



BENTLEY



# Bentley Motors Gender Pay Gap Report 2025

PUBLISHED 2026

# Introduction

**We started our gender-pay gap transformation journey in 2017 with the introduction of new legislation on reporting for UK businesses with 250 or more employees.**

This marked the beginning of a transformative journey for Bentley. By 2022, we had made significant progress and had in place a number of actions that, over the course of the next three years, would move the dial considerably when it came to our approach to not just gender equality, but that would shape our approach to diversity, equity, inclusion, and belonging (DEIB) as a whole.

Much of this has come to fruition in 2025. Our pay gap figures show continued progress, with our mean gender pay gap having more than halved since 2017 and our mean bonus gender gap significantly reduced to a record level of 6.3% – down 7.3% since 2024.

Furthermore, our efforts have been recognised by the Clear Company, as well as Reuters, Investing in Ethnicity, the Armed Forces Covenant Employer Recognition Scheme, and more – as you'll read in this report.

And we won't stop here. Determined to go beyond what's legally expected of us, this year – for the first time – we are sharing our ethnicity pay gap data. This not only demonstrates our commitment to transparency, but will help us ensure we focus our action, and track progress over time, reinforcing our broader commitment to DEIB as a strategic priority.

Publishing pay gap data is only one part of the picture. Closing gaps requires sustained action – creating fair opportunities, supporting progression, and establishing the right culture.

That's why, as part of our Beyond100+ Action Plan, we have committed to being an employer of choice and embedding a truly empowered, high-performance and inclusive culture. To reflect this ambition, we have renamed our HR team 'People & Culture'.

This evolution is more than just a name change. While the term 'HR' can feel impersonal, often framing colleagues as resources or assets, 'People & Culture' puts people at the centre of everything we do, shaping how we support our colleagues, foster belonging, and align our people strategy with business performance.

Over the last 12 months, we have also seen continued growth in our colleague-led networks, with more than 850 members focused on intersectionality and supporting Belonging at Bentley. We expect these numbers to continue to grow over the coming year. We are equally proud of our Board-led connected colleague sessions, which foster open dialogue and enable direct engagement between colleagues and our senior leaders.

Our journey continues. In the pages that follow, you will find further examples of the actions we are taking to remove barriers, celebrate differences, and create an environment where everyone at Bentley can thrive.

**Dr. Karen Lange**  
Board Member for People & Culture



Our mean bonus gender pay gap reaching a record low of

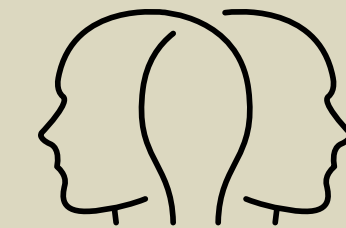
6.3%



More than **850**  
members focused on intersectionality and supporting Belonging at Bentley.



We have committed to being an employer of choice



People & Culture puts people at the centre of everything we do

# Bentley's Gender Pay Gap: Headline Figures

The gender pay gap reflects the difference between average earnings for men and women, expressed as a percentage of men's pay.

Our continued focus on pay equity has driven meaningful progress. In 2025, our mean gender pay gap is 5.6%. Although this is a 1.2% increase from 2024, it remains our second-lowest figure since reporting began in 2017. The 2025 figures have been shaped in part by the annual pay award conducted in April 2025.


Our median gender pay gap is 2.1%, compared with -2.7% in 2024.

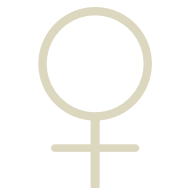
The mean bonus pay gap has reached a record low of 6.3%, down 7.3% from 2024 and significantly reduced from 46.2% in 2022. Our median bonus pay gap has remained at 0% since 2017.


Female representation in the lower pay quartile is at its highest level in four years, increasing by 3%, reflecting continued recruitment progress. Representation in the upper middle quartile remains stable, maintaining the gains made in 2024.

While progress in 2025 has been substantial, our long-term ambition remains to close the gap entirely.

## Bentley's gender pay and bonus gaps

 Male

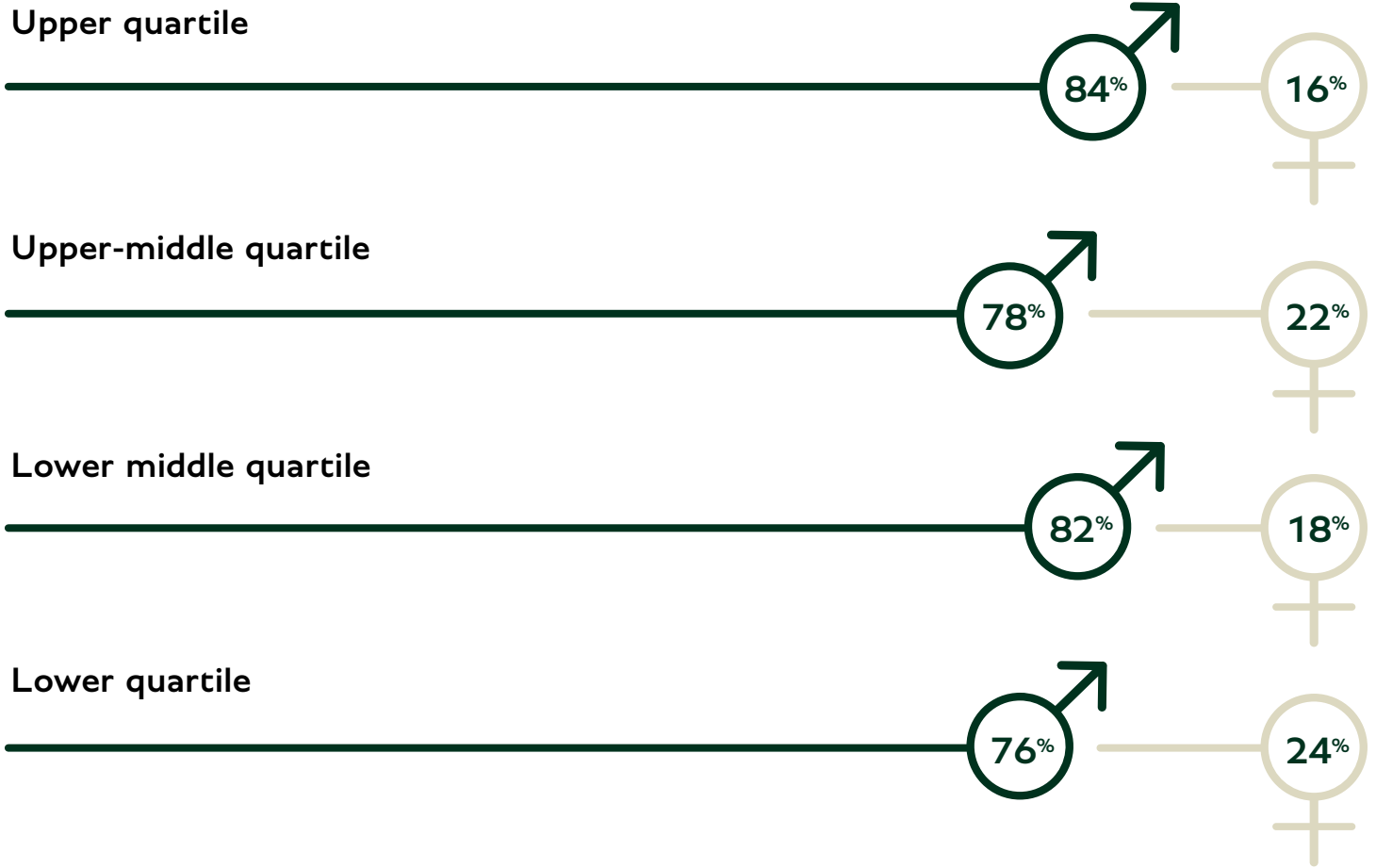
 Female



**Equal pay**

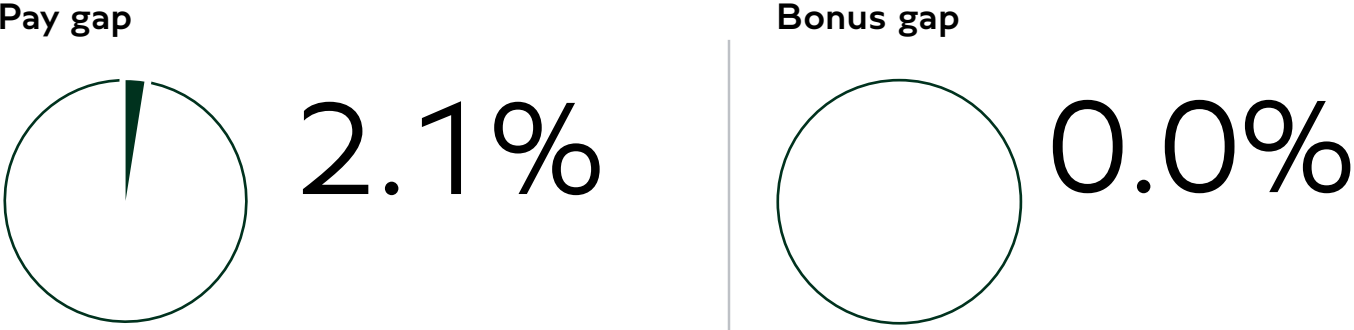
Equal pay is the difference in pay between a man and a woman doing a role of equal value. This is not the same as a gender pay gap. Bentley ensures equal pay for our colleagues through thorough benchmarking.

### Proportion of males and females in each quartile pay band



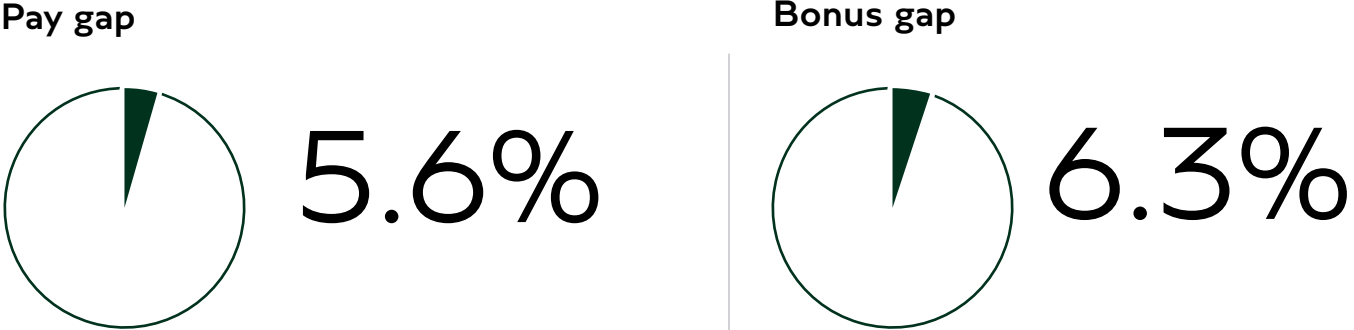
### Median gaps

The median is the middle value between the highest and lowest values



### Mean gaps

The mean is the total sum of all values, divided by the total number of values



### Proportion of colleagues in receipt of a bonus



# Belonging at Bentley

Our Diversity, Equity, Inclusion, and Belonging (DEIB) vision is to be the most diverse luxury car manufacturer, with an inclusive culture of belonging that makes us an employer of choice.

To achieve that vision, our mission is to make DEIB part of everything that we do. It is our colleagues' individuality that makes us strong, drives our innovation, and creates change, through embracing all forms of diversity we achieve true inclusion. That is what "Belonging at Bentley" means.

"At Bentley, we believe that transparency is essential to creating a truly inclusive workplace. This year, for the first time, we are publishing both our gender and ethnicity pay gap figures. While we are proud of the progress we have made, we recognise there is more to do.

Closing these gaps is not just about fairness, it is about unlocking the full potential of our people and building a culture where everyone feels that they can belong and thrive. We are committed to taking meaningful action and holding ourselves accountable for sustainable change."

**Dr. Frank-Steffen Walliser**  
CEO and Chairman of Bentley

**Dr. Karen Lange**  
Member of the Board for People & Culture



# Gender Pay Gap Reporting Explained

Gender pay gaps are usually expressed at both a median and mean level to give a rounded picture of the factors influencing pay.

## The Median Pay Gap

The median pay and bonus gaps are the difference between the “middle” female colleague in the organisation and the “middle” male colleague if all colleagues of all levels were placed in order of their rate of pay. The median is most commonly used as it is the most accurate way to show the difference between a typical male and a typical female.

At Bentley in 2025, our median gender pay gap is 2.1% in favour of men (up from -2.7% in 2024, where women had a higher median). This is shaped in part by the annual pay award carried out in April 2025 as well as changes in workforce composition and the impact of targeted recruitment.

The median bonus pay gap remains at zero, reflecting that bonuses for most colleagues are collectively negotiated with trade unions.

## Bonus Eligibility

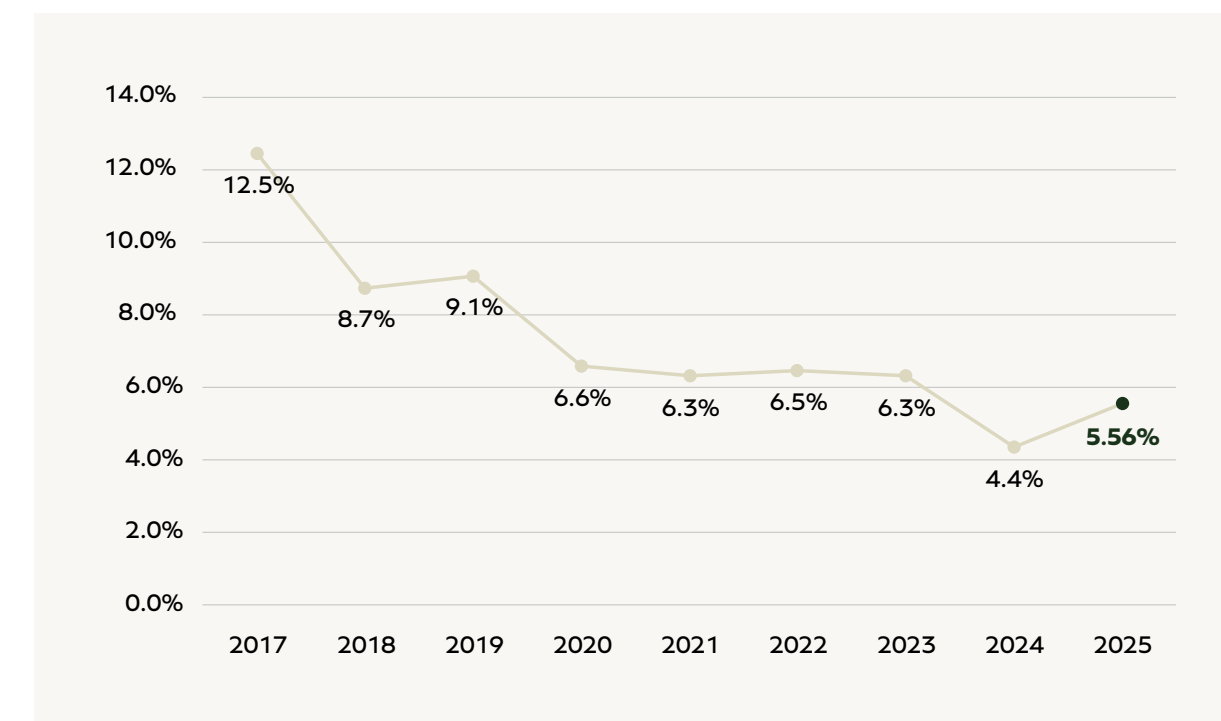
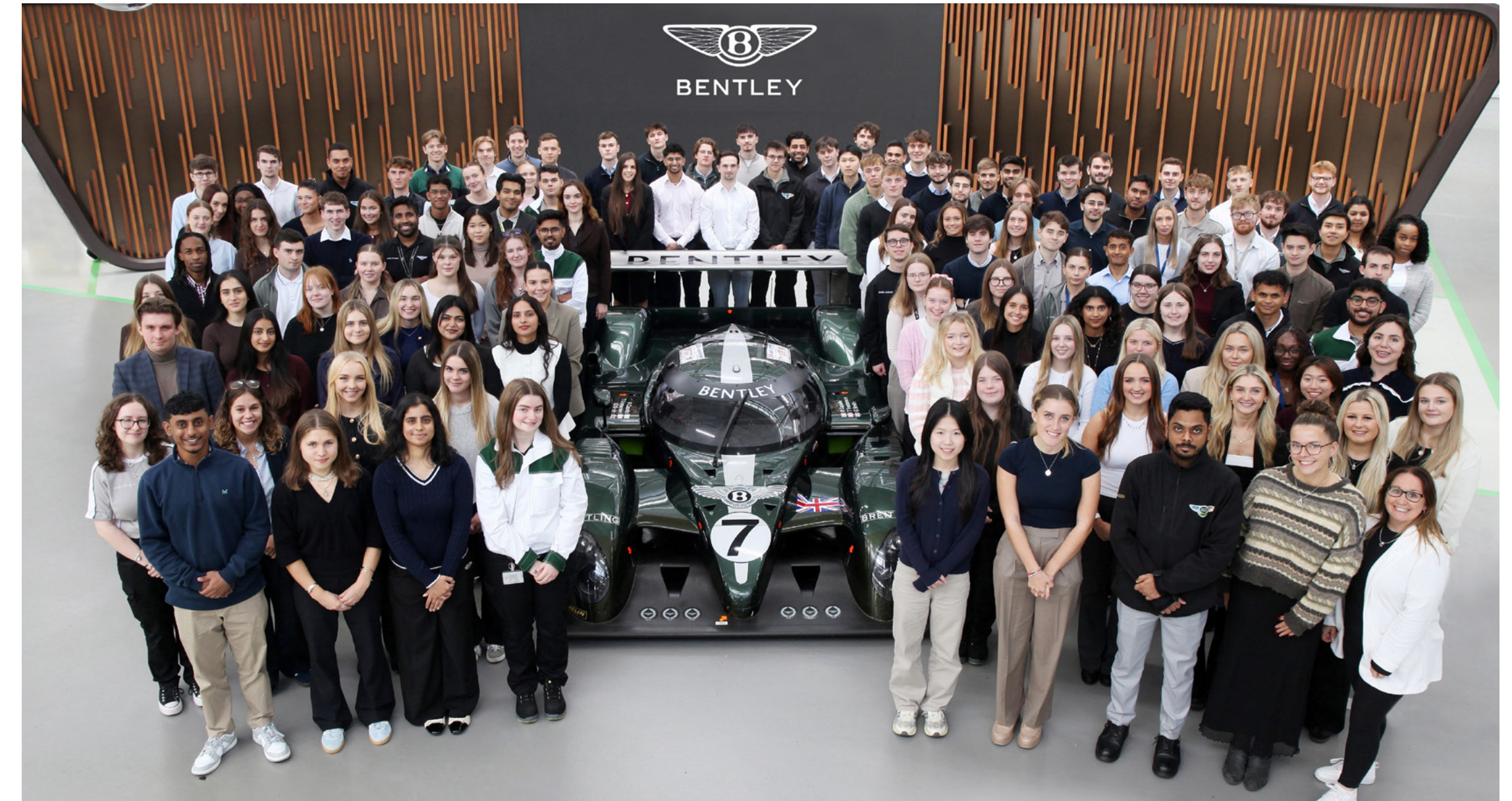
In 2025, 93.9% of men and 88.5% of women received a bonus, reflecting broad eligibility across the organisation with ongoing efforts to ensure equitable access.

## The Mean Pay Gap

The mean pay and bonus gaps are calculated by comparing the average hourly pay and bonus of all women in the organisation to the average hourly pay and bonus of all men. A mean average is created by dividing the total hourly pay by the number of colleagues. It is therefore strongly influenced by the pay and bonus of the most senior members of the organisation.

At Bentley, our mean gender pay gap is 5.6% (up slightly from 4.4% in 2024). This remains below the UK’s mean gender pay gap for full-time employees (the provisional figure for 2025 is 6.9%<sup>1</sup>) and demonstrates sustained progress, with the gap having more than halved since 2017.

Our mean bonus pay gap is 6.3% – our lowest ever, down 7.3% year-on-year.



# Ethnicity Pay Gap

This year, Bentley has chosen to begin publishing its ethnicity pay gap data. While not yet legally required, we believe that this decision demonstrates our commitment to transparency and progress – and will help us to identify gaps, focus action, and track progress over time, reinforcing our broader commitment to DEIB as a strategic priority ahead of any future legislative requirements.

## What Is The Ethnicity Pay Gap?

The ethnicity pay gap is the difference in earnings between colleagues who have voluntarily disclosed themselves as ethnically diverse and those who have disclosed as non-ethnically diverse, across the business, regardless of role or level.

For the purposes of this report, 'non-ethnically diverse' refers to colleagues who have self-identified as white (including both white British and white other), while 'ethnically diverse' encompasses all colleagues who have voluntarily disclosed an ethnically diverse background. Those who have chosen not to disclose are excluded. This high-level categorisation protects individual privacy, in line with guidance from the Office for National Statistics.

## Our Actions To Close The Ethnicity Pay Gap

**Updated reporting:** In 2024 we updated our D&I ethnicity categories to align to government census standards and developed a new D&I data dashboard to strengthen reporting and decision-making.

**Increasing disclosure:** Improving the completeness of our data allows us to gain deeper insight into our colleague population and identify opportunities to enhance equity.

**Measuring and tracking progress:** Ongoing measurement of ethnicity representation across all organisational levels enables us to monitor change over time.

**Expanding talent pipelines:** Through partnerships and external networks, we are broadening our reach and strengthening diverse talent pipelines.

**Strengthening training and education:** We are investing in mentoring, development pathways, and learning interventions to support our colleagues.

**Ensuring equal pay:** Annual pay audits reinforce our commitment to maintaining fair and transparent reward practices.

## Our 2025 Data

We are encouraged by the progress we have made in reducing our ethnicity pay gap this year.

Compared to 2024:

- Our mean ethnicity pay gap has reduced from **4.8% to 3.6%**
- Our median ethnicity pay gap has reduced from **14.9% to 11.4%**
- Our mean ethnicity bonus pay gap has nearly halved, from **38.6% to 20%**
- The median ethnicity bonus pay gap has remained at **0%**

This positive shift reflects our ongoing efforts to build diverse talent pipelines and support progression into higher-paid roles. But we recognise there is still more work to be done. Representation by pay quartile in 2025 shows that ethnically diverse colleagues are under-represented in all quartiles, particularly in the upper middle and upper quartiles.

It's also worth noting that, as of 31/12/25, **71.8%** of colleagues have disclosed their ethnicity. This means our pay gap figures are based on a partial data set, so our findings are an indication rather than the complete picture. We are actively encouraging colleagues to share their diversity and inclusion data so that we can create a more accurate picture going forward. As of 2025 our overall ethnicity demographic is 7.13% compared to 5.6% Cheshire East 2021 Census.

# Our DEIB Strategy

It has been five years since Bentley first outlined its Beyond100 strategy, which set a clear ambition for the company to become more responsible, resilient, and future-ready. The next phase of that journey, Beyond100+, launched in February 2025. It extends our vision beyond environmental commitments, embedding sustainability across every aspect of the business, including our culture, leadership, and how we support and value our people.

## BEYOND100+

Within Beyond100+, "People" is a core pillar and one of our key fields of action. This includes our focus on being an employer of choice, fostering a high-performance culture, strengthening capabilities and resources, and embedding DEIB across the business.

Together, these elements enable us to create an inclusive working environment where everyone can contribute, perform at their best, and feel a genuine sense of belonging – while also supporting the communities inside and outside our organisation.

Over the past year, Bentley has made considerable progress in strengthening its DEIB approach and accelerating cultural change across the business. Our biggest achievements include:



## Advancing Our DEIB Maturity Level

In May 2025, we instructed the Clear Company to review our DEIB maturity level, benchmarking our progress against our first assessment in 2022.

The review was informed by a company-wide inclusion survey, in-depth interviews with senior leaders, and focus group sessions involving Members of the Board, colleagues from across all functions, network chairs, network sponsors, and the DEIB Team.

We are delighted with the results. The Clear Company concluded that Bentley has reached a 'Strategic' maturity level, with clear evidence that we are already moving towards the 'Integrated' stage. This confirms that DEIB is now a strategic priority, with leaders actively owning, championing, and communicating our strategy throughout the business.

"There has been lots of progress since our previous audit and it is clear many positive changes are underway, continued effort is needed to fully embed these initiatives as Bentley moves closer towards an integrated maturity level."

- Clear Company, July 2025

Moving forward, our focus remains on progressing towards a 'Fully Integrated' maturity level – ensuring that DEIB is embedded into everything we do, from leadership behaviours and decision-making to policies, processes, and everyday experiences.

# Our DEIB Strategy

## Improving Through Colleague Feedback

By combining insights from the Clear Company audit, Belonging Survey, MyVoice, and Culture surveys, we now have a richer understanding of our colleague experience and workplace culture, enabling us to prioritise actions where they will have the greatest impact.

Feedback from focus groups highlighted significant positive cultural change, with many colleagues recognising that the pace of progress has accelerated in recent years.

“I personally feel that people are more willing to speak up if something isn’t right,” said a manufacturing colleague.

Sixty-nine percent of people managers agree that policies and Knowledge Based Articles (KBAs) help support colleagues from diverse backgrounds. Colleagues also reported greater psychological safety, with increased confidence in speaking up and stronger trust that concerns will be addressed constructively.

“Coming to Bentley was life changing,” said one colleague. “My manager understood, didn’t judge, and supported my strengths and weaknesses.”

Overall, it is clear that the concept of “Belonging at Bentley” is widely known and resonates with many colleagues across the organisation.

## Colleague-Led Networks

Bentley has five well-established colleague-led DEIB networks that play a vital role in fostering inclusion and belonging. These networks provide safe spaces for colleagues and allies to connect, share experiences, and identify opportunities to remove barriers.

Through strong two-way communication between colleagues and the Board, the networks help improve understanding, raise awareness, and drive meaningful change across the business.



### Each network is organised around three core principles:

**INFORM:** Promote awareness and understanding of discrimination, support and educate allies, and champion Bentley as a diverse and inclusive employer.

**INCLUDE:** Provide safe spaces for open dialogue and build community, engagement, and peer support.

**IMPROVE:** Advise the business on DEIB-related policies, practices, and working activities.

Each network is sponsored by a senior leader, ensuring visibility, accountability, and momentum at the highest levels of the organisation.

## Always Challenging Our Performance

Determined never to become complacent, we are now strengthening our DEIB approach through external benchmarking, Investing in Ethnicity Maturity Matrix - a UK based organisation backed by the All-Party Parliamentary Group for Governance and Inclusive Leadership focused on promoting racial equity and ethnic inclusion in the workplace.

We are also strengthening our accountability by publishing Bentley’s ethnicity pay gap data for the first time. (see more on page 6).

And that’s just the start. We have set aspirational goals for gender and ethnicity, which we measure quarterly. We continue to invest in colleague training and education, delivered through a schedule of events, initiatives, and different learning opportunities. Our targeted outreach programmes ensure we are building diverse talent pipelines for the future.

As we continue to evolve, our Beyond100+ strategy ensures that DEIB is embedded in our people-focused initiatives. Whether through career development, wellbeing programmes, or inclusive leadership, we remain dedicated to building a workplace where our colleagues can thrive. The following sections explore how we bring this vision to life.

# Positive Actions

## Females In Management Driver Tree

Bentley continues to take proactive steps to improve female representation within its leadership population through the Females in Management workstream, established over two years ago. This initiative was created in response to the automotive industry's longstanding lack of diversity and focuses on removing barriers to progression across the full hire to retire lifecycle.

Working closely with People & Culture leaders and the DEIB team, the workstream has identified barriers, developed targeted actions, and embedded more inclusive recruitment and progression practices. After its first year, Bentley refreshed its priorities using updated business insights, revised our 2030 targets, and introduced a new tracking methodology to strengthen transparency and accountability. External benchmarking, internal survey feedback and insights from our BeInspired colleague-led network have also shaped the refined action plan.

### Key progress includes:

- Increasing female visibility in external storytelling and social channels
- Benchmarking gender data with industry partners
- Reviewing gender representation across functions and levels to target areas requiring diversification
- Strengthening exit survey data processes to understand and address turnover drivers
- Launching a dedicated People & Culture Hub to enhance access to development resources

Following the success of this activity, Bentley established the Ethnicity in Management driver tree in October 2025, ensuring a unified approach to improving representation across all underrepresented groups. Both workstreams now collaborate to share insights from surveys, accreditations, and colleague networks to guide future action.

## Ethnicity In Management Driver Tree

Launched in October 2025, the Ethnicity in Management driver tree applies the same structured approach as the Females in Management workstream, reviewing processes and initiatives through an ethnicity lens to identify and address gaps.

The driver tree includes representatives from the DEIB team, Recruitment, Learning & Development, Talent Development & Reward, People & Culture Data, and the BeUnited colleague-led network. Priority actions, aligned to the People & Culture hire to retire process, are being developed and assessed based on their potential to create more meaningful impact.

### These actions are informed by:

- Gaps identified by the working group
- Recommendations from the Investing in Ethnicity Maturity Matrix, Top Employer, and Clear Company audits
- Feedback from BeUnited and internal survey themes

Maturity levels for each action are tracked over time to monitor progress and identify when new priorities should be introduced. The Diversity in Management driver trees are designed not only to monitor KPIs, but to ensure that Belonging at Bentley is embedded throughout the organisation.

# Charge Forward

## Recognition From Investing In Ethnicity

Bentley has been recognised as an 'Advanced Employer' in Investing in Ethnicity's 2025 Maturity Matrix. This status reflects the depth and consistency of our actions across seven key areas that continue to strengthen our inclusive workplace culture.

Bentley has also been recognised in the 2025 Investing in Ethnicity Awards. Bentley was recognised as a Top 10 Innovator for our DEIB Inclusive Leadership Training Programme. This award showcases businesses whose innovative and impactful approach to inclusion was reflected by their Investing in Ethnicity Maturity Matrix score. Bentley was commended for our use of manager pulse checks conducted before and after training to measure impact.

In addition, two Bentley colleagues were nominated for awards. Emma Humphries, DEIB Manager was shortlisted for the Champion Ally Award, while Danny Silcock, Head of People Transformation was shortlisted for the Exceptional Inclusion Award.

Bentley were announced as a Top 30 organisations overall as part of our maturity matrix submission.



### **BENTLEY MOTORS** **CERTIFICATE OF ACCREDITATION** **ADVANCED EMPLOYER** 2025-2026

This is to certify that this organisation has completed the Investing in Ethnicity Maturity Matrix 2025 and was awarded Advanced Employer (Level 3)

Certified by:

Sarah Garrett MBE  
Founder, Investing in Ethnicity



THE MATURITY MATRIX GIVES BEST PRACTICE RECOMMENDATIONS FOR ORGANISATIONS TO PROGRESS WITHIN THE ETHNICITY AGENDA  
FOR FURTHER INFORMATION, VISIT [INVESTINGINETHNICITY.ORG](https://investinginethnicity.org)



# Charge Forward

## Bentley Named UK Top Employer For 15 Years Running

Bentley has been recognised as a UK Top Employer for the 15th consecutive year, placing us among an elite group of UK employers when it comes to nurturing talent, driving innovation, and investing in the colleague experience.

Becoming a UK Top Employer involves a rigorous assessment by the Top Employers Institute, evaluating our efforts across six key domains and 20 topics, including People Strategy, Work Environment, Talent Acquisition, Learning, DEIB and Wellbeing.

The progress we've made in our DEIB score is something we're particularly proud of. Back in 2024, we scored 84.29%. In 2026, we achieved a score of 94.26% - an increase of over 10% in just two years. This reflects Bentley's positive actions including its annual inclusion survey, DEIB data dashboard, equitable processes and DEIB training programmes.

## Autocar's Great Women: Rising Star awards

Autocar's Great Women awards celebrate the most successful emerging talent in the UK automotive industry.

In 2025, 11 Bentley colleagues were recognised as rising stars. **Our congratulations go to:**

- Cerys Hughes, Vehicle Motion R&D Degree Apprentice
- Laura Garrett, Software Programme Manager
- Lottie Eastham, Fourth Year UX Design Degree Apprentice
- Sophie Reynolds, Project Management Degree Apprentice
- Nadia Hulme, Logistics Degree Apprentice
- Jemima Hollins, Third Year Data Science Degree Apprentice
- Eloise Locke, Fourth Year UX design Degree Apprentice
- Edie Simpson, Second Year Production Maintenance Degree Apprentice
- Emily Ruscoe, Fourth Year Manufacturing Engineering Apprenticeship, based in the Plant Quality Department
- Tegan Coleman, Senior Application Analyst
- Olivia Williams, Digital Marketing Degree Apprentice

“We are incredibly proud of our colleagues recognised as Rising Stars in the Autocar Great Women Awards 2025,” said Emma Humphries, Bentley's DEIB Manager. “Their talent, passion, and drive are shaping the future of our industry and will inspire the next generation. Congratulations on this well-deserved recognition!”

*Emma Humphries, Bentley's DEIB Manager.*

# Charge Forward

## Recognition From Reuters

Bentley was recognised at Reuters' 2025 Automotive D.R.I.V.E. Honours, winning the DEI Commitment Award.

The Reuters D.R.I.V.E. Honours recognise innovation, impact and leadership across the automotive industry, with the DEI Commitment category specifically highlighting measurable progress in building a diverse and inclusive workforce.

## Guild Of Motoring Writers' Diversity Award

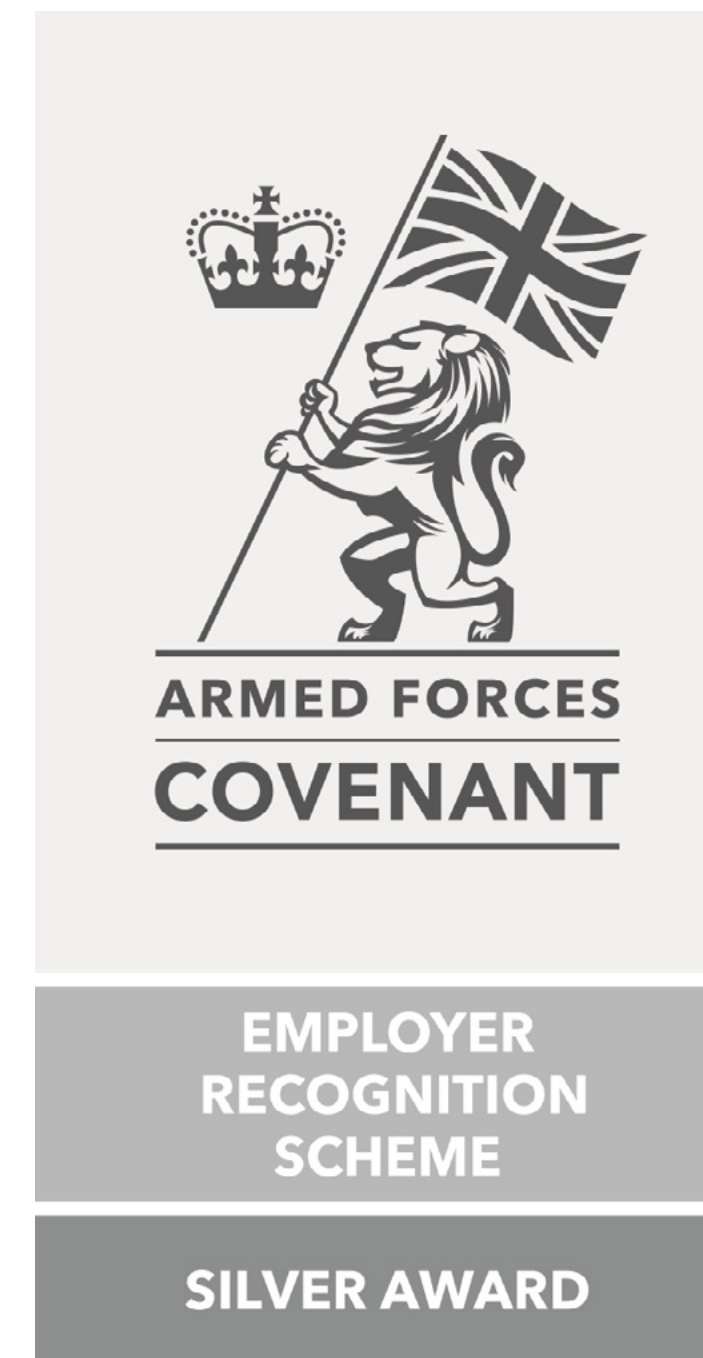
The Guild of Motoring Writers' annual awards are the longest established and most prestigious in automotive media and recognise excellence by Guild members and non-members working in motoring editorial.

In 2025, Bentley won the Guild of Motoring Writers' Diversity Award. This award honours an organisation in the automotive sector that has excelled in promoting diversity, inclusion and equality.

## Defence Employer Recognition Scheme Promotes Bentley From Bronze To Silver Status

In January 2024, Bentley signed the Armed Forces Covenant, making a formal commitment to treat serving personnel, veterans, and their families with fairness and respect. This pledge guarantees they will not be disadvantaged within our business due to their service and are supported by inclusive policies, flexible arrangements for reservists, and strong, visible support for the Armed Forces community.

Over the past year, Bentley has reached a number of significant milestones that have led to our promotion from Bronze to Silver status within the Defence Employer Recognition Scheme (ERS).



“Achieving Silver status is an important milestone that reflects our sustained commitment to DEIB,” said Emma Humphries, Bentley’s DEIB Manager. “I would like to thank our BeReady network, colleagues, and People & Culture team for helping to create a workplace where our differences are valued and celebrated. As we progress towards gold status, we will continue to enhance our support for colleagues and extend our impact across the wider community.”

*Emma Humphries, Bentley's DEIB Manager.*

# Charge Forward

## Winners of Autocar's drivers of change: New talent awards

Two Bentley colleagues – Emma Smith and Sophie Reynolds – have won Autocar's Drivers of Change: New Talent Award 2025. This award celebrates apprentices, and those in their first two years of their automotive career, who have made an impact in the industry.

"Emma and Sophie have truly driven positive change through their passion, curiosity and commitment," said Emma Humphries, Bentley's DEIB Manager. "Being recognised as a Driver for Change is a testament to their efforts and the difference they continue to make. Congratulations both."



"It is an honour to be an Autocar Driver of Change for my ongoing collaboration with the inspiring managers across the People & Culture function. Whether it be obtaining frequent KPIs to measure our activities, or setting new targets for strategic work, I have enjoyed enhancing my understanding of data and analytics. Splitting my People & Culture Transformation Graduate Scheme between our Transformation team and Org Design & Data team, has allowed my network of Bentley colleagues to increase weekly. It means a lot to me that the hard work and barriers I've overcome through a dynamic time in our industry has been recognised."

*Emma Smith, People & Culture Graduate.*



"Change starts with curiosity, and that curiosity has shown me how powerful apprenticeships can be in shaping the future of our industry. Being part of teams that value critical thinking, continuous improvement, and failure in the pursuit of learning drives me to challenge how early careers can maximise their time on scheme. I'm beyond grateful to be recognised alongside such talented individuals and remain committed to turning potential into progress across the automotive industry."

*Sophie Reynolds, Product Strategy Apprentice.*

# Charge Forward

## #WELLBEINGATBENTLEY Wins 2025 Shine Award

Every colleague matters at Bentley, and so does their wellbeing. We want to support our colleagues to feel and be at their best, whether they are at work or at home.

In 2023, we launched a company-wide campaign called the #WellbeingAtBentley to promote wellbeing, offering free counselling and more to colleagues and their family members. We continue to offer regular health roadshows, eating well activities, flu jabs, and more. We were thrilled to see our health and wellbeing strategy recognised at the SHINE Awards 2025, where our #WellbeingAtBentley programme won Corporate Wellbeing Champion of the Year.

The award recognises Bentley's efforts to ensure colleagues' mental health and wellbeing are prioritised. Examples include its Reset and Recovery room, active breaks, physical health assessments, and live, interactive webinars.

"I was honoured to receive the 'Corporate Wellbeing Champion of the Year' award on behalf of Bentley," said Amy Collins, Bentley's Colleagues Services Manager. "The award showcases our commitment to creating a workplace where colleagues feel valued, supported, and encouraged to improve their well-being. This award is a fantastic way to illustrate our dedication to initiating a more inclusive, healthier, and happier culture. Here's to 2026!"



## Extraordinary Talks

Bentley's monthly Extraordinary Talks have now been running for five years – and with immense success. The colleague engagement initiative welcomes all colleagues to hear from inspirational guests from inside and outside the automotive world.

These sessions feature intersectional themes with internal and external guest speakers, including several notable figures.

Earlier this year we heard from former international swimmer Michael Gunning, who spoke about how he was often labelled by his sexuality and ethnicity before his swimming achievements in media headlines. However, he also shared that from being authentically himself, he became a source of inspiration to those living in Jamaica who may have felt as though they could not openly be themselves because of some of the societal and religious views on sexuality. As he was one of the few mixed-race athletes on Team GB at the time, Michael was also a representation and inspiration for mixed-race children wanting to be athletes too. One key takeaway was the importance of providing safe spaces for open conversations and questions where we can learn about each other to empower us to be our authentic selves.

Simone Roche MBE also joined us for an Extraordinary Talk, speaking on Remembrance Day. From her early days as a Royal Navy radio operator to her current role as an Honorary Captain in the Royal Navy and founder of We Are PoWER. Simone spoke about her journey through service, leadership, and impact. She shared how her own experience in the Navy began with women not being able to go to sea and ended with her being mentored by her Commanding Officer to become a Navy Officer herself; despite not fitting the traditional profile for the role, as she was not educated in a distinguished university. Simone also discussed the value of our networks learning from each other and sharing ideas when it comes to progressing and focusing on intersectionality rather than differences.





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