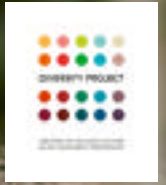


50/50
BY 2020



WOMEN IN FINANCE AT LEGAL & GENERAL.

Legal & General strives to be a vibrant business that values inclusiveness and embraces difference, where our employees are engaged and empowered to deliver business results because we believe better business decisions come from a diverse set of views.

Our 50/50 by 2020 Programme, which has been in place since July 2014, aims to achieve gender balance by 2020.

To achieve this aspiration, Legal & General is pleased to be involved with initiatives like the Diversity Project and the Women in Finance Charter and we have set a target to increase the representation of women in middle to senior management roles from the current level of 35% to 40% by the end of 2017.

To achieve this target we are developing actions plans with each of our business divisions which focus on how we attract, retain and develop our female talent in each business. We know from analysing our data that our recruitment practices have to change and so we are looking more closely at how we source female candidates. We are working with our agencies and headhunters to ensure we have at least one woman on every shortlist and we are ensuring that people are interviewed by diverse panels – so they see the diverse organisation we strive to be.

Our 50/50 by 2020 network, which is open to men and women, has been very successful in helping us raise awareness of the gender diversity issue and to spark debate and discussion amongst our employees. The speakers have included a fighter pilot, a start-up entrepreneur, our own non-executive directors and Legal & General's first female CEO in India and have provided inspirational career advice for our people.

We already have many great women role models working for us at Legal & General. They support the 50/50 by 2020 programme by hosting events, chairing panel discussions and holding 'lunch and learn' sessions to pass on their experiences to our pipeline talent.

At Legal & General, we do not support the use of quotas to increase under-represented groups but we do believe that having a target will be a focus for action and behaviour change and will help us make real progress in widening our talent pool and realising the potential of all our employees.

We strive to be a vibrant business
that values inclusiveness,
because better decisions come
from a diverse set of views.

