

**Build a culture that celebrates difference  
and empowers people so they can thrive.**

*People*



# People

**We aspire to create a nurturing environment where everyone feels free to be themselves and succeed in their careers. That's what our values are designed to achieve, and they underpin who we are and what we stand for.**

## Our Values



### **Do the right thing**

Build sustainable outcomes not processes. Think commercially and choose the right path for our customers, our people and wider stakeholders.



### **Aim higher**

Be ambitious to achieve even better results. Have confidence, innovate and try new things. Embrace change to deliver for each other, our customers and our shareholders.



### **Take ownership**

Own our success by getting things done. Take the initiative and be accountable. Be curious and own your development and performance.



### **Say it like it is**

Challenge drives progress. Your input matters so have the courage to say what you think and the patience to listen to others. Keep it simple and customer focused.



### **Work together**

Nobody has all the answers. Collaborate and draw upon the diverse skills across our business. Trust each other and focus on customer outcomes to beat our competitors.



### **Bring all of yourself to work**

Diversity delivers better outcomes. Be the real you and celebrate difference. Respect others, have fun and make this a great place to be.

# People *continued*

## Looking after our people

As we adjust to the new world of remote working we remain committed to looking after our people. This includes a programme where both financial and mental wellbeing are top priorities.

### Financial health

Our success is down to the hard work and commitment of our people and we want to reward them for their contribution. Whilst we look for ways to boost the reward proposition for as many of our colleagues as possible, our focus is to ensure that those in our lowest paid roles receive a meaningful pay increase. In March 2020, for the third year running, we raised our DLG minimum salaries benefiting 5,200 of our people.

We know these are worrying times for everyone and we believe that by helping our people to understand and manage their money better, it will relieve worry and stress and positively contribute

to their overall wellbeing. All our people have access to Salary Finance advice services which provides free and confidential advice to help them manage their personal finances.

### Mental health

We strongly encourage our people to be open about how they feel both in and out of work so we can best support them. Our mental health programme includes ensuring people managers receive specialist training on dealing with mental health issues. Pre-lockdown we had a network of trained mental health first aiders (MHFA) – one on each floor of each of our sites and we are proud of how quickly our approach adapted to deliver the same support remotely.

### Being there for each other

We believe a workplace where colleagues can be open about what’s going on in their lives both in and out of work is critical to teams being truly successful. Never has this been more important than 2020. To coincide with Mental Health Awareness week, we ran a #WeCare campaign focusing on our Mental Health Heroes, sharing stories and wellbeing tips from our mental health first aiders. This proved hugely popular with our people and led to the introduction of Wellbeing Wednesday communications, covering topics such as financial health, healthy eating, exercising regularly and generally encouraging people to talk more about how they feel. Externally we donated £250,000 to Mind to help them keep their invaluable support line running for people in need.



**Raising Minimum Salaries**

<b>£18,200</b> 35 hours contracts (from £17,733 previously)	<b>£20,800</b> 40 hours contracts (from £20,267 previously)
<b>£19,500</b> 37.5 hours contracts (from £19,000 previously)	<b>Free shares</b> Five free share awards since 2012 worth approximately £1,740 plus dividends*

\* 1st April 2020

# People continued

## Promoting Diversity and Inclusion

We are on a mission to drive broader equality, opportunity and progression, while building a culture that values difference and authenticity – which is core to our vision to be an inclusive business.



### Diversity Network Alliance – DNA

We have a thriving Diversity Network Alliance run by our people to champion and celebrate diversity and inclusion. These networks play an important part in helping us to develop strategy, policy and drive change as well as advocate for and provide support and a network for our people both internally and externally.

#### Our DNA strands



– BAME (Black, Asian and Minority Ethnic)



– Social Mobility



– Thrive (representing Gender)



– Generations, Families and Carers



– Belief



– Neurodiversity and Disability



– LGBT+

## Supporting race equality

This year we completed an in-depth analysis of our ethnicity data as well as our first ever comprehensive survey on diversity and inclusion to which nearly 6,500 of our people responded.

#### What we found:

- Around one in six (17%) of DLG colleagues is Black, Asian or Minority Ethnic (BAME); Black colleagues make up 3% of this total
- BAME representation is concentrated in our lower and middle grades and reduces with seniority
- If you are Black, mixed ethnicity, or from one of the smaller ethnic groups, it doesn't feel as positive to work at DLG as it does for other colleagues

#### Our response:

We have signed Business in the Community's Race at Work charter and introduced new targets to hold ourselves to account for improving BAME leadership and Black representation by the end of 2022:

**13%**

**Increasing BAME representation** in leadership roles from 10% to 13%

**1.5%**

**Increasing Black representation** in leadership roles from 0.5% to 1.5%

We have launched an awareness and education programme to encourage greater empathy, supported by our DNA strands; including a reverse mentoring scheme to help our senior leaders build a greater appreciation of issues.

Our senior leaders are completing inclusive leadership training and in 2021 we're launching a programme to help people managers build greater understanding of diversity and inclusion issues and equip them with the skills to better support colleagues.

Most of these initiatives will help enable inclusion for all our people, supporting an environment where colleagues can bring all of themselves to work and where difference is genuinely celebrated and valued.

#### Black History Month

Our BAME strand has impressed on us that we need to Educate, Empower and Elevate. So, as well as the practical steps we are taking, we chose to use Black History Month to raise awareness of the types of discrimination our BAME colleagues have faced in their lives whilst also promoting the benefits of the diversity they bring to our Group.



# Achieving Gender Equality

We are proud to be one of the few companies in the FTSE250 with both a female Chair and CEO.

One of our values is 'bring all of yourself to work' because we know diversity is not only the right thing to do but it delivers better outcomes and makes good business sense. We also recognise that to enable women to fulfil their potential, we need to offer them support throughout their different career stages. Women have a different set of barriers to men and they need to be navigated in a different way.

## Targets

We are a signatory to the Treasury's Women in Finance Charter. We met our target of achieving 30% female representation in senior leadership by 31 December 2019. We are determined to go further and by increasing our target from 30% to 35% female representation in our senior leadership by the end of 2022 we are ensuring that we have a laser focus on progression.

**30%**

female  
representation  
target met

## Pay

While our gender pay gap continues to be low compared to the broader financial services sector; we know there is more to do. After three years of reporting we feel we understand our gender pay gap well, with a large portion of this stemming from the underrepresentation of women at more senior levels across DLG. This is why we've focused on continuing to invest in and support our female talent.

## Development

We have invested in female leadership programmes for high potential females to support them in progressing into senior leadership roles. This helps our women to think differently and start taking risks, put themselves forward and make a plan to advance more quickly through the organisation.

Additionally, our MY Life policies, offered to all our people, provide flexibility and support at work to do the things that matter to people outside work. We believe it's important that everyone embraces flexibility because that's the only way we'll ever achieve gender equality. We have pushed this policy further over the last 12 months to ensure those with caring or home-schooling responsibilities as a result of Covid-19 aren't disadvantaged.



**Danuta Gray**  
Chair of the Board

**35%**

Target for  
female senior  
leaders by  
2022



Female  
leadership  
programmes