



HM Treasury



Women in Finance Charter

Annual update submission form – organisations with more than 250 staff[†]

NB: This Word document is to help you prepare your organisation's responses which must then be submitted via the HM Treasury Annual Update Portal.

Please complete all relevant questions as fully as possible. We ask that you undertake reasonable checks to ensure the data submitted is correct before submitting it via the portal. If you have any queries regarding your submission, please refer to the Annual Update Guidance [here](#) before contacting us.

Compulsory responses are marked with an asterisk *. The non-compulsory responses provide a suggested framework for both data and narrative reporting, based on feedback from signatories.

The information provided in your response will be aggregated, anonymised and presented in the Annual Review of Charter signatories, to be compiled by our data partner New Financial and published in March 2027 (TBC). To read HM Treasury's privacy statement and New Financial's data privacy statement, please [click here](#).

The Annual Review will highlight progress and share best practice in a constructive, positive way ([click here](#) to see the most recent Annual Review). No information will be attributed without the express permission of the relevant signatory. If we do seek this permission, we will contact you in good time ahead of publication.

We want to know about your successes but also get a true picture of where you have faced challenges. Please be as frank and as open as you can be in your responses, including where a target may not have been met. Note there is no wordcount limit for your responses.

Submissions should be completed and submitted via the portal **by September 30 2026**. If you are able to submit your form earlier, we encourage you to do so.

[†]If your company has 250 or less staff in the total workforce, please [click here](#) to download the relevant submission form for SME organisations.

Section A) Company and workforce details		
Signatory name will be prepopulated on top left of the form.		
2*	Number in total workforce to which the Charter applies	More than 250
2*	Please select the sector which best describes the entity to which the Charter applies:	Fintech / Life and pensions
3*	Is Charter signatory FCA/PRA-regulated or does it conduct regulated activities?	Yes
4*	Location of UK headquarters <i>Town/ city</i>	Salisbury
5*	Type of entity to which Charter commitment applies	Ltd
6	Nationality of group/parent (If applicable)	UK – England & Wales
7	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section B) Contact information		
1*	Please confirm that the contact details for the Primary Contact, Additional Contact(s) and Accountable Executive are correct and up to date. You can review these details via the 'Contacts' tab on the left-hand side of the portal, or by using the link below. If all details are correct in the contacts tab, please enter "No changes needed" NB: If any contact details require updating, please provide the changes in the box below. This should include the name, job title and email address of the contact, and whether they are the Primary Contact, Additional Contact or Accountable Executive.	No changes needed

Section C) Accountable executive		
NB: Please provide contact details for the Accountable Executive (AE) via the "Contacts" tab in the portal. Information required: • Name		

	- Email - Job title	
1*	Has the Accountable Executive (AE) changed since last year's submission to HMT?	No
1a*	If yes, explain why did the AE change occur?	N/A
2*	Is AE male or female?	Male
3*	Type of role of the AE? <i>Revenue-generating/ Support role/Both</i>	Both
4*	Does the AE sit on the exco (or equivalent decision-making group) of the entity that has signed the Charter?	Yes
5*	Does the AE sit on the board (if the company has a board) of the entity that has signed the Charter?	Yes
6*	Do you have more than one Accountable Executive?	No
6a*	Please provide the following information for all additional AEs: - Name - Job title - Email address - Is the AE male or female - Is the AE in a revenue generating role/ support role / both - Does the AE sit on the exco (or equivalent decision-making group) - Does the AE sit on the board (if the company has a board)	N/A
7*	Please confirm this submission form has been seen and approved by the AE	Yes
7a*	Please explain why this submission has not been seen and approved by the AE	N/A
8*	Has the AE undertaken specific actions to support their role as AE?	Yes
8a	Please provide up to three examples of AE actions. <i>To see how New Financial analyses this data and groups AE actions thematically, please see the latest Annual Review. For example:</i> <i>Strategic focus (eg. responsibility in reporting, driving accountability, reviewing dashboards);</i> <i>Dedicating resource (eg. securing budget for networks, improving data capture, creating specialist inclusion roles);</i>	Implemented a gender-balanced shortlisting process for Executive team recruitment to support diverse leadership representation. Sponsored and championed the Women @ Nucleus network, supporting a programme of development, networking and

	<i>Talent focus (eg. talent reviews, succession planning).</i>	awareness initiatives designed to help women build confidence, strengthen their personal brand and support career progression. This year has included activities focused on overcoming imposter syndrome, increasing visibility and creating opportunities for women to connect and learn from one another. Expanded opportunities for mentoring, networking and development through industry partnerships, including our work with Women in Platforms. Through events, networking opportunities and external speakers, we continue to support women at Nucleus to build connections, share experiences and develop their careers within financial services.
9	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section D) Senior management definition

1a*	What is the firm's definition of senior management? NB: <i>This definition must be the same as the senior management population to which your target refers in section F and the senior management data provided in section E</i>	Our board, executive team and certain functional leaders (including certified roles under the FCA's SMCR)
1b*	Which of the following most closely corresponds with this definition of senior management?	Board, Exco and Exco-1
2*	Has this definition changed since last year's submission to HMT?	No
2a*	Please specify the change and why the change has been made. NB:	N/A

	- The WIFC Annual Review lists all signatories that have changed their senior management definition (not applicable to SMEs). - Any firms seeking to change their senior management definition in their target deadline year will need to provide senior management data in section E as per their previous definition.	
3	Why did you choose this definition of senior management?	These roles are the most accountable senior roles in our company, have decision making responsibilities and can have the biggest impact.
4	Do you expect this definition to evolve, and if so, how?	No
5	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section E) Senior management data			
The data provided in this section should correspond to the senior management population to which your target refers in section F and as defined in section D.		2025 (Previous year)	2026 (Current year)
NB: - If your firm has undergone a change in senior management definition and/or structural change since your last submission, please provide the corresponding data to reflect the change both this reporting year and the previous year for comparison purposes. - Any firms seeking to change their senior management definition in their target deadline year will need to provide senior management data in section E as per the previous definition.			
1a*	Number of staff in total workforce NB: If senior management population is regional or global, the total workforce number should correspond to the same region from which senior management may be drawn	1229	1252
1b	Number of female staff in total workforce	586	602
1c	Female staff as percentage of total workforce Calculation: (1b answer ÷ 1a answer) x 100%	48%	48%
1d*	Number of staff in senior management population	78	73
1e*	Senior management as percentage of total workforce Calculation:	6%	6%

	$(1d \text{ answer} \div 1a \text{ answer}) \times 100\%$		
1f*	Number of female senior managers	31	22
1g*	Female senior managers as percentage of total senior management <i>Calculation:</i> $(1f \text{ answer} \div 1d \text{ answer}) \times 100\%$	40%	30%
1h	Number of female senior managers from ethnic minority background	0	0
1i	Female senior managers from ethnic minority background as percentage of total senior management <i>(please disaggregate by ethnic group where possible/appropriate)</i> <i>Calculation:</i> $(1h \text{ answer} \div 1d \text{ answer}) \times 100\%$	0%	0%
2a	Number of senior managers in technology roles	8	9
2b	Number of female senior managers in technology roles	2	2
2c	Please explain how your organisation defines technology roles	Technology roles would typically include positions involved in the development, support, management and operation of our platform and technology services, alongside roles that deliver technology and business change.	
3a	Female representation on board as percentage <i>(where applicable)</i>	33%	27%
3b	Female representation on executive committee as percentage <i>(where applicable)</i>	22%	29%
4*	Please provide the date to which the data in this submission relates <i>DD/MM/YY</i>	31/07/2025	31/07/2026
5	Does your organisation capture data on the uptake of different types of flexible working in the senior management population (<i>eg. job sharing, fully remote, hybrid, part time, compressed hours, flexitime around core hours</i>), as well as for men/women? Please provide details where possible.	Yes, we capture data on our HRIS system	
6*	Do you collect data on the representation of any other diversity strand in the female senior management population? Please provide details where possible. <i>(See past Annual Reviews for how this data has been presented)</i>	As part of the onboarding process, people are asked to disclose data including ethnicity, sexual orientation and disability. Disclosure of this data is voluntary.	

7	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A
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Section F) Headline senior management target(s)

The target should be as per last year's submission, and must be based on the same senior management population defined in section D and the senior management data provided in section E. If your organisation has changed the target and/or deadline year and/or group to which the target applies, please respond "Yes" to question 1

PLEASE NOTE:

- *The WIFC Annual Review lists all signatories that have changed their target, including listing the previous and new targets (see Appendix of the latest [annual review](#)).*
- *Any signatories seeking to change their target or deadline in the deadline year of their original target will be held accountable in the Annual Review against their original target and deadline.*

1*	Has the target, deadline, or group to which the target applies changed since last year's submission?	No
1a*	What is the target(s) for female representation in senior management?	40%
1b*	What is the deadline? NB: • <i>We will treat the deadline as the end of the given year unless a specific date is provided.</i> • <i>If no deadline is specified, your organisation will be held accountable against the target every year in the Annual Review.</i>	31/12/2026
1c*	What is the region to which the target applies?	UK - Nucleus
1d*	Why did you choose this target?	We are incredibly proud of the progress we've made in recent years to achieve our gender diversity targets. However, the business has undergone significant transformation and functional integration as we continue to align our organisational design to our long-term strategy. In addition, the acquisition of new businesses has brought additional employees into the Group, which has impacted the gender balance within our senior management population. Despite this, our commitment to improving gender diversity

		remains unchanged. We will continue to take proactive steps to attract, develop and retain female talent, whilst maintaining a balanced approach that reflects the gender profile of the wider financial services industry. Our focus remains on creating a diverse and inclusive leadership population and making sustainable progress towards our long-term gender diversity targets.
2a*	What is the new target(s) for female representation in senior management?	N/A
2b*	What is the new deadline? NB: • We will treat the deadline as the end of the given year unless a specific date is provided. • If no deadline is specified, your organisation will be held accountable against the target every year in the Annual Review.	N/A
2c*	What is the region to which the new target applies?	N/A
2d*	Why did you choose this target?	N/A
2e*	What was the target(s) for female representation in senior management as per last year's submission?	N/A
2f*	What was the deadline (as per last year's submission)? NB: • We will treat the deadline as the end of the given year unless a specific date is provided. • If no deadline is specified, your organisation will be held accountable against the target every year in the Annual Review.	N/A
2g*	What was the region to which the target applied?	N/A
<i>If your deadline has passed or is in 2026, please answer question 3.</i> <i>If your deadline is in the future, please answer question 4.</i> <i>If you have multiple headline targets, please answer 3 and/or 4 for each target as relevant.</i>		
3*	Is your target deadline due this year?	Yes
3a*	Have you met your target(s)? NB: The WIFC Annual Review lists all signatories that have hit their target.	No - our current level of female representation has dropped this year
3b*	Please explain why and set out any plans to achieve the target.	Due to acquisitions completed in 2024 and wider organisational

	NB: <i>The WIFC Annual Review lists all signatories that have missed their target and why in the appendix.</i>	changes, our gender balance has unfortunately reduced. While this has impacted our female representation at senior levels, we remain committed to rebuilding towards our target of 40% female representation through the initiatives outlined in the appendices below.
<i>If your deadline is in the future (2026 and onwards), please answer question 4.</i>		
4*	Have you met your target early?	N/A
4a*	Are you on track to meet your target (<i>based on your own rationale for interim progress</i>)?	N/A
4b*	Please explain how you measure interim progress against a future deadline.	N/A
4c*	Please explain why your organisation is not on track to meet the target.	N/A
5	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section G) Actions to achieve targets		
1a*	Please list and briefly explain the top three actions undertaken (or planned) to achieve target(s). NB: <i>See the latest Annual Review for how New Financial analyses this data and groups actions thematically, for example:</i> • <i>Retention and promotion (eg. female leadership programmes, succession planning initiatives, mentoring and sponsorship),</i> • <i>Embedding D&I into BAU (eg. diversity data dashboards, criteria in scorecards, accountability of leadership)</i> • <i>Behaviour and culture (eg. learning and development programmes, use of networks, updating policies)</i> • <i>Recruitment (eg. diverse shortlists/interview panels, working with head-hunters/recruiters, focus on job ads, market mapping)</i>	See Appendix 1
1b*	How is your organisation • monitoring progress • measuring the impact • enforcing implementation of these actions?	• Monthly tracking of female representation, particularly at senior levels is reported to the ExCo

	<i>This can be quantitative, eg. setting targets, a comply or explain approach; or qualitative, eg. employee engagement survey results</i>	• Regular review of recruitment, promotion and retention data to track progress. • Annual employee engagement survey • Annual Gender Pay Gap reporting to measure outcomes and identify areas for improvement. • Ongoing oversight of our ED&I strategy to ensure accountability and delivery of objectives.
2*	Has your organisation reviewed the actions mentioned in 1a-b to ensure they are inclusive to women across all diversity strands?	Yes – our ED&I strategy supports a range of diversity strands alongside gender. We recognise that women may experience additional barriers due to factors such as ethnicity, disability, age and sexual orientation, and we consider this intersectionality when designing and implementing our initiatives. This helps ensure our actions are inclusive and accessible to all women across the organisation.
2a*	Please provide details where possible.	• Supported leaders with guidance and training to effectively manage and support teams in a hybrid and distributed working environment. • Defined our culture through a culture framework based around 4 pillars: Leadership, Values and Behaviours, Risk and Customer. • The #WeAreNucleus Culture Book, provides guidance on wellbeing, inclusion and effective remote collaboration. • Team Charters enable teams to create flexible ways of working that meet the needs of all team members. • Enhanced our family leave policies and employee experience to improve

		communication, maintain connection during periods of leave and support a smoother return to work and career progression. • Encourage regular conversations through 1-to-1 meetings on flexibility, wellbeing and individual working arrangements. • Empowering people leaders to make adjustments where needed to ensure employees, including women working remotely or in hybrid roles, can perform at their best.
3*	Has your organisation taken any steps to measure the impact of flexible working on women at your organisation (where relevant)?	No although this is something we aim to do in the future
3a*	Please provide details where possible.	N/A
4	Has your organisation taken any actions to monitor the uptake and usage of AI by women at your organisation?	We measure AI uptake across the whole organisation, not just for women.
4a	Please provide details where possible.	N/A
5	Has your organisation taken any actions to monitor the potential impacts of AI rollout on women at your organisation?	As an organisation we are embracing AI and have launched a training programme for all our people, providing them with 3 targeted sessions on how to use AI for their benefit partnering with market leaders in this field (Cambridge Spark) and an AI champion network spanning the entire organisation to support the adoption and effective use of AI.
5a	Please provide details where possible.	N/A
6*	Are there any new areas of actions for your organisation this year? <i>Yes/No</i>	No
6a*	What are the new areas of actions and what inspired them?	N/A
7	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section H) Linking executive pay to targets		
1*	Do you have a link between targets for female representation and pay?	Yes - to bonus, not to salary
1a*	Are you planning to introduce a link to pay in the coming year?	N/A
1b*	Please explain why your organisation does not have a link to pay	Due to recent acquisitions, leadership changes and the ongoing harmonisation of our operating model and reward framework, we have chosen not to link female representation targets directly to pay at this stage. However, we remain committed to improving gender diversity and continue to hold ourselves accountable through our Women in Finance Charter commitments, gender pay gap reporting and wider sustainability objectives. We will keep this approach under review and revisit linking targets to pay in the future.
2*	How is pay for the senior executive team linked to the Charter target(s)? Please provide details of mechanism for link to pay: <i>eg.</i> <i>Is it part of quantitative or qualitative measures or both;</i> <i>if diversity targets are part of a balanced scorecard, indicate how many other criteria are on the scorecard;</i> <i>the percentage of pay to which the diversity target criteria applies;</i> <i>whether pay is linked to individual diversity criteria or group level criteria, or both.</i>	Our percentage of females in Senior roles target is part of our balanced scorecard and has a direct influence on the bonus pot.
3*	Date from which link to pay took/ will take effect <i>DD/MM/YY</i>	N/A
4*	Has the mechanism for the link to pay changed since your previous submission to HMT? <i>Yes/ No</i>	N/A
4a*	Please explain why and how the mechanism for the link to pay has changed since your previous submission to HMT	N/A
5*	Has the link to pay been effective?	N/A

5a*	Please explain why the link to pay has not been effective	N/A
5b	Where possible, please explain what “effective” means to your organisation. <i>eg. a signal that diversity is part of executives’ day jobs/ a business issue, has led to the desired outcome of achieving targets, incentivised appropriate actions</i>	N/A
6*	To whom does the link to pay apply? <i>For example:</i> <i>Board</i> <i>Exco (or equivalent decision-making group)</i> <i>Exco – 1 (i.e. direct reports to exco and exco, as per FTSE Women Leaders definition)</i> <i>Exco – 2</i> <i>Exco – 3</i> <i>Other (please clarify, eg people managers, all colleagues)</i>	N/A
7	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

Section I) Webpage dedicated to Women in Finance Charter		
1*	Company URL where annual update is/will be published PLEASE NOTE: <i>All Charter signatories are required to publish an update on their progress towards their target on their company website by Dec 31.</i> <i>Approval from HMT is not needed before publishing.</i>	https://nucleusfinancial.com
2*	Please provide the text for the annual update you intend to publish on your website. HMT’s minimum requirements for the update are: <i>The target and deadline (as per the answers to Section F of this submission form)</i> <i>Level of female representation in senior management (as per the answers to Section E), including the date of the data (eg. “as of September 20XX”)</i> <i>Whether or not the signatory has met/ missed the target (in the deadline year) OR is on track to meet its future target (as per the answers to Section F)</i> <i>Historical datapoint(s) for female representation for comparison (eg at time of joining the Charter)</i> <i>Best practice would be for firms to publish their annual update on their website in the format “When we signed up</i>	See Appendix 2

	<i>to the Charter in XXXX DATE, we had XX% female representation, and our target was XX% by XXXX DATE. As of XXXX DATE we have XX% female representation in senior management. We believe we are/are not on track to meet our Charter target of XX% by our deadline of XXXX DATE.”</i> <i>HMT also encourages signatories to include a brief narrative statement explaining progress over the past year and expectations for the coming year.</i> <i>If your organisation does not publish an annual update on its website by the deadline, or if the update does not meet the minimum requirements outlined above, HM Treasury or New Financial will follow up in January to ask why this has not been published.</i>	
3	If there is any further information relating to this section that you would like to submit to HM Treasury, please do so here:	N/A

PLEASE NOTE: Once all sections have been marked as complete, please review the form carefully before making your final submission via the portal. Once submitted, the form will no longer be available to edit.

Appendix 1

Please list and briefly explain the top three actions undertaken (or planned) to achieve target(s).

Inclusion networks

As part of our Equity, Diversity and Inclusion strategy, we have four inclusion networks; Women @ Nucleus, Disability and Health, LGBTQ+ and Ethnicity and cultural diversity. The inclusion networks are internal communities who drive and promote change through initiatives and projects – designed and proposed by the groups themselves, with support from an overarching ED&I steering committee. The focus of the Women@Nucleus group is to advocate for and champion the learning, development and progression of women at all levels across Nucleus. This network is a key group in developing actions that support increasing our female representation at senior leadership level.

Women @ Nucleus create a regular cadence of targeted learning and networking initiatives throughout the year, the focus this year has been on building confidence in addressing imposter syndrome and looking at how we can build personal brand to improve career prospects.

We Are Change programme sponsorship

We continue to progress the 'We Are Change' programme sponsorship in collaboration with the Verve Foundation. Our fourth cohort of women have commenced their financial adviser training.

This initiative provides access and support to women to train as a financial adviser, ultimately increasing the number of women who are financial advisers, which in turn may help more women feel more comfortable seeking financial advice. According to the most recent data from the FCA only 18% of regulated financial advisers in the UK are women.

Supporting progression

In October 2026, we launched the Women at Nucleus Mentoring Network to provide women across Nucleus with greater access to mentoring, role models and a supportive network. The programme was developed in partnership with the Women @ Nucleus inclusion network in response to employee feedback highlighting a desire for greater internal mentoring opportunities.

We've engaged our female Non-Executive Directors to bring their vast experience to support the development of female career progression at Nucleus through keynote speeches, webinars and mentoring.

Our objective is to help women at all career stages build the confidence, capability and networks needed to progress into more senior roles. The programme goes beyond simply matching mentors and mentees, providing a carefully considered matching process, mentor and mentee training, practical resources, and ongoing support sessions to help participants maximise the value of their mentoring relationships.

The network brings together women from different roles, business areas and levels of seniority, creating opportunities to share experiences, broaden perspectives and build connections beyond immediate teams. It also encourages a culture of women supporting women, helping participants develop mentoring skills and, in time, support others across the organisation.

Our longer-term ambition is to create a sustainable pipeline of female talent at Nucleus, strengthen sponsorship and advocacy opportunities, and support greater internal mobility and progression for

women into senior roles. The programme will be regularly evaluated to understand its impact and inform future expansion across the wider organisation.

Leadership development

Our existing leadership brand 'Grow Lead Succeed' has been designed and delivered over the past three years – constantly iterating and evolving to meet the needs of our existing and aspiring leadership talent. Whilst our approach up to now has been open development for all, in September 2026 we've launched our first 'top talent' programme in one of our larger business functions. This consists of a selected population of rising talent at senior leader –1 level. This initiative will be a 12-month intensive programme, supported by internal and external experts, to promote readiness for senior leadership. There has been ample consideration around gender balance for the agreed cohort and a 50/50 split is a commitment we're making for access to the current and future iterations of the programme.

This initiative forms part of a revamped Grow Lead Succeed proposition that we are currently designing and preparing for 2027. One significant change will be monitoring and ensuring gender balance for access to the multi-tier future programmes, which at all levels will have a set number of attendees (where previously our approach has been more 'drop in'). We believe this approach will allow us to more closely monitor the effectiveness of the programmes, and subsequently, track and measure the progression of women at Nucleus involved in the leadership space.

Appendix 2

Please provide the text for the annual update you intend to publish on your website below.

At Nucleus, our purpose is to help make retirement more rewarding for our customers, with a vision to become Best Loved Platform for our Advisers.

Part of this is ensuring we have the best people and teams working with us to generate great outcomes for our customers and their advisers. We also owe it to ourselves and the industry to ensure we are playing our part in creating a fair, balanced and transparent financial services industry.

More diversity means broader experience, a diverse set of perspectives and a better collective ability to problem-solve. It correlates to being more representative of our customer groups, which supports areas like product development.

Nucleus is committed to being advocates for inclusion so that we can eliminate exclusion. We want to make a difference to humans – not just the humans of Nucleus or our industry, but the humans in the communities we live and work in. It's not a tick box exercise; inclusion and diversity is embedded in our culture and everything we do.

We still have work to do to achieve our target of 40% female representation at senior leadership level, a target we achieved in 2024 but have since fallen below due to rapid change within the organisation and new leadership teams joining our business through acquisitions. We will continue to have an equitable focus on inclusion and diversity initiatives at all levels across the group to ensure we have can meet and maintain this target in future years.

We have a strong focus on our Equity, Diversity and Inclusion strategy with an aim to be more intentional about how we make Nucleus a more diverse and inclusive place to work.

The inclusion strand of our strategy focuses on the establishment of four inclusion networks to empower our people to drive our strategy forward and be the voice of change within the organisation. These are made up of:

- Women @ Nucleus network
- LGBTQ+ network
- Ethnic and cultural diversity network
- Disability and health network

The aim of our inclusion networks is to create space for community, innovation and equitable actions that will instigate positive, targeted change throughout the business. To support our ED&I strategies we use data, such as our annual engagement survey, gender pay gap reporting analysis, and monitoring of demographic data as well as qualitative information from our listening strategy such as onboarding and offboarding interviews. The most inspiring aspect of our inclusion efforts is that it is almost entirely driven by our people - by their wish to be proactive and intentional and not bystanders. We believe high performance happens when we are authentic, adult-to-adult and inclusive so we encourage the people of Nucleus to focus on the things that matter to them. Whilst ED&I has executive level sponsorship our most powerful activity has come from our people, particularly those driven by our inclusion networks.

The aim for our inclusion networks is a grassroots approach to inclusion where our internal communities drive and promote change through initiatives and projects – designed and proposed by the groups themselves, with support from an overarching ED&I steering committee.

We are committed to continuously improving our approach to equity, diversity and inclusion at Nucleus, keeping abreast of any concerns across the business and ensuring that our people feel a sense of belonging here. Some highlights from our 2025 people engagement survey told us that:

- 89% of people agree that if they need help, they're comfortable asking for it.
- 80% of our people feel the right wellbeing support is available, should they need it.
- 78% of people feel they can be their authentic self at work.
- 74% of our people feel Nucleus values inclusion and diversity

We don't take inclusion and diversity lightly - it's not just the right thing to do, it's a commercial imperative for Nucleus to be relevant, future-focused and a place where people are proud to work. We are proud to be a signatory to the Women in Finance Charter and are committed to supporting the growth, progression and development of women at Nucleus and in our industry.