



# TSB. For everyone.

Real transparency  
Real inclusion  
Real diversity

**Diversity & Inclusion Report 2025**



# Building a fairer future for everyone

At TSB, inclusion and transparency are part of who we are.

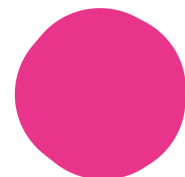
Every year, we challenge ourselves to make sure our colleagues reflect the customers and communities we serve. We focus efforts on deepening inclusion and belonging to ensure our customers benefit from that diversity. Our actions help us address representation, and we are continuously looking to do more. For example, alongside our gender and ethnicity pay gaps, this year we have voluntarily reported our disability pay gap for the first time.

Meeting and exceeding our 2025 inclusion goals is a significant milestone, but it's not the finish line. Progress strengthens our business and helps us deliver money confidence for more customers. We're proud of what we've achieved and clear about what's next: keep measuring, keep reporting, and keep pushing forward so every colleague can thrive and bring their best.

To learn more about our TSB pay gaps, [view the full report here](#)



**Ariam Enraght-Moony**  
Chief People Officer



# Real diversity Our goals

To reflect the diversity of the UK’s working-age population, we introduced intersectional targets to be met by the end of 2025, including disability, gender, race, ethnicity and sexual orientation. To support the robustness of these goals, our overall diversity disclosure rate, covering all diversity characteristics, is 78% as of February 2026. Meeting and surpassing these goals demonstrates the real impact of our inclusion strategy and the progress we’ve made together.

We plan to extend these goals to the end of 2026 to keep our focus on maintaining balance and equity through a year of change.

Area of focus	Our 2025 goal	Where we are now
Disability	Maintain a representative workforce where at least 19% of colleagues disclose a disability.	20% <b>Exceeding goal</b>
Gender inclusion	Maintain at least 40% of senior roles held by women.	43% <b>Exceeding goal</b>
Race & ethnicity	At least 14% of the workforce identify as Black, Asian or minority ethnic. Including at least 3% who identify as Black. At least 10% of senior leaders identify as Black, Asian or minority ethnic.	Whole workforce ethnic rep: 20% Black rep: 3.4% Senior ethnic rep: 13% <b>Exceeding goal</b>
Sexual orientation & gender identity	Maintain a workforce where at least 3% of colleagues identify as LGB.	4% <b>Exceeding goal</b>
Social mobility	Understand our workforce and career journeys, so we know socio-economic background (SEB) is not a barrier to a career at TSB. We also support social mobility in communities.	<b>Understanding our workforce</b> TSB stands out in the sector for socio-economic diversity at senior levels, with stronger representation from colleagues from lower SEB than most retail banking peers and the industry average.

“ At TSB, they recognise that experience, rather than just qualifications, brings great benefit to their business and how they deliver for their customers. ”

**\*2025 Progress Together Social Mobility Case Study**



Thank you to all our partners, the external experts who help us to progress and hold us accountable.



# Real inclusion

**Our commitment to diversity, equity and inclusion is reflected in the programmes, networks and policies that make a real difference and drive real progress, including fairer outcomes that help narrow pay gaps for under-represented groups.**

## Inclusive policies and benefits

We've strengthened inclusion by ensuring benefits and policies work for everyone. Private medical cover is now available to all grades, alongside trans healthcare, menopause support, and guidance for neurodiverse and mental health needs. Gender-neutral and inclusive policies are standard practice, while equal parental leave, market-leading caring policies, and flexible working give colleagues the support they need to thrive. We're also leading the way in supporting the victims, survivors of domestic abuse, with Safe Spaces online and in branches plus an award-winning Emergency Flee Fund to help customers flee potentially dangerous situations, available in branch, over the phone or through video banking.



## Driving fair progress for all

Our 2025 [Progress Together case study](#) demonstrated that TSB has a more socio-economically diverse senior team at TSB than industry benchmarks, supported by high disclosure. It underscores our commitment to progression based on potential, not privilege. By participating in the annual market benchmark with Progress Together, we're deepening our understanding of our colleagues and using these insights to drive meaningful future action.



## Investing in career development

TSB's Investing in You programme aims to empower all colleagues by delivering practical career development tools and opening new opportunities for growth. As part of our focus on progression, we targeted activity at lower grades and underrepresented groups. In 2025, c.20% of colleagues took part, with participation reflecting the diversity of our colleagues and bringing together people from different grades, backgrounds, and experiences. Through diverse learning pathways (e.g. online resources, interactive peer to peer learning, panel conversation) we created opportunities to listen, share, and connect.



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# Real inclusion

## Building representative Emerging Talent

Our Representative Emerging Talent approach ensures data apprenticeship and development programmes reflect the communities we serve (43% women, 23% Black, Asian and minority ethnic colleagues).

## Targeted programmes for impact

We re-launched our award-winning Ignite Programme in 2025 with two tailored development pathways:

- Ignite Colleague: Aimed at Black and Black mixed heritage colleagues to build their careers, with a focus on increasing self-belief, leadership capabilities and building a network for career progression. 20% of participants secured promotions or changed role.
- Ignite Manager: Aimed at managers deepening their capability and confidence to create and lead psychologically safe, diverse teams to perform at their best. 18% of all people leaders in TSB have engaged with targeted Inclusive Leadership development.



# Real people driving real change

**Our Inclusion Networks are central to creating a workplace where everyone feels they belong.**

To develop a truly inclusive culture, we continue to support intersectional Inclusion Networks with executive-level sponsors for TSB Ability, Ethnicity, Gender Inclusion, LGBTQ+ and Social Mobility. These networks actively challenge and shape our approach by raising awareness, celebrating identity and bringing colleagues together. We're proud that 91% of colleagues agree TSB promotes an inclusive work environment that accepts everyone's individual differences.

**The Inclusion Network Strategy provides clear focus that strengthens our inclusive culture:**

## Advocating for change

Challenging institutional norms and inspiring progress

## Building inclusion

Growing awareness and activating more colleagues as allies

## Creating confidence

Empowering every colleague to feel comfortable being their authentic self



# Our inclusion networks



Educates colleagues about disabilities, chronic health conditions and neurodiversity (ND) and partnering with experts to remove barriers.

#### Key contributions:

- Workplace Adjustment Passport development
- Neurodiversity Hub,
- Accessible and ND inclusive recruitment approach
- and meeting standards and partnering with experts to remove barriers.



Encourages gender inclusivity through role modelling and education whilst building safe, supportive communities and has a focus on progression for women.

#### Key contributions:

- Built community of 'Aspiring Women' to support female progression and levelling playing field
- Hosts a dedicated space for men to work together to share challenges and seek support
- Hosts The Nest, in support of working parents



Brings ethnic minority colleagues with shared ancestry or cultural traditions together to inspire community whilst educating and supporting allyship.

#### Key contributions:

- Led the conversation about race equity at work, breaking down barriers through role modelling and education
- Sponsored the design and launch of our first Ignite Programme, aimed at levelling the playing field for Black and Black mixed heritage colleagues
- Hosts safe spaces to build connection and encourage shared experiences



Promoting an inclusive environment for the LGBTQ+ community, challenging status quo and seeking better.

#### Key contributions:

- Use of pronouns across the business including the introduction of pronoun badges for all colleagues,
- Championed trans inclusion for colleagues and customers, including training materials, partnerships, input into guidance, and the introduction of trans medical coverage within our private medical benefit.
- Pushed for greater inclusivity for all LGBTQ+ colleagues through inclusion in policy, learning and guidance



Addresses the link between someone's starting point and where they end up.

#### Key contributions:

- Raised diversity disclosure above 80% for better insight to take more meaningful action.
- Partnered with Progress Together to boost social inclusion across organisations.
- Shared leaders' stories and tackled barriers for colleagues from lower socio-economic backgrounds.



**TSB.**  
**For everyone.**



You can learn more about our [2025 Pay Gaps here.](#)