Measure What Matters

From colleague data to business growth

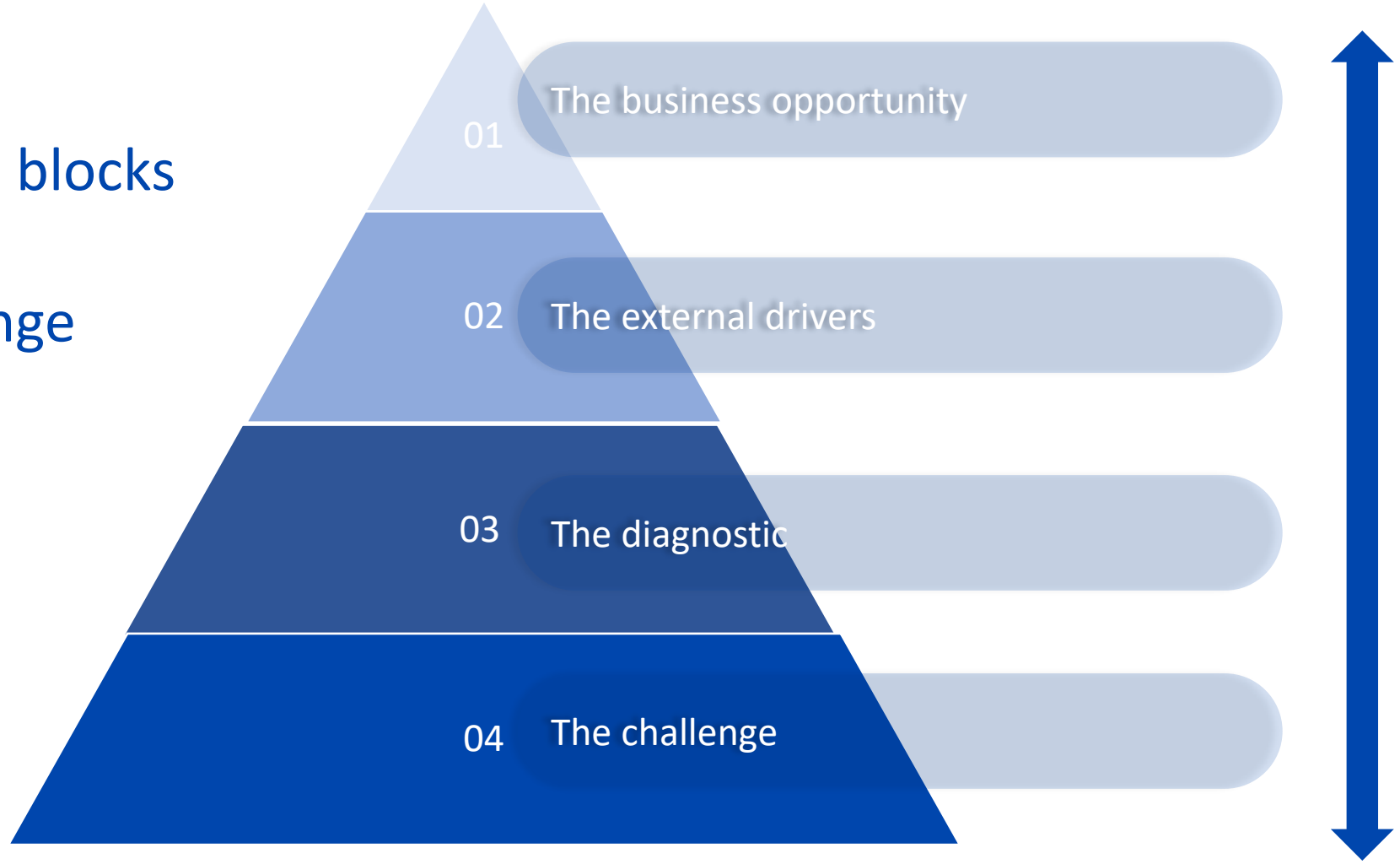
Helen Cooke, Head of Culture and Inclusion

This is
Relationship Banking

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The building blocks

4 building blocks for DE&I change



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The challenge



46%

women colleagues as % of the workforce



36%

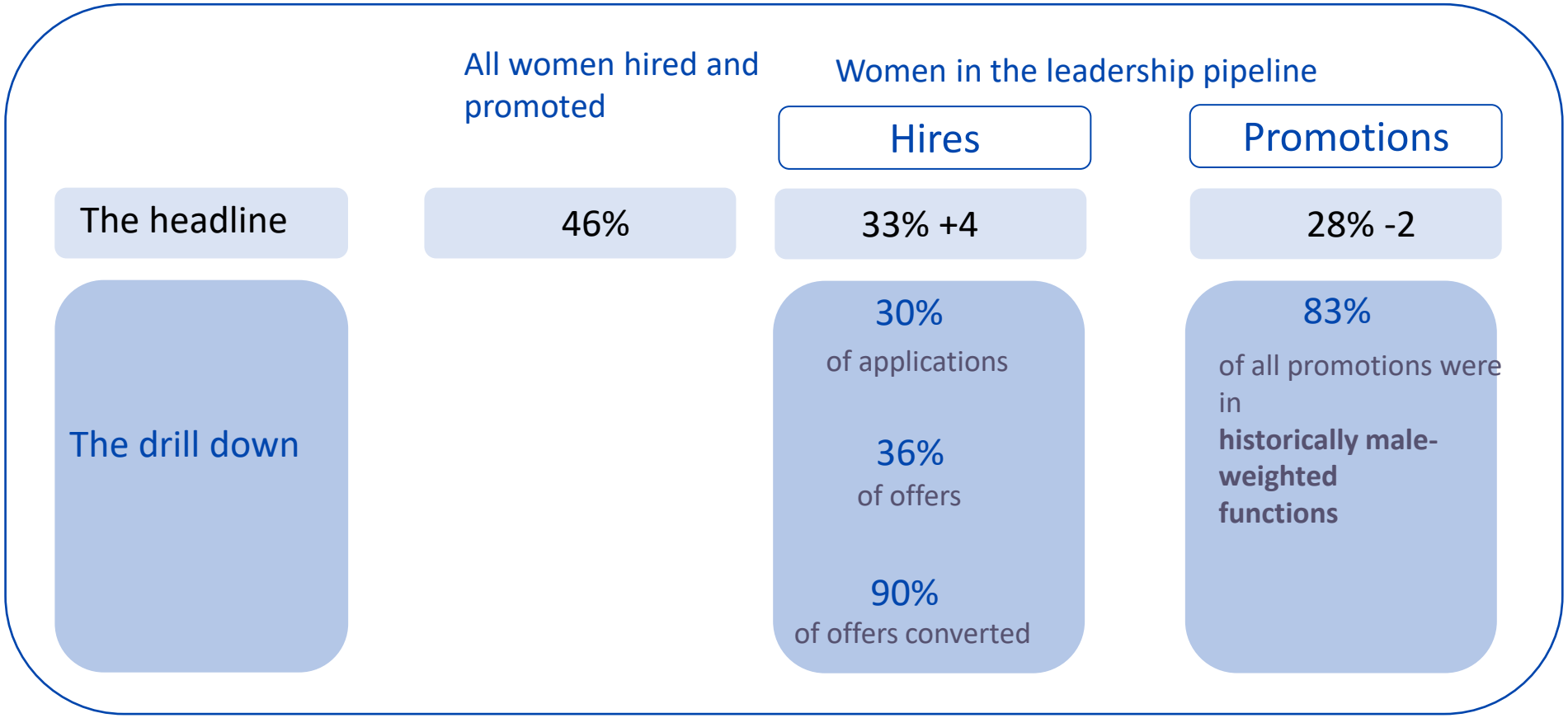
women colleagues in senior leadership

The challenge We have excellent female representation across the business; why not at more senior levels?

*industry = 43% women colleagues
**industry = 36% women in senior leadership

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The diagnostic



The diagnostic The top of the hiring funnel and the traditional demographic make up of growth functions are our biggest opportunities

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Digging deeper – colleague insights

What helps

- Supportive managers - who tailor the support
- Stretch opportunities and visibility
- Personal ownership and confidence

What gets in the way

- Time and capacity to learn or shadow
- Unclear career pathways
- Inconsistent manager support

Solutions

- Clearer pathways and role-linked learning
- Greater visibility of opportunities
- More opportunities for discussion with managers

The insight The feedback points to organisational conditions, not a demographic barrier

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5

The benefit of external drivers

- Drive accountability – it becomes a business issue
- Enable benchmarking – how do we compare to competitors
- Provide opportunities for sharing – what can we do differently
- Build reputation – an attractive place to work and do business

Do external drivers really bring change?

Women in Finance Charter

Insurers
2016 = 32%
2025 = 40%

LLOYD'S

Lloyd's market participants
2022 = 30%
2025 = 37%

External drivers Create public commitment, a common definition and an external point of comparison – and drive change?

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The business opportunity – why women leaders are good for our bottom line



Unlock an under-served customer market



Support our growth ambitions



Bring in new customers



Support regional development

The business opportunity **M**ore women in leadership can help us build our bank of today – and of the future

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Turning data into action and impact



Think systemically

Use data to build a picture



Act tactically

Target for greatest impact



Stay focused

Keep focus on the agenda through data



Be innovative

Even if it's only innovative for **your** organisation



Engage leaders

Business case + progress + profile

The principles It's a programme of work, not a series of actions

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The take aways



The headline is not the diagnosis

Focus on where the system shapes the outcome

Turn inclusion into business value

The goal isn’t better reporting, it’s better outcomes.

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