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Diverse people, better outcomes –  
why the pensions industry needs  
to look more like the people it serves:

**HAZEL McNEILAGE**

Managing Director, Asset Management, EMEA  
Northern Trust

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Director of Marketing  
NEST

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to look more like the People it Serves

**HAZEL MCNEILAGE**

Northern Trust Asset Management



NTAC:3NS-20

**PENSIONS AND  
LIFETIME SAVINGS  
ASSOCIATION**

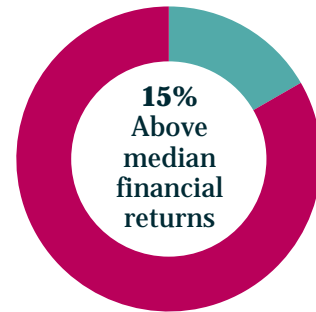
**#PLSA**

# BUSINESS CASE FOR DIVERSITY AND INCLUSION

Competitive advantage, client growth, employee engagement, financial performance



Companies in the top quartile for racial/ethnic diversity were 35% more likely to have financial returns above their national industry medians.



Companies in the top quartile for gender diversity were 15% more likely to have financial returns that were above their national industry median. Perhaps, earlier efforts to increase women's representation in the top levels of business have already yielded positive results.

McKinsey & Company

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# AREAS OF FOCUS

Gender balance	Multi-cultural	Multi-generational	LGBT inclusion	Ability & wellbeing
<ul style="list-style-type: none"> <li>▶ Women in Finance Charter – goal setting for the region</li> <li>▶ Diverse Leaders Programme</li> </ul>	<ul style="list-style-type: none"> <li>▶ Diverse Leaders Programme</li> <li>▶ Cultural Ambassadors</li> <li>▶ LIFE BRC / curriculum</li> </ul>	<ul style="list-style-type: none"> <li>▶ Working Families benchmark</li> <li>▶ Managing across generations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Stonewall / GLEN benchmarks</li> <li>▶ Role Models Programme</li> <li>▶ Allies programme</li> </ul>	<ul style="list-style-type: none"> <li>▶ Business Disability Forum benchmark</li> <li>▶ Time to Change mental health pledge</li> <li>▶ Workplace adjustments process</li> </ul>

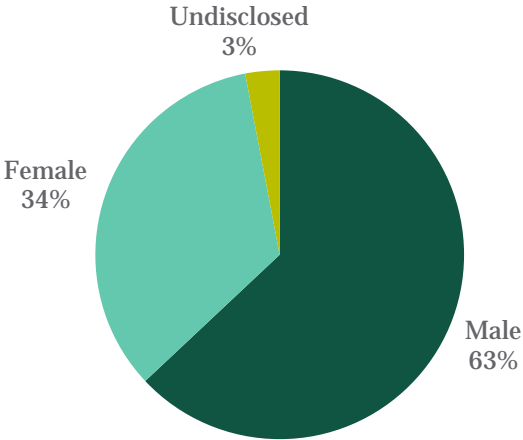
Moments that Matter

D&I Masterclasses

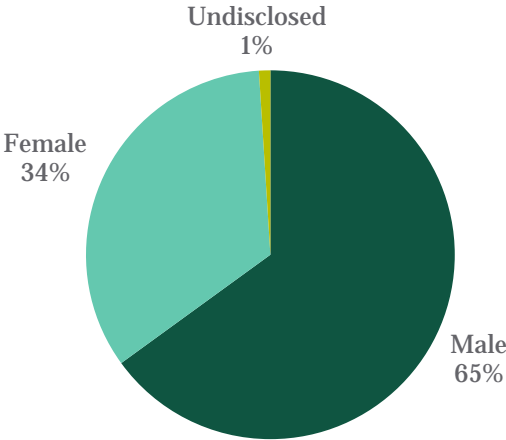
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# DIVERSITY IN HIRING: GENDER

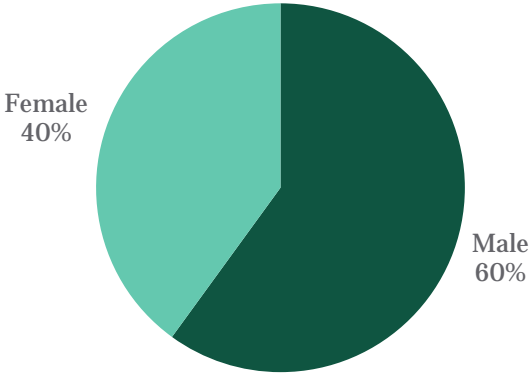
**Applications Received**



**Candidates Interviewed**



**Offers Made**



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# DIVERSITY PARTNERS



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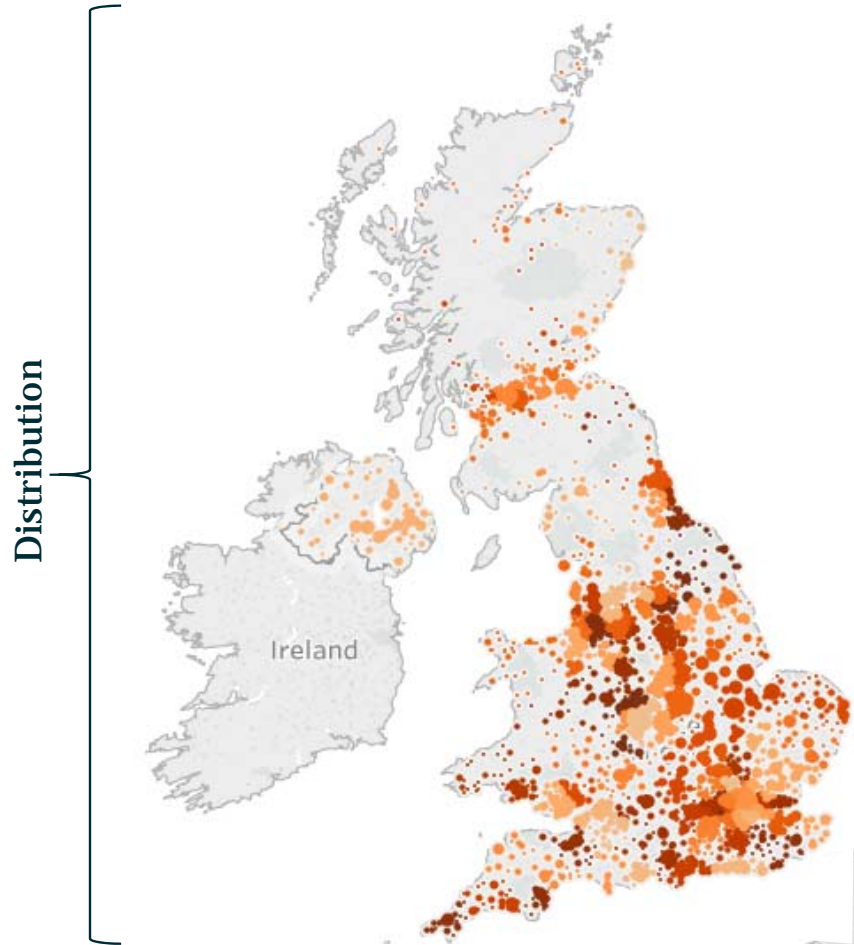
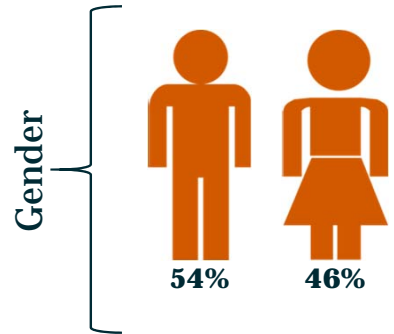
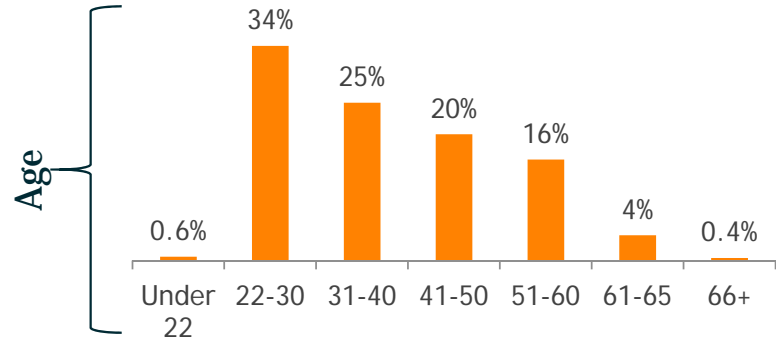
**RANILA RAVI-BURSLEM**

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# 5 MILLION PEOPLE ACROSS THE UK





**PENSIONS AND  
LIFETIME SAVINGS  
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**HOT TOPIC SEMINAR  
DIVERSE TRUSTEE BOARDS –  
TIME FOR A CHANGE**

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