



Everyday Inclusion and Pay Gap Report 2022

Measuring our progress towards
being a place all our people belong
and are supported to succeed.



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Introduction from our CEO

This is my first Everyday Inclusion and Pay Gap Report since joining Santander as CEO in March 2022. I have found the business to be a place that is extremely welcoming, with people who show great kindness and support to each other.

I believe that creating a diverse and inclusive workplace is integral to delivering on our purpose – to help people and businesses prosper. It enables us to understand the needs and ambitions of our customers and communities and to create the products and services that best support them; particularly at the moments that really matter and in challenging environments like the one we're now facing with pressures on the cost of living.

Pay Gaps 2022

Gender

Our Gender Pay Gap shows a mixed picture. We've been able to decrease the mean pay gap over the last 12 months to 29.2% (-1.6%), mainly through success in hiring and promoting women into senior roles. Women now account for 32.4% of our senior roles, up 0.5% in 2022, and from 27% in 2015.

However, we've seen the median pay gap grow to 31.3% (+1.3%). This is driven by structural changes in our workforce to meet changing customer demand.

We know we have more to do across all levels. The recruitment, retention and advancement of women continues to be a focus, with more work needed if we're to meet our ambition of having 50% (+/- 10%) female representation in senior roles by 2025. We are also taking targeted actions through our Women in STEM campaign, which aims to increase representation of women in these roles at all levels.

Continued on the next page.



Ethnicity

We're voluntarily disclosing our ethnicity pay gap for the third year as we believe in the positive benefits of transparency and are actively lobbying for mandatory reporting across all businesses.

Our mean (9.1%, +1.5%) and median (8.0%, +1.4%) ethnicity pay gaps have both increased over the last 12 months. The primary driver for this has been an increase in minority ethnic representation in our lowest pay quartile, which has offset increases in representation in our senior roles.

While we recognise the ethnicity pay gaps have moved in the wrong direction, we are making progress in improving senior representation. This has increased from 8% in 2019 to 11% in 2022, putting us on track to meet our ambition of 14% (+/-2%) by the end of 2025.

We have again broken the data down even further across our Black, Asian, Mixed and Other Minority Ethnic groups, to create greater understanding of any specific barriers that are preventing people from meeting their full potential. The pay gap remains widest for our Black employees, who are still disproportionately underrepresented at senior levels.

We continue to take steps to accelerate our progress, including delivering a second bespoke Black Talent Programme in 2023 to nurture the potential of our Black employees. There are no quick fixes, but with a long-term commitment to see change happen, alongside accountability from me and my leadership team, I'm confident that we will make the significant shift needed.

Progress to Everyday Inclusion

This year sees us expand this report to place a greater emphasis on inclusion for all. We've increased our focus on Social Mobility, LGBTQ+ and Disability Inclusion in addition to Gender and Ethnicity.

I strongly believe our people deliver their best for customers when they reflect the customers they serve and can be themselves at work. For the first time, this report aims to measure this through key metrics for representation and belonging – what our people tell us about how it feels to work at Santander.

We currently score in the top quartile of external benchmarks across key questions for Inclusion and Belonging (see page 25). This is backed up by external recognition, with Santander UK appearing in The Times Top 50 for Women, the Social Mobility Index and for the first time in the Stonewall Workplace Equality Index Top 100. These all indicate that we are cultivating a culture where our people feel like they belong.

This Everyday Inclusion Report sets out all the actions and activities we're undertaking. It outlines the work of countless people who are dedicated to making Santander a place all our people feel they belong and are supported to succeed. We have clear ambitions set out, for the short, medium and long term. I know through our continued dedication and clear ambitions we'll continue to make progress towards true Everyday Inclusion in the coming years.



Mike Regnier

Chief Executive Officer, Santander UK

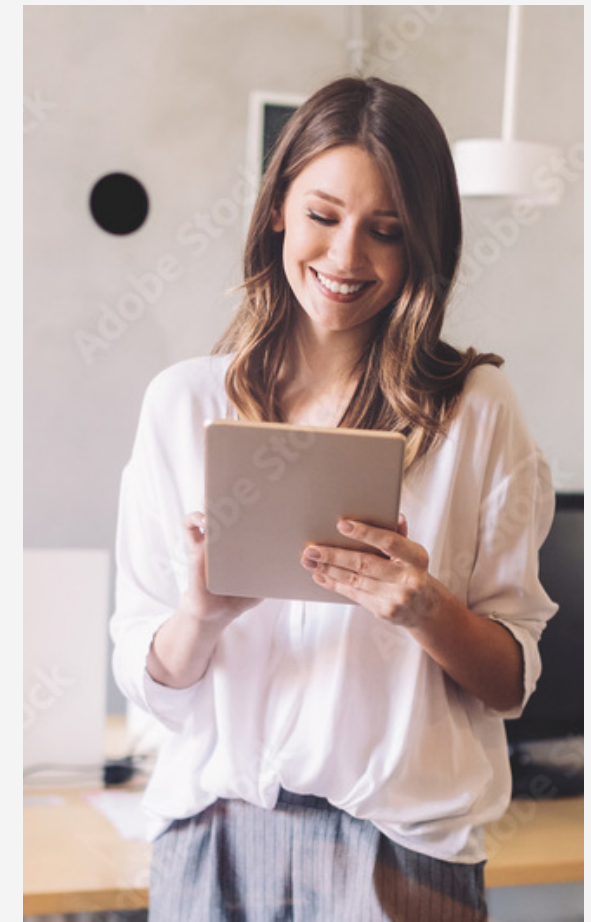
I confirm that the figures in our disclosure are accurate and have been calculated in accordance with Gender Pay Gap reporting requirements as outlined in the legislation and accompanying guidance.

What is our Gender Pay Gap at Santander?

The Gender Pay Gap shows the difference in average pay between women and men. This is different to 'equal pay', which refers to women and men receiving the same pay for the same role or for work of equal value.

The **Gender Pay Gap** takes into account all roles at all levels of the organisation, rather than comparing pay received by women and men performing the same roles.

We regularly review and analyse our employee pay to ensure men and women are treated equally when performing the same role. We are therefore confident that we do not have equal pay issues. Instead, our gender pay and bonus gaps reflect our organisational structure. We have proportionately more women than men in our branch and customer service centre roles, and proportionately more men in higher-paid leadership roles. Almost the entire Gender Pay Gap is attributable to this organisational profile.



The mean Gender Pay and Bonus Gaps have decreased this year, whilst the median Gender Pay and Bonus Gaps have increased. This suggests that, although we have had success in achieving better gender representation in our senior manager roles, the gender profile in our junior roles, where female representation has increased, and middle manager roles, where it has reduced, is creating a mixed picture. The increase in the median Gender Bonus Gap will also reflect the increase in bonus awards for the 2021 performance year generally, following the reduction in bonus awards in the preceding year in the context of the pandemic.

What is our Gender Pay Gap at Santander?

29.2%

The **mean** average Gender Pay Gap in Santander UK Group, down 1.6 percentage points from our last report.

31.3%

The **median** average Gender Pay Gap in Santander UK Group, up 1.3 percentage points from our last report.

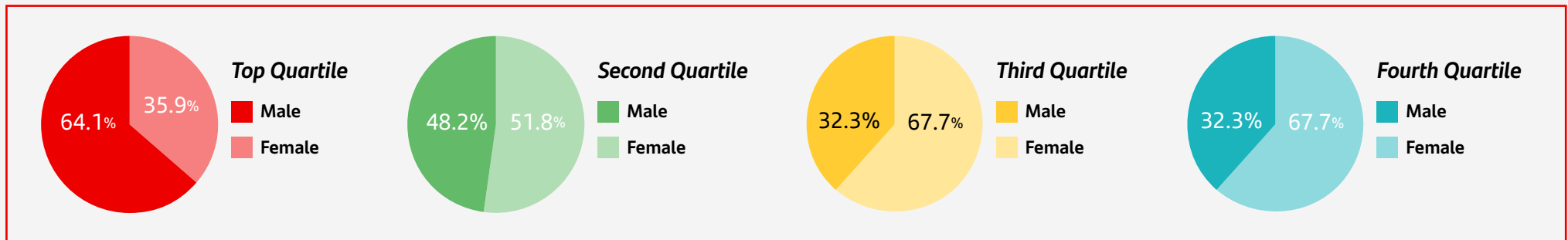
53.4%

The **mean** average Gender Bonus Gap in Santander UK Group, down 4.5 percentage points from our last report.

48.7%

The **median** average Gender Bonus Gap in Santander UK Group, up 11.4 percentage points from our last report.

The proportion of eligible employees who received a bonus was **95.7% (female)**, and **94.0% (male)**



Footnote

For the purpose of this report, 'Santander UK Group' comprises the employing entities listed in the table on page 28. Under the relevant regulations, we are required to report on each employing entity in the UK that has more than 250 UK employees. In the interests of clarity and transparency, we once again provide here an aggregated figure which covers the whole of the Santander UK Group. The pay and bonus gap metrics reported here are correct as at the mandatory April 2022 snapshot date. Please note that the updates to our action plan in this document are correct at the point of publication, in order to give the most current and relevant picture of progress to date.

What is our Ethnicity Pay Gap at Santander?

We are committed to ensuring transparency to be an inclusive workplace, voluntarily publishing our Ethnicity Pay Gap for the third year.

Based on those who have voluntarily disclosed their ethnicity, approximately one-fifth of our workforce is of an ethnic minority. Our ethnic minority colleagues are represented broadly equally across all four pay quartiles.

The ethnicity pay gap shows the difference in the average hourly rate of pay between ethnic minority and non-ethnic minority colleagues. We have used the same calculation methodology set out by the Government Equalities Office for gender pay gap reporting, for our mean and median ethnicity pay gap, bonus gap, and distribution across pay quartiles. However, unlike gender, our ethnicity disclosure rate is not at 100% (at the snapshot date it stood at 75%); any individuals with undisclosed ethnicities are excluded from our calculations.

In 2022 we have seen increases to our Ethnicity Pay and Bonus Gaps. This is primarily because although we continue to increase senior representation of minority ethnic colleagues in senior roles, this is being offset by an even greater increase in representation in our most junior roles. Whilst this has a slight negative impact on the figures in this report, it is this overall increase in minority ethnic representation that will help us make progress towards racial equality as we continue to create career pathways to support more minority ethnic colleagues into senior roles.

What is our Ethnicity Pay Gap at Santander?

It is important to note that as for the Gender Pay Gap reporting, these figures show the gap between the average pay and bonus received by non-ethnic minority and ethnic minority colleagues, and do not reflect differences between colleagues performing the same role.

9.1%

The **mean** average Ethnicity Pay Gap in Santander UK Group, up 1.5 percentage points from our last report.

8.0%

The **median** average Ethnicity Pay Gap in Santander UK Group, up 1.4 percentage points from our last report.

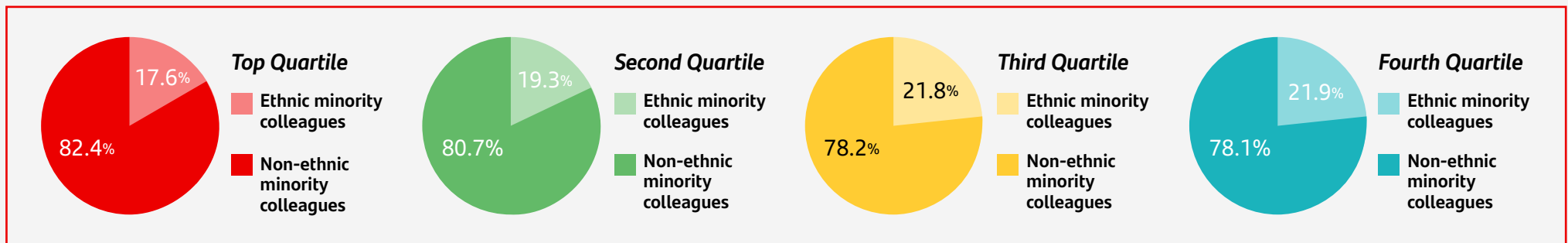
29.0%

The **mean** average Ethnicity Bonus Gap in Santander UK Group, up 3.0 percentage points from our last report.

25.8%

The **median** average Ethnicity Bonus Gap in Santander UK Group, up 13.2 percentage points from our last report.

The proportion of eligible employees who received a bonus was **95.9%** (non-ethnic minority), and **88.9%** (ethnic minority)



Footnote

For the purpose of voluntary ethnicity pay reporting, we have relied on the same 'Santander UK Group' which is used for the Gender Pay Gap illustration on page 24, and which comprises the employing entities listed in the table on page 28. The pay and bonus gap metrics reported here are correct as at the April 2022 snapshot date. The same reporting methodology and snapshot date have been used for the gender and ethnicity pay and bonus gap calculations.

What are our individual Ethnicity Pay Gaps at Santander?

As part of our desire to become more transparent, this year we are publishing individual Pay Gaps for our colleagues of Mixed / Multiple Ethnicity, for the first time.

	Mean Pay Gap	Median Pay Gap	Mean Bonus Gap	Median Bonus Gap
All minority ethnic	9.1%	8.0 %	29.0%	25.8%
Asian	8.1%	6.6%	29.7%	25.8%
Black	19.6%	16.9%	47.8%	34.5%
Mixed / Multiple	12.7%	11.7%	33.5%	18.2%
Other minority ethnic	-15.4%	-10.2%	-44.4%	-23.5%

Our commitments to closing the gaps

We continue to deliver our Everyday Inclusion strategy as we aim to be the place all colleagues feel they belong and can succeed.

Our Everyday Inclusion Strategy helps us to focus on our most targeted actions, which are taken based on the data we have and what our people tell us about their experience of working for Santander. While we're making progress, it's clear we have more to do.

Here are our key commitments to closing our Pay Gaps in 2023:

Gender:

- 1 Improve our retention of talented senior women through a strategic review of our entire leadership population, including **talent mapping, succession planning** and creation of more **career pathways** into leadership.
- 2 A **Women in STEM campaign** to identify and tackle the challenges contributing towards female under representation in STEM based roles within Santander UK and wider STEM industry.
- 3 Improve our focus on **Women's Health**, building on the success of our menopause campaign to focus on additional aspects to improve outcomes and experience for women at work.
- 4 Increased provision of **support for Families and Carers** and promoting **equalisation of gender roles** at Santander so all our colleagues feel able to take an active role in caring whilst progressing in their careers.

Ethnicity:

- 1 Increasing representation of people from minority ethnic groups to build a critical mass of talented role models at senior levels. This will include an **ethnicity lens on all bankwide development programmes**, and ongoing participation in **dedicated programmes for people from minority ethnic backgrounds**.
- 2 An ongoing focus on **Black Inclusion** to tackle ongoing underrepresentation of people from black backgrounds in our senior roles, including our **Black Talent Programme** and participation in the **Solaris Programme** for executive black women.
- 3 A bankwide **allyship campaign** to create a greater sense of belonging for people from minority ethnic groups, including **Let's Talk about Race** sessions, **Inclusive Leadership** focus and **Unconscious Bias Training**.
- 4 The introduction of new **partnerships, sponsorships** and **recruitment channels** to improve recruitment of people from minority ethnic backgrounds, particularly into senior roles, and position Santander as an inclusive employer of choice.

Highlights of our progress in embedding Everyday Inclusion

Making progress towards being a place all our people feel they belong and are supported to succeed.

Our Everyday Inclusion strategy prioritises the themes of respect, balance, inclusive leadership, allyship, transparency and accountability. Through our strategy, use of data, and by talking to our people, we're best able to prioritise our actions. Here are some key highlights in the last year:

Becoming Leaders for Social Mobility

We're proud to be a founding member of **Progress Together**, a membership body focusing on progression, retention, and socio-economic diversity in the financial services sector. In the coming years we'll continue our advocacy for a fairer society where anyone is able to succeed, no matter their background.

As part of our membership, we are completing an initial assessment and annual report through Progress Together to measure our success, and work alongside our peers to share best practice for the benefit of the whole financial service sector.

Leading by example

Inclusive Leadership starts at the top, so we were thrilled to launch our first ever **Reverse Mentoring Circles** initiative with our Executive Committee this year. Reverse Mentoring Circles put diverse colleagues from across our organisation into the role of mentors, helping our senior leaders to understand more about how it feels to work at Santander and ways we can improve inclusion, belonging and wellbeing for our people.

Our Executive Committee also play the role of sponsors, advocating for their mentors, helping to improve career progression and outcomes.





Highlights of our progress in embedding Everyday Inclusion

Improving Representation in our Senior Manager population

We have again made progress towards our ambition to **increase minority ethnic representation in senior roles** (Exco – 3) to 14% (+/- 2%) by 2025. This is now at 11% increasing by 1% in each of the last three years, putting us on track to meet our target.

We've seen an increase of **women in senior roles** that has now reached **32.4%**, up from 27% in 2015 and 31.9% in 2021. **We've had particular success in our most senior roles** (Exco – 1), reaching **26.1%**, up significantly from 22.7% in 2021 and 18.6% in 2015.

This is a welcome improvement, but Gender Equality remains a priority if we're to meet our minimum ambition of 40% women in senior roles by the end of 2025.

This report features **more detailed information on representation** than before, including **LGBTQ+, Disability and Ethnicity** by group on **page 22**. We'll continue to expand this report and track our progress in the coming years to increase transparency and accountability as we work to achieve Everyday Inclusion.

Supporting inclusive career progression

To achieve our goals, we know we need to continue to support high potential colleagues from under-represented groups through **inclusive leadership programmes**.

Our first **Black Talent Programme** graduated earlier this year, and **over 60% of the participants have now been promoted or moved roles** since joining the programme. Participating in the programme saw talented **colleagues become almost 3 times more likely to get promoted**, with 90% of participants recommending the programme. Our data shows us that Black Inclusion remains a priority, and we're excited to be hosting a further Black Talent Programme, starting January 2023.

2023 will also see the relaunch of our **Accelerator Programmes**, which will be open to all colleagues with a focus on ensuring **participation from across all underrepresented groups** in line with our diversity targets. Over 400 colleagues have completed previous Accelerator Programmes, and we look forward to welcoming the next cohort in Q1 2023.

Highlights of our progress in embedding Everyday Inclusion

Improving understanding through better data disclosure

Throughout 2022, we have worked to improve our understanding of the people who make up our organisation as we aim to best represent the customers and communities we serve.

This saw us **improve our data disclosure options** with input from our people networks to ensure all our people feel they can select options that best reflect their individual identity.

We supported this with a communications campaign encouraging colleagues to voluntarily share their personal characteristics, raising awareness of how we securely hold this data and how we use it to make Santander a more inclusive place to work. **This has seen us improve our data disclosure rates for both ethnicity and sexual orientation** each by 4% to **77% and 59%** respectively, driving us towards Everyday Inclusion through recognising and removing any barriers our colleagues face more quickly.

We continue to empower key decision makers across the business with this data to ensure each business area can take more targeted actions to improve representation and experience across Santander UK.

We're committed to investing in our people, ensure they have the skills and knowledge to thrive and ensuring all aspects of diversity are front of mind. We're inclusive, and we care for each other.

Juan Ignacio Echeverria

Chief People Officer



Becoming a place all our people feel they belong and are supported to succeed

We continue to expand how we embed Everyday Inclusion in all that we do at Santander.

Our **learning, training and development portal**, MIO, hosts a wealth of material dedicated to helping embed Everyday Inclusion and **promote proactive allyship across Santander**. Mandatory training is completed by every colleague across all levels of our bank and features a full module on the importance of inclusion & diversity.

Additional material includes in-depth and bitesize training, TED talks, videos, articles, podcasts, infographics and much more to really speak to the heart of what Everyday Inclusion means at Santander.

Collectively, these resources have been accessed by our colleagues over **5,500 times**, and we'll continue to enhance and expand this in 2023. This year saw us introduce additional **unconscious bias training** for hiring managers whenever a new vacancy is created. This helps ensure we're encouraging managers to consider any unconscious bias they may have and consider the existing balance within their teams.

Our "always on" people survey helps us track progress. We're proud that some of our key scores show: we score **8.7/10** for satisfaction with our efforts to support Diversity & Inclusion, **9.0** for "At Santander, people of all backgrounds are accepted for who they are, and **8.6** for "A diverse workforce is a clear priority for Santander".

Progress towards Gender Equality

Growing representation and improving workplace experience for women.

Growing our female senior leadership

We've seen an **increase in women in senior roles** over the last year, reaching **32.4%**. This is up from 31.9% in 2021 and 27% in 2015. We've had particular success in our most senior roles (Exco – 1), reaching **26.1%**, up significantly from 22.7% in 2021 and 18.6% in 2015. This is a welcome improvement, but **Gender Equality remains a priority** if we're to meet our minimum ambition of 40% women in senior roles by the end of 2025.



Developing future leaders

Developing our existing female talent remains our most effective method of achieving equality of representation in senior roles. **Women now account for over 41% of promotions into our senior roles**, significantly helping us move towards our ambition.

Creating additional pathways for women in leadership remains a priority. We are pleased to again be participating in **Mission Gender Equity**, offering cross company mentoring experience. A further three Santander colleagues participated in **Solaris**, an executive programme for black women, as we take an intersectional approach to improving representation.

We ensure all our talent programmes take an intersectional view, with at least 50% representation of women. This includes our upcoming **Accelerator** and **Black Talent Programmes** which will create more career pathways into leadership through development and sponsorship.



Progress towards Gender Equality

Inclusive recruitment

Since 2016 we have aimed to have **gender balanced shortlists** for our senior manager roles. Our data shows that when a balanced shortlist is achieved, **over 70% of roles are filled by women, compared to just 18% when not.**

We also continue to ensure women are included in **interview panels** for senior roles to provide a balanced view of potential candidates and avoid any bias.

A proud employer of choice for women

We again feature in **The Times Top 50 for Women** and are commended for being in the top 10% of organisations that have featured most regularly since inception eleven years ago. The list, published in partnership with **Business in the Community**, celebrates UK employers that are committed to creating inclusive workplace cultures and women's progression at work.

The award involves a comprehensive submission process with Santander being specially commended for our work to remove bias in recruitment and developing our existing talented women into leadership roles.

Advancing women in STEM

Our Women in Stem proposition aims to identify and tackle the challenges contributing towards female under representation in STEM based roles within the Bank and wider STEM industry. We're identifying and tackling the challenges contributing towards female underrepresentation, and accelerating female talent within these roles. In 2023, our Women in STEM proposition will expand to build our external brand and partnership opportunities as an employer of choice for Women in STEM based roles.

Santander Breakthrough women business leaders' mentoring programme

As a signatory of the UK government **Investing in Women Code**, we're committed to advancing female entrepreneurship in the UK. Through this, we're very proud to have again delivered our annual Women Business Leaders' Mentoring Programme, powered by **Moving Ahead**.

In addition to the traditional mentoring, we also provide a Beyond Mentoring approach which looks at practical skills to help business owners grow their business. This takes into account current issues, for example, the cost-of-living impact on small businesses & the importance of being a sustainable business amongst our overall business support.

Through this programme, we have now supported over **800 Women Business Leaders** through a nine-month mentoring programme in the past four years.



Progress towards Gender Equality

Supporting Family and Carers to thrive at work and home

We are prioritising **equalisation of caring responsibilities** to improve gender equality. We are proud to have sponsored **Business in the Community's "Who Cares"** report in support of this. The report shows an overwhelming majority (94%) of the UK Workforce feel that parenting/caring responsibilities should be shared. Despite this, half of women continue to do the majority or all of the caring. This continues to negatively impact women's careers, with 4 in 10 carers saying caring responsibilities prevented them from applying for a job/promotion.

As we aim to best support our carers, we have further **increased our fully paid Maternity/Shared Parental Leave** offering to 23 weeks, and **fully paid Paternity Leave** to 5 weeks. We offer additional paid leave to colleagues who have a baby prematurely to help them get back some of the time after the birth that they have not been able to use as planned. We also offer paid compassionate leave for colleagues whose partner has had a premature birth and whose baby requires a period of hospitalisation.

Last October we were delighted to be one of the first organisations to sign up to **Tommy's Pregnancy and Parenting at Work** support and received their champion accreditation. Our **Family and Carer's network** work closely with Tommy's on a range of initiatives throughout the year, including pregnancy, fertility, baby loss, adoption, fostering and surrogacy.

We are still one of a small number of organisations to **publicly disclose our family-friendly policies**, enabling external candidates to view and compare these with those of other organisations, before interview. Our support for colleagues whose baby is born prematurely led to us being awarded **The Smallest Things Employer with Heart Chartermark** and added to their Hall of Fame.

This year we were awarded **Best for Mental Health and Wellbeing** by Working Families for the second year running and shortlisted for **Best Family Network** for the third year in a row. We are also proud to have **Carer Confident: Accomplished** accreditation from **Carers UK**.





Progress towards Gender Equality

Leading the conversation on Menopause

We're proud signatories of the **Menopause Workplace Pledge** as we aim to support our 2,500+ female colleagues between the ages of 45-55, when menopause typically occurs. External research tells us that 3 in 4 women experience menopausal symptoms which impacts their quality of life and 1 in 4 suffer severe symptoms. Additionally, 25% of women consider leaving work due to their menopause symptoms.

Our team of passionate **Menopause Advocates**, trained by experts **Henpicked**, run awareness sessions within the business and signpost colleagues and managers to support. We are also proud to have been the first major employer in the UK to partner with **Peppy** who have, to date, provided access to expert support to over 700 of our colleagues, including ongoing one to one text chats with a team of nurse practitioners, a webinar series, group chats and a suite of additional resources.

We have a dedicated menopause section within our online **Wellbeing Hub** which includes helpful resources including our **Menopause Guidelines**, videos, guides and links to valuable external resources to ensure colleagues and managers are able to access a range of information and support. We also have e-learning for our managers to raise their awareness and understanding, including how to have meaningful conversations around the menopause and generally around wellbeing.

This is supported by a bank-wide communication campaign to raise awareness, encourage allyship and create a psychologically safe environment for colleagues to speak up and get the support they need.

Our work to support menopause has featured as a best practice case study by **Business in the Community** (BiTC) and was also submitted to the Parliamentary Commission on Menopause support in the workplace. We were recognised at the Menopause Friendly Employer Awards with '**Best Supportive Partner**' for our work to help and inspire other employers on their journey to support menopause and Theresa Winters our Senior HR Manager was awarded the **Carolyn Lazarus Award**, given to the individual who has had the biggest impact on changing the way people think and feel about the menopause, both in and out of the workplace.

**Menopause Friendly
Employer Awards 2022
WINNER**



The Carolyn Lazarus Award

Most Supportive Partner

Race inclusion and equality at work

Improving outcomes and belonging across minority ethnic groups.

Increasing minority ethnic representation in leadership

We've seen an **increase in minority ethnic representation** in senior roles (Exco – 3) over the last 12 months. This is now at 11%, and has increased by roughly 1% in each of the last three years. This puts us **on track to meet our ambition** to have 14% (+/- 2%) minority representation by the end of 2025.

Developing our Black Talent

Our first **Black Talent Programme** graduated earlier this year, and over **60% of the participants have now been promoted or moved roles** since joining the programme. Participating in the programme saw 36 talented colleagues become **3 times more likely to get promoted**, with **90% of participants recommending the programme**. We're excited to be hosting a further Black Talent Programme for 60 more colleagues, starting January 2023.

Our data shows us that Black Inclusion remains a priority. We participated in the **Solaris Executive Programme** for a second time as we look to accelerate our talented black women into executive leadership roles. 2022 also saw us launch a dedicated **Financial Manager Accreditation Programme** for 12 black colleagues training to help create more career pathways.

Race at Work Charter

We are a **Race At Work Charter** signatory, which asks businesses to make a public commitment to improving equality of opportunity in the workplace. In 2021 the Charter was expanded to include allyship and inclusive supply chain commitments, meaning we now meet seven commitments in total.

We are one of a few organisations to voluntarily disclose our **Ethnicity Pay Gap** as a key action for accountability and continue to work to make further progress to Race Equality through our involvement in **Business in the Community's Race Campaign**.



The Prince's
Responsible
Business Network

Race at Work Charter signatory

Achieving race inclusion and equality at work

Listening to our colleagues' lived experiences

We hosted **Ethnicity Listening Circles** throughout 2022 alongside our **Ethnicity@Work Network** as we aim to understand the experiences of minority ethnic colleagues from across our organisation.

The key themes of tone from the top, progression and unconscious bias have helped to drive our actions throughout 2022 and into next year, including the launch of our first Exco Reverse Mentoring Programme, second Black Talent Programme, Accelerator Programmes and allyship campaign.

Improving transparency and understanding

This report features more detailed information on ethnicity at Santander UK than before, including key representation metrics alongside again voluntarily publishing our **Ethnicity Pay Gap report**. We'll continue to expand this report and track our progress in the coming years to increase transparency and accountability as we work to achieve Everyday Inclusion.

We have made progress in improving our data disclosure this year, making improvements to our systems to ensure ethnicity options accurately represent our people's identities based on feedback from our Ethnicity@Work Network.

Our data disclosure campaign has helped significantly **increase our ethnicity disclosure rate** from 73 to 77% throughout the year. We will continue to focus on improving our data disclosure to help us recognise barriers colleagues may face and guide our actions to achieving racial inclusion at work.

Supporting and celebrating women of colour in business

We're proud to have sponsored the 16th annual **PRECIOUS awards**, which celebrate the achievements of women of colour in business, leadership, and work. We have used the research we conducted during 2021 with PRECIOUS to understand the challenges and opportunities faced by women in business and as a result launched our **Women of Colour Financial Readiness Programme**, providing business support for UK-based SME's founded and or led by women of colour.

It is fully funded by Santander and delivered in partnership with **Upskill Digital**. The programme aims to address the issues and challenges faced by women of colour who choose to set up a business which includes access to finance, financial education, support at key life and business stages, exposure to relatable role models and a network of trusted peers.

I'm privileged to co-chair our Ethnicity@Work Network, who help to positively influence and embrace Everyday Inclusion, so everybody feels respected, valued and able to contribute, while importantly being themselves. I am particularly proud that we have expanded the 'breadth' of ethnic cultures from all global regions to increase engagement and understanding.



Sukhjeeven Nat
Head of Wholesale & Retail Sector

Becoming leaders for Social Mobility



Focusing on improving social mobility to achieve Everyday Inclusion.

We are taking active steps to boost opportunities to those who really need it and to level the playing field for people, regardless of their background or upbringing.

Natalie Huff

Social Mobility Network tri-chair



Making Progress Together

We're proud to be a founding member of **Progress Together**, a membership body focusing on progression, retention, and socio-economic diversity in the financial services sector. In the coming years we'll continue our advocacy for a fairer society where anyone is able to succeed, no matter their background.

As part of our membership, we are completing an initial assessment and annual report through Progress Together to measure our success, and work alongside our peers to share best practice for the benefit of the whole financial services sector.

Leading the way to better Social Mobility

We're proud to have again been included in **Social Mobility Index, ranking in the top 75. This is the fourth year** in a row we have appeared in the index, which is a key benchmark for our work to be leaders for Social Mobility within the Financial Services sector.

We received the **Lord Mayor's Award for Advancing Socio-economic Diversity in Business** for our commitment to retaining exceptional colleagues, and developing internal talent. We also received a silver award for **Progression Programme of the Year** at the SoMo Awards for our Career Mobility Hub. The hub offers our colleagues a go-to place for professional development, including our internal job board, CV/interview preparation, and access to our one-to-one Career Coaching Service.

Better understanding barriers to social mobility

As part of our aim to become the **best bank for Social Mobility**, we are increasing our understanding of the people who make up our organisation. Last year saw us ask a question on our Employee Survey relating to socio-economic background, creating more insight than ever before on differences in experience/outcome based on socio-economic background.

2022 saw us build on this understanding by introducing questions relating to socio-economic background to Workday. This will help us create a baseline for us to track our progress as we aim to increase social mobility through our organisation.

Supporting LGBTQ+ inclusion at work



We're creating LGBTQ+ inclusive environments for our colleagues, customers, and communities.

Showing our Pride across the UK

Each year we take part in Pride activities across the UK as part of our work to celebrate and support LGBTQ+ colleagues. We were proud to headline sponsor **MK Pride**, and to have been represented by colleagues at eight additional Pride events across the UK. All our people were invited to show their support by adding their chosen pronouns to their name badges and email signatures. For the first time, all our branches featured Pride window vinyls and our ATMs and in-branch digital screens also displayed Pride graphics using the **Pride Progress Flag**, an evolution of the original Pride Flag, which is designed to better include and represent all identities.



Evolving Minds in our LGBTQ+ Library

Last year saw the launch of our **Evolving Minds LGBTQ+ Library** with the support of our **Embrace Network** to grow understanding of the LGBTQ+ community and increase allyship. The library features "**Stories of Pride**" from our colleagues, an LGBTQ+ Calendar, and an LGBTQ+ Alphabet which helps us to focus on lesser known or understood LGBTQ+ identities. We continue to grow the library with new content, videos and information added regularly as we work to achieve Everyday Inclusion for our LGBTQ+ colleagues.

Supporting LGBTQ+ Refugees

We're proud to support Tent and Stonewall's **LGBTQ+ Refugee mentoring scheme**, with an ambition to support more than 50 LGBTQ+ refugees by 2024. Our mentees help prepare LGBTQ+ refugees to enter the job market by helping them with their CVs, advising on interview etiquette, as well as expanding their professional networks.

Some LGBTQ+ refugees have fled violence and conflict alongside their compatriots or have been forced to flee their homes due to persecution directly related to their sexual orientation or gender identity. With more and more refugees displaced for longer periods of time, businesses have a critical role to play in helping refugees integrate economically in their new host communities.

Supporting LGBTQ+ inclusion at work

Growing understanding of our LGBTQ+ colleagues

For the first time, this report introduces metrics on our **LGBTQ+ representation** at Santander UK, with 5.1% representation of LGBTQ+ colleagues across Santander UK, and 3.3% of our senior roles. This provides a baseline as we look to continue growing our understanding of LGBTQ+ representation and experience at Santander UK.

Our focus on LGBTQ+ Inclusion saw us improve our data disclosure options with input from our **Embrace Network** to ensure our LGBTQ+ people feel they can select options that best reflect their individual identity. This saw us introduce Pan as an option for a first time, as well as an option to select "I choose to identify a different way".

We have seen our LGBTQ+ disclosure grow by 4% to 59%, indicating an increase in awareness and psychological safety for LGBTQ+ colleagues. Improving data disclosure remains a priority to help us better understand our organisation to take more targeted actions. We'll expand this report and track our progress in the coming years to increase transparency and accountability as we work to achieve Everyday Inclusion.

A top employer for LGBTQ+ Inclusion

We are delighted have achieved our long-held objective to feature in the **Top 100 Employers for LGBTQ+ Inclusion** in the **Stonewall Workplace Equality Index** and winning a gold award. Over 500 organisations from every sector entered so this is real testament to the progress we've made with the support and dedication of our **Embrace LGBTQ+ network**.

Stonewall's Top 100 employers list ranks organisations on their efforts and commitment to creating welcoming environments for their lesbian, gay, bi, trans and queer staff. This includes **ensuring HR policies are inclusive** of LGBTQ+ people, as well as supporting and **celebrating LGBTQ+ identities at work**.

We know from research that more than a third of LGBTQ+ staff (35%) hide who they are at work, while one in five have been the target of negative comments because they're LGBTQ+. So it's important for us to make sure we create a **safe and supportive environment** where everyone feels like they can belong.

Celebrating our change-makers

We're proud that our **Embrace Network** have been awarded the **Outstanding Network of the Year** at the **European Diversity Awards**, recognising their fantastic work over years to make Santander the most inclusive bank for our people and customers both in the UK and globally. Embrace co-chair, **TJ Richards**, also appears on the **Outstanding Role Model** list as a **Future Leader** for her work both at Santander and in the local community.

Santander UK Head of Culture and Experience, **Damien Shieber**, features as a top 10 **Inspirational Leader** at the **British LGBT Awards** for their work to actively champion inclusion and influence positive change through being a **visible role model for LGBTQ+ colleagues** both in the UK and across Santander Group.



Our Disability Inclusion Plan

Improving access and outcomes for people with disabilities.



Evolving our Disability Inclusion Plan through Listening Circles

This year saw us host **Disability Listening Circles**, supported by **Business in the Community** and our **Enable! Disability network**.

The circles provided further insight into the experiences of our people with disabilities, helping us to focus on key areas for improvement. Key outcomes included a need for greater understanding through an allyship campaign, a need for increasing awareness of the workplace adjustments we make for our people, and need to create more career pathways for our people with disabilities.

Disability Confident Leaders

2022 saw our status as **Disability Confident Leaders** renewed for our work to support people with disabilities at Santander. As a Disability Confident Leader, we play a leading role in changing attitudes for the better, and improving outcomes for our people, customers and communities.

As a leader, we make five commitments to our current and prospective people with disabilities: inclusive and accessible recruitment, communicating vacancies, offering an interview to disabled people, providing reasonable adjustments, and supporting existing employees.

Our Disability Inclusion Plan

Celebrating Superpowers and Disability Pride

Disability Pride Month saw us share stories from our **Enable! Disability Network** members to celebrate differences and raise awareness across Santander UK.

Our campaign focused on sharing our people's superpowers – how having disabilities can enable us to excel in other ways. We also held a campaign for **International Day of Persons with Disabilities**, which saw the launch of a new **Disabilities Hub** aimed at raising awareness of a wide range of disabilities, including physical, mental and invisible, and the support available for our people and managers.

We're passionate about building awareness, knowledge and understanding of disability throughout Santander UK by sharing stories and supporting staff to feel comfortable in having important conversations.

Michael Heathcote, Georgie Siddall & Tim Prendergast

Enable! Network Tri-chairs

Celebrating our People Networks

Our People Networks are integral for embedding Everyday Inclusion at Santander, affecting positive change by raising awareness, supporting colleagues' development, suggesting improvements to our processes and providing a place for all our colleagues to connect.

Collectively, our eight networks support over 10,000 members, with each guided by a leadership team of passionate Santander colleagues and sponsored by a member of our Executive Committee to ensure the voices of all our people are heard at all levels of Santander UK.

Our networks regularly share communications and host events based on educating, building knowledge, raising awareness and providing support.

They have been central to many of the improvements made at Santander over the last year, including:



Our **Embrace** network won Outstanding Network of the Year at the European Diversity Awards, and have led on our Pride Activity, Evolving Minds LGBTQ+ Library and LGBTQ+ refugee mentoring scheme with Tent & Stonewall.



Our **Enable!** Network have supported our Disability Listening Circles to help evolve our Disability inclusion Plan, and have hosted bankwide campaigns for Disability Pride and International Day of Persons with Disability.



Our **Ethnicity@Work** network led on our involvement in Business in the Community's Cross Company Race Mentoring, and supported our Ethnicity Listening Circles as we continue to listen and respond to the experiences of our people. They have also focused on celebrating diverse cultures throughout the year, including a Celebration of Cultures Event.



Our **Families & Carers** Network were nominated as best Family Network for the third year running at the Working Families awards. They created Parent Connect to support colleagues returning from parental leave, hosted a series of webinars with Tommy's Charity and supported Santander UK's Carer Confident: Accomplished Accreditation.



Our **Mental Wellbeing** Network continue to host Mental Wellbeing Check-in sessions to support colleagues, including on the Ukraine War and cost of living crisis. The network also led on campaigns for Mental Health Awareness Week, World Mental Health Day and International Men's' Day.



Our **Military** Network led on Santander UK re-signing the Military Covenant, and represented Santander at the British Ex-Forces in Business Awards where we proudly presented and sponsored the 'Champion of Women Award'.



Our **Social Mobility** Network helped Santander UK become the only bank to sign up to the Young Persons Guarantee, supporting over 500 people with sessions focused on managing money and careers. The network also promote training workshops on 'Becoming an Unforgettable Speaker' with The LEAD Curriculum, and led on campaigns for Career Mobility and Social Mobility Awareness Day.

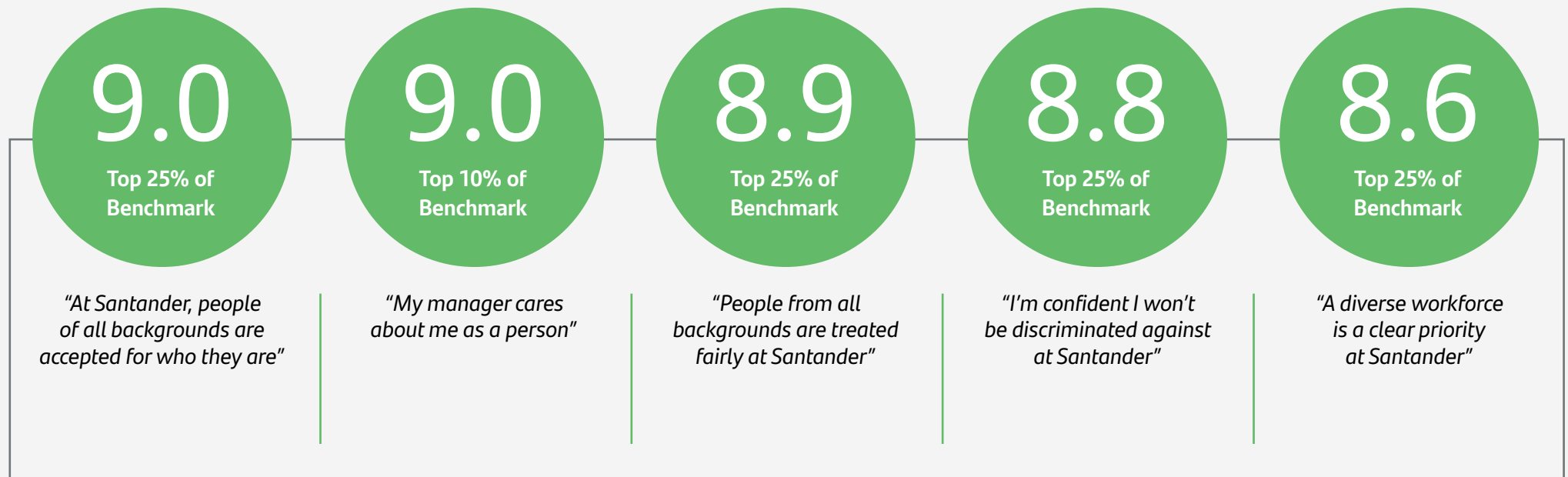


Our **Women in Business** Network are hosting Connect For events, connecting people to share experiences and skills. They're also hosting Coffee & Connect sessions, providing insight from senior women at Santander UK, and have supported campaigns for International Women's and Men's Days.

What do our people say about belonging at Santander?

Measuring our progress to be a place all our people feel they belong and can succeed.

We regularly ask our colleagues how they are feeling as we aim to **create a thriving workplace** where all our people feel they belong and are supported to succeed. Here is how our people feel about working for us, and how we compare to our peers.*



*These are average scores, with 10 being the highest. Percentages are how we compare vs. our peers according to Peakon benchmark data.

External benchmarking, recognition and awards

We regularly seek feedback and receive recognition for our work to achieve Everyday Inclusion.

Continuously improving through benchmarking

We take part in benchmarking activity each year to measure our progress and find new ways to improve. We are recognised as a **Top Employer** by the Top Employers Institute, and are accredited by **Great Place to Work** as a **Best Super Large Organisation, Best Workplace for Women** and **Best Workplace for Wellbeing**.

We are again recognised in **The Times Top 50 Employers for Women**, which celebrates the best organisations each year for making gender equality a priority and commended for being in the top 10% of organisations appearing in the list in the 11 years since its inception.

We also feature in the **Social Mobility Index**. This is the fourth time in a row we have appeared in the index reflecting our ongoing focus on improving Social Mobility both at Santander and in wider society.

2022 saw us appear in the Top 100 of **Stonewall's Workplace Equality Index** with additional recognition as a Gold Award winner, achieving a long-held goal for us as part of our commitment to LGBTQ+ inclusion.

We also entered the **Working Families Benchmark** for the first time, and have set an ambition to appear in future lists as part of our ambition to be the best bank for supporting Families and Carers.



External benchmarking, recognition and awards

Our awards

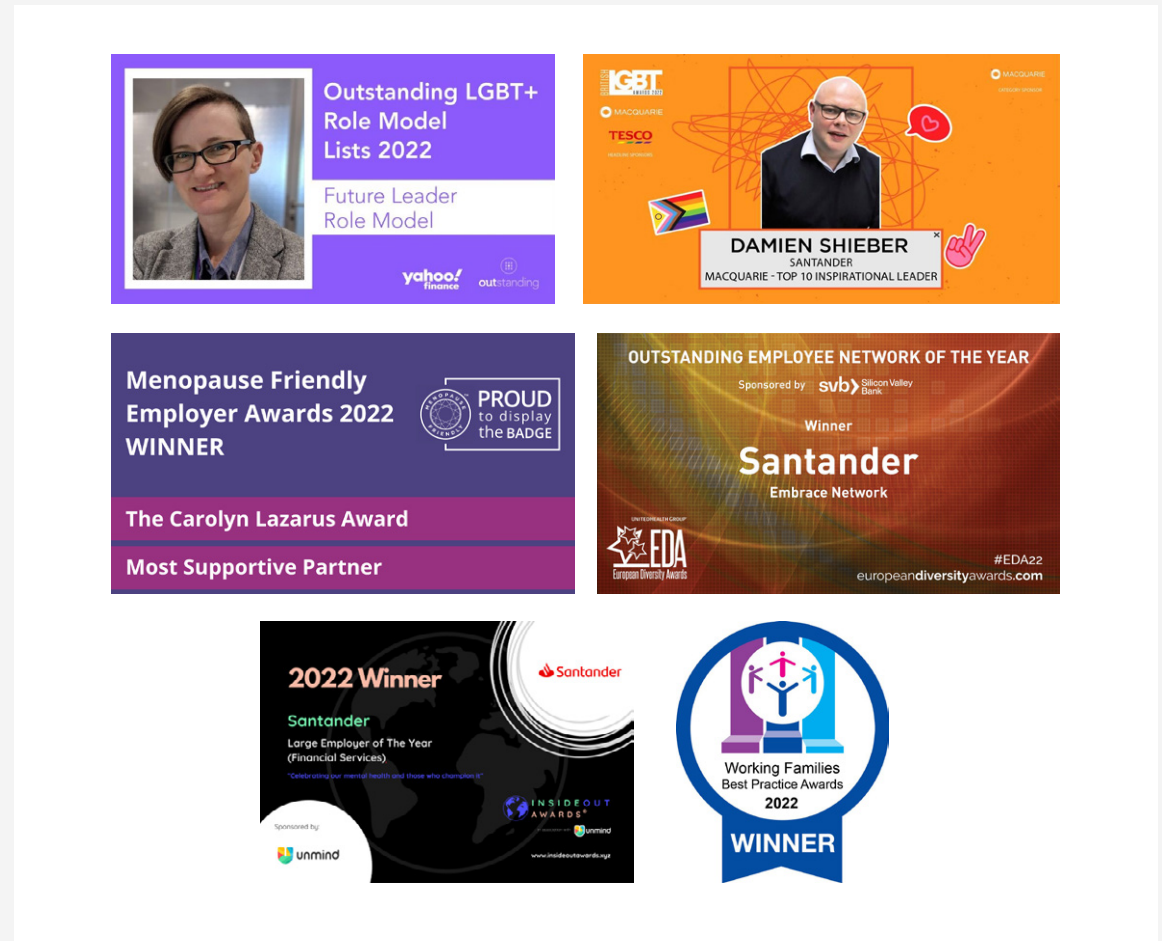
Santander UK is recognised as the **Best Financial Services Organisation** at the **InsideOut Mental Health Awards**.

Our work to support our colleagues and their families' saw us receive the award for **Best for Mental Health and Wellbeing** at the Working Families Best Practice Awards for the second year running, with our Family & Carers Network nominated for **Best Network** for the third year in a row.

Our **Embrace Network** won **Outstanding Network of the Year** at the **European Diversity Awards**, recognising their fantastic work over years to make Santander the most LGBTQ+ inclusive bank for our people and customers both in the UK and globally.

Embrace co-chair, **TJ Richards**, also appears on the **Outstanding Role Model** list as a **Future Leader**, and Santander UK Head of Culture and Experience, **Damien Shieber**, features as a top 10 **Inspirational Leader** at the **British LGBT Awards**.

Our work to support menopause saw our **Menopause Advocates** awarded **Best Support Group** at the Menopause Friendly Employer Awards, where our Senior HR Manager, **Theresa Winters** was awarded the **Carolyn Lazarus Award**, given to the individual who has had the biggest impact on changing the way people think and feel about the menopause, both in and out of the workplace.



External benchmarking, recognition and awards

Our accreditations and commitments

Accreditations help us to ensure we're offering the best support we can to our people in the moments that matter most.

This year saw us renew our commitment to the **Armed Forces Covenant**, a promise to ensure that those who have served in the armed forces have routes and support into the workplace.

We're proud signatories of the **Menopause Workplace Pledge** as we aim to raise awareness and support our 3,000 female colleagues between the ages of 45-55, when menopause typically occurs.

We're proud to have accreditation from Tommy's as a **Pregnancy & Parenting at Work Champion**, recognising the support we offer to colleagues no matter what their pregnancy and parenting journey looks like. We have received '**Carer Confident – Accomplished**' accreditation through Carers UK as we look to continuously improve the support our working carers receive.

We are proud to be recognised in **The Smallest Things Employer with Heart Charter** for our support for parents of premature babies. In addition to these accreditations, we also continue to support several initiatives as we aim to help all our people feel they belong, including:



Our external partners

We work with **expert external partners** to help advise us as we aim to be the most inclusive place for our people. These organisations help us in a range of ways, including by providing access to resources, reviewing policies, facilitating knowledge exchanges with other forward-thinking organisations, helping us attract the most talented and diverse talent, and facilitating training and listening sessions for our people. Our partners include:



Representing the customers and communities we serve

We're making progress towards increasing representation as we aim to represent the customers and communities we serve.

This report contains our most detailed diversity representation reporting to date as part of our aim to be transparent and accountable as we aim to achieve our ambitions.

Our people are diverse but it's clear we still have work to do in helping more colleagues from underrepresented groups into leadership roles, especially for women and people from black backgrounds which remain priorities. Increasing disability representation is also a key priority if we are to achieve true inclusion.

Representation overview at Santander UK

	All Santander UK colleagues			
	2021	2022*	Annual change	Our ambition (ongoing)
Women	57.1%	57.0%	-0.1%	40-60%
All minority ethnic	20.1%	22.3%	2.2%	14%+
Asian	14.3%	16.1%	1.8%	8%+
Black	2.9%	3.3%	0.4%	3.4%+
Other	2.9%	2.9%	0.0%	3%+
LGBTQ+	5.1%	5.1%	0.0%	3.8%+
Disability	N/A**	2.0%	N/A**	5%+

Progress towards more diverse leaders

	Senior manager roles			
	2021	2022*	Annual progress	Our ambition (2025)
Women	31.9%	32.4%	0.5%	40-60%
All minority ethnic	9.8%	11.0%	1.2%	12-16%
Asian	6.9%	8.0%	1.1%	7-9%
Black	0.7%	0.8%	0.1%	3-4%
Other	2.2%	2.2%	0.0%	2.5-3.5%
LGBTQ+	2.9%	3.3%	0.4%	3.6-4%
Disability	N/A**	1.3%	N/A**	5-10%

*As at 30 September 2022.

**No direct comparison possible due to changes in data collection. Annual change to be reported from 2023.

Appendix: Our gender pay and bonus gap disclosure

Under the Gender Pay Gap reporting regulations we are required to publish the Gender Pay Gaps in respect of each of the Santander employing entities with more than 250 employees at the snapshot date (5 April 2022).

Employer	Gender Pay Gap (mean)	Gender Pay Gap (median)	Gender Bonus Gap (mean)	Gender Bonus Gap (median)	Males receiving bonus pay	Females receiving bonus pay	Top quartile		Second quartile		Third quartile		Lower quartile	
							Men	Women	Men	Women	Men	Women	Men	Women
Santander UK Group	29.2%	31.3%	53.4%	48.7%	94.0%	95.7%	64.1%	35.9%	48.2%	51.8%	32.3%	67.7%	32.3%	67.7%
Santander UK PLC	28.5%	25.9%	55.2%	45.2%	93.7%	95.7%	59.7%	40.3%	44.5%	55.5%	30.0%	70.0%	32.7%	67.3%
Santander Consumer UK	26.5%	26.6%	53.9%	33.6%	93.7%	96.7%	65.5%	34.5%	54.0%	46.0%	43.1%	56.9%	36.2%	63.8%
Santander UK Technology	10.7%	7.9%	11.9%	10.7%	96.2%	96.0%	87.4%	12.6%	80.0%	20.0%	69.8%	30.2%	71.9%	28.1%

Footnote

- **Mean Gender Pay Gap:** This is the percentage difference between the mean hourly rate of pay for male employees and the mean hourly rate of pay for female employees. Mean averages are calculated by adding up all of the hourly rates of a group of people and then dividing the result by the number of people in the group.
- **Median Gender Pay Gap:** This is the percentage difference between the median hourly rate of pay for male employees and the median hourly rate of pay for female employees. Median averages are calculated by listing all the pay values in numerical order and taking the middle value (or, if there is an even number of values, the average of the two central values).
- **Mean Gender Bonus Gap:** This is the percentage difference between the mean average bonus payment received by male employees and the mean average bonus payment received by female employees. Mean averages are calculated by adding up all of the bonus payments of a group of people and dividing the result by the number of people in the group.
- **Median Gender Bonus Gap:** This is the percentage difference between the median bonus payment received by male employees and the median average bonus payment received by female employees. Median averages are calculated by listing all the bonus values in numerical order and taking the middle bonus values (or, if there is an even number of bonus values, the average of the two central values).



For further information visit
[santandersustainability.co.uk](https://www.santandersustainability.co.uk)

[Read more about our diversity
and inclusion initiatives](#)