



# EMEA DIVERSITY & INCLUSION 2019 REPORT



“Diversity and inclusion is a top priority at Goldman Sachs. We know that the strength of our culture, the execution of our strategy, and our relevance to our clients depend on a truly diverse workforce and inclusive work environment.

It is important that all of our people feel valued, and we embrace our differences – whether race, ethnicity, gender, sexual orientation, disability or whatever contributes to who we are.

Our goal is to be the employer of choice to all. This is important for our business, our clients, our people and to us. Fundamental change takes time, but if we are rigorous in our execution of incremental change, we will make it happen. We are committed to that.”

**David Solomon**  
Chairman and Chief Executive Officer  
The Goldman Sachs Group



“Improving the diversity of our global workforce and building an inclusive environment where our people can reach their full potential has long been a major strategic priority for Goldman Sachs.

This effort not only makes good business sense, it is simply the right thing to do. I look forward to continuing to share our progress.”

**Richard Gnodde**  
Chief Executive Officer  
Goldman Sachs International



“As Chief Diversity Officer, I’ve been energised by the firm’s commitment to driving initiatives that support the recruitment and advancement of diverse colleagues.

Diversity and inclusion is top of mind for leadership across the globe, and collectively we are responsible for creating a stronger culture of inclusion for all of our people. The information shared in this report demonstrates our leadership’s commitment to provide transparency, make progress and hold ourselves accountable.”

**Erika Irish Brown**  
Chief Diversity Officer

# Diversity & Inclusion at Goldman Sachs

## Our commitment to creating and sustaining a diverse work environment is absolute

### For the Firm

We strive for excellence. To achieve it, we must have the best people drawn from the broadest pool of applicants. The people we need will be found by looking across the full spectrum of diversity.

### For our People

We have a culture of teamwork. For our groups to excel, all members must feel that they are operating in an inclusive environment that welcomes and supports differences, and that encourages input from all perspectives. Our people have the right to expect a workplace in which the richness of their lives and experience is welcomed and valued by their team and by the firm.

Under senior leadership, we are focused more than ever on diversity; intent on having practices that create an even stronger culture of inclusion for all of our people. We owe it to our people to be transparent about our strategy, goals, progress and opportunities.

### For our Clients

Client interests always come first. To continue providing our clients with creative ideas and solutions for operating effectively in a complex global economy, we must be capable of dealing with different cultures in an informed and nuanced manner. Experience has shown us that we can best serve our clients’ interests by making the most of the insights, talents and judgements of a diverse workforce.

Our Business Principles, the foundation of our culture of client service, teamwork, excellence, personal initiative and accountability, are fundamental to our long-term sustainability and success.

### Business Principle #7

We offer our people the opportunity to move ahead more rapidly than is possible at most other places. Advancement depends on merit and we have yet to find the limits to the responsibility our best people are able to assume. For us to be successful, our people must reflect the diversity of the communities and cultures in which we operate. That means we must attract, retain and motivate people from many backgrounds and perspectives.

**Being diverse is not optional; it is what we must be.**

## Message from Co-chairs of the EMEA Inclusion & Diversity Committee (IDC)

The discussion about diversity and inclusion amplified in 2018, in part due to our disclosure of the UK Gender Pay Gap and decision to sign the UK Women in Finance Charter.

Since then, we have led the IDC, which has been a critical part of the firm's work on this topic. Together with 12 of our Partners from businesses across the firm, we are accountable to Richard Gnodde (Chief Executive Officer, Goldman Sachs International).

We are committed to refreshing our approach to diversity and inclusion, and sharing regular progress updates with the region. Initially, we spent time facilitating feedback sessions so that we could listen to the views and experiences of our people. We understand and recognise that these experiences are unique.

This informative and candid dialogue led us to identify four core priorities for the IDC: ensure accountability for progress, foster an inclusive environment, maximise the potential of our talent, and diversify our hiring. This year, we have continued to seek feedback from our people, and have driven enhancements to our policies and initiatives. The work outlined in this report is evidence of the impact we have had to date.

We are pleased with the progress we have made in our first year as a signatory of the UK Women in Finance Charter and we believe we are on track to meet our Charter goal by 2023.

Whilst we have made progress, we still have more work to do. We recognise that change will take time, and we are all responsible for making this progress together. We are committed to continuing this work; it is critical for our people and for our business.



**Jim Esposito**

Global Co-head of the Securities Division



**Sally Boyle**

International Head of Human Capital Management

*Co-chairs of the EMEA Inclusion & Diversity Committee (IDC)*

## “The Veteran’s network is a valuable resource to lean into”

After eight years in the Army, including tours to Afghanistan, and a brief spell at another investment bank, I joined GS. As a Captain in the Adjutant General’s Corps, I spent my time helping servicemen and women and their families to address personal issues – often in quite extreme circumstances – and many of those skills mapped across to my role at the firm.

The colleagues I work with are unaware of my service background – I’m not Emma the ex-Army Officer here – but I do find the Veterans’ network a valuable resource to lean into. Perhaps because there isn’t a major conflict at the moment, awareness of the challenges facing service personnel leaving the forces is at a low ebb. But they are still there.

What most people say they miss is the camaraderie – that’s a big thing to walk away from. The Veteran’s network provides a link to people who share that background. We have a monthly ‘brew’ – a chat over a cup of tea or coffee, where we can reconnect and share stories and advice. We also actively support veterans in their business endeavours: we recently hosted a ‘Heropreneurs’ dinner and I’ve attended ‘Dragon’s Den’ style events to help veterans bring their business ideas to fruition.

In the Army, you are trained to make decisions; here it’s a consensus culture where everyone’s opinion is valued. That takes a bit of adjusting to but when I first joined the firm, my diary filled up with meetings from people in the Veteran’s network booking time to connect with me and support me through the transition.

*Emma Spilsbury*  
Vice President, Human Capital Management Division

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# Priority #1 –

Ensure accountability for progress  
 Our firm is built on longstanding principles of accountability – to our people, our clients, and our stakeholders

When it comes to people accountability, we apply the same principles we would to our businesses. It is every leader and manager's responsibility to know their talent and support their experience at the firm. To assist with this, we have set aspirational goals, recognising that when we unite around a common goal we make progress together.

## GOVERNANCE FRAMEWORK

 Denotes new in 2019

 <p><b>Global Diversity Committee (GDC)</b>                  17 Partners (cross-divisional and regional); accountable to Chairman and Chief Executive Officer, The Goldman Sachs Group (David Solomon)</p>	 <p><b>EMEA Inclusion &amp; Diversity Committee (IDC)</b>                  14 Partners (cross-divisional); accountable to Chief Executive Officer, Goldman Sachs International (Richard Gnodde)</p>	 <p><b>Partnership and Management Committees</b>                  Diversity and inclusion discussed on a regular basis</p>
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 <p> <b>UK Race at Work Charter</b>                  We are proud to have signed the UK Race at Work Charter. We are focused on supporting our ethnically diverse colleagues by committing to the five charter principles</p>	 <p><b>Annual updates</b>                  Shared with GS boards around the globe</p>	 <p><b>Diversity committees/ councils</b>                  Progress at the divisional level</p>
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## ASPIRATIONAL GOALS

<p><b>50%</b>                    50% of all analysts and entry-level associates (either as campus or experienced hires, globally) to be women</p>	<p><b>9%</b>                    9% of all analysts and entry-level associates in the UK to be black professionals</p>	<p><b>30%</b>                  30% senior women representation (Vice President and above) by 2023, as per our commitment to the UK Women in Finance Charter (WiF)</p>
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 **Rule of 2**  
 Our goal for experienced hires is to have two diverse-qualified candidates interview for each open role wherever possible, based at least on the available talent pool. All divisions are expected to adhere, report, and govern the "Rule of 2" in their respective business. Divisional approval processes have been adjusted to accommodate this; increasing hiring-manager accountability for interviewing a diverse slate of candidates, and in instances where this has not been possible, providing explanation to global COOs and divisional approval committees on the reasons why not

## BUILDING A DIVERSE PIPELINE

 <p><b>Identifying Future Leaders</b>                  Process to identify candidates for senior leadership positions and key roles for succession planning. Diversity is a key area of focus during the conversations</p>	 <p><b>Managing Director Class of 2019</b>                  The most diverse global class to date. In EMEA, 39% of our class was diverse. In particular, there were increases in the representation of women, black and LGBT+ managing directors vs. 2017 class</p>
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 **Partner Class of 2018**  
 The highest percentage of women in our history: 26% of new partners globally are women



## “People recognise that volunteering is important to me”

The Asian Professional Network (APN) is all about helping to recruit, retain and promote Asian professionals and a big part of that is helping to create and support the circumstances in which we can be successful. We run events for our community focusing on topics ranging from understanding unconscious bias to raising awareness of organ and blood donation in the Asian community.

I recently ran an event focusing on caring for elderly relatives and recognising the additional pressures that this can put on professionals from communities where family plays such a central role. It was about exploring and sharing people’s experiences and creating an environment where people feel able to talk about the issues that they are dealing with.

I’m currently running a programme called APN Connect, which matches people across the firm for informal catch-ups to help them build their networks.

All of these initiatives have been strongly sponsored by senior management.

Alongside this role, I have been a counsellor at Childline for six years. I do a regular shift once a week and my colleagues and managers know that this is a non-negotiable commitment for me. I think people recognise that this is important to me and they have been very supportive. It’s just a different angle on work-life flexibility, something that I need to do to feel fulfilled.

*Anant Shah*

Associate, Securities Division

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# Priority #2 – Foster an inclusive environment

## Inclusion spans all our priorities, as it sets the foundation for diversity

In order for our people to excel, it is important they feel included and valued by their team and the firm. We are committed to supporting our employees, as we recognise that their personal lives are also a major factor in their day-to-day experience.

### PARENTING

 Denotes new in 2019



#### Pathways to Parenthood Programme

Offers stipends for adoption, surrogacy, egg retrieval, egg donation, and IVF\*

\*Dependent on location, local regulations and health-care plan provision

#### Back-up care

##### 20 days per employee per dependent

- In-home back-up care for mildly ill children and adult dependents (subsidised self-pay)
- On-site childcare facility in London – (unique amongst corporate City employers)

##### Other Children's Centre Programmes, in London only

- Good Start programme – four weeks, free on-site childcare upon return from parental leave
- Second Step programme – on-site permanent childcare (self-pay)
- Nanny search and guidance



#### Parenting Leave

26 weeks' paid leave gender neutral



#### Family Care Leave

Four weeks' paid leave



#### Nursing Mothers

On-site facilities in London headquarters available for nursing mothers



#### Breast Milk Shipping

Reimbursement available globally for working mothers who are travelling



#### Parenting/Family Forums

Provides parents, care-givers and parents-to-be with access to resources and subject-matter experts

### BENEFITS



#### UK Healthcare Cover

Includes gender dysphoria



#### Inclusive Benefit Plans

Designed with inclusivity in mind to ensure they work for all employees and their dependents

### WELLNESS



#### Wellness Rooms

On-floor wellness rooms including contemplation, quiet and complementary therapy rooms in London headquarters

### FOCUS ON MENTAL HEALTH



#### On-site Medical Support

On-site GPs, nurses, clinical psychologists and psychiatrist



#### Employee Assistance Programme

Available in English or local language. Guidance and signposting to life-management services as well as counselling



#### Mental Health First Aider

Training e.g. Mental Health First Aiders, manager sessions



#### meQuilibrium

Global online personal resilience app available to all employees

## Priority #2: Foster an inclusive environment

### FLEXIBILITY



#### Flexibility Champions

Drive informal flexibility initiatives within their divisions. This is designed to highlight role models across all levels and raise awareness of the different types of flexibility



#### Flexible Working Arrangements

Are encouraged and considered on a case-by-case basis. Many divisions host "Manager Best Practice Exchanges" and panel discussions on flexibility

### INCLUSIVITY

 Denotes new in 2019



#### Culture of Respect

A firmwide digital learning course focusing on awareness and mitigation of all forms of harassment and misconduct in the workplace



#### Gender Pronoun Initiative

Aims to educate our people on gender identity and pronoun use as an effective tool for building an inclusive environment. It offers employees several channels to self-identify their pronouns, should they choose



#### "Our Behaviour, Our Firm" Survey

Launched in October 2018 and was developed to acquire insight into how our people feel about our culture, and provide us with a baseline against which to measure in future years. Senior leadership is responsible for divisional results, and a range of firmwide and divisional specific offerings will continue to be leveraged to facilitate ongoing discussions regarding conduct and culture



#### Networks

Networks play a central role in helping to promote and advance diversity and inclusion at the firm. They serve as forums to offer support, understanding, information and connectivity, and provide our people with the opportunity to problem-solve, innovate, develop and showcase their leadership skills. In EMEA our networks include women, black, LGBT+, Asian, veterans, disability and religion



"It's important that people can talk to colleagues without stigma or judgement"

I am one of nearly 100 employees across the firm to have been trained as a Mental Health First Aider (MHFAider). We have signs on our desk to indicate that we are a MHFAider, which allows our colleagues to easily identify us as a source of support. I am looking forward to seeing these visual signs appearing on more and more desks.

The move to train and empower people as MHFAiders in order to support colleagues is really valuable – an indication that the firm takes the wellbeing of its people seriously and a reflection of its commitment to diversity and inclusion.

There's no doubt that this can be a pressured environment. It's a high-performance culture – and that can take its toll. Anyone who has worked for any length of time in this industry will have experienced

peaks and troughs of emotion – the elation that goes with doing a job well and knowing your clients are happy, and the flat feeling that comes when things don't go so well. But that's on top of the life pressures that everyone has to deal with. Whether it's a work thing or an issue from home, it matters when you are at work because it affects how you are, how you behave and how you perform.

I'm not saying that I have a line of people at my desk now, but it's important that people know there are colleagues – particularly outside of their line management – that they can talk to without stigma or judgement.

*Anthony Duggan*  
Managing Director, Securities Division



## “I always want to be the best I can be – as an athlete and also at work”

As someone who has competed in elite sport for a long time, I have very high expectations and I enjoy being in an environment that supports that kind of mindset. I always want to be the best I can be – as an athlete and also at work. When I’m here, I see myself as a software engineer, not a Paralympian and I want other people to do the same. Mostly they do too. I was talking to a colleague about how I wanted to crack-on with a project before next year (2020 Tokyo Paralympics) and they said, ‘Why, what’s next year?’ It’s refreshing, as everything when I’m not at work is so focused around 2020.

Of course, in reality being a Paralympian does impact work in that I work part-time so that I can fit in my training, but in most other respects I have the same needs as anyone else. Apart from needing a flatter keyboard and a Bluetooth headset, the only real difference is that I can’t just get up and get a coffee when I want one. My colleagues do little things like that automatically and for other things – let’s just say I’m used to asking for help when I need it.

Outside work I do talks about diversity and the importance of people being able to see role models. So, it’s important to me that people know that, as well as being an athlete, I’m a female software developer with a degree in Maths.

I think people and companies still find it hard to talk about disability honestly. Even within the diversity space – it’s easier to talk about the needs I have to fit around my sport than my disability. Firms like GS can play such a powerful role in this area. They can afford to take the perceived risk and can therefore set the pace for smaller businesses to follow.

I can’t think of a disabled role model in engineering, but that’s definitely what we need.

*Sophie Christiansen*  
Associate, Engineering Division



# Priority #3 – Maximise the potential of our talent Our people are our biggest asset

In a service business, we know that without the best people, we cannot be the best firm. It is our responsibility to cultivate a work experience where all of our people can reach their full potential and thrive as their authentic selves. To date, our efforts have been two-fold: equipping our people to be inclusive colleagues and effective managers, and providing our talent with support as they advance in their careers.

## CREATING INCLUSIVE LEADERS



### Business Case for Diversity

Our 'GS Person-by Person' two-hour classroom-based case study for campus and experienced hires makes the business case for diversity and promoting inclusive behaviour in the workplace



### Blindspot – Hidden Biases of Good People

Online course that explores thinking traps that can impact our business and people decisions

## BUILDING AWARENESS



### Out In The Open – Being LGBT+ in the Workplace

Articulates why being open about one's sexual orientation and gender identity is important in the workplace, raises awareness of the challenges faced by LGBT+ professionals and provides ally best practices



### Leading People and Teams – Manager Essentials at GS

Designed to provide new managers with the tools to build an inclusive environment



### Growing as a Leader – Understanding "Covering"

One-hour keynote lecture eLearning for associate promotes and experienced hires to explore their roles as emerging leaders in shaping the experience of others



### Dimensions of Difference Curriculum

eLearning and resources available to all employees exploring dimensions of difference



### Subtle & Significant – Leadership Behaviours that Foster Inclusion

Explores how the subtle differences in how we interact shape people's experience and focus

## BUILDING A DIVERSE PIPELINE

Denotes new in 2019



### Focus on Managing Directors

Enhances connectivity and accountability between the IDC and divisional leaders to foster long-term success and retention of diverse managing directors, specifically new promotes and experienced hires



### Vice President Leadership Acceleration Initiative (VPLAI)

Leadership development programme for Vice Presidents who are considered to be managing director pipeline



### Vice President Sponsorship Initiative

Partner sponsors are aligned to diverse Vice Presidents to enhance their visibility, profile and exposure



### Women's Career Strategies Initiative (WCSI)

Formal training programme for high-performing/high-potential women associates



### Black Analyst and Associate Initiative (BAI)

Coaching for black analysts and associates focused on providing avenues for opportunity and access



### EMEA Women Trader Initiative

Designed to recruit, promote and retain our women trading population. Analysts and associates are aligned to Vice Presidents for coaching and mentoring with additional managing director mentorship overarching this. Vice Presidents are aligned to partner sponsors

## “There’s never been a question about flexibility – only support and encouragement”

I’ve been with GS now for about 11 years. In that time, I’ve had three children and three periods of maternity leave – in total about 30 months. Each time, I’ve maintained contact with the firm.

After my first leave, I returned to my existing role as finance partner. On my second return, ready for a fresh challenge, I took the opportunity to move to risk management within Operations. I’ve broadened my skill set, continued to see my career progress and am now responsible for the portfolio services risk management global team.

Since starting my family, I’ve varied the hours I work, initially going down to four days a week, then back up to five but with at least one working from home. There’s never been a question about that flexibility – only support and encouragement.

Having excellent and convenient on-site childcare facilities has really helped. When my first son was born, I made extensive use of this support. I also used the firm’s healthcare cover, for example when my son was ill, I was booked in to see the GP and quickly got the right referrals.

As a working mum, it’s great to see senior leaders in the firm who are mothers too. That’s very important to my sense of belonging and I feel that I am in the right place to fulfill both my career and personal aspirations.

*Tanya Ballaram*  
Vice President, Operations Division

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# Priority #4 – Diversify our hiring

## Hiring continues to be an important part of the firm’s growth

Our relevance to our clients depends on a truly diverse workforce. While we have made progress at the campus level, we have more work to do when it comes to recruiting experienced professionals, particularly at the senior levels. We are committed to connecting with talent across the communities in which we operate, and showing them the opportunities we offer at GS.

### CAMPUS

#### Early Outreach



#### EMEA A-level Girls Inspire Programme

One-day insight programme for Year 13 school students (ages 17-18) to provide insight into the industry and attract potential talent



#### EMEA School Advisors Day

For career advisors at universities across the UK, and replicated in France, Frankfurt and Warsaw. The aim is to ensure they are equipped to best share advice on our industry and the diversity of roles we offer



#### EMEA TeachFirst Partnership

Aimed at providing teachers with the tools to dispel the myths of working in the City to their students

#### University Outreach



Denotes new in 2019



#### Make Things Possible Pride Academy

Three-day academy series for LGBT+ university students graduating in 2022 and joining the 2020 Spring Programme



#### EMEA Women Trader Academy

Eight-month programme made up of on-site training days, online distance learning and ongoing mentoring and career advice. Aimed at women in their first year of study, to be completed ahead of the summer internship programme

#### Events



#### EMEA Engineering Insight Series

Sponsored by the Women in Engineering Network. To educate students about career opportunities, and how to succeed in the recruiting process



#### Discover GS Event for Students of Black Heritage

One-day insight programme targeted at penultimate-year black students to educate about them about internship opportunities at the firm

# 180+

#### Hosting 180+ events

Including a series of women’s networking breakfasts on campus at various universities for students interested in internship opportunities

#### Social Mobility



#### Make Things Possible Securities Division

Three-day academy series for students from lower socio-economic backgrounds, designed to help them be successful on our various internships, with the top-performing interns being offered a graduate role



#### Partnerships

With UpReach, Harris Westminster and Sutton Trust to provide students from lower socio-economic backgrounds insight into the culture at GS



#### Big City Bright Futures

Hosted A-level students for a two-week work experience programme



#### Make Things Possible A-level Academy

Working with a number of charity partners to provide over 150 students from lower socio-economic backgrounds with insight in to the GS culture and opportunities across the industry



#### LGBT+

Success in the City, flagship in-house event targeting LGBT+ students; Inside & Out, interbank LGBT+ recruiting event; LGBT Leaders, recruiting conference and careers fair organised by Pink News

#### Recruiting / Networking / Skill-building Events



#### Degree Apprenticeship Programme

Allows participants to complete an apprenticeship within Engineering while studying a degree at Queen Mary University of London. After the programme, participants will graduate with a bachelor’s degree in Digital and Technology Solutions, with the potential opportunity of a full-time position within GS



#### Engineering Africa Recruiting Initiative

Aimed at recruiting diverse and talented students from universities in Ghana, Kenya and Nigeria, into our Engineering Summer Programme in London

## “My faith is part of who I am”

Since joining the firm in 2018, I've been working with HCM and the European Muslim Group to find ways to ensure that Muslims are able to practise their faith without compromise. We are required to pray five times a day so that inevitably means being able to pray while at work – especially in the winter months when daylight hours are so much shorter.

The first thing is access to a facility, particularly for Friday prayers, which are longer and more structured. We are able to book the activity room and store prayer mats there and each week around 50 of us will pray together. There are also multiple contemplation rooms that we can use.

But more than the logistics, it's about acceptance and recognition of how important this is to us. My faith is part of who I am and I couldn't be me without observing prayer. So, this is a very real example of being able to bring my authentic self to work. My manager and my colleagues on the desk understand that and there's never been a problem when I say that I'm stepping away for 15 minutes. I try to make sure that I don't leave when things are very busy, but I've never felt that anyone has been grudging of my needs – quite the opposite in fact: my boss has been very supportive.

The European Muslim Group also organises volunteering and fundraising opportunities – we helped at the refugee camps in Calais – and holds educational talks, which are open to anybody. About 30% of the attendees at our talk on Islamic Finance were non-members.

*Haseem Shah*

Analyst, Consumer and Investment Management Division



## Priority #4: Diversify our hiring

### EXPERIENCED

Firmwide



#### GS Career Pivot Series

A global virtual connectivity platform to source a broad population of experienced professionals. It is designed to provide candidates with resources relating to career transitions and direct connectivity with our Experienced Hire Recruiting team. It also gives us the opportunity to align high-potential candidates to vacant roles as they open throughout the year



#### Flexible Working Wording Initiative

To emphasise our commitment to a flexible working culture, we include wording in all our adverts across Engineering about flexible working

### Thought Leadership



#### Women in Tech Summit (Warsaw)

Keynote speech delivered by EMEA COO, and networking reception hosted by senior women leaders



#### Women of Silicon Roundabout (London)

Second year sponsoring this conference, which attracts over 6,000 attendees, making it the largest event in Europe focused on gender diversity in the engineering industry. We used the opportunity to promote the wide range of career opportunities available at GS and to demonstrate the firm's commitment to encouraging women to pursue and stay in STEM careers

### Engagement



#### An Evening with GS Engineering (London)

A quarterly event series dedicated to engineers in the London engineering community and designed to help them learn more about the firm, the work we do, and to continue to drive discussions around diversity and inclusion in the sector

### BAME



#### Partnerships

Partnering with SEO London, engaging with their SEO Connect platform to attract and market our opportunities to experienced BAME professionals in their network. In addition to advertising open roles on their alumni job board, we have also had panel representation at one of their alumni events

### Events



#### Lesbians Who Tech (LWT)

Key sponsor of the conference with 150 attendees, 25% of whom identified as transgender. Ten GS representatives attended and hosted a Ted Talk-style session



#### Women of the Square Mile (London)

Key sponsor of this event targeted at mid-to-senior level women in the City and attracting ~1,000 attendees



#### Women in Quantitative Finance Conference (London)

Targeted at women working in Quantitative Finance, attracting ~170 attendees annually



## “This is about people feeling they can be their authentic selves at work”

Changing gender isn't that common and so I feel that I am helping to educate the firm about what it means to have an identity that is non-binary.

I'm open with my 700+ colleagues and teams globally and I continue to oscillate in my gender presentation. I have sometimes encountered an unconscious expectation – both here and outside work – that I will fully transition. I don't know if that will happen – I'm learning myself – but if there's one thing I would always want to convey about gender fluidity, it's that it is a journey, not a destination.

On both a practical and an emotional level, the firm couldn't have been more supportive. For example, I have a security pass that reflects both my male and my female identities.

But the truth is that non-binary gender stories are about a lot more than which bathroom you use. They are about emotional journeys and people feeling that they can be their authentic selves at work. I feel that I can, and that's hugely empowering. I hope that my story will make it easier for other people, especially those at a more junior level who perhaps don't have the authority of a managing director, to have the kinds of conversations I have had.

It's also true that, as a managing director, I'm here to produce at a senior level, rather than for my gender journey. But there are days when that is what's at the top of my mind so being able to be honest about that is important. We're really only at the start of the journey as a firm but with David Solomon putting diversity and inclusion front and centre, I'm really positive about the future.

*Nat Kilsby*  
Managing Director, Engineering Division

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# Awards & Partnerships

In order to influence social change we must engage with the communities in which we operate

It is important that we publically recognise the work we and our people do on a day-to-day basis to make a change in our organisations. This includes partnering with external organisations to help them influence wider social change. It is our responsibility to ensure we evolve with society and that society evolves with us.

## Awards and Indexes

### Bloomberg

**Bloomberg Gender-Equality Index (GEI)**



**Times Top 50 Employers for Women (2012-2017, 2019)**



**2018 LinkedIn Top Companies List (#16 in the UK)**



**FN100 Women in Finance 2019: Joanne Hannaford, Elizabeth Martin and Sheila Patel**

### Individual awards:

HERoes (INvolve):

**#25**

**Richard Gnodde, CEO of Goldman Sachs International**  
No. 25 in "40 Advocate Executives 2019"

**#4**

**Lin Yue, Vice President, Consumer & Investment Management Division**  
No. 4 in "50 Women Future Leaders 2019"

Empower (INvolve):

**#23**

**Lin Yue, Vice President, Consumer & Investment Management Division**  
No. 23 in "50 Ethnic Minority Future Leaders 2019"

OUTstanding (INvolve):

**#23**

**Sally Boyle, Partner, Human Capital Management Division**  
No. 23 in "50 LGBT+ Ally Executives"

### Partnerships

BAME

- Afro-Caribbean Network
- Black British Business Awards
- Involve (EMpower)
- Investing in Ethnicity and Race Powerlist
- Race for Opportunity
- Seizing Every Opportunity Africa
- Seizing Every Opportunity London
- Success Talks

Disability

- Autism Spectrum (AS) Mentoring
- Business Disability Forum
- EmployAbility

Gender

- Code First Girls
- INvolve (HERoes)
- IT for SHE
- WISE: Campaign for Gender Balance in Science, Technology and Engineering
- Women in Banking and Finance
- Women in the City
- Women of the Square Mile
- Wintrade

General

- Bright Network
- Business in the Community
- Diversity Project
- Lord Mayor's Appeal
- Opportunity Now
- Teach First

LGBT+

- INvolve (OUTstanding) Out Leadership
- PinkNews Awards
- Stonewall
- Social Mobility
- Big City Bright Futures
- Harris Westminster School
- Sutton Trust
- upReach

Veterans

- Heropreneurs
- Royal British Legion



## “I loved spending so much time with my daughter in those early months”

I first came to the firm through the Veteran Intern Programme. I had no industry experience and to be honest, the transition was challenging. I felt I was simultaneously learning and working with an entirely new language, hierarchy and frame of references.

Five years later, our daughter was born, and like many fathers, I took advantage of a month's paternity leave before returning to work. But six months on, my wife was thinking about re-entering the workplace and was interviewed for what was essentially her dream job.

I spoke to my manager and to HCM about the possibility of taking shared parental leave to allow my wife to accept the job and adjust to her new role with confidence that home life was under control. They couldn't have been more supportive, saying that not only was it ok to do this but that it was a great idea. I think, even today, some people might be uneasy about how such a break would be regarded and how it might affect their career. But for me, with that level of encouragement, it wasn't a hard decision and I loved having the opportunity to spend so much time with my daughter in those early months.

I came into the office about once a month just to see how things were evolving and took advantage of the amazing childcare facilities here. That also contributed to my daughter's smooth transition into the full-time nursery care that she enjoys now.

I've come back now to a different and more challenging role, which is great for me, but the real gain has been in helping my wife to capitalise on an amazing opportunity.

*James Jennings*

Vice President, Consumer and Investment Management Division



# IDC Membership



- 1. Jim Esposito (Co-Chair)**  
Securities Division  
Member of the Global Diversity Committee (GDC)
- 2. Sally Boyle (Co-Chair)**  
Human Capital Management  
Member of the Global Diversity Committee (GDC)
- 3. Andrew Bagley**  
Legal Division
- 4. Jo Hannaford**  
Engineering Division
- 5. Dermot McDonogh**  
Finance Division
- 6. Michael Marsh**  
Investment Banking Division
- 7. Elizabeth G. Martin**  
Securities Division  
Co-chair of the Global Diversity Committee (GDC)
- 8. Heather Mulahasani**  
Merchant Banking Division
- 9. Sheila Patel**  
Consumer and Investment Management Division
- 10. John Sawtell**  
Global Investment Research Division
- 11. Clare Scherrer**  
Investment Banking Division
- 12. Kunal Shah**  
Securities Division
- 13. Nishi Somaiya**  
Merchant Banking Division  
Member of the Global Diversity Committee (GDC)
- 14. Andrew Wilson**  
Consumer and Investment Management Division

## Glossary

**Networks:** employee resource groups centred on a particular identity strand (gender, LGBT+, ethnicity) in order to increase connectivity, support, and resource access

**Division:** an area of the business (i.e. Investment Banking Division, Engineering Division etc)

**EMEA:** the region of Europe, Middle East and Africa

**GDC:** Global Diversity Committee

**GS:** Goldman Sachs

**HCM:** Human Capital Management

**IDC:** Inclusion & Diversity Committee

**Region/Regional:** the firm operates through a structure that divides the world into regions e.g. EMEA as a region includes Europe, Middle East and Africa

## Corporate titles in ascending order of seniority

**Analyst**

**Associate**

**Vice President**

**Vice President and above:** Vice President, Managing Director and Partner titles combined

**Managing Director**

**Partner**

