

Our Commitment to Change.



If Not Now, When? Initiative

We're on a mission to radically reshape the industry.

And we know that starts with our brilliant team. At Starling, we make sure that our workplace culture reflects our commitment to **fairness, equity, inclusion, compassion** and **non-discrimination**. And we're constantly looking for ways to do better.

The *If Not Now, When?* campaign started as an Open Letter in the Sunday Times (www.ifnotnowwhen.uk) and is a call to action for organisations to commit to sustainable and long-term actions on Black inclusion in the workplace. Seeing this as a hugely important initiative – within our business and the wider world – we signed up. The campaign currently has over 80 signatories, **representing over 1 million UK employees**.

So what does that mean for us? As a signatory of the *If Not Now, When?* campaign, we're committed to reporting annually on the work we're doing at all levels of our business so that we can create a more inclusive workplace for our Black employees. And hold ourselves accountable to keep improving.

To view the Open Letter and read more about the campaign and the commitments, please visit www.ifnotnowwhen.uk.



Our workplace culture reflects our values.

In August 2020, before signing the INNW campaign, we created a process to start collecting ethnicity data. As at the end of September 2022 90.9% of our employees had disclosed their ethnicity, breakdown as per the table:

Whilst our ethnicity profile is representative of the UK as a whole, we see some variation when broken down into location.

Here's the Black, Black British, Caribbean or African representation by office location:

Ethnicity	% of Starling employees (Q3 2022)	% of UK population (ONS 2011 Census)*
Asian or Asian British	14.4%	7.5%
Black, Black British, Caribbean or African	6.5%	3.3%
Mixed or multiple ethnic groups	4.6%	2.2%
Other ethnic group	1.3%	1.0%
White	73.1%	86.0%

Office Location	% of Black, Black British, Caribbean or African employees
Cardiff	4.8%
London	9.0%
Southampton	7.8%

*The latest UK population ethnicity breakdown from the 2021 Census is yet to be published. Estimated release date is now November-December 2022



The time is now. What we've done so far.

As well as this research, we've also been encouraging people to open up about their experiences and created opportunities for people to learn and share across the business.

We ran a pilot reciprocal mentoring programme focused on Black Inclusion. We created partnerships where individuals could share their lived experiences, discuss related topics and generate new ideas to encourage further inclusion.

We also launched our Always Open Forum. This group is made up of employee volunteers who represent different areas of the business and our different locations. This is a safe space to discuss all topics related to diversity and inclusion.

The forum has sub committees that focus on specific areas, including: Race & Ethnicity, Mental Health, Disability and LGBTQ+. The Race & Ethnicity group have led a number of engagement and education sessions across the Bank, for example: as part of Black History Month we sourced external speakers, organised book clubs and other events.



This is just the beginning. So what's **next?**

We're setting an aspiration for ethnic minority representation in our senior leadership team. As at the end of September 2022, 88.9% of employees in the senior leadership team disclosed their ethnicity. Within this group, 12.5% represent ethnic minorities. Our aim is to increase this to 15-20% by the end of 2025.

Moving forward, we'll continue to offer educational and engaging events and discussions via the Always Open Forum. Alongside this, we'll also be reviewing our recruitment processes. We want to make sure we're attracting and hiring diverse talent at all levels of Starling.

Finally, we're also delivering new management training, which focuses on recruitment and interviewing skills. Most importantly, this teaches the team how to be aware of bias – and how to counteract it.





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