House of Commons

Treasury Committee

Women in finance

Fifteenth Report of Session 2017–19

HC 477

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The Treasury Committee

The Treasury Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of HM Treasury, HM Revenue and Customs and associated public bodies

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Contents

Introduction

1. The Treasury Committee launched its Women in Finance inquiry on 19 October 2017 to:

- Examine the value to financial firms of having greater gender balance across all job grades and functions;
- Identify the barriers to women entering and progressing their careers in the financial services industry and whether they are more prevalent in particular financial sectors and / or functions within financial firms;
- Review the impact of the Treasury's Women in Finance Charter; and
- Examine the role of the Government and financial regulators in:
  - Acting as role models for good gender diversity practices;
  - Marketing the financial industry to a more diverse base of potential recruits; and
  - Ensuring firm cultures, policies and practices support women's aspirations and progress.

2. The Committee held the following oral evidence sessions:

24 October 2017: Women in Finance Champion

3. Jayne-Anne Gadhia, Chief Executive Officer, Virgin Money. In 2015, Jayne-Anne Gadhia was asked by the then Economic Secretary to the Treasury, Harriett Baldwin, to lead a review into the representation of women in senior management in the financial services industry. Following the review, the Treasury launched the Women in Finance Charter, with Jayne-Anne Gadhia as the Charter's champion.

9 January 2018: Recruitment practices

4. Kate Grussing, Founder and Managing Director, Sapphire Partners; Michael Henning, Head of Investment, Mason Blake; and Jon Terry, Partner, PricewaterhouseCoopers.

27 February 2018: Women's representation and progression in finance

5. Anne Richards, Chief Executive Officer, M&G Investments; Amanda Blanc, Group Chief Executive Officer, AXA UK; and Susan Allen, Head of Retail Distribution, Santander UK.

28 March 2018: HM Treasury and Minister for Women

6. John Glen MP, Economic Secretary to the Treasury; and Victoria Atkins MP, Minister for Women.

7. Throughout the inquiry, the Committee received 28 written submissions.

8. On 21 February, the Committee held an engagement event where Members and staff met with 42 women from across the financial services industry. They represented approximately 20 financial firms and included women of various levels of seniority, as well as representing a mix of back and front office parts of their business.

9. The Committee ran a discussion forum on Mumsnet to obtain further views on women's representation and progression in finance.

10. This report sets out the Committee's conclusions on the current levels of diversity in the financial services sector, the benefits of gender diversity, the barriers to gender diversity, the financial services industry's initiatives to improve gender diversity, the Government's initiatives and the representation of other forms of diversity in finance.

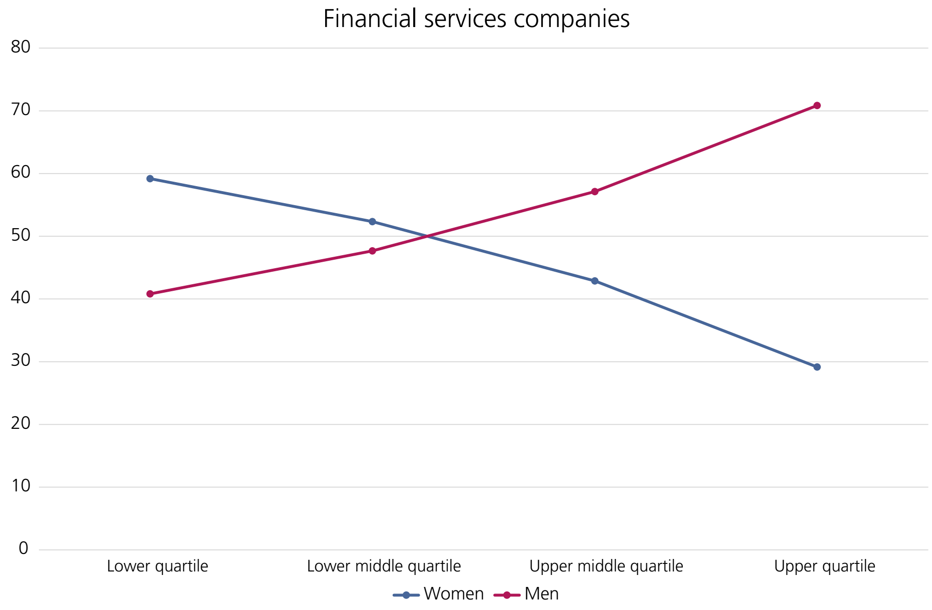
1 Current levels of diversity

11. In June 2015 Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, was asked by the Treasury to lead a review on women in financial services. As part of the review, original research was commissioned to establish the current levels of gender diversity in the UK financial services sector. The research covered 200 firms in the financial services sector. The key findings include:

- The overall average for [the] sample was 23 per cent female representation on Boards, but only 14 per cent on Executive Committees;
- The 23 per cent average figure for female representation on Boards disguised the underrepresentation of women holding Executive directorships with the proportion of female Non-Executive Directors (27 per cent) nearly four times that of female Executive Directors (7 per cent); and
- Where women did sit on Executive Committees, these tended to be in corporate and support functions—such as HR, communications, legal and compliance, marketing, strategy, treasury, audit, policy and public affairs.[1]

12. Jayne-Anne Gadhia's review also noted that "the gender balance followed a 'pyramid' model, with the number of women diminishing in line with seniority".[2] The review found that "women made up only 14 per cent of Executive Committees in the Financial Services Sector. Too few women get to the top and there is a 'permafrost' in the mid-tier where women do not progress or they leave the sector".[3]

13. Under the gender pay gap reporting requirements, firms are required to publish the proportion of men and women in each quartile of the organisation's pay structure. The data submitted to the Government by 4 April 2018 by financial services firms shows the following:



1 Virgin Money (WFN011)
2 HM Treasury and Virgin Money, Empowering Productivity: Harnessing the Talents of Women in Financial Services (March 2016), p28
3 HM Treasury and Virgin Money, Empowering Productivity: Harnessing the Talents of Women in Financial Services (March 2016), p.8

14. The Association of British Insurers (ABI) stated that "a closer look also reveals a challenge in getting women represented in certain types of senior roles."[4] The ABI said:

> As compared to men, [women] are least represented in actuarial, investment, finance and regional head and customer roles. Human resources and communication roles are the only areas in which our analysis of the most senior teams found more women than men.[5]

15. **There is clearly an underrepresentation of women in senior positions in the financial services sector. The gender distribution of financial firms typically follows a "pyramid" model where the number of women diminishes in line with seniority. Furthermore, women are generally better represented in firms' support functions rather than profit generating functions.**

4 Association of British Insurers (WFN0013)
5 Association of British Insurers (WFN0013)

2 Benefits of gender diversity

16. When assessing the benefits of gender diversity, there are various potential benefits that could be considered. Some of the benefits could impact the staff employed in a company and the company's culture, while other benefits could impact a company through improved business performance.

17. Many studies have been carried out to establish whether there are quantifiable benefits to a company's performance attributable to the level of gender diversity. Mckinsey & Company found "a statistically significant relationship between a more diverse leadership team and better financial performance"[6] and that "companies in the top quartile of gender diversity were 15 per cent more likely to have financial returns that were above their national industry median."[7]

Credit Suisse found that:

> Companies with at least one female director had generated a [...] excess return per annum of 3.3 per cent for investors over the previous decade [...] [and] companies where women made up at least 15 per cent of senior managers had more than 50 per cent higher profitability than those where female representation was less than 10 per cent.[8]

18. Other non-quantifiable benefits of gender diversity have also been put forward. Virgin Money have stated that "the business case for diversity has three elements: increased challenge and reduced chance of 'groupthink', enhanced connection to customers, and access to a wider talent pool. This should mean that increased diversity will provide firms with a competitive advantage."[9]

19. When asked to describe the problems of teams without gender balance, Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, said:

> The conversation is different from when you are in a room with a balanced team of people. [...] There was less challenge; there was less balance in the discussion [...] it is definitely the quality of the debate and the progress of the dialogue [that is impacted].[10]

Virgin Money also stated that:

> Regulatory and Parliamentary investigations of firm failure during the financial crisis pinpointed 'groupthink' and lack of effective challenge on Boards and within senior management as one of the key causes of poor

6 Mckinsey & Company, Diversity Matters (February 2015). McKinsey & Company's analysis used data from 366 public companies across a range of industries in the United Kingdom, Canada, the United States and Latin America. The data collected included the composition of top management and boards in 2014 and financial data, earnings before interest and tax for the years 2010 to 2013.

7 Ibid

8 Credit Suisse, The CS Gender 3000: The Reward for Change (September 2016) Credit Suisse's analysis used data from 3,000 companies across 40 countries and all major sectors.

9 HM Treasury and Virgin Money, Empowering Productivity: Harnessing the Talents of Women in Financial Services (March 2016), p.19

10 Q7

> decision-making within firms who had to be bailed-out or failed. Greater diversity amongst senior leadership teams therefore also has a role to play in promoting financial stability.[11]

Dame Helena Morrissey, Head of Personal Investing at Legal and General, also shared this view and argued that:

> The dangers of gender *im*balance were painfully illustrated by the cataclysmic financial crisis a decade ago. Groups of very similar people […] are unlikely to be optimal teams, however individually brilliant the members. There is too much risk of 'groupthink', not merely colleagues tending to agree with each other but the pernicious exclusion of dissenting opinion and challenge.[12]

20. Amanda Blanc, Group Chief Executive Officer for AXA UK and Ireland, gave examples of how a board room discussion with greater gender diversity worked:

> In France, the AXA SA board has to have a 40 per cent female balance. Having attended one or two of those meetings, sitting and being part of the discussion—it is 43 per cent women to 57 per cent men on the AXA SA board—it is definitely a different discussion. There is definitely a different feeling in the room. You cannot quantify it in any way, which is the difficult thing, but [gender diversity on the board] gives a different culture and feeling.[13]

21. Anne Richards, Chief Executive Officer of M&G Investments, also shared this view and argued that the best use of talent would inevitably bring benefits:

> There is an element of this that is about using the talent that we have right across society as effectively as we can do. […] If you are restricting yourself, intentionally or unintentionally, to a narrower pool […] you are simply not getting access to the best possible talent. I absolutely believe that the more different paths people have walked in life, when you bring them together, the better problemsolving you get. That applies to virtually every decision that you are making, but if you are not doing that—if you are not looking very broadly—you are restricting yourself in the talent pool.[14]

22. **Research has found that firms with higher numbers of women in senior management positions perform better financially than counterparts with lower numbers of women in senior management, with returns above their national industry median.**

23. **Some of the benefits of gender diversity cannot be measured quantitatively. Gender balance can be conducive to more "open" discussions where challenge and diversity of thought are welcome. Furthermore, greater diversity for firms serving clients can help them relate to a more diverse range of clients.**

11 Virgin Money (WFN0011)
12 Dame Helena Morrissey (WFN0021)
13 Q174
14 Q150

24. **Notwithstanding the benefits of gender diversity from a business perspective, the representation and progression of women in finance should also be regarded as intrinsically right. The near exclusion of any group within society, intentional or unintentional, is not acceptable.**

25. **Despite the benefits of gender diversity, the financial services industry falls well short. The number of women represented in financial services companies diminishes in line with seniority. Nevertheless, the Committee is encouraged by the gradual implementation of initiatives by industry and Government to improve on the current position. The Committee will continue to monitor industry and Government policies during this Parliament.**

3 Barriers to gender diversity

26. The Committee took evidence on the various barriers that have contributed to the current lack of gender diversity in financial services, including workplace cultures, unconscious bias, and the impact of maternity leave and childcare.

The importance of culture

27. One barrier to creating better gender diversity that was raised during the inquiry was workplace culture. In evidence to the Committee, Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, cited research conducted for the Women in Finance Charter which found that "overwhelmingly, women said the reason we do not want to get involved in financial services at senior levels is because of the culture."[15]

28. Jon Terry, a Partner at PricewaterhouseCoopers (PwC), also explained the need to consider differing cultures within organisations:

> The culture of organisations is led from the top and is embedded by individuals on the ground who manage their teams. The biggest step forward that could be made in relation to that is […] wider diversity within middle management and senior management roles, because those micro cultures really make up the overall culture of the organisation.[16]

29. When asked if companies have become increasingly aware of the need to change culture, Jon Terry stated that:

> [There has been] a lot of work, over the last five years in particular, on re-looking at the culture of the organisation. A big part of that […] is because the regulators focus on it. […] That is underlined by the fact that […] far less work [has been done] outside of banking and the regulators' focus primarily, so far, has been on the banking sector. What we tend to have seen, however, is the focus on improving culture to be that general question, not through a diversity and inclusion lens.[17]

30. In its written evidence, PricewaterhouseCoopers (PwC) argued that gender imbalances are in themselves a workplace culture that act as a self-reinforcing barrier to women entering financial services:

> [There is] a vicious circle in which a more diverse employee population and inclusive culture would contribute to improving the reputation of financial services, but the current relatively poor reputation discourages more diverse people from entering the sector. Our Millennial research has found that the poor reputation of the sector has resulted in women being less interested in entering the sector, and see it as a poor place to progress.[18]

15 Q4
16 Q105
17 Q117
18 PricewaterhouseCoopers LLP (WFN0008)

'Alpha-male' culture

31. Jayne-Anne Gadhia stated that she had seen "alpha-male-ness" in her colleagues' behaviour and "a very male culture" in some organisations in which she had previously worked.[19] However, when the Committee asked other senior women working in finance about the 'alpha-male' culture, Amanda Blanc, Group Chief Executive Officer of AXA UK, stated that:

> Ten or 15 years ago—or when I started my career—you would go to industry conferences and there would be lots of scantily clad women, lots of encouragement, lots of drinking and all that sort of stuff. […] If you go to the industry conferences of today, they are professional events where people are talking about business. That behaviour just does not exist anymore. Would there be examples of bad culture? Of course, but there would be examples of bad culture everywhere. Is it systemic within the industry? I do not believe that it is, and certainly not within the insurance industry.[20]

Bonus culture

32. The Committee heard in evidence that the bonus culture also prevents women from advancing in financial services. Jayne-Anne Gadhia argued that "in particular in financial services, one of the things that women dislike […] is the bonus culture [where] people have to go and argue how well they have or have not performed."[21] In general, there is a view that men argue more forcefully for a bigger bonus and "if [firms] do not have strong middle managers who are really managing performance […] [there is] a skew to men being rewarded better than women."[22]

33. Kate Grussing, Managing Director of Sapphire Partners, and Jon Terry noted that the practice of awarding bonuses is unlikely to disappear in the financial services industry[23]. However, to mitigate the effect of men being rewarded better than women, Jon Terry argued that:

> [Firms need to focus more] on what […] deliver[s] value, [and] mov[e] away from [what success looks like] written up in terms of how a man does the job [as] there might be a different way that is equally or even more successful. [Firms] need to re-look at the overall bonus structures in terms of what success looks like.[24]

Anne Richards, Chief Executive Officer of M&G Investments, agreed with this approach, stating that:

> We always need to challenge ourselves as companies to make sure that, where variable compensation is a major part of compensation, the criteria by which it is awarded are as objective as we can make them. One of the things that we know is that, if you do not have objective criteria, women

19 Q3
20 Q169
21 Q4
22 Q4
23 Q116
24 Q116

> tend to be paid disproportionately less than men. The more objective you make the criteria, the more balance you get into it. Again, that is about societal conditioning.[25]

34. Amanda Blanc provided an example of how AXA awards bonuses:

> The bonuses at AXA are not a negotiation. They are based upon a very clear set of personal and business objectives, and therefore that are very formulaic, which takes away the need to feel that it is part of a negotiation.[26]

Presenteeism

35. Presenteeism was a further barrier to progress identified as part of the Committee's inquiry. Jayne-Anne Gadhia stated that when women were asked why they did not want to get involved at financial services at senior levels, "what women really said was that there was […] a culture of having to be present in financial services [and instead firms should] look at [employees'] output, not at [employees'] presence."[27]

36. Michael Henning, Head of Investment at Mason Blake, observed an interaction between presenteeism and the bonus culture, suggesting that "when it comes to the bonus side of things, maybe women do miss out on the larger bonuses if they are working from home and not seen in the office as often."[28]

37. To mitigate the culture of presenteeism, Amanda Blanc argued that "there needs to be flexibility […] [and] it is incumbent on those in senior teams and senior leadership positions to lead by example."[29]

The impact of unconscious bias

38. A report by Oliver Wyman in 2014 argued that unconscious bias in financial institutions can typify male traits as success and effective leadership.[30] The report states that:

> The biggest challenge lies in changing the stereotypes, assumptions and biases about what is required for leadership and success that permeate the culture of financial institutions. The senior management of financial firms have always been almost exclusively men and they remain the strongly dominant group. This means that what is in fact a gender-based bias may be perceived by most senior managers to be no more than common-sense meritocracy.[31]

39. Jon Terry stated that unconscious bias impacts what people define as talent and capability. He told the Committee that to overcome unconscious bias, financial firms need to challenge perceptions on capabilities:

25 Q175
26 Q175
27 Q4
28 Q113
29 Q155
30 Oliver Wyman, Women in Financial Services, (December 2014), P.12
31 Oliver Wyman, Women in Financial Services, (December 2014), P.12

> The biggest factor is a misunderstanding by financial services firms on what the talent actually is. If I am looking at roles—or someone who looks like me, a late-middle aged white man in a leadership role—and I am the person who is defining that leadership role, I am much more likely to look at capabilities through my own eyes. You need that challenge to look much wider. A woman who does not have exactly those capabilities but has other capabilities could be successful in that role. That is the piece that really needs additional focus from organisations.[32]

40. When asked why there are more women in middle management and senior positions in support functions than corporate leadership positions such as, CEO, CFO and COO roles, Jayne-Anne Gadhia argued that "unconscious bias [means] people do recruit in their own image."[33]

Maternity leave

41. The Committee heard that maternity leave can have a negative impact on women's careers. Jayne-Anne Gadhia said that:

> The issue that does exist—this is true across all businesses—is that women say if they have had time off for maternity, they either find it is more difficult to get back in because business has moved on or because sometimes they have lost confidence because they have been out of circulation for a while.[34]

Furthermore, Jon Terry argued that "a significant majority of women who return [from maternity leave] go into roles that are less remunerative and less senior than roles they have left."[35] He noted that "some […] organisations, believing that they are being a good employer, put [women returning for maternity leave] in roles that are less stressful and more flexible."[36] He felt that "those attitudes need to be seriously challenged and changed."[37]

42. This evidence was corroborated by the personal experiences shared by participants at the Treasury Committee's Women in Finance event. The summary note concluded that:

> It can be the case that managers do not present all career opportunities to women because they are making judgements and assumptions about what opportunities they would be interested in. For example, not asking a woman with a young family whether she would be interested in a role that involved lots of travel.[38]

43. **The culture within an organisation (or across a sector) plays a significant role in ensuring there is a focus on diversity right at the start of the recruitment process, in making women comfortable in their workplace and in women's ultimate success.**

32 Q87
33 Q15
34 Q25
35 Q143
36 Q143
37 Q143
38 Treasury Select Committee Women in Finance Engagement Event (WFN0027)

44. **The bonus culture in the financial services sector remains a deterrent for women and many are disadvantaged by it. The Committee believes it would be best practice to move to a system where performance bonuses are assessed against clearly objective and formulaic criteria. The Committee recommends that all firms in the sector consider this approach.**

45. **The culture of presenteeism in the financial services sector may deter women from progressing to senior levels. This culture can be changed through greater use of flexible working practices. However, flexible working will not help if the attitude within firms is that flexible working means lower productivity. Therefore, a change in attitude towards measuring success by outcome rather than presence is also required. The Committee encourages firms to promote flexible working to all staff but also understand the attitudes surrounding it.**

46. **Unconscious bias has frequently been discussed as one of the issues preventing women from progressing within the financial services sector. Notably, unconscious bias can influence what is perceived as success, talent and capability, such that other ways of working are overlooked. This can disadvantage those who are in the minority in organisations, including women and others from diverse backgrounds. Firms should ensure staff at all levels—particularly those middle managers involved in recruitment, promotion and talent spotting who might otherwise be reluctant to take risks in recruitment—understand unconscious bias and are trained to be objective when considering talent and capability. Such staff need to be made aware that they are recruiting for their whole company, and not just for one role.**

47. **Maternity leave can have a negative impact on women's confidence and many women who return from maternity leave accept roles that are less financially rewarding or more junior than the roles they held previously. Employers can also make assumptions about how women perceive their careers when they return from maternity leave and may not offer them the same opportunities. This approach is clearly unfair and it is important that employers communicate opportunities to women returning from maternity leave, so that women can make decisions about their careers without impediments. Best practice within the industry includes returners schemes and training opportunities. More firms should make these available to women who are coming back into the workplace.**

4 Industry initiatives

48. The Committee took evidence on the various initiatives the financial services industry has put in place to improve gender diversity including changes to recruitment and promotion practices, measures to support women during and after maternity leave and flexible working. While gender diversity policies within the financial services industry are important, the Committee also took evidence regarding the attitudes and leadership role of firms and their management.

49. Anne Richards, Chief Executive Officer of M&G Investments, has observed the changes in the financial services industry's attitude and approaches to further gender diversity, stating that:

> The big shift that we have seen more recently […] is a realisation that, […] the system itself has to be structured in such a way that there are not unintentional impediments along the way. […] we need to disaggregate the process […], right from the earliest recruitment […] through [to] how pay is evaluated, how performance is evaluated and how promotion has taken place [to examine] unintended hurdles or barriers.[39]

50. PricewaterhouseCoopers shared Anne Richards' view that focusing on core processes is necessary to effect change and argued that there needs to be greater focus on policies and processes to drive diversity:

> Although financial services firms are increasingly active on the topic of diversity and inclusion, there is less evidence of a structured policy and strategy that is driving this activity, or that changes are being made to the core people, policies and processes that will really "move the dial". This does not mean what has been done so far is not valuable, and there are some leading practices in some financial services firms. However, there is a clear need across the sector for firms to take time to articulate their approach and goals in this area (ideally aligned with their broader business strategy), and work to embed these goals and ambitions in their day to day people, processes and policies.[40]

Recruitment and promotion practices

51. Michael Henning, Head of Investment at Mason Blake, argued that firms may be unfairly selective when recruiting. "A lot of firms are possibly very fixated on their culture and the team fit that they refer to. That will perhaps mean hiring people who are very similar to what they already have, and stifling diversity."[41]

52. The Committee also received evidence from a E2W, a recruitment firm, which stated that recruiters may be incentivised to fill vacancies quickly and therefore do not widen their search for more diverse candidates:

39 Q151
40 PricewaterhouseCoopers (WFN0008)
41 Q86

> Qualified female candidates are, in all but a few areas, scarcer than the equivalent male candidate. […] they cost more to put forward than a male candidate […] One of the biggest inhibitors to moving the dial [for diverse recruitment] is that the recruitment teams […] are rewarded and measured on (low) cost and (short) time to hire; by putting a cost of hire [target] on their recruitment teams [and recruitment agencies], many firms are actively discouraging them from going the extra mile and finding the more elusive candidates. As a result, gender targets are low priority or aspirational.[42]

53. Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, stated that in order to overcome the problem of recruiters not considering a diverse pool of candidates, Virgin Money "[asks] head hunting firms [to] make sure [they] give […] a list that is roughly 50:50 male and female of people who are very competent to do the job."[43] The Committee also heard about initiatives to widen the pool of candidates. Jon Terry, a Partner at PricewaterhouseCoopers, pointed to the asset management industry's initiative to ensure firms go to a wider group of universities, "not just those universities and degrees that are dominated by men from public schools."[44]

54. Jayne-Anne Gadhia also told the Committee that some firms have made efforts to mitigate unconscious bias in recruitment:

> We have […] provide[d] unconscious bias training to everyone within Virgin Money in order for them to be able to understand what their own prejudices might be. […] Through all of our recruitment we challenge any recruitment decision that is made to make sure it is made for objective reasons and, as far as possible, skill and experience is the primary driver of any recruitment decision that we make.[45]

55. Jon Terry noted the important role of senior leaders in influencing recruitment practices:

> One of the problems is that the vast majority of CEOs and boards absolutely get the business benefits of diversity and absolutely get the challenge to group think, but the vast majority of recruitment in organisations is not done by senior leaders. There are a lot of decisions that are made that are […] safe and short-term decisions, whereas the benefits tend to come over the medium term. That is an issue particularly in many financial services firms, which are very focused on the short term and on short-term results. That is an issue, so part of the challenge process needs to come not just from HR departments but from senior leaders in organisations, which is really important. There are a number of things that can be done that can make that whole process much easier, but it needs to be owned and delivered by the senior leaders.[46]

56. PricewaterhouseCoopers (PwC) submitted evidence explaining how firms are making changes to recruitment practices to improve diversity:

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42 E2W Limited (WFN0003)
43 Q23
44 Q92
45 Q34
46 Q91

> In the area of recruitment, firms have successfully improved their processes through a number of approaches. Some examples include the following [...] attracting more women to apply for jobs by remunerating executive search firms for successful diverse candidates; reviewing job descriptions to remove "masculine" language; and increasing the time that job vacancies are left open. Increasing the number of successful female applicants by ensuring that interview panels are diverse; issues such as flexible working are discussed at the beginning rather than the end of the process; and including a second review and challenge of assessment decisions for identified candidates. Increasing the number of acceptances from women who are offered jobs by matching each successful candidate to a similar peer in the organisation before the role commences; and ensuring follow up is swift and consistent on areas such as flexible working.[47]

57. Susan Allen, Head of Retail Distribution at Santander UK, also emphasised the importance of reviewing job descriptions and requirements so that they accurately reflect the nature of the job and do not discourage potential candidates from applying:

> Some of the bigger jobs [at Santander UK] are in London, and we are trying to encourage people [from Santander UK's regional branches] to come into some of the head office teams. I was out talking to some people in our branches and asking why they did not put themselves forward. I was showing jobs and saying, "You would be great at this", and they said, "But, Susan, the job description says you need a degree and I do not have a degree". I thought, "Why does the job description say you need a degree? You actually do not need a degree". I came back to our HR team and said, "Please take this off because you do not need a degree to do this job. We need people with the right attitude and approach but we do not need a degree".[48]

58. In addition to recruitment, Jon Terry also argued that it is important that firms manage diverse talent within their organisations effectively:

> The overall focus on socalled pipeline management is really important [...] Part of that is highlighting really able, diverse individuals within the organisation and that is the role of both HR and the business leaders. [...] If they are required to have a pipeline and a succession framework that forces them to look at all their diverse individuals and to put in place [...] equal opportunities [...], that is when you start getting real acceleration.[49]

Maternity leave and return programmes

59. Maternity leave has been discussed as a barrier to women progressing in finance. The Committee received evidence on initiatives firms are taking to mitigate this impact.

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47 PricewaterhouseCoopers LLP (WFN008)
48 Q183
49 Q108

60. Susan Allen argued that maternity leave and childcare do not necessarily have to impact a woman's career negatively and there are measures that can be taken:

> It [is] not actually maternity as an issue, but there [is] an issue about flexible working [and] there [are] issues around confidence, and also people not really understanding what roles […] there [are]. They are the sorts of things that we are now taking very clear action on, in terms of coaching and developing those women, making sure that we are more transparent about roles and opportunities across the organisation, and really giving people the opportunity to understand different career paths.[50]

61. The Committee received written evidence that firms are implementing returnship programmes. The Personal Investment Management and Financial Advice Association noted that:

> The number of women returners seems to have increased in the last few years. […] Some […] firms have recently implemented a returnship programme. These programmes need to be encouraged and put into place along with flexible arrangements to facilitate the 'back to work' experience.[51]

Flexible working

62. When asked about good practice in industry when it comes to improving the balance and profile of women across a range of roles in the financial services, Jon Terry pointed to flexible working:

> Flexible working is absolutely crucial, not just for women but throughout the whole organisation. An organisation focused on creating an inclusive workplace where everybody, irrespective of gender, ethnicity, background or sexual orientation, has equal opportunities to fulfil their potential has to look at the way in which jobs are fulfilled and carried out. There is still, in parts of the industry, too much of a traditional way of looking at roles. […] There is a real problem with the lack of women in middle management, let alone in senior management roles, and a lot of that is to do with the working style, the working hours required and the lack of flexibility. But when you look at the roles themselves, many of those could be done much more flexibly. We have seen a lot of improvement in that, but there is still a long way to go.[52]

63. In contrast, evidence gathered during the Committee's Women in Finance engagement event, highlighted that "flexible and part-time working are often viewed as a "female thing" and can act as a barrier to career progression. "[53] Nevertheless, the Committee also heard that this perception could be eliminated by encouraging men to take up flexible working:

> All staff should be encouraged to make use of flexible working and senior men should role model flexible working patterns to combat the perception

50 Q152
51 Personal Investment Management and Financial Advice Association (WFN0022)
52 Q100
53 Treasury Select Committee Women in Finance Engagement Event (WFN0027)

> that it is a "female thing". It [is] important that men take up flexible working […] so that it becomes "normal" for men to work flexibly in order to take on family responsibilities.[54]

64. Anne Richards agreed with the importance of encouraging men to work flexibly:

> Part of the way that we succeed for women is that we succeed for men. What I mean by that is that the more we can give opportunities for men, for example, to take advantage of shared parental leave, to take advantage of flexible working, to allow them, if they have a family, to share in those family responsibilities, the more we will also help women.[55]

65. To embed flexible working into an organisation, Michael Henning argued that the encouragement must "come from the top, with people showing that, for example, working from home a couple of days a week, if need be, does not mean they are working any less."[56]

66. The Committee received written evidence from Zurich Insurance Plc on the how flexible working and gender balance are not solely for the benefit of women, but for the entire workforce:

> Instead it is about men and women being equally appreciated for the individual work/life choices they make, either in the long or short term; whether this choice involves full-time or part time work, balancing career and caring responsibilities or even leaving the workforce, for a time, to become a full-time carer for children or elderly parents.[57]

Management driving change

67. When asked about how firms can drive the gender diversity agenda, Susan Allen stated that "one of the most important things is […] leadership from the top".[58] Susan Allen argued that "the things that you would do to ensure the success of a change programme are […] having clear leadership from the top, having clear accountability of the senior leaders and having some objectives that you hold yourself to account for."[59]

68. The Committee has heard that the drive for greater gender balance is being taken seriously by firms' leadership. Jayne-Anne Gadhia noted that:

> One of the recommendations of the Women in Finance Charter is that firms agree a strategy with targets and they nominate one of their executive committee to take those targets forward. [Of the firms that have signed up to the Charter] 70 per cent […] have nominated their CEO. […]
>
> Part of the problem—much as HR people are great and do a hugely positive job—is sometimes these sorts of tasks are put into HR and therefore they come off the business agenda. Those organisations that realise that this is a properly significant business and economic issue tend to be the ones that put

54 Treasury Select Committee Women in Finance Engagement Event (WFN0027)
55 Q156
56 Q111
57 Zurich Insurance Plc (WFN0009)
58 Q180
59 Q180

> the onus on creating the right diversity and the right gender environment on their CEO or on their commercial team. That is powerful, and it is something I have been very pleased about with the Charter.[60]

69. Anne Richards also informed the Committee about the importance of the role of middle management and how firms should support middle management:

> It is really important that you set your management teams up for success. What I mean by that is that it is not enough simply to point out that they need to improve the diversity, go through unconscious bias training and shock themselves. It is not even enough to make sure that you take the bias out of the way you do job adverts. You need to help them learn to manage more diverse teams and less homogeneous teams, because they are harder to manage. It is much easier to manage a bunch of people who are very like you. You have to set them up for success. That is an important part of it.[61]

Anne Richards argued that middle management should be encouraged to be willing to take risks:

> If you are a middle manager who has a business-critical project to deliver, you might feel that hiring someone who is not cookie-cutter is a big personal risk to your career, because if it does not work out you could be on the hook for something. You will tend to gravitate towards the perceived less risky hire, even if that means you might be consolidating groupthink so the risk might be hidden. There is a bit about not just releasing talent but encouraging and empowering them to try something that might have been different to what they have historically done. That is a critical part of this, as well.[62]

The extent to which gender diversity is a priority to firms

70. When asked why firms are not doing more to address the barriers to gender diversity, Jon Terry argued that firms are taking a conscious decision to put this issue down the priority list:

> If you ask any board—and I am sure this Committee has done and will continue to do that—"Is diversity important to the board?" the answer will be an overwhelming "Yes". Ask them, "Is it in your top four priorities?" and very few will say, "Yes". Particularly where there is such a focus on cost control and revamping the business models, only those top three or four priorities get the real effort required.[63]

71. Dame Helena Morrissey, Head of Personal Investing at Legal & General Investment Management, shared this view and noted that "while there are a number of specific diversity initiatives […], these are still often perceived as "special interest", rather than core to business strategy."[64]

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60 Q11
61 Q180
62 Q191
63 Q119
64 Dame Helena Morrissey (WFN0021)

72. **The Committee supports firms' initiatives to improve gender diversity in recruitment and promotion, such as ensuring gender balanced shortlists and revising the language used during recruitment. Nevertheless, the Committee recognises that unconscious bias can influence recruitment decisions as firms can be too focused on their culture and the "team fit".**

73. **The Committee notes that firms can have unnecessary legacy requirements in their recruitment processes, such as particular academic qualifications or requiring certain hours to be worked or frequent travel to be almost compulsory. The Committee strongly encourages firms to revisit their recruitment policies and practices on a regular basis to ensure that unconscious bias is eliminated at every stage of the process. When revisiting recruitment policies and practices, firms should continue to challenge the language used during recruitment and ensure that stated requirements for roles are actually necessary for performing the roles and are not deterring potential applicants. The Committee recommends that firms' senior leadership proactively ensures that barriers to gender diversity in recruitment are understood throughout the organisation and are removed.**

74. **Maternity leave can have a negative impact on women's careers. It is positive that industry has recognised this issue and is trying to mitigate it by keeping women on maternity leave up to date on live issues in the industry and designing schemes to assist women when they have returned to work. The industry should continue these efforts. The Committee also believes that the Government and employers should improve parents' awareness of the opportunities to share childcare responsibilities, namely through the Shared Parental Leave scheme. Greater prevalence of men taking childcare responsibilities and parental leave could help mitigate the impact of maternity leave on women.**

75. **The Committee believes that firms should also consider extending the initiatives to support women during and after maternity leave to employees who have taken time away from work for other caring responsibilities.**

76. **Some firms are offering opportunities for flexible working. However, this can be perceived as a "female" approach to working which can impact women's progression negatively. To remove any stigma associated with flexible working, more of those holding senior roles in industry, especially men, should lead by example by working flexibly. The Committee believes that flexible working would bring benefits to the entire workforce as it enables all employees to balance personal responsibilities with their careers. Firms in the financial services sector should reconsider the working hours required for roles. The Committee believes it is unnecessary for some roles in the financial services sector to still be carried out with long working hours based in the office, particularly with modern developments in technology. The Committee recommends that firms consider how roles could be done more flexibly.**

77. **Many of the efforts made by industry to improve gender diversity have been driven by firms' leadership. Even though leadership recognises the importance of gender diversity, gender diversity is often not considered a top priority within organisations, displaced by other business concerns. The Committee encourages the financial services sector to consider gender diversity as core to business strategies and to uphold gender diversity as a priority.**

78. **The Committee recognises the importance of middle management for driving gender diversity The Committee encourages leadership to empower middle management to take risks and challenge their own assumptions and unconscious bias when recruiting and to ensure middle management are appropriately trained to manage more diverse teams.**

5 Government responses

HM Treasury's Women in Finance Charter

Background

79. In 2015, the then Economic Secretary to the Treasury, Harriett Baldwin, asked Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, to lead a review into the representation of women in senior management in the financial services industry. The review made the following recommendations to industry to improve gender diversity in the financial services sector:

- Reporting: Firms should set their own internal targets, against which they publicly report progress;
- Executive Accountability: There should be an executive accountable for improving gender diversity at all levels of their organisation and in all business units; and
- Remuneration: Executive bonuses should be explicitly tied to achieving the internal targets which firms have set for themselves. It would be up to the institution to determine how they would do this.[65]

80. The Government "fully supported Jayne-Anne's work and the recommendations outlined in her review."[66] In response, the Government launched the Women in Finance Charter. The Charter asks firms to commit to implementing the four key industry actions recommended in the review. The Charter was launched in March 2016. Financial firms signing up to the Charter commit to promoting gender diversity by:

- having one member of its senior executive team responsible and accountable for gender diversity and inclusion;
- setting internal targets for gender diversity in its senior management;
- publishing progress annually against these targets in reports on its website; and
- having an intention to ensure the pay of the senior executive team is linked to delivery against these internal targets on gender diversity.[67]

As of March 2018, 205 firms across the financial services sector have signed the Charter, covering over 650,000 UK financial services employees.

Impact of the Charter

81. The Government commissioned New Financial, an independent think tank, to conduct a review of the progress made by the first cohort of Charter signatories. The key conclusions of the review were:

65 Virgin Money, Empowering Productivity: Harnessing the Talents of Women in Financial Services (March 2016)
66 HM Treasury, Women in Finance Charter (February 2018)
67 HM Treasury, Women in Finance Charter: A pledge for gender balance across financial services

- The majority of the cohort are meeting targets. 85 per cent of the first cohort have met or are on track to meet their targets for female representation in senior management;
- However, the percentage of women amongst senior managers increased by just three per cent on average in the first year and will need to increase by a further 27 per cent in order to reach the average target for the cohort by 2022;
- Average female representation in senior management (across signatories who still have a target to reach) is 27.9 per cent with an average target of 35.5 per cent; and
- The most frequently reported actions signatories have undertaken are leadership and development programmes, widening accountability for improving gender diversity, and ensuring female representation on longlists and shortlists for senior roles.[68]

82. When asked about the level of sign-up, Jayne-Anne Gadhia stated that "in some ways, it was better than expected. […] The majority [of the big investment banks] have signed, and that is excellent."[69] She noted that the support of the Government and regulators has been valuable:

> The Treasury and both Chancellors—George Osborne and Philip Hammond—have taken a personal interest in this. That has been very powerful. The support of Mark Carney, the Governor of the Bank of England, was not unnoticed when the Charter was launched […] The PRA and the FCA have signed up to the Charter. Having your main regulators absolutely 100 per cent behind it has meant that financial services companies have not been able to ignore it.[70]

83. The Chair of the Committee wrote in February 2018 to 43 companies that seemed to be conspicuously absent from the Charter signatories. Some were in the process of agreeing and appeared in the March 2018 list of new signatories.

84. When asked for his views on the future of the Charter, John Glen, Economic Secretary to the Treasury, stated that he would "hope to see that the number [of signatories] increase significantly [such that it] becomes a normal practice to have this agenda at the centre of board discussions."[71] John Glen also stated that:

> I would hope that we could move forward in future seasons to broaden an understanding of some of the challenges further down organisations. We have done some work to say what the target is in terms of people in senior positions, but we need to go further and address what I said in my opening remarks about the culture. We can call out culture that is not right. We can put in policies that tackle the pay gap, that deal with the progression, that deal with some of the real challenges that exist, but we have to set those out as part of an evolving range of issues that the charter is ready to tackle.[72]

68 New Financial, HM Treasury Women in Finance Charter: Annual Review 2017, (March 2018) p. 3
69 Q38
70 Q37
71 Q227
72 Q227

85. John Glen also explained some of the concerns of companies who had not signed up to the Charter, saying that "they are concerned about the situation they are in at the moment and whether they have the means to move forward. They are perhaps concerned about what it takes to put in the policies, get the training right, and how onerous this will be".[73]

He said Treasury is encouraging these firms to sign by "showing them that they are in good company, both in terms of the challenges that exist and the opportunity to make progress, and how positive that would be for their reputation and […] for the performance of their enterprise."[74]

86. When asked for his views on whether the Charter can drive changes in gender diversity in finance, Jon Terry, a Partner at PricewaterhouseCoopers, noted that "organisations had put in place actions they would not have taken without signing up to the Women in Finance Charter."[75] However, Jon Terry also said:

> Will the Women in Finance Charter on its own solve the issues? Absolutely not. […] The Women in Finance Charter is, at the moment, focused on the senior levels and we have been talking a lot about how this really needs to be addressed through the pipeline and middle management levels. […] Focus on that could help, but that area is not currently covered by the Women in Finance Charter and is core to some of the solutions that need to be found.[76]

87. The Committee also received evidence from Dame Helena Morrissey, Head of Personal Investing at Legal & General Investment Management, stating that further work needs to be done to further gender diversity:

> The charter has focused the minds of those who have signed up and that is very much welcomed and likely to lead to a positive impact. Signing up in itself is obviously not a substitute for action […] Companies sometimes take a 'polite' position when it comes to adhering to public policy–further work is (inevitably) needed before they act as if they believe in the ideas. There should be no misunderstanding that companies are 'living and breathing' the charter merely because they have signed up.[77]

Gender pay gap reporting

Background

88. From 6 April 2017, employers in Great Britain with more than 250 staff are required by law to publish the following four types of figures annually on their own website and on a Government website:

- Gender pay gap (mean and median averages);
- Gender bonus gap (mean and median averages);
- Proportion of men and women receiving bonuses; and

73 Q243
74 Q243
75 Q137
76 Q137
77 Dame Helena Morrissey (WFN0021)

- Proportion of men and women in each quartile of the organisation's pay structure.

The deadline for employers to publish these figures was 4 April 2018, and 30 March 2018 for public sector employers. If employers failed to publish by the deadline, they could face sanctions from the Equalities and Human Rights Commission (EHRC) which is responsible for enforcing the reporting requirements. In a letter to the Committee, Rebecca Hilsenrath, Chief Executive Officer of the EHRC, outlined the enforcement processes:

> Our enforcement process commenced on 9 April 2018, when we wrote to all employers […] believe[d] to be in scope of the regulations but who had not reported their pay gap. Employers were given 28 days in which to comply with the regulations or face further action […] The next stage for private sector employers will be an investigation under section 20 of the Equality Act 2006, in which we establish whether an employer has committed an unlawful act. If we conclude that it has done so, we will issue an unlawful act notice. If they do not comply with the notice, we will apply for a court order requiring them to do so. Breach of this court order is punishable upon conviction with a level 5 (unlimited) fine.[78]

The EHRC added that they would publish details of all employers that reach investigation stage and a final report when the investigation is concluded.[79]

89. When asked about how the gender pay gap reporting legislation would be enforced, Victoria Atkins, Minister for Women, outlined the formal processes and also noted that:

> We actually think the greatest penalty will be the scrutiny of journalists looking through the list, working out who has not reported who they think probably should have done, and the public stigma once a company has not complied with the law.[80]

90. When asked about what can be done to ensure firms are prioritising gender diversity and delivering results through their initiatives, Jayne-Anne Gadhia stated that "what gets measured gets done, and what gets read about and reported in the media gets attention from the executive committee."[81]

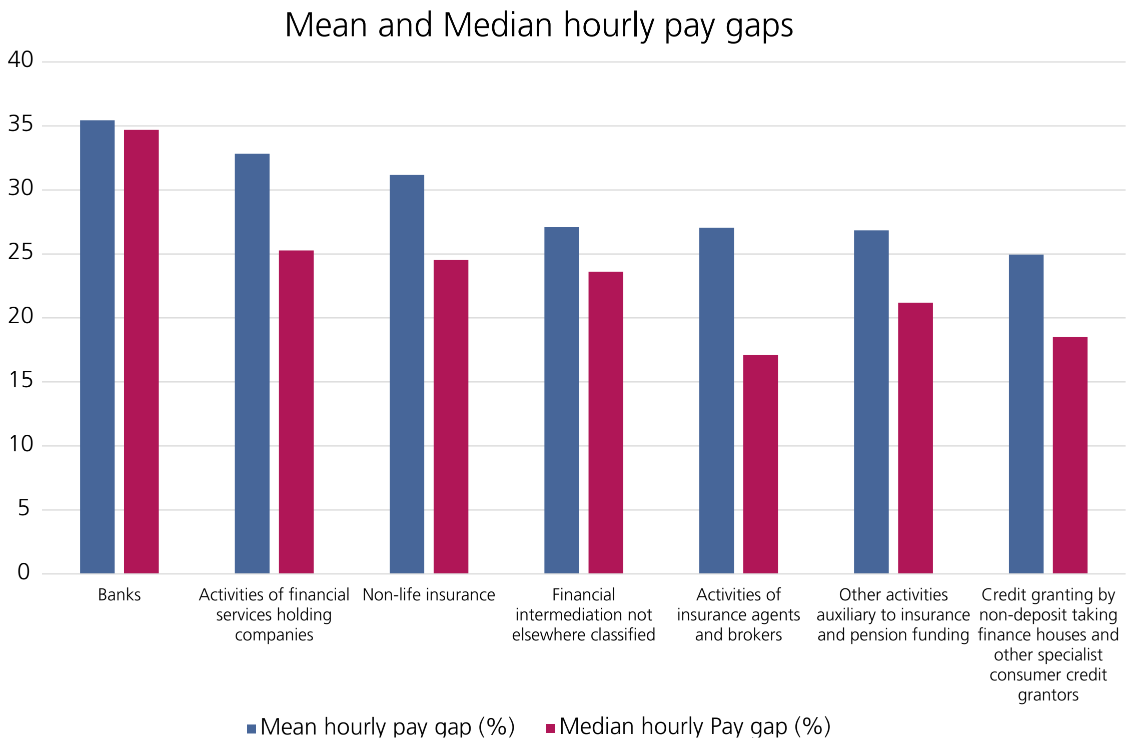
Key trends from the financial services sector and the impact of reporting

91. For the financial services sector, the gender pay gap reporting submissions reveal the following[82]:

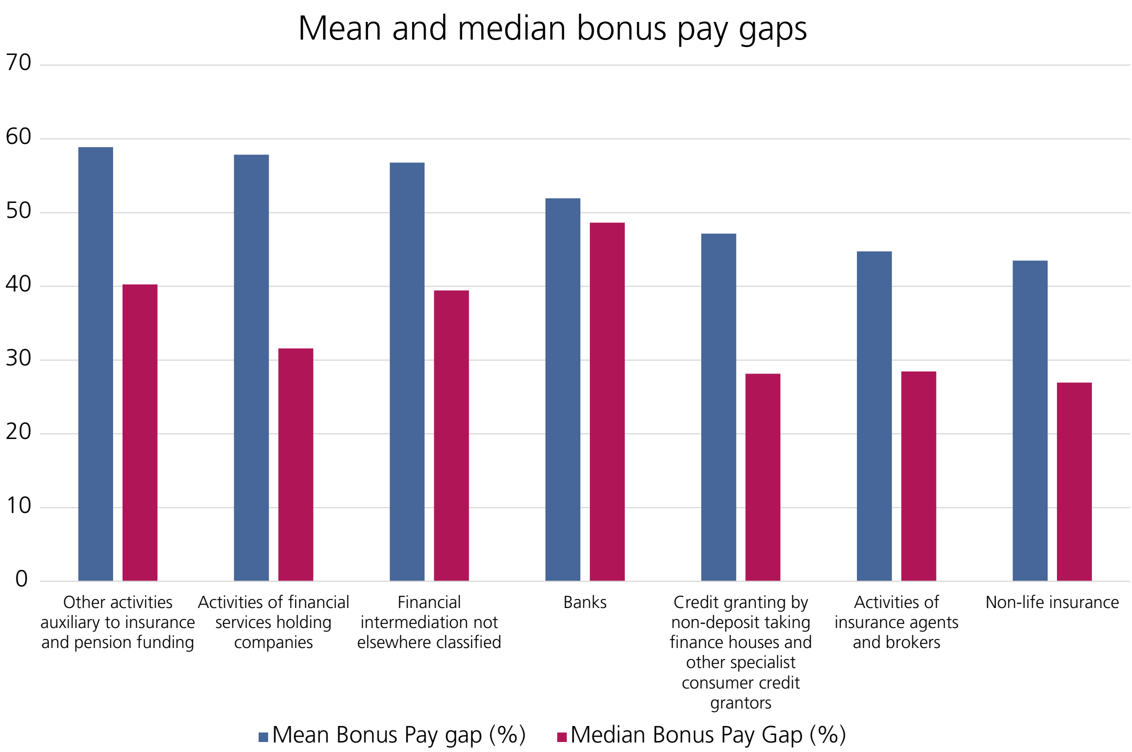
- The average (mean) pay gap per hour at banks and building societies in the UK is 35 per cent. The average (median) pay gap per hour at banks and building societies in the UK is 28 per cent.

78 Equalities and Human Rights Commission, Letter to the Committee, 18 April 2018
79 Equalities and Human Rights Commission, Letter to the Committee, 18 April 2018
80 Q223
81 Q41
82 The financial services firms captured in these figures were identified through their Standard Industrial Classification (SIC) codes, reported alongside their data in their gender pay gap reporting submissions. Organisations that did not complete their SIC codes were not captured in the data.

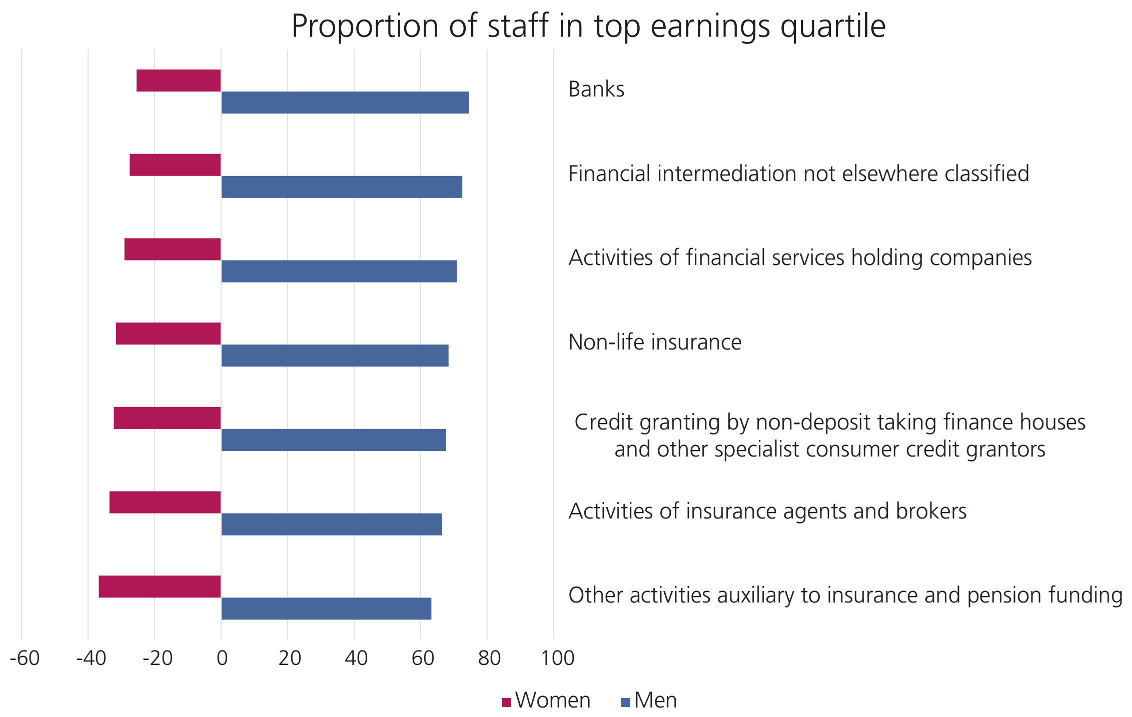
- The average (mean) pay gap per hour at non-life insurance companies in the UK is 31 per cent and the average (mean) pay gap per hour at life insurance companies in the UK is 23 per cent. The figures for other institutions within the industry are outlined below.



- The average (mean) bonus pay gap at banks in the UK is 52 per cent. The average (mean) bonus pay gap at building societies in the UK is 56 per cent. The figures for other institutions within the industry are outlined below.



- There are significantly more men in the top earnings quartile for the financial services sector. 75 per cent of staff working in the top salary quartile at banks in the UK are male.



92. For firms in book publishing,[83] the average (mean) pay gap per hour is 17 per cent and the average (median) pay gap per hour is 11 per cent. The firms in book publishing also reported that 53 per cent of those in the top earnings quartile are men and 47 per cent are women.

93. For firms in engineering,[84] the average (mean) gender pay gap per hour and the average (median) gender pay gap per hour are both 24 per cent. The firms in engineering reported that 89 per cent of those in the top earnings quartile are men and 11 per cent are women.

94. When asked what the key drivers of the gender pay gap for the financial services sector are, Jon Terry explained that:

> In many organisations, the biggest issue is one of demographics: the lack of women in the highest paid roles, which are typically the senior roles. For a number of those organisations that have currently disclosed, they have split out the gender pay gap for that. The second set of issues is a disproportionate number of women in the lower-paid jobs, which are typically the more junior roles […] Those are, by far, the two biggest causes.[85]

83 The firms in book publishing were identified through SIC codes for "book publishing".

84 The firms in engineering were identified through SIC codes for "engineering design activities for industrial processes and production", "engineering related scientific and technical consulting activities" and "other engineering activities."

85 Q141

Jon Terry also stated that:

> The critical thing is for organisations to explain the numbers, to be clear what they are without any spin, to say what they think about those numbers, to say what the causes of those numbers are … and then what they are going to do about it.[86]

95. Susan Allen, Head of Retail Distribution at Santander UK, has noted that the transparency of gender pay gap reporting has opened the discussion further:

> Because it is a debate that has been happening in executive committees but suddenly it is very transparent to all our teams. […] It is a really good thing to be having conversations about why we are not seeing more balance at senior levels and what the barriers are. The more we explore and understand that, the more successful we will be at creating an environment for more people to come through at senior levels.[87]

Limitations of gender pay gap reporting

96. When addressing what could be done differently in gender pay gap reporting, Anne Richards, Chief Executive Officer of M&G Investments, argued that greater granularity in gender pay gap reporting could be useful:

> More granularity in explaining the data is quite important […] We must not then end up with a situation where the apparent data is making something look like it is a deterioration, when in fact it is an improvement. Perhaps a better adjustment for part-time or flexible working, certainly with my own data, would make a meaningful difference. There is something about how you present to give a more insightful view of what the data is actually saying.[88]

97. The Government's guidance on gender pay gap reporting permits the omission of partners' remuneration from gender pay gap disclosures as partners take a share of the organisation's profits, which is not directly comparable with employees' pay.[89]

When asked for his views on firms trying to not disclose total figures because they are a partnership rather than a limited company, John Glen stated:

> It is an […] outrageous attempt to thwart the spirit and letter of what is required, which is actually to be transparent about a very serious issue that society is very concerned about. It is sending totally the wrong signal to the next generation who are contemplating apprenticeships and careers.[90]

The Committee also received evidence from Dame Inga Beale, Chief Executive Officer of Lloyd's of London, noting that the current gender pay gap reporting legislation "allows company subsidiaries that have fewer than 250 employees, and partners who are

86 Q139
87 Q207
88 Q210
89 Government Equalities Office, Guidance on Gender Pay Gap Reporting
90 Q221

remunerated differently to employees, to be exempt from reporting."[91] Dame Inga argued that "in the spirit of transparency […] the Government and Equalities Office [should] revisit gender pay gap reporting conditions."[92]

98. TSB Bank argued that in addition to reporting, firms should adopt principles "which […] will go a long way to building a sustainable gender balanced workplace that lasts for the long term."[93] TSB Bank argued that:

> Businesses shouldn't just report on their gender pay gap figures, they need to identify the root cause behind any gap. […] Businesses must act to address the causes of their pay gap. […] Businesses must be held to account on the progress they are making. Businesses should report annually on those signature actions and include within their report, over time, a rolling five year trend which shows the progress they are making.[94]

Education and career support

99. The Committee has received evidence arguing that more can be done to encourage gender diversity in finance by influencing girls' education and careers. Deloitte stated that:

> Government, businesses and regulators can […] all play a more active role in building links with the education system to ensure that, from an early age, women have knowledge and insight into the sector, are equipped with the skills they need to succeed and have visible role models in women who have built successful careers in financial and professional services.[95]

Dame Helena Morrissey shared this view, stating in her written evidence that:

> One additional area meriting more government attention concerns career advice for girls. There is considerable focus on STEM (Science, Technology, Engineering and Mathematics) subjects, but less on the impact of career choice on later work-life balance. There is scope for the government to showcase successful women in a wide range of careers that may not be conventional choices for girls. A campaign along the lines of 'This Girl Can' which was so successful in encouraging more women and girls to take up sport could really impact the numbers of talented girls considering a career in the finance industry. Improved risk profiles, cultures and public trust in financial services companies are strong reasons to consider such a campaign.[96]

100. Genderbuzz, an organisation which promotes female empowerment, submitted evidence stating that young women are not as aware of the career paths that lead into the profit-making functions of financial services companies:

> Young women tend to […] populate the support functions such as legal, compliance, operations […] rather than profit making functions such as

91 Dame Inga Beale (WFN0026)
92 Dame Inga Beale (WFN0026)
93 TSB Bank (WFN0016)
94 TSB Bank (WFN0016)
95 Deloitte (WFN0012)
96 Dame Helena Morrissey (WFN0021)

> trading, sales, investment banking […] These earlier differences in intake destinations set the scene for the opening up of the gender pay gap in banking and finance.[97]

Shared parental leave

101. Shared parental leave enables eligible mothers, fathers, partners and adopters to choose how to share time off work after their child is born or placed with their family. The policy was introduced in 2015.

102. According to the Chartered Institute of Personnel and Development (CIPD), the take-up of shared parental leave has been low, stating that "on average, five per cent of new dads [and] eight percent of new mothers who were eligible for shared parental leave had taken up their right."[98]

103. The Fawcett Society argued that fathers do not feel that they can use shared parental leave, stating that "there are large numbers of working dads who currently do not feel provision is made for them to take time off."[99]

104. Amanda Blanc, Group Chief Executive Officer of AXA UK, also informed the Committee about the low uptake of shared parental leave in her firm:

> [AXA UK has] had a very, very low uptake of shared parental leave, even though our policy is quite generous […] That suggests to me that people still believe that there is an issue in terms of being away from the workplace for more than […] a couple of weeks. […] There is this absence issue where people think "I just cannot be away for that period of time." […] That explains the lack of take-up of shared parental leave.[100]

105. When asked about the low uptake of shared parental leave, Victoria Atkins stated that:

> We are very conscious that although we here in the Westminster village are well aware of shared parental leave, that message has not necessarily reached everybody across the country. It has been in place since 2015. We are conscious that first employees, but also employers, need to understand it more. In February this year the Home Office and BEIS launched a £1.5 million campaign called "Share the Joy" to let people know this is available. We are hoping that campaign will start to spread better knowledge of it.[101]

106. The Committee received evidence on Aviva's new parental leave policy:

> In November 2017 Aviva launched a new group-wide policy to offer equal paid leave to new parents, thus creating a level playing field for men and women who want to take time out to spend with the new addition to their family. […] Parents employed by Aviva will now be eligible to the same

97 Genderbuzz (WFN0021)
98 Chartered Institute of Personnel and Development, Labour Market Outlook: Views from Employers (December 2016)
99 Fawcett Society, Parents, Work and Care: Striking the Balance, (March 2016)
100 Q159
101 Q262

> amount of paid and unpaid time off [...] In the UK this means that Aviva is now offering up to one year of leave, of which 26 weeks' is at full basic pay for each parent employed by the company, within the first 12 months of a child's arrival.[102]

The role of the Government and regulators

107. The Committee considered whether the Government and the regulators should be role models for best practice in this area.

108. When asked about how more firms can be encouraged to sign the Women in Finance Charter, Jayne-Anne Gadhia said that "it is very important that regulators are very supportive of the agenda."[103]

109. In addition to supporting Government initiatives, Jon Terry argued that the regulator plays a significant role in changing the culture of financial firms and "the FCA's focus on conduct and culture over the last few years [...] [and] the introduction of the Senior Managers and Certification Regime [have] been important step[s]."[104]

110. Jon Terry also noted the potential use of regulation to further the gender diversity agenda:

> Currently there is a regulatory requirement for those organisations that are PRA regulated to disclose their diversity policy. That is very light touch and the amount of supervision of that is light touch. I would [...] suggest [...] look[ing] at the regulatory requirements across the whole of financial services on not just disclosing diversity policies but the action plans that underpin those policies.[105]

The Government and regulators' gender pay gap

111. The Treasury has reported an overall mean gender pay gap of 7.1 per cent and a median gender pay gap of 13.7 per cent in favour of men, which is lower than the averages of the financial services sector.[106] The Treasury explained that "the pay gaps do not indicate that men and women are being paid differently for equal work, [rather] there is a higher proportion of women in junior grades and lower representation at senior levels, which affects the average and median pay for each gender."[107]

112. In a letter to the Committee, Sir Tom Scholar, the Permanent Secretary to the Treasury, noted the number of times the Treasury's gender pay gap has been discussed at senior committee meetings:

> Since May 2017, the Treasury's gender pay gap has been discussed twice by the Treasury Board (sub-Committee) and six times by the Executive Management Board.[108]

102 Aviva Plc (WFN0010)
103 Q39
104 Q105
105 Q126
106 HM Treasury, Gender Pay Gap Report 2016–2017: HM Treasury Group (December 2017)
107 HM Treasury, Gender Pay Gap Report 2016–2017: HM Treasury Group (December 2017)
108 Treasury Letter

The Treasury Board (sub-Committee) met five times in the 2017–18 financial year. The Executive Management Board formally meets on a weekly basis and there were 42 such meetings in the 2017–18 financial year.

113. The Bank of England has reported a mean gender pay gap of 21 per cent and a median gender pay gap of 24.2 per cent in favour of men.[109] The Bank noted that:

> While we are confident that men and women are paid equally for doing equivalent jobs across the Bank, the main reason for our organisation-wide gender pay gap is an imbalance of male and female colleagues across the organisation […] There are fewer women in senior roles than men, as well as a higher proportion of women relative to men in lower scales.[110]

In the Committee's session with the Governor of the Bank of England, Mark Carney, on 17 October 2017, elaborated on the Bank of England's efforts to improve diversity:

> We are doing extensive things, including external recruiting, unconscious bias training, blind panels, promotion, moving away from recruiting just economists, recruiting from 40 universities as opposed to 10, as we used to do, and only taking 50 per cent of intake as economists, as opposed to broader disciplines where women are much more prevalent. If you start from a position of an almost exclusively white male institution and you want to move, you need a deliberate strategy of movement. We will end up being middle of the pack for the financial services industry. We will be high relative to the broader public sector, certainly higher than the health service and the education sector.[111]

At present only one of the nine members of the Monetary Policy Committee is a woman, only one of the 12 members of the Prudential Regulation Committee is a woman and only one of the 12 members of the Financial Policy Committee is a woman.

114. The Financial Conduct Authority has reported a mean gender pay gap of 19.3 per cent and a median gender pay gap of 20.9 per cent, in favour of men, explaining that:

> The over-riding factors driving the gender pay gap at the FCA are under-representation of women in more senior technical and managerial roles, and over-representation of women in administrative roles.[112]

115. **The Treasury's Women in Finance Charter has been effective in raising awareness on gender diversity and initiating change in the financial services sector. The Committee encourages all firms within the sector to sign the Charter and supports the Treasury's efforts in engaging with the firms who have not signed. The Committee will also continue its discussions with these firms.**

109 Bank of England, 2017 Gender pay gap report (November 2017)

110 Bank of England, 2017 Gender pay gap report (November 2017)

111 Oral evidence taken on 17 October 2017, HC (2017–19) 474, Q65 [Dr Mark Carney, Governor of the Bank of England]

112 Financial Conduct Authority, Our gender pay gap (October 2017)

116. **The Committee recognises that there is a considerable way to go, and supports further industry and Government initiatives to improve gender balance. The Committee acknowledges the Charter is focused on the representation of women amongst senior positions and thus encourages the Government to also consider initiatives to help firms improve gender balance further at all levels of seniority through the finance sector.**

117. **The Committee recognises the importance of transparency and disclosure in driving the gender diversity agenda. The gender pay gap figures reported for the financial services sector confirm that a large gap exists between men and women working in finance, particularly regarding bonuses. The figures also confirm that there are significantly more men than women in higher earning, and more senior, positions. Firms and the Government now need to analyse the data to identify problems and devise strategies to overcome the gender pay gap and support the progression of women. For transparency, the Committee strongly encourages firms to publish their strategies and report on their progress. Going forward, the Committee will monitor firms' progress in meeting their targets and review the effectiveness of their strategies.**

118. **The Committee has noted that over 570 organisations do not have a Standard Industrial Classification (SIC) code alongside their gender pay gap reporting data. In addition, over 300 public sector bodies have simply been listed as public sector, rather than identifying which specific industry or sector they operate in. The companies and public sector bodies themselves were not responsible for submitting this information, it is partly drawn from Companies House records, and partly completed by Government Equalities Office staff. The lack of accurate SIC code reporting renders sectoral analysis of the gender pay gap reporting data difficult, as the codes are crucial for identifying the sectors that organisations operate within. The Committee recommends that the Government reviews the gender pay gap database to identify and correct omissions and errors in order to provide as much sectoral information as possible.**

119. **The Committee recommends that the Government amends its guidance on gender pay gap reporting surrounding the disclosure of partners' remuneration to prevent firms from circumventing the spirit of the legislation. For many large professional services firms that are partnerships, partners have a similar status to senior executives and should therefore be included in gender pay gap calculations. Omitting partners' remuneration could reduce the gender pay gap for these firms, rendering the reported figures disingenuous.**

120. **The Committee agrees with John Glen that it is "outrageous" that firms are circumventing the spirit of the gender pay gap legislation. The Committee would like to see the Chancellor of the Exchequer become equally vociferous.**

121. **The Committee also encourages the Government to reconsider whether it is appropriate that subsidiaries of large companies with less than 250 employees are exempt from gender pay gap reporting. This exemption could impact the trends emerging from gender pay gap reporting data and the conclusions drawn.**

122. **The Government should consider expanding gender pay gap reporting to encompass reporting by job role and by corporate function, to offer greater transparency.**

123. **The Committee heard that encouraging girls to study relevant subjects at school and to consider the work of the financial services industry earlier in life could be an important step in encouraging more young women to enter the financial services sector. The Government and industry should work with schools, organisations providing further education, and careers organisations such as the Careers and Enterprise Company to facilitate this.**

124. **Ensuring young women are aware of the variety of career paths within the financial services sector, and where those paths could take them, could encourage them to move away from "support" functions within financial services. In the longer term, this could improve the gender diversity of the sector and reduce the gender pay gap. The Committee encourages the Government and industry to consider how opportunities in financial services can be introduced to young women in their education and career considerations.**

125. **Shared parental leave was designed to give parents greater flexibility in managing childcare and employment. However, since its introduction, the uptake has been low. The Committee supports the Government's initiatives to increase awareness of the shared parental leave policy. Following its awareness campaign, the Government should continue to monitor the uptake of shared parental leave and seek to understand the reasons behind the low take up and its wider impact on parents' career progression, particularly fathers.**

126. **The gender pay gap reporting by the regulators show that they exhibit similar trends as the rest of the financial services sector. The regulators should continue to implement initiatives to improve their own representation of women at senior positions and reduce their gender pay gap. This will enable them to act as an effective role model to the rest of the industry.**

127. **The Committee also believes that the Treasury and the regulators should ensure that gender diversity and their gender pay gap are priorities. The Treasury's Executive Management Board meets on a weekly basis, yet only discussed its gender pay gap six times since May 2017. The Committee recommends that the Treasury and regulators discuss their organisations' gender diversity and gender pay gap as frequently as they would other priorities. The Minister and Permanent Secretary must make it a personal priority to ensure diverse short lists for all appointments.**

128. **Going forward, the Committee will continue to challenge the Treasury in its appointment of senior staff at the Bank of England, the Financial Conduct Authority and all other bodies within its remit to ensure a diverse pool of candidates is considered with each appointment. The Committee will also further the gender diversity agenda by obtaining, where possible, gender diverse witness panels.**

6 Other forms of diversity in finance

129. The Treasury's Women in Finance Charter's scope was aimed specifically at diversity with regards to gender, it did not specify other forms of diversity.

130. Jayne-Anne Gadhia, Chief Executive Officer of Virgin Money, said that although the work on diversity has started with gender, "this is definitely not where it ends."[113] Jon Terry noted that "organisations that have been focusing on diversity and inclusion for much longer […] focus across the diversity agenda, across the dimensions, not just across gender."[114]

131. New Financial, an independent think tank, was commissioned by the Treasury to review of the progress made by the first cohort of the Women in Finance Charter signatories. New Financial's review found that "the commitments made by Charter signatories are also having an impact on their approach to non-gender diversity characteristics, particularly ethnicity."[115]

132. The Committee received evidence from firms on their wider diversity and inclusion initiatives. Zurich stated that it has "four global pillars: Gender; LGBT; Race and Ethnicity; and Generations, [to] ensure that we provide for a diverse employee base."[116] Unum, an insurance firm, is also "reviewing its hiring practices to ensure managers have a rich pool of candidates from a variety of professional, cultural and ethnic backgrounds."[117]

133. When asked about the current representation of other forms of diversity in finance, Kate Grussing, Founder and Managing Director of Sapphire Partners, noted that "there are far too few black and minority ethnic (BME) women in positions of leadership."[118]

Jon Terry, a Partner at PricewaterhouseCoopers, shared this view and stated that:

> There are not enough role models for women who are in a socalled minority in more than one dimension. There are nowhere near enough role models for them. That pipeline is becoming healthier, but it is still not healthy enough, and we need those to be addressed across the whole of the industry, not just in a fairly small number of the larger organisations.[119]

134. On diversity within the Treasury, John Glen, Economic Secretary to the Treasury, informed the Committee that:

> The diversity delivery committee brings together the executive management board, diversity champions, the co-chairs of the diversity and inclusion board and the director of corporate services to lead and oversee a comprehensive Treasury Diversity and Inclusion action plan. That is looking at initiatives to expand into the workforce. There is also a diversity panel, which reviews annual performance.[120]

113 Q6
114 Q101
115 New Financial, HM Treasury Women in Finance Charter: Annual Review 2017, (March 2018) p. 3
116 Zurich Insurance (WFN0009)
117 Unum (WFN0007)
118 Q101 Plc (WFN0009)
119 Q101
120 Q307

135. When asked whether there is an ethnic pay gap within the Treasury, John Glen stated that the data is not available and he was not aware of where the ethnic pay and recruitment gap existed within the Treasury.[121]

136. **Whilst the Committee's inquiry has focused on the representation and progression of women in finance, the issue of representation of other forms of diversity within the financial services sector was raised throughout the inquiry. The Committee recognises that gender diversity is only one element of the diversity agenda and the work carried out to promote this is vital; nevertheless, more work needs to be done for the representation of other forms of diversity within finance.**

137. **The Committee encourages firms to widen their diversity initiatives and consider the representation of other forms of diversity within their organisations.**

138. **The Committee believes the Treasury should also extend its focus to other forms of diversity in finance. The Treasury should start by understanding its own treatment of employees from diverse backgrounds.**

121 Q308

Conclusions and recommendations

Current levels of diversity

1. There is clearly an underrepresentation of women in senior positions in the financial services sector. The gender distribution of financial firms typically follows a "pyramid" model where the number of women diminishes in line with seniority. Furthermore, women are generally better represented in firms' support functions rather than profit generating functions. (Paragraph 15)

Benefits of gender diversity

2. Research has found that firms with higher numbers of women in senior management positions perform better financially than counterparts with lower numbers of women in senior management, with returns above their national industry median. (Paragraph 22)

3. Some of the benefits of gender diversity cannot be measured quantitatively. Gender balance can be conducive to more "open" discussions where challenge and diversity of thought are welcome. Furthermore, greater diversity for firms serving clients can help them relate to a more diverse range of clients. (Paragraph 23)

4. Notwithstanding the benefits of gender diversity from a business perspective, the representation and progression of women in finance should also be regarded as intrinsically right. The near exclusion of any group within society, intentional or unintentional, is not acceptable. (Paragraph 24)

5. Despite the benefits of gender diversity, the financial services industry falls well short. The number of women represented in financial services companies diminishes in line with seniority. Nevertheless, the Committee is encouraged by the gradual implementation of initiatives by industry and Government to improve on the current position. The Committee will continue to monitor industry and Government policies during this Parliament. (Paragraph 25)

Barriers to gender diversity

6. The culture within an organisation (or across a sector) plays a significant role in ensuring there is a focus on diversity right at the start of the recruitment process, in making women comfortable in their workplace and in women's ultimate success. (Paragraph 43)

7. The bonus culture in the financial services sector remains a deterrent for women and many are disadvantaged by it. The Committee believes it would be best practice to move to a system where performance bonuses are assessed against clearly objective and formulaic criteria. The Committee recommends that all firms in the sector consider this approach. (Paragraph 44)

8. The culture of presenteeism in the financial services sector may deter women from progressing to senior levels. This culture can be changed through greater use of

flexible working practices. However, flexible working will not help if the attitude within firms is that flexible working means lower productivity. Therefore, a change in attitude towards measuring success by outcome rather than presence is also required. The Committee encourages firms to promote flexible working to all staff but also understand the attitudes surrounding it. (Paragraph 45)

9. Unconscious bias has frequently been discussed as one of the issues preventing women from progressing within the financial services sector. Notably, unconscious bias can influence what is perceived as success, talent and capability, such that other ways of working are overlooked. This can disadvantage those who are in the minority in organisations, including women and others from diverse backgrounds. Firms should ensure staff at all levels—particularly those middle managers involved in recruitment, promotion and talent spotting who might otherwise be reluctant to take risks in recruitment—understand unconscious bias and are trained to be objective when considering talent and capability. Such staff need to be made aware that they are recruiting for their whole company, and not just for one role. (Paragraph 46)

10. Maternity leave can have a negative impact on women's confidence and many women who return from maternity leave accept roles that are less financially rewarding or more junior than the roles they held previously. Employers can also make assumptions about how women perceive their careers when they return from maternity leave and may not offer them the same opportunities. This approach is clearly unfair and it is important that employers communicate opportunities to women returning from maternity leave, so that women can make decisions about their careers without impediments. Best practice within the industry includes returners schemes and training opportunities. More firms should make these available to women who are coming back into the workplace. (Paragraph 47)

Industry initiatives

11. The Committee supports firms' initiatives to improve gender diversity in recruitment and promotion, such as ensuring gender balanced shortlists and revising the language used during recruitment. Nevertheless, the Committee recognises that unconscious bias can influence recruitment decisions as firms can be too focused on their culture and the "team fit". (Paragraph 72)

12. The Committee notes that firms can have unnecessary legacy requirements in their recruitment processes, such as particular academic qualifications or requiring certain hours to be worked or frequent travel to be almost compulsory. The Committee strongly encourages firms to revisit their recruitment policies and practices on a regular basis to ensure that unconscious bias is eliminated at every stage of the process. When revisiting recruitment policies and practices, firms should continue to challenge the language used during recruitment and ensure that stated requirements for roles are actually necessary for performing the roles and are not deterring potential applicants. The Committee recommends that firms' senior leadership proactively ensures that barriers to gender diversity in recruitment are understood throughout the organisation and are removed. (Paragraph 73)

13. Maternity leave can have a negative impact on women's careers. It is positive that industry has recognised this issue and is trying to mitigate it by keeping women on maternity leave up to date on live issues in the industry and designing schemes to assist women when they have returned to work. The industry should continue these efforts. The Committee also believes that the Government and employers should improve parents' awareness of the opportunities to share childcare responsibilities, namely through the Shared Parental Leave scheme. Greater prevalence of men taking childcare responsibilities and parental leave could help mitigate the impact of maternity leave on women. (Paragraph 74)

14. The Committee believes that firms should also consider extending the initiatives to support women during and after maternity leave to employees who have taken time away from work for other caring responsibilities. (Paragraph 75)

15. Some firms are offering opportunities for flexible working. However, this can be perceived as a "female" approach to working which can impact women's progression negatively. To remove any stigma associated with flexible working, more of those holding senior roles in industry, especially men, should lead by example by working flexibly. The Committee believes that flexible working would bring benefits to the entire workforce as it enables all employees to balance personal responsibilities with their careers. Firms in the financial services sector should reconsider the working hours required for roles. The Committee believes it is unnecessary for some roles in the financial services sector to still be carried out with long working hours based in the office, particularly with modern developments in technology. The Committee recommends that firms consider how roles could be done more flexibly. (Paragraph 76)

16. Many of the efforts made by industry to improve gender diversity have been driven by firms' leadership. Even though leadership recognises the importance of gender diversity, gender diversity is often not considered a top priority within organisations, displaced by other business concerns. The Committee encourages the financial services sector to consider gender diversity as core to business strategies and to uphold gender diversity as a priority. (Paragraph 77)

17. The Committee recognises the importance of middle management for driving gender diversity The Committee encourages leadership to empower middle management to take risks and challenge their own assumptions and unconscious bias when recruiting and to ensure middle management are appropriately trained to manage more diverse teams. (Paragraph 78)

Government responses

18. The Treasury's Women in Finance Charter has been effective in raising awareness on gender diversity and initiating change in the financial services sector. The Committee encourages all firms within the sector to sign the Charter and supports the Treasury's efforts in engaging with the firms who have not signed. The Committee will also continue its discussions with these firms. (Paragraph 115)

19. The Committee recognises that there is a considerable way to go, and supports further industry and Government initiatives to improve gender balance. The

Committee acknowledges the Charter is focused on the representation of women amongst senior positions and thus encourages the Government to also consider initiatives to help firms improve gender balance further at all levels of seniority through the finance sector. (Paragraph 116)

20. The Committee recognises the importance of transparency and disclosure in driving the gender diversity agenda. The gender pay gap figures reported for the financial services sector confirm that a large gap exists between men and women working in finance, particularly regarding bonuses. The figures also confirm that there are significantly more men than women in higher earning, and more senior, positions. Firms and the Government now need to analyse the data to identify problems and devise strategies to overcome the gender pay gap and support the progression of women. For transparency, the Committee strongly encourages firms to publish their strategies and report on their progress. Going forward, the Committee will monitor firms' progress in meeting their targets and review the effectiveness of their strategies. (Paragraph 117)

21. The Committee has noted that over 570 organisations do not have a Standard Industrial Classification (SIC) code alongside their gender pay gap reporting data. In addition, over 300 public sector bodies have simply been listed as public sector, rather than identifying which specific industry or sector they operate in. The companies and public sector bodies themselves were not responsible for submitting this information, it is partly drawn from Companies House records, and partly completed by Government Equalities Office staff. The lack of accurate SIC code reporting renders sectoral analysis of the gender pay gap reporting data difficult, as the codes are crucial for identifying the sectors that organisations operate within. The Committee recommends that the Government reviews the gender pay gap database to identify and correct omissions and errors in order to provide as much sectoral information as possible. (Paragraph 118)

22. The Committee recommends that the Government amends its guidance on gender pay gap reporting surrounding the disclosure of partners' remuneration to prevent firms from circumventing the spirit of the legislation. For many large professional services firms that are partnerships, partners have a similar status to senior executives and should therefore be included in gender pay gap calculations. Omitting partners' remuneration could reduce the gender pay gap for these firms, rendering the reported figures disingenuous. (Paragraph 119)

23. The Committee agrees with John Glen that it is "outrageous" that firms are circumventing the spirit of the gender pay gap legislation. The Committee would like to see the Chancellor of the Exchequer become equally vociferous. (Paragraph 120)

24. The Committee also encourages the Government to reconsider whether it is appropriate that subsidiaries of large companies with less than 250 employees are exempt from gender pay gap reporting. This exemption could impact the trends emerging from gender pay gap reporting data and the conclusions drawn. (Paragraph 121)

25. The Government should consider expanding gender pay gap reporting to encompass reporting by job role and by corporate function, to offer greater transparency. (Paragraph 122)

26. The Committee heard that encouraging girls to study relevant subjects at school and to consider the work of the financial services industry earlier in life could be an important step in encouraging more young women to enter the financial services sector. The Government and industry should work with schools, organisations providing further education, and careers organisations such as the Careers and Enterprise Company to facilitate this. (Paragraph 123)

27. Ensuring young women are aware of the variety of career paths within the financial services sector, and where those paths could take them, could encourage them to move away from "support" functions within financial services. In the longer term, this could improve the gender diversity of the sector and reduce the gender pay gap. The Committee encourages the Government and industry to consider how opportunities in financial services can be introduced to young women in their education and career considerations. (Paragraph 124)

28. Shared parental leave was designed to give parents greater flexibility in managing childcare and employment. However, since its introduction, the uptake has been low. The Committee supports the Government's initiatives to increase awareness of the shared parental leave policy. Following its awareness campaign, the Government should continue to monitor the uptake of shared parental leave and seek to understand the reasons behind the low take up and its wider impact on parents' career progression, particularly fathers. (Paragraph 125)

29. The gender pay gap reporting by the regulators show that they exhibit similar trends as the rest of the financial services sector. The regulators should continue to implement initiatives to improve their own representation of women at senior positions and reduce their gender pay gap. This will enable them to act as an effective role model to the rest of the industry. (Paragraph 126)

30. The Committee also believes that the Treasury and the regulators should ensure that gender diversity and their gender pay gap are priorities. The Treasury's Executive Management Board meets on a weekly basis, yet only discussed its gender pay gap six times since May 2017. The Committee recommends that the Treasury and regulators discuss their organisations' gender diversity and gender pay gap as frequently as they would other priorities. The Minister and Permanent Secretary must make it a personal priority to ensure diverse short lists for all appointments. (Paragraph 127)

31. Going forward, the Committee will continue to challenge the Treasury in its appointment of senior staff at the Bank of England, the Financial Conduct Authority and all other bodies within its remit to ensure a diverse pool of candidates is considered with each appointment. The Committee will also further the gender diversity agenda by obtaining, where possible, gender diverse witness panels. (Paragraph 128)

Other forms of diversity in finance

32. Whilst the Committee's inquiry has focused on the representation and progression of women in finance, the issue of representation of other forms of diversity within the financial services sector was raised throughout the inquiry. The Committee recognises that gender diversity is only one element of the diversity agenda and the work carried out to promote this is vital; nevertheless, more work needs to be done for the representation of other forms of diversity within finance. (Paragraph 136)

33. The Committee encourages firms to widen their diversity initiatives and consider the representation of other forms of diversity within their organisations. (Paragraph 137)

34. The Committee believes the Treasury should also extend its focus to other forms of diversity in finance. The Treasury should start by understanding its own treatment of employees from diverse backgrounds. (Paragraph 138)

Formal minutes

Wednesday 6 June 2018

Members present:

Nicky Morgan, in the Chair

Rushanara Ali	Mr Alister Jack
Mr Simon Clarke	Alison McGovern
Charlie Elphicke	John Mann
Stephen Hammond	Wes Streeting

Draft Report (*Women in Finance*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 138 read and agreed to.

Resolved, That the Report be the Fifteenth Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Tuesday 12 June at 9.45 a.m.

Witnesses

The following witnesses gave evidence. Transcripts can be viewed on the inquiry publications page of the Committee's website.

Tuesday 24 October 2017	*Question number*
Jayne-Anne Gadhia, CEO, Virgin Money and Government Women in Finance Champion	Q1–81
Tuesday 9 January 2018	
Jon Terry, Partner, PricewaterhouseCoopers, **Michael Henning**, Head of Investment, Mason Blake and **Kate Grussing**, Founder and Managing Director, Sapphire Partners	Q82–148
Tuesday 27 February 2018	
Anne Richards, CEO, M&G Investments, **Amanda Blanc**, Group CEO, AXA UK and **Susan Allen**, Head of Retail Distribution, Santander	Q149–212
Wednesday 28 March 2018	
John Glen MP, Economic Secretary to the Treasury, and **Victoria Atkins MP**, Minister for Women	Q213–313

Published written evidence

The following written evidence was received and can be viewed on the inquiry publications page of the Committee's website.

WFN numbers are generated by the evidence processing system and so may not be complete.

1 Addidi Wealth Limited (WFN0014)

2 Association of Accounting Technicians (AAT) (WFN0001)

3 Association of British Insurers (WFN0013)

4 Aviva plc (WFN0010)

5 Barclays Bank (WFN0005)

6 Chartered Insurance Institute (WFN0018)

7 City Hive—Women in Asset and Investment Management (WFN0006)

8 City of London Corporation (WFN0028)

9 Dame Helena Morrissey (WFN0021)

10 Dame Inga Beale (WFN0026)

11 Deloitte (WFN0012)

12 E2W Limited (WFN0003)

13 Genderbuzz (WFN0020)

14 Investment Association (WFN0015)

15 Mason Blake (WFN0019)

16 National Skills Academy for Financial Services (WFN0002)

17 Pension Insurance Corporation (WFN0004)

18 PIMFA (WFN0022)

19 Plymouth University (WFN0025)

20 PricewaterhouseCoopers LLP (WFN0008)

21 The Return Hub (WFN0017)

22 Treasury Committee—Women in Finance Engagement Event (WFN0027)

23 TSB Bank (WFN0016)

24 UK Finance (WFN0023)

25 Unum (WFN0007)

26 Virgin Money (WFN0011)

27 Virgin Money (WFN0024)

28 Zurich Insurance Plc (WFN0009)

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the publications page of the Committee's website. The reference number of the Government's response to each Report is printed in brackets after the HC printing number.

Session 2017–19

First Report	Appointment of Sir Dave Ramsden as Deputy Governor for Markets and Banking at the Bank of England	HC 472
Second Report	Appointment of Professor Silvana Tenreyro to the Bank of England Monetary Policy Committee	HC 471
Third Report	The Solvency II Directive and its impact on the UK Insurance Industry	HC 324 (HC 863)
Fourth Report	Transitional arrangements for exiting the European Union	HC 473 (HC 850)
Fifth Report	Autumn Budget 2017	HC 600 (HC 757)
Sixth Report	Appointment of Elisabeth Stheeman to the Financial Policy Committee	HC 758
Seventh Report	Student Loans	HC 478 (HC 995)
Eighth Report	Appointment of Charles Randell as Chair of the Financial Conduct Authority and the Payment Systems Regulator	HC 838
Ninth Report	Childcare	HC 757
Tenth Report	Re-appointment of Alex Brazier to the Financial Policy Committee	HC 936
Eleventh Report	Re-appointment of Alex Brazier to the Financial Policy Committee	HC 937
Twelth Report	Re-appointment of Alex Brazier to the Financial Policy Committee	HC 938
Thirteenth Report	The Motability Scheme	HC 847
Fourteenth Report	Re-appointment for Gertjan Vlieghe to the Monetary Policy Committee	HC 1056
First Special Report	Transitional arrangements for exiting the European Union: Government Response to the Treasury Committee's Fourth Report	HC 850
Second Special Report	The Solvency II Directive and its impact on the UK Insurance Industry: Bank of England Response to the Committee's Third Report of session 2017–19	HC 863
Third Special Report	Autumn Budget 2017: Government and Office for Budget Responsibility responses to the Treasury Committee's Fifth Report	HC 757
Fourth Special Report	Student Loans: Government and Office for National Statistics responses to the Committee's Seventh Report	HC 995