



2019 PROGRESS UPDATE

WOMEN IN FINANCE CHARTER

Columbia Threadneedle signed the Women in Finance Charter in March 2016, becoming a founding signatory and the first asset manager to sign the Charter. Since then we have worked to implement changes that drive improved gender balance across our EMEA business. In 2019 we enhanced our strategic approach to align with our global organisation, adopting an organisation-wide blueprint which sets out our strategy for advancing diversity and inclusion to deliver business results. We actively measure gender balance initiatives and report to senior management on a regular basis to ensure we continue to make progress.

We have a robust gender action plan based on four strategic pillars of our broader diversity and inclusion blueprint. Developments in 2019 include the following:

1. Build inclusive leadership skills of employees through training and awareness

- Upskilling of line managers, particularly at the middle management level, with the skills required to understand gender inclusion and bring about cultural change.
- Enhancements to maternity support and parental leave support.
- Formal launch of SMART working across the organisation, enabling employees to work flexibly to balance life and work commitments.
- Ongoing promotion of Shared Parental Leave, encouraging male employees to consider taking the opportunity.
- Extensive employee engagement to support gender pay gap reporting and proactive analysis and monitoring around remuneration decisions.

2. Strengthen our pipeline of female leaders with continued focus on development and engagement

- Delivery of a programme of visibility and engagement events including a global Female Leadership forum for senior women and a speaker series open to all employees.
- Track completion of a range of leadership training and round table sessions for people managers to drive greater consistency in management style and support across the firm.
- Launched 'Aloud', a female network that has introduced mentoring circles and coffee and connect events focused on sharing experiences and support.

3. Maintain focus on recruitment of female talent

- A quarterly report is prepared for senior management review covering female representation statistics on short lists and throughout the hiring process; ensuring that senior females are included in interview panels for all senior roles.
- Introduced a new escalation policy to ensure gender-balanced candidate lists, requiring hiring managers to comply or explain where females are not adequately represented in the interview process.
- Unconscious bias and interview skills training are mandatory for hiring leaders
- Detailed recruitment metrics, by department, reported to regional Executive Committee on quarterly basis.

4. Leverage community partnerships to engage internal and external stakeholders

- We continue to partner with SEO London (Sponsors for Education Opportunity) to target female candidates for internships and entry-level roles.
- We are expanding our partnership with SEO London to include recruitment of more senior roles and drive improved gender balance at all levels.
- We continue to be an active participant and supporter of the Diversity Project, an industry wide initiative championing a more inclusive culture within the savings and investment profession.
- Our EMEA Chief Investment Officer, Mark Burgess, was again included among the FT's HEROes, Champions of Women in Business 2019.

As at 30 September 2019 Columbia Threadneedle had achieved the following progress against our targets:

Columbia Threadneedle Investments EMEA – female representation	30 Sept 2019	31 Dec 2018	31 Dec 2017	2019-2021 target range
Board*	44%	45%	40%	35-45%
Executive Committee	36%	42%	40%	35-50%
Senior management	19%	20%	17%	30-40%
Investment professionals	32%	26%	27%	30-50%
Total employees	39%	37%	36%	40-50%

*Threadneedle Asset Management Holdings Sarl

When we signed the Charter in 2016, we set target ranges for 2018 in five categories, listed above. At the end of 2018, we had made good progress on Board and Executive Committee membership, reaching a level within our target range. We made some progress on women in senior management, reaching the lower end of our target range. Unfortunately, we did not reach our minimum target for female investment professionals, with the number declining in 2018 as a result of natural turnover as well as restructuring in some teams. Pleasingly however, this has improved since then.

At the end of 2018 we updated our target ranges for 2019 – 2021, as set out in the table above. Unfortunately, in the year to date a number of UK-based females have left the firm, including our EMEA CEO, and this has negatively impacted our gender representation. We undertook a thorough review which revealed the key reasons for leaving to be either retirement, career progression or personal reasons. On the positive side, our proportion of femal investment professionals has improved (as noted above) and we have hired several women in client-facing roles in our European offices, including a female country head for Switzerland.

We continue to track progress for each category above, reporting to our regional Executive Committee on a quarterly basis. We have increased the depth of our analysis in relation to hiring practises as well as talent development, promotion and remuneration. While we understand that sustainable change across our broad employee population will take time to achieve, our long-term ambition is to achieve gender parity throughout our business.