



Women in Finance Charter – NHBC Statement December 2025

July 2016, NHBC was proud to become one of the first signatories of the HM Treasury Women in Finance Charter, a government-backed initiative designed to improve gender diversity in senior positions across the financial services sector.

Improving gender diversity is integral to NHBC's long-term ambitions. We recognise that attracting, developing and retaining top female talent is vital, and that organisations with gender-diverse leadership teams consistently perform better.

Our senior management team acknowledges the importance of diversity and is making conscious decisions to ensure strong gender and ethnic representation across all employee levels and business areas. We also maintain robust governance of our reward arrangements, with Board-level oversight provided by the Remuneration Committee.

The Women in Finance Charter commits financial services firms to link executive remuneration to gender diversity targets. The Charter encourages companies to commit to:

1. Having a senior executive accountable for gender diversity and inclusion.
2. Publishing annual progress against targets on their websites.
3. Setting targets for gender diversity in senior management.
4. Linking senior executive pay to delivery against these targets.

NHBC has made strong progress towards our 45% representation goal over the last five years, increasing from 36.2% in 2022 to 42% in December 2025. This puts us ahead of the average 36% among Charter signatories. However, we recognise there is more to do.

Below is NHBC's response to the Charter commitments:

1. To proactively support gender diversity, our Commercial Director and ExCo member, Kim Bromley, has been appointed as Executive Sponsor, responsible and accountable for diversity and inclusion across NHBC.
2. As a founding signatory of the HM Treasury Women in Finance Charter, we set gender targets and publish our progress on NHBC's website each year.
3. Our continued ambition is to increase female representation in senior manager roles to 45% by 2030. By the end of 2025, women represent 63% of our Non-Executive Directors and 22% of our Executive Committee. Across senior management, women account for 41% of ExCo direct reports and 42% of all senior managers overall.
4. Improving our diversity profile is a key deliverable in our Group Business Plan. As part of this, our bonus scorecard includes making tangible progress in increasing female representation, particularly in technical roles, and these targets are also linked to senior leaders' long-term incentive plans.

Our ongoing approach combines targeted development with strengthened talent pipelines. This includes talent-mapping to highlight female talent across the business, mentoring for mid-level women, the Springboard Programme for emerging talent, and Executive sponsorship for women identified as potential senior successors. We reinforce this through requiring diverse recruitment searches to supplement our internal pipeline.

We remain committed to championing diversity in all its forms and to creating an inclusive workplace where every colleague can reach their full potential. We are proud to support the Women in Finance Charter and remain focused on improving gender diversity across senior management.

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