Extract from the Executive Committee minutes from the meeting held on 13 September 2021:

'UK SBS Board preparation

UK SBS Equality, Diversity & Inclusion (EDI) Strategy (MC 565 2021): [redacted] and [redacted] advised the Committee that the objectives were already a work in progress and the UK SBS People and Engagement Committee (PEC) were expected to own the EDI Strategy going forward. Following on from discussions relating to the objectives and actions set out in the EDI Strategic Objectives table the Committee advised :

- A small number of key priorities for UK SBS must be identified.
- Each priority to be assigned a RAG status to assist in tracking progress.
- Separate supporting communications were not necessary.
- The word 'representative', Objective 3, to be reconsidered.
- The EDI Strategy to link with Transformation behavioural changes to drive improvements.
- Current Objective 5, Values, and behaviours, to be re-assigned as Objective 1.

Subject to the above and changes suggested offline prior to the Board paper submission deadline, the Committee **APPROVED** the EDI Strategy.'

Extract of the minutes from the Board meeting held on 30 September 2021:

'8. EQUALITY, DIVERSITY AND INCLUSION STRATEGY (SBS 048-21)

8.1 RS introduced the Equality, Diversity and Inclusion (EDI) Strategy and the following points were noted:

- Meaningful data was now generated by Taleo, the recruitment portal, which would help to inform EDI activities in the future.
- In light of the challenges faced by UK SBS in relation to the gender pay gap, an action plan to specifically address and capture the levers to drive down the gap to be developed.
- The Board acknowledged that, in conjunction with CSR. EDI was significant in attracting and retaining talent and creating a strong, resilient workforce.
- A set of metrics to be developed to clearly show how UK SBS was working towards its EDI goals

8.2 The Board approved the Equality, Diversity and Inclusion Strategy.'

Extract of the minutes from the Board meeting held on 31 January 2023:

'4. EQUALITY, DIVERSITY AND INCLUSION STRATEGY UPDATE (SBS 004-23)

4.1 [redacted] introduced the report, noting the key achievements to date and the proposed actions for the next 6-12 months. Discussions took place on the links to Corporate Social Responsibility and recruitment and retention, acknowledging that EDI was not a standalone activity.

4.2 The Board agreed the Gender Pay Gap report for publication, subject to minor rewording to highlight the key successes and positive progress made.'

Extract of the minutes from the Board meeting held on 22 May 2025:

‘6. EQUALITY, DIVERSITY AND INCLUSION STRATEGY (SBS 027-25)

6.1 JA introduced the refreshed strategy, the outcomes of which would be aligned to and driven by the engaged workforce theme and initiatives within the UKSBS transformation programme.

6.2 The Board approved the UKSBS 2025-28 EDI Strategy.’