



2017 PROGRESS UPDATE

WOMEN IN FINANCE CHARTER

Since signing the Women in Finance Charter in March 2016, Columbia Threadneedle has continued to implement changes to support improved gender balance across our EMEA business. We have a robust gender action plan in place built around the following four areas of focus, with several initiatives introduced and actively measured to ensure we continue to make progress towards gender balance.

1. Maintaining a diverse and inclusive culture and demonstrating a commitment to diversity

- Improved maternity and paternity leave policies introduced, alongside practical support and engagement for working parents
- Maternity and Shared Parental leave workshops held and best practice guidelines issued for managers
- Published a video and case study supporting Shared Parental Leave, encouraging more male employees to consider taking the opportunity
- Flexible working arrangements reviewed and guidance issued to employees and managers.

2. Increasing focus on pipeline development and engagement programmes

- Ran a successful pilot programme to support and develop emerging female talent, with a focus on developing resilient leadership. Of the 12 women participating, four have since been promoted to new or expanded roles since the start of the programme. Following the success of the pilot a permanent programme will be implemented for 2018
- Continued to promote and grow employee mentoring programme
- Quarterly Women in Leadership Series of lunchtime talks held for employees.

3. Attracting female talent through improved recruitment policies

- Commitment to gender balanced candidate slates and interview process
- Unconscious bias and interview skills training mandated for leaders
- Detailed recruitment metrics, by department, reported to regional Executive Committee on quarterly basis.

4. Acting as an advocate and industry ambassador for improved gender balance in asset management

- Sponsorship of New Financial research report, Counting Every Woman 2017
- Sponsorship of New Financial research report, Diversity from an Investor Perspective, analysing attitudes of institutional investors and asset owners towards diversity
- Received Employer of the Year at 2017 Women in Finance Awards. Mark Burgess (our accountable executive under the Charter) listed in FT HEROES
- Our CEO, Michelle Scrimgeour, named in Financial News Top 100 Women in Finance.

We believe we have made steady progress during 2017, recognising that sustainable change will take time to achieve. We have made good progress on Board and Executive Committee representation. In late April, we welcomed a new CEO for the EMEA region, Michelle Scrimgeour, providing an excellent role model for our employees and within the industry. Our Senior Management and Investment Professionals cohorts have experienced some instances of natural turn-over which has impacted our progress despite a lot of work with these two pipeline groups.

As at 30 June 2017 Columbia Threadneedle had achieved the following progress against our targets:

Columbia Threadneedle Investments EMEA – female representation	30 Jun. 2017	31 Dec 2016	31 Dec 2015	Target ranges
Board*	33%	33%	22%	30-40%%
Executive Committee	41%	29%	24%	30-50%
Senior management	19%	20%	19%	20-40%
Investment professionals	28%	29%	28%	30-50%
Total employees	35%	36%	37%	30-50%

*Threadneedle Asset Management Holdings Sarl