



# How Lloyds applied our **Women in Leadership** programme to increase senior roles held by women

## The Future is Female – An Overview

**Lloyds Banking Group** made a public commitment in 2014 to **increase the amount of women in senior positions to 40% by 2020**. Having commenced working with Talking Talent in 2014 with less than 28% of women in senior roles, Lloyds Banking Group has gone from strength to strength with **a significant improvement to the percentage of women in senior positions** every year since. In the first year alone, 107 of 255 women who participated in the programme received a promotion, and by the end of 2018 the proportion of women in senior roles had increased to 35.3% with **2020 target set to reach 40%**.

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## Approaching the Challenge

Talking Talent has worked with Lloyds Banking Group for the past five years and has tailored the Women in Leadership programme to reinforce a pipeline of women in readiness for taking on more senior roles.

Lloyds Banking Group has since identified that their gender pay gap is **primarily driven by a high proportion of women in the most junior roles and a smaller proportion of women in senior positions**. The programme aims to address this issue by supporting women to take the next step in their career, thus closing the gap.

The programme was created to **target middle managers, encourage promotion and strengthen the talent pipeline**, putting an emphasis on career development early on to secure a diverse pool of talent from which EXCO and Board members will be selected, safeguarding the future of female leadership.

Our bespoke coaching solution features a combination of **group coaching, workshops and webinars**. With a maximum of 12 people per cohort, targeted at Grade D and E, it means that **coaching is personal, focused and highly targeted** for female managers who are in a prime position for promotion.

Highly accredited coaches with a background in improving the performance

of women in business, work alongside the employees to **break down barriers to career progression**, exploring which of these are real, mythological or illusory. Following this, practical and creative solutions are identified and applied to overcome these barriers.

The programme is designed to recognise, retain and reward female employees, inspiring confidence and offering an innovative approach that ensures coaches cultivate a leader mindset alongside simultaneously building self-esteem, confidence and resilience and developing political savvy with an understanding of when to engage.

### Leading from the Front – Conclusion and Accolades

Talking Talent’s Women in Leadership programme aims to deliver a strong return on investment through enhanced business performance, increased retention, career progression that focuses on improving gender diversity at senior levels, a stronger peer network and increased confidence for team members, resulting in improved individual performance and the ability to demonstrate authentic female leadership. Lloyds has recently expanded the coaching support with the introduction of parental leave transition coaching in partnership

with Talking Talent to help manage the transition from employee to working parent, investing in one of the best practices for working parents in the UK.

Lloyds recognise the value of agile working practices, equality and diversity, disrupting age-old gender beliefs and implementing new behaviours that demonstrate their difference and their inclusive, impactful approach which has seen them named in The Times Top 50 Employers for Women for the past 8 consecutive years.

