



Quilter

Our three-year
inclusion & diversity
action plan

July 2024 – July 2027



Brighter financial futures for every generation

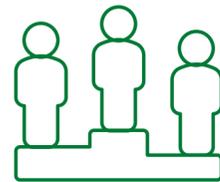
Quilter is committed to building an inclusive culture, in which everyone has a chance to succeed. Key to achieving this is fostering and growing our diverse workforce ensuring we attract, develop, and retain great talent, and embrace inclusivity.

Put simply, we want all our colleagues to have the opportunity to succeed - to reach their full potential regardless of age, gender, ethnicity, disability, religion, sexual orientation, or educational, social, or cultural background.

We don't just see inclusivity as something we talk about - we consider it a key component of our success.

Our ambition

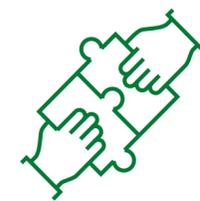
We want to:



Use our people to become the UK's best-in-class wealth manager and support the development of a skilled and diverse workforce. They are truly our competitive edge.



Be known for employing and retaining the best diverse talent in the financial advice and investment management sector.



Build and embed a healthy workplace culture which supports all colleagues and seeks contributions from everyone.

Why we believe inclusion and diversity matters

A broader mix of views, ideas and strategies will help us to deliver advice on a larger scale to a wider and more diverse range of customers, and to deliver our purpose of creating brighter financial futures for every generation.



Cognitive diversity

We operate in a fast-changing environment. Diversity of thinking, expertise, and experience will give us competitive advantage and accelerate our vision to become the leading wealth manager.



A progressive society

People of all backgrounds thriving at Quilter (mentally, financially, socially) will help create brighter financial futures for our employees, the advisers who work with us, and our clients. We rise by lifting others.



Visible changes

People should not abandon their authentic selves. Our goal is for anyone who walks into a Quilter office to know they have entered an environment that is diverse and welcoming to all.

This is the second iteration of our inclusion and diversity action plan. Reflecting on the past two years, it's clear we've made good progress. Yet, the journey towards a truly inclusive workplace is ongoing, and there's a wealth of untapped potential waiting to be discovered. We are committed to making Quilter a beacon for talent, ensuring that every individual can see a place for themselves within our vibrant sector.

By meeting our previous key targets, we've laid a strong foundation. Now, it's time to elevate our ambitions. Our renewed action plan is designed to accelerate the pace of change, fostering a culture that celebrates diversity and sparks innovation. We will continue to shape a Quilter that is as diverse and dynamic as the world around us.

Penny Cole
Chief People Officer



Goals of the action plan

- 1 Evolve our culture and bridge the gap between minority and majority groups by focusing on the differing needs of all our people.
- 2 Grow our reputation as a responsible employer that attracts, develops, retains, and fully engages all the diverse talent across our organisation.
- 3 Increase the representation of underrepresented groups at all levels and meet the targets set for our senior leadership team.

Our diversity targets

We believe in the power of inclusive and diverse leadership. However, we have more work to do to ensure our leadership team reflects this and have set ourselves key targets accordingly.

In line with the FTSE Women Leaders Review Target:

We are committed to maintaining high levels of female representation in senior leadership roles (Executive Committee and direct reports), with at least 40% women by 2025. As of 31 December 2025, 39% of Quilter's senior leadership roles are held by women, increasing to 40% as of 1 January 2026. Our commitment is to maintain a target of at least 40% female representation in senior management, in line with the recommendations of the FTSE Women Leaders Review, as set out in our Board Diversity Policy.

In line with our commitment to the Parker Review:

We are committed to increasing the proportion of senior leadership roles held by ethnically diverse colleagues from 7% as at 31 December 2025 to 13% by 2027.

We have developed the targets by analysing our existing workforce and census data across our UK locations to address representation across all levels.

Our workforce representation

Many colleagues have shared their diversity data to help us better understand the demographic makeup of our workforce, and so we can demonstrate the progress we have pledged to achieve as a leading organisation in the industry.

In 2022, we made significant changes to our data collection, including:

- ▶ setting ourselves a goal to have 80% of our diversity data questions completed
- ▶ improving our questions on disability and neurodiversity
- ▶ including four questions on socio-economic background.

Using the data

Our diversity dashboard has helped us expand the use of our diversity data. We have a better understanding of our current position, have highlighted gaps, and identified the steps we need to take to put us in a leading position. This data has helped us decide where we need to intervene and has driven accountability across all business areas.

A clear strategy to drive progress

We established clear goals and targets by launching a strategy which focused on five key areas, including data and disclosure. The data has strengthened our accountability, allowing us to monitor and address gaps, and celebrate our successes.

We used a DEI (diversity, equity, and inclusion) maturity model to identify four distinct stages of progress:

- ▶ Compliant
- ▶ Progressing
- ▶ Mature
- ▶ Leading.

Our goal is to reach the 'Mature' stage of progress across all areas by 2027. The actions we will take to achieve this are included on the following pages.



Our current impact

Communities and engagement

A diverse workforce where all colleagues feel they belong remains a clear priority at Quilter. We have strengthened and expanded our colleague communities in line with our action plan, which now includes the Diverse Abilities network, alongside our Cultural Diversity Community, Together with Pride (TWP), Wellbeing Champions and our Menopause Support Group. These communities and support groups create connection, increase education, amplify colleague voices, and provide safe and supportive spaces that enhance belonging. Colleague-led and leadership sponsored, they highlight what money having a plan means for their community which supports brighter financial futures for colleagues and clients alike.

Our internal survey that we conduct using Peakon continues to show strong results year-on-year, reflecting the positive impact of our work. Scores for diversity, inclusiveness and wellbeing remain high, demonstrating that colleagues feel accepted for who they are and see the value we place on creating an inclusive environment.

These networks, support groups, our role models, and events help us foster an engaged community and an environment where every individual feels included.

Diversity

A diverse workforce is a clear priority at Quilter (for example, in terms of age, gender, ethnicity, neurodiversity, disability, religion, sexual orientation, educational, social and cultural background).



Inclusiveness

At Quilter, people of all backgrounds are accepted for who they are.



Wellbeing

Quilter provides enough support for my mental and physical wellbeing for me to carry out my work.



Our current impact

Recognition and awards

We continue to be recognised for our work to embed an inclusive and supportive culture. In 2024 we were awarded the LGBT Great Gold Standard for LGBTQ+ DEI excellence in Financial Services, which recognises organisations that demonstrate outstanding commitment to LGBTQ+ inclusion, allyship, and leadership, and meet rigorous benchmarks for policy, practice and impact. We also won Best DE&I Initiative at the PIMFA DEI Awards in recognition of the strength of this action plan and the practical impact of our initiatives. We adopted the Halo Code in 2021, highlighting our commitment to creating a welcoming and diverse workplace for all, adding our name to the campaign pledge to help end workplace hair discrimination.

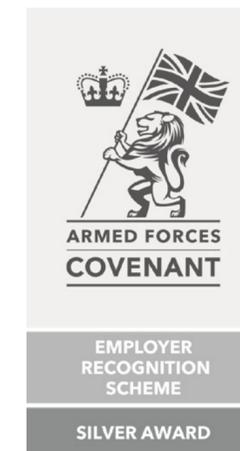
In addition, we renewed our Armed Forces Covenant Employer Recognition Scheme Silver Award, first awarded in 2020 and revalidated in 2026. This reflects our strong and ongoing commitment to the Armed Forces community.

Our support includes additional paid leave, access to key benefits during mobilisation, supporting awareness campaigns for Armed Forces Day and Reserves Day, and maintaining policies that ensure colleagues with military connections are supported at work. Across our business, we have partnered with the Forces Transition Group to support service leavers, including those with cadet backgrounds, in transitioning to careers in financial advice, and we also match colleague fundraising efforts for armed forces charities, reinforcing our commitment to the wider military community.

These achievements recognise our commitment to delivering meaningful change, celebrating inclusion, and ensuring Quilter remains an employer that attracts, develops, and retains diverse talent.



Awards and commitments



Our current impact

Accessibility, adjustments and support

We are committed to creating an inclusive workplace where colleagues can excel with the right support, adjustments and accessible environments. Our approach focuses on removing barriers, enabling flexibility and ensuring our physical and digital spaces work for everyone.

Inclusive environments

We design our workplaces with consideration for diverse needs, collaborating with building users who have varied lived experience to ensure our spaces are functional, inclusive, and welcoming. This includes step-free access, the development and continuous updating of location and wayfinding guides to support office navigation, wellbeing, prayer and contemplation spaces, quiet areas in our main offices for low-stimulation work, and bookable adjustable desks that support comfort and accessibility. We have a robust focus on creating inclusive, sustainable spaces that ensure diverse needs, lived experiences and equitable access are considered from the outset, supporting consistent, measurable improvements across our estate.

Workplace adjustments and ergonomic support

We provide tailored adjustments for colleagues who need them, from ergonomic equipment and Display Screen Equipment (DSE) support to assistive technology and flexible working arrangements. Our AI-enabled DSE tool helps colleagues identify adjustments that improve comfort, wellbeing and productivity wherever they are working.

Life-stage and wellbeing support

We have various policies in place and offer a range of wellbeing and life-stage support, including menopause and gynaecological health support, parental and neonatal leave, bereavement support, and access to mental health resources. Our wellbeing champions are Mental Health First Aider trained by our internal instructors. They help signpost support and create an environment where colleagues can speak openly about their needs.

Digital accessibility and communication

We prioritise accessible communication and digital tools, providing guidance on document design, screen reader compatibility, captioning and playback features in virtual meetings, and adjustable text settings. These features help colleagues engage comfortably and effectively, supporting a range of working and learning styles.



Our action plan

We have designed our inclusion and diversity action plan to identify and deliver sustainable, long-term change.

This work has been led by the Board and the Inclusion and Diversity Committee, which is chaired by our CEO, Steven Levin.

Our action plan is informed by the data we have on our employees and the current needs of our workforce.

The plan describes what we see around the business in terms of how inclusion and diversity is embedded. These observations are based on feedback and data collated over two years, gathered through:

- ▶ Focus groups with our various diversity networks and senior leaders.
- ▶ Roundtables and listening circles.
- ▶ Our inclusion and diversity communities.



Our action plan principles

The principles that underpin our action plan are:

- ▶ We will prioritise solutions with measurable impact and hold ourselves accountable.
- ▶ We recognise that real change requires behavioural shifts. We will value diversity and prioritise individuals' alignment with our values while welcoming unique perspectives and skills that contribute to our culture.
- ▶ We will invest in the future generation and bridge the inequality gap to ensure a bright future for everyone at Quilter and in our industry.
- ▶ We acknowledge that delivering these actions will support our mental and social wellbeing.

Our values



- ▶ Do the right thing
- ▶ Embrace challenge
- ▶ Always curious
- ▶ Stronger together

Our *five strategic areas*

Inclusive leadership

'Tone at the top' continues to be a critical part of our journey. To help leaders and managers understand their role in building inclusive teams and driving positive outcomes, we focus on strengthening inclusive leadership capability and accountability across the colleague lifecycle.



- ▶ Inclusive practices are embedded across our manager and senior leader activity, strengthening leadership behaviours that enable colleagues to excel.
- ▶ We will use AI-enabled tools to support managers to provide clearer, more consistent, and inclusive written communication and feedback.
- ▶ We will introduce intercultural awareness training to support our ambition to reach maturity and ensure managers are equipped to lead diverse teams inclusively and effectively.

Data & disclosure

Data is critical to helping us be transparent, monitor progress and ensure our actions remain effective. We use insight to understand colleague experience, identify gaps, and support targeted improvement. We will continue to promote high and reliable diversity data disclosure, so our reporting remains representative and enables us to remain transparent about what the data is telling us.



- ▶ We will deliver a dynamic inclusion dashboard with forward-looking projections (e.g. hires, leavers and movements), providing accessible snapshots of progress, opportunities, and challenges.
- ▶ We will continue to share inclusion and wellbeing insight with senior leaders to support prioritisation and accountability.
- ▶ We will continue to promote high and reliable diversity disclosure to support robust insights and transparent reporting.

Practice & process

Embedding inclusion into our practices and processes is essential to enabling fair and consistent outcomes. We continue to strengthen our approach to recruitment, progression and policy, ensuring inclusion is embedded in how we operate.



- ▶ We will continue to strengthen recruitment practices to support diverse pipeline building and progression.
- ▶ We will refresh our careers inclusion content to display authentic colleague representation and role modelling.
- ▶ We will publish clearer internal guidance through an updated I&D policy, building on our inclusion and equality principles.

Culture

To support our ambition to embed a healthy workplace culture that welcomes diverse perspectives and supports wellbeing, we will continue to invest in initiatives that strengthen belonging, role modelling, and colleague connection.

- ▶ We will continue to develop colleague role models and inclusion storytelling to strengthen visibility and belonging.
- ▶ We will facilitate inclusion activity that supports connection, learning and engagement across our colleague communities.
- ▶ We will continue to promote wellbeing resources and support available to colleagues and managers, aligned to colleague needs, including training managers to become qualified Mental Health First Aiders delivered by our in-house instructors.

Investing in future generations

We recognise the importance of investing in our people, creating future skills, and strengthening pathways into the organisation. We will continue to support development through early careers initiatives, talent programmes, and targeted learning.

- ▶ We will launch the Performance Accelerator Programme to strengthen the confidence and capability for colleagues from underrepresented groups and new to industry.
- ▶ We will continue to develop and support partnerships and initiatives focused on early careers, work experience, internships, and apprenticeships.

Ensuring we deliver on our actions

The Board

The Board is responsible for overseeing that the policies and practices in place are consistent with our values and support our long-term success.

The Board has overarching responsibility for our purpose, values and strategy and part of that is to monitor the company's culture and how this culture is embedded. This includes regularly reviewing the quality and effectiveness of the firm's diversity, equity and inclusion strategy.

I&D Committee

The I&D Committee provides management oversight, direction and challenge to our strategy and performance against it. The Committee has spent time ensuring that there are appropriate mechanisms and support in place to promote a diverse workforce and an inclusive environment for our people.

Management

A key part of our plan is the role that our managers have in ensuring we're hiring and retaining people who are typically under-represented in our industry. With the support of a diverse talent acquisition and I&D team, our managers are empowered to think beyond 'unspoken codes' and focus on what really matters.

I&D Communities

Quilter has three main inclusion communities that are sponsored by members of senior leadership, and co-chaired by elected representatives within the business. Our communities are:

- ▶ Cultural Diversity, for our colleagues from various cultural backgrounds and allies
- ▶ Diverse Abilities, for our disabled, neurodiverse and caring colleagues and allies
- ▶ Together with Pride, for our LGBTQ+ colleagues and allies.

We also have two support groups for:

- ▶ Menopause and
- ▶ Wellbeing.

The aim of our communities and support groups is to create opportunities to connect, share valuable resources, and provide members and allies with the knowledge and guidance they need to succeed at Quilter. Our communities create safe and welcoming environments, raise awareness, and explore what our commercial strategy means for different communities, helping everyone to understand, show up, include and build brighter financial futures for every generation.

Inclusion & Diversity Committee

-  **Steven Levin**
Quilter CEO and I&D Committee Chair
-  **Penny Cole**
Chief People Officer and Accountable Executive for Inclusion, Diversity & Wellbeing
-  **Tosin James-Odukoya**
Head of Inclusion, Diversity & Wellbeing and Head of HR for CDO
-  **Daniel Baynton**
Chief Internal Auditor and Sponsor for Diverse Abilities Community
-  **Steve Gazard**
Chief Distribution Officer and Business Head Representative
-  **John Goddard**
Quilter Cheviot CEO and Business Head Representative
-  **Sarah Houlston**
Chief Operating Officer and Business Head Representative
-  **Nick Sacre-Hardy**
Interim Chief Risk Officer and Sponsor for the Cultural Diversity Community
-  **Simon Davis**
Chief of Staff and Sponsor for Together with Pride Community



A more diverse, inclusive and better Quilter

“Our inclusion and diversity action plan is our blueprint for fostering an environment where the unique skills, knowledge, and connections of each colleague are not only recognised but fully developed. Our commitment is to infuse our business with different perspectives, ensuring diversity of thought and innovation at every level.

Wealth management is more than just numbers; it’s about empowering individuals with the freedom to make life’s important choices. Embracing inclusion and diversity means we stand by the principle that wealth creation is a right that transcends background and circumstance.

I am personally dedicated to ensuring that Quilter continues to advance positively in this journey. It’s about more than just policies and numbers; it’s about cultivating an environment where all our people can truly thrive.”

Steven Levin

Chief Executive
Officer



“I am proud to work alongside colleagues who have stepped forward to strengthen Quilter’s commitment to building an equitable workplace where everyone can perform at their best. Our efforts to prioritise robust data collection have been instrumental in challenging assumptions about who succeeds in our business and identifying where barriers still exist.

This valuable insight allows us to act with intention, ensuring we provide access to opportunities equitably, so all colleagues have the conditions and support to succeed. Our data-led action plan is designed to enhance our performance, accountability, and culture across Quilter. By embedding equity into how we attract, develop, and progress talent, we raise standards across the organisation and ensure that capability, not background, determines outcomes.

This discipline sharpens our competitive edge, helping us attract and retain exceptional talent including leading industry experts, deepening client trust, and sustaining long-term growth.”

Tosin James-Odukoya

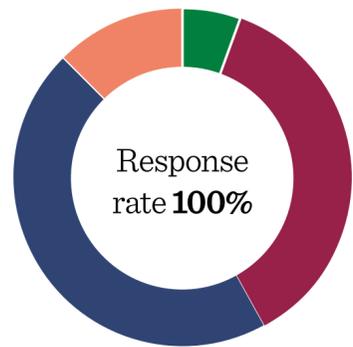
Head of Inclusion, Diversity
& Wellbeing and Head of
HR for the Chief
Distribution
Office



Quilter inclusion and diversity summary: *where is our organisation today?*

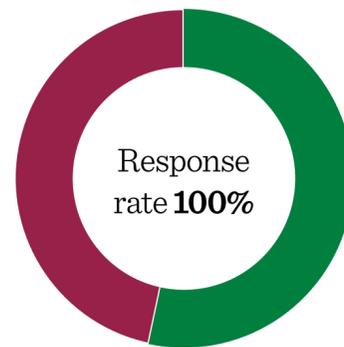
Here is our current representation and data as of as of 31 December 2025.

By generation



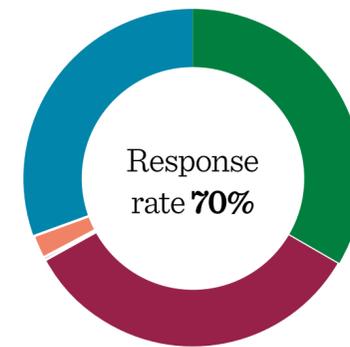
- Baby Boomers (1946-1964) 5.6%
- Generation X (1965-1980) 36.5%
- Generation Y / Millennials (1981-1996) 45.5%
- Generation Z (1997 and onwards) 12.4%

Gender



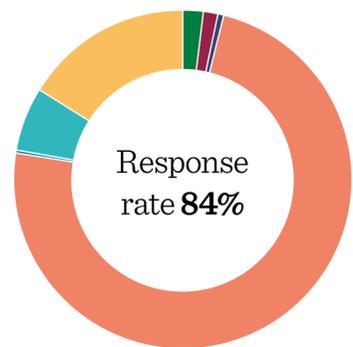
- Female 46.6%
- Male 53.4%

Gender identity



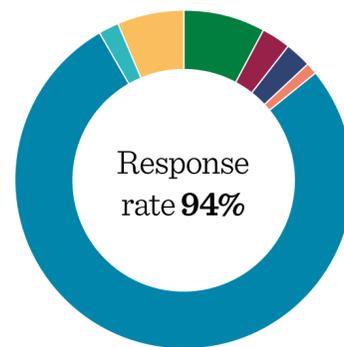
- Female 33.6%
- Male 33.5%
- Non-binary 0.1%
- Other 0.0%
- Transgender 0.0%
- Multiple gender identities 0.0%
- Prefer not to disclose 2.3%
- No response 30.4%

Sexual orientation



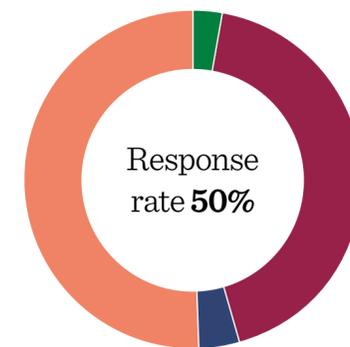
- Bisexual 2.0%
- Gay 1.6%
- Lesbian 0.5%
- Heterosexual/straight 73.4%
- Other 0.5%
- Prefer not to disclose 5.9%
- No response 16.1%

Ethnicity groups



- Asian/Asian British 7.8%
- Black/African/Caribbean/Black British 3%
- Mixed/multiple ethnic groups 2.3%
- Other ethnic group 1.3%
- White 77.3%
- Prefer not to disclose 2.1%
- No response 6.2%

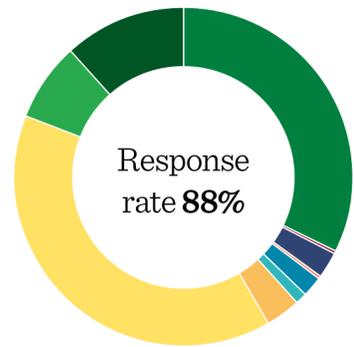
Disability



- Yes 2.8%
- No 42.9%
- I am neurodivergent 0%*
- Prefer not to disclose 4%
- No response 50.3%

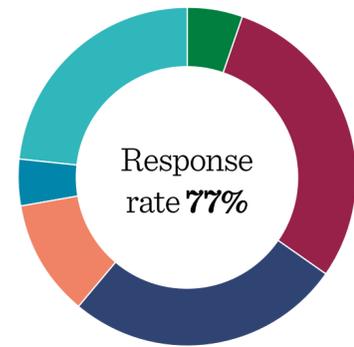
**In Q4 2025, we separated neurodiversity disclosure from disability to encourage openness, reduce stigma and to better understand our workforce. This is now being tracked separately as we further our support of neurodiversity across the organisation.*

Religion



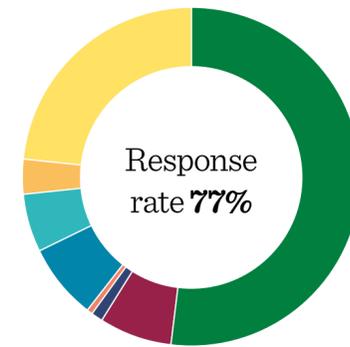
- Christian 32.4%
- Buddhist 0.2%
- Hindu 2.4%
- Jewish 0.3%
- Muslim 2.1%
- Sikh 1%
- Other 3.3%
- No Religion 39.4%
- Prefer not to disclose 7.3%
- No response 11.6%

Did you attend a Russell group university?



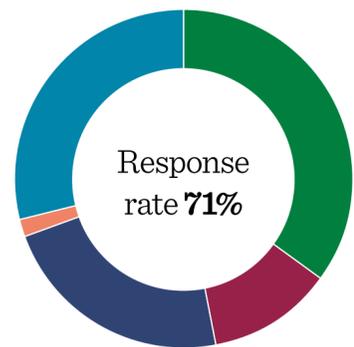
- Attended university outside of the UK 5.4%
- Did not attend university 29.4%
- No, a 'red brick' or other university 26.5%
- Yes 11.2%
- Prefer not to disclose 4.3%
- No response 23.3%

What type of school did you attend for most of your time between the ages of 11 - 16?



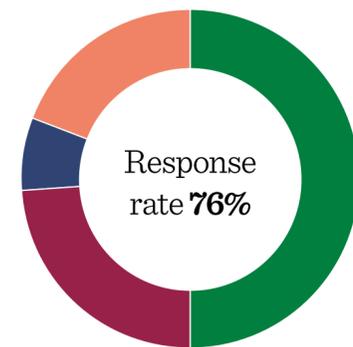
- A state-run or state-funded school 52%
- Independent or private school 7%
- Independent or private school outside of the UK 1.3%
- Independent or private school, where I received a means tested bursary covering 90% or more of the total cost attending throughout my time there 0.5%
- Selective state school (grammar, faith, or other grounds) 7.2%
- State school outside of the UK 5.6%
- Prefer not to disclose 3.2%
- No response 23.3%

What was the occupation of your main household earner when you were aged about 14?



- Higher SEB/Professional 35%
- Intermediate SEB 12.1%
- Lower SEB/Working Class 22.3%
- Prefer not to disclose 1.9%
- Not Disclosed 28.6%

Would you describe yourself as coming from a working class/lower socioeconomic background?



- No 50%
- No response 24%
- Prefer not to disclose 7%
- Yes 19%