ZEMPLER
BANK

Gender Pay Gap Report

Gender representation as of 5th April 2025

Introduction

As an employer with 250 or more employees, Zempler is legally required to publish annual gender pay gap information under the **Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.** The data presented in this report, accurately calculated in line with statutory guidance, represents **Zempler's second gender pay gap report**, based on a snapshot date of **5th April 2025.** Our figures are also published on the UK government's gender pay gap service.

Our median hourly pay gap widened this year, from 37% to 43%. This report explains why, and gives a plain account of what we did — and did not do — during the year.

Alongside that account, we publish the required annual gender pay gap information. We are required to report:

Median Pay Gaps

The median pay gap is the difference between the median hourly pay for female employees and the median hourly pay for male employees, expressed as a percentage of the male median hourly pay. The median is calculated by arranging all hourly pay rates in order from lowest to highest and selecting the midpoint value.

Mean Pay Gaps

The mean pay gap is the difference between the average hourly pay for female employees and the average hourly pay for male employees, expressed as a percentage of the male mean hourly pay. The mean is calculated by summing all individual hourly pay rates and dividing by the total number of employees.

Bonus Pay Gaps

The bonus pay gap is the difference between the mean (or median) bonus payments received by female employees and male employees over the 12-month period to the 5th of April 2025, expressed as a percentage of the male bonus payment. Employees who did not receive a bonus are excluded from this calculation.

Pay Quartiles

Pay quartiles divide employees into four equal groups (quartiles) based on their hourly pay, from lowest to highest. Each quartile (lower, lower middle, upper middle, and upper) shows the proportion of male and female employees in each group, highlighting any disparities in representation across the pay scale.

Statutory Gender Pay Gap Disclosure

Hourly Pay Gaps

The difference between the mean and median hourly pay for female employees and male employees

20% *Mean*

43% *Median*

At the median, women earned 57p for every £1 that men earned.

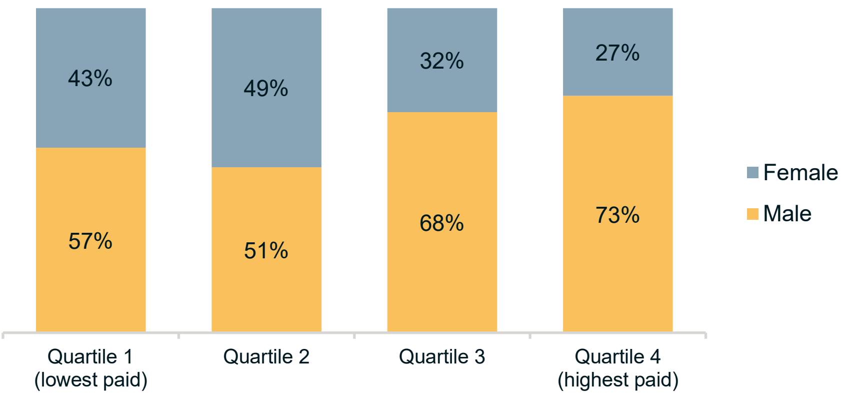
Bonus Pay Gaps

The difference between the mean and median bonus payments received by female employees and male employees

45% *Mean*

33% *Median*

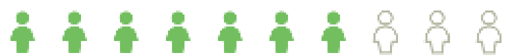
Pay Quartiles



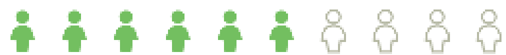
Bonus Distribution

Percentage of female and male employees receiving a bonus

66% *of women*



63% *of men*



Key Issues and Gender Pay Gap Plan

We are committed to pay equity, and our gender pay gap is driven by the distribution of men and women across roles and levels within our organisation, rather than unequal pay for the same work. Our workforce is 62% male and 38% female, and it became smaller this year. Women make up 43% of our lowest-paid quartile and 27% of our highest-paid quartile. Fewer women overall, and fewer women in our most senior roles, sit behind most of the movement in our figures.

While we are not yet where we want to be, we remain committed to closing the gap and to reporting on it plainly.

Understanding our 2025 figures:

Our two headline measures moved in opposite directions. The mean hourly pay gap improved from 23% to 20%, helped by a lower concentration of women in our lowest-paid roles and small gains at mid level. The median hourly pay gap widened from 37% to 43%: the median compares the middle-earning woman with the middle-earning man, and because women are now less represented in our highest-paid roles, those two midpoints sit further apart.

Bonuses. More colleagues received a bonus than last year: 66% of women and 63% of men. The median bonus gap narrowed from 37% to 33%. The mean bonus gap widened from 40% to 45%, reflecting larger awards in senior roles, where men are more represented.

A note on scale. We have fewer than 300 colleagues, so a handful of joiners or leavers can move these figures by whole percentage points in either direction. We read each year's numbers alongside the trend, and we would encourage readers to do the same. This is context for reading the figures, not comfort about them.

Key Issues and Gender Pay Gap Plan

Last year we set out three commitments: balanced shortlists for all roles paying over £50K, reverse mentoring, and a sponsorship programme for high-potential women.

It was also a year of significant change for the bank. What follows is an account of all three commitments — including where we fell short.

Progress since our last report:

Balanced shortlists — we applied them to most roles paying over £50K, as we committed. Not every vacancy met the standard. The commitment stands, and it remains our standard for senior hiring.

Reverse mentoring — ran during the year, pairing senior leaders with junior colleagues and giving leaders a direct account of the barriers women can face, in their colleagues' own words.

Sponsorship — we said we would introduce a sponsorship programme for high-potential women. We did not. This report would not be worth much if it only covered the things that went well. The Women's Network below is where that work has started — a foundation for sponsorship, not a substitute for it.

Our Women's Network. Through Francesca Shaw, our Non-Executive Director and Chair of our Remuneration Committee, we began a Women's Network with two other banks, holding two networking sessions during the year. For a bank of our size, building this with peers gives women at Zempler a bigger room than we could offer alone.

Flexible working. Caring responsibilities still fall disproportionately to women, so flexibility is one of the strongest levers we have on our gender pay gap. Our contact centre roles serve customers in real time and have always been fully office-based — which is exactly why that is where we are piloting flexible working first. Colleagues in our Liverpool office work a hybrid pattern, attending three days a week. London-based colleagues come into the office one day a month.

Equity for Women, Inclusion for All

While our gender pay gap actions focus on improving outcomes for women — particularly in senior roles — we are committed to a bank where everyone can do their best work, whatever their background.

We also marked International Women's Day with a panel event drawing colleagues from across genders and levels of seniority, and we reviewed these figures, and the plan behind them, with our Executive Committee.

Under the Employment Rights Act 2025, large employers will be required to publish an equality action plan alongside their gender pay gap figures from 2027, covering the gender pay gap and support for colleagues experiencing menopause. In next year's report we will share what our contact centre flexible working pilot found, and the decision we took.

Our goal is not only to close our gender pay gap, but to build a culture where every colleague has the support, visibility and opportunity to reach their potential.