy-in and commitment to make a difference from business leaders and our business ExCos



Ongoing support from our team of 'Inclusioneers'



Clear understanding of our vision and willingness to engage from our whole team