As of October 31, 2017

Broader executive ranks refers to SVP level and above

We are supporters of the UK government’s Women in Finance Charter

We were ranked as one of the best places to work in the Human Rights Campaign’s Corporate Equality Index for the fourth consecutive year

We were named in Working Mother’s newspaper “Top 50 Employers for Women”

We are pleased to be included in a number of key rankings and industry initiatives:

- In 2016, 45% of our hires globally were women and in 2017, 43% of our executive hires were women.
- In 2016, we had 47% female representation at the AVP level, 38% at the VP level, 37% at the MD level and 36% for SVP level and above.

Developing and building a strong pipeline of women to 43% at the AVP level, 34% at the VP and MD levels, and 28% at the SVP level and above.

- We are implementing a policy whereby we will no longer ask current or prospective employees to reveal their salary history, as another way of ensuring consistent pay for work of equal value. We are continually working to identify and close pay gaps, monitor pay decisions and train our managers on compensation decision making.
- Eliminating the salary history question and implementing unconscious bias training for our managers will help to ensure consistent pay for work of equal value.
- Additionally, we've provided unconscious bias training for all managers globally. Our managers participate in annual training on compensation decision making, and networking. Our EMEA Diversity Council sets priorities for each of our regions.
- Our diversity goals are focused on increasing female representation by hiring, promoting (SVP level and above) were also women.
- Promotions (SVP level and above) were also women.
- We have recently reset our global diversity goals for 2018 to include both three and five-year benchmarks and further expand the scope of our efforts. We have set aggressive targets, including increasing female representation to 44% at the AVP level, 38% at the VP level, 37% at the MD level and 36% for SVP level and above.

We have made some progress - but it is not enough. This is a major priority and focus for us.

Liz Nolan
Managing Director