



2021 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 change and continuous improvement to drive better gender balance across our EMEA business.

In 2021 our EMEA CEO, Nick Ring, continued to champion our regional diversity and inclusion strategy, which aligns with Columbia Threadneedle's global D&I framework and its objective of changing the profile of our employee base over time to better reflect our client base and the broader population by increasing the percentage of women, Black, ethnic and all under-represented groups across the organisation.

Our regional strategy focuses on core areas of gender and ethnicity and aims to enhance the efforts already in place across the business to improve our female representation at all levels. We have a robust gender action plan in place, actively measuring gender balance initiatives and reporting to senior management on a regular basis to ensure we continue to make progress.

It is based on four strategic pillars, as set out below.

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.
- Enhanced maternity support and parental leave support.
- Promotion 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

- 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.
- Support emerging female talent across the company via innovative leadership training programme.
- Promote 'Aloud', our female employee network that sponsors awareness and education, training, mentoring and networking events focused on sharing experiences and support.

3. Maintain focus on recruitment of female talent

- Increase the depth of our analysis in relation to hiring practises as well as talent development, promotion and remuneration.

- Track female representation on short lists and throughout the hiring process, by role level (seniority) and business unit.
- Ensure gender-balanced, inclusive recruitment processes, requiring hiring managers to comply or explain where females are not adequately represented throughout the process.
- Include senior females in interview panels for all senior roles.
- Provide unconscious bias and interview skills training for hiring leaders.

4. Leverage community partnerships to engage internal and external stakeholders

- In 2021 we extended our bespoke leadership training programme for emerging female talent, developed in partnership with Clean Break, a women's charity and theatre company.
- We continue to work with diversity partners and community organisations to target female candidates for experienced hires and entry-level roles.
- 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.

To further embed accountability for improved gender balance, we also set clear and meaningful expectations of our people leaders as part of the annual appraisal and reward process. As such, their performance is measured against our 'Inclusive Leader Goal', with clear criteria to be met to achieve a satisfactory rating (linked to annual compensation).

We track our gender targets across five categories to provide transparency and enable us to identify and address those areas where we are making progress, and where there is an opportunity for improvement. In setting target ranges we aimed to provide a stretch goal that was aspirational and challenging.

Columbia Threadneedle's position relative to our targets, as at 30 September 2021, is as follows:

Columbia Threadneedle Investments EMEA – female representation	30 Sept 2021	30 Sept 2020	30 Sept 2019	2019-2021 target range
Board*	27%	36%	44%	35-45%
Executive Committee	38%	33%	36%	35-50%
Senior management	19%	19%	19%	30-40%
Investment professionals	34%	34%	32%	30-50%
Total employees	39%	39%	39%	40-50%

*Threadneedle Asset Management Holdings Sarl

While we are working to meet our targets, attrition is driving down our performance, with these departures negatively impacting our gender statistics. We continue to focus on hiring, promoting, and developing female talent and creating an inclusive environment in which female talent can have successful careers. Positive steps forward partially offset departures. We are, however, not satisfied with our results and continue to focus on management accountability to improve our progress.

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.