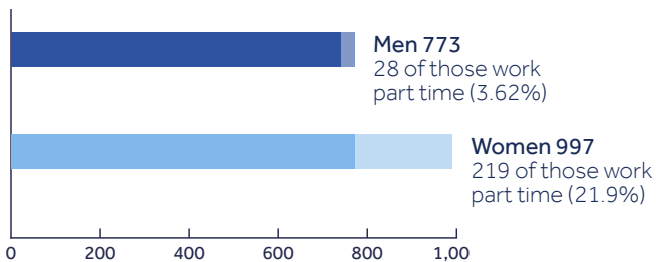


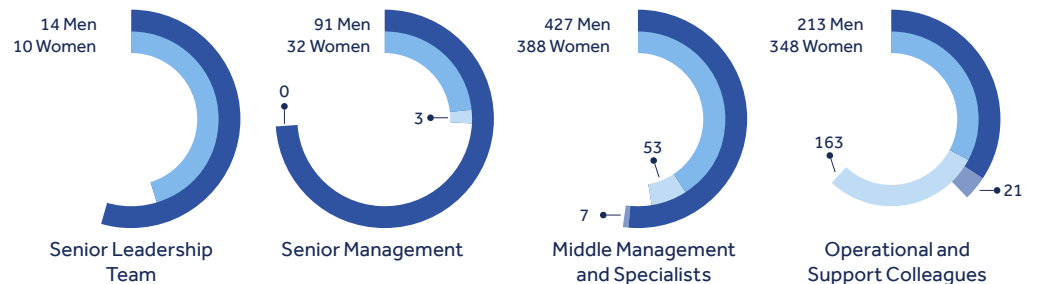
# Gender Pay Gap

We continue to make progress in being a Society where difference is embraced, all colleagues feel included, valued for who they are and the unique perspectives they bring.

## The profile of our workforce



## Role level profile



# Our 2024 gender pay gap data

Our gender pay gap is driven by the make up of our workforce, as we have fewer women than men in more senior and, therefore, more highly paid roles. We remain confident our pay approaches are fair and gender neutral. If we had equal numbers of men and women at each level, our mean hourly pay gap would be 2.1%

## Hourly pay gap

Mean hourly pay gap	Median hourly pay gap
<b>25.7%</b>	<b>27.0%</b>

## Bonus pay gap

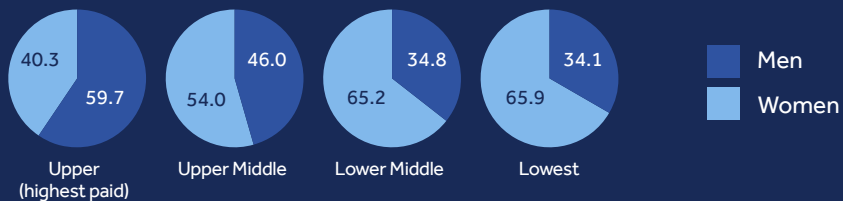
Mean bonus pay gap	Median bonus pay gap
<b>36.3%</b>	<b>24.5%</b>

## Colleagues who received bonus pay

Split by gender



## Hourly pay quartiles



We published our Fair Pay Charter in 2019 that sets out our positive payment practice and approaches. This includes equal opportunities for all, so everyone can progress their career. Objective pay decisions are made, regardless of gender.

Women make up 56% of our workforce and 21.97% of these work part time. Bonus payments are calculated as a percentage of basic salary to reflect contractual hours, but the gender pay gap calculation does not reflect this.

# Our focus

**Andrew Greenwood**  
Deputy Chief Executive Officer



Our inclusion and diversity strategy, Being You; Transforming Us, is focused on creating a strong sense of belonging ensuring our colleagues feel seen, valued and enabled to be at their best. We know that by having true diversity of thought we will be better able to support our members, and this will only be achieved through truly representing the communities we serve at all levels of the Society.

We acknowledge that it's the lack of representation of females within our senior leadership population which is driving our pay gap and we are actively addressing this to make meaningful change for the future. You can read more about some of the actions we are taking to address this below.

### Recruitment: Clear controls are seeing progress

- Senior hires are reviewed by the people leadership team and relevant executive sponsor of inclusion and diversity.
- We only work with recruitment agencies that are committed to providing gender balanced shortlists for all roles and we have measures in place to ensure our recruitment adverts are free from bias.
- Across the vacancies recruited in 2024, 57% were filled by female candidates. This figure remains the same (57%) for our leadership positions filled by female candidates.

### Development: Practical development coaching and advice using our networks

- Across 2024 female members of our Non-Executive Directors hosted two dinners for female colleagues to attend. Those that joined these sessions were then invited to take part in a 12-month mentoring initiative sponsored by a female Director.
- Leveraging apprenticeship opportunities to develop diverse talent in focus areas i.e. in technology females make up 67% of apprenticeships.

- Taken a proactive approach within our mentoring initiatives, reaching out to female colleagues to make them aware of support available and in moments that matter i.e. maternity returners.

### Raising awareness: Being bold on the events we back and proactively engaging allies

- Our colleague-led gender diversity forum continues to make strides in raising awareness and education on several gender related topics including running events to mark key calendar dates such as International Women's Day and International Men's Day.
- We are proud to have been accredited by A Bloody Good Employer to provide support and education around menstruation and its impacts. We are the first Building Society to achieve this accreditation.
- This year we further invested in our Menopause Champions network, upskilling more colleagues – including male allies, to raise awareness across the Society. This was further enforced through training available through our digital learning platform.

### Tracking our progress:

- Our 2024 Your Voice survey saw an increase in our diversity and inclusion score to 9/10, 0.6 above UK Financial Services benchmark and placing us in the top 10% of financial services.
- We are signatories to the Women in Finance Charter and have published targets for women in roles at senior levels. As well as continuing to invest in our data analytics to understand where we have opportunities in our processes.
- We regularly report on progress to our senior leadership team and through our Inclusion Steering Committee.

*Andrew Greenwood*