



Gender Pay Gap Report

Gender representation as of 5th April 2024

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 first mandatory gender pay gap report**, based on a snapshot date of **5th April 2024**.

Included in this report are the required annual gender pay gap information and some additional data points and information about our ongoing efforts to close our gender pay gaps. 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 2024, expressed as a percentage of the male bonus payment. Employees who did not receive a bonus are excluded from this calculation.

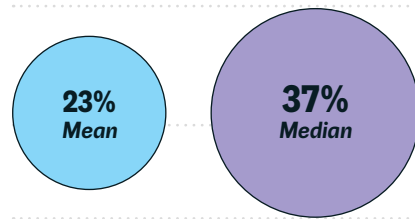
Pay Quartiles

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

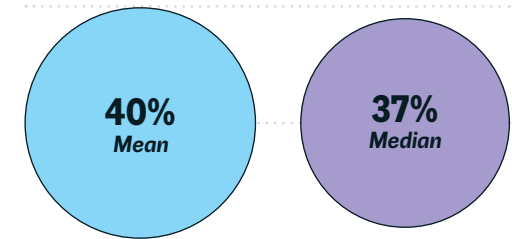
Hourly Pay Gaps

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

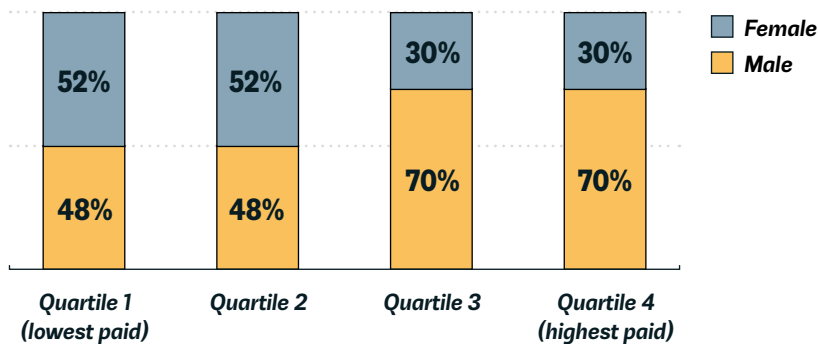


Bonus Pay Gaps

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



Pay Quartiles



Bonus Distribution

Percentage of female and male employees receiving a bonus



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 58% male and 42% female, with women more represented in the lower pay quartiles. A higher proportion of men currently hold senior, higher-paid roles, and female representation remains lower in some of our technical functions—reflecting broader trends across the banking and technology sectors.

While we are not yet where we want to be, we remain committed to closing the gap and continuing to build a more inclusive and balanced organisation.

Progress in 2024 includes:

Launched our Work-Life Integration Guide to help colleagues effectively manage work and personal responsibilities. This complements our **flexible hybrid working model** and enhanced **family-friendly policies**, ensuring greater support for employees balancing work and family commitments while fostering a diverse and inclusive workplace. By creating a culture that enables all employees—particularly those in caregiving roles, who are disproportionately women—to thrive in their careers, we aim to support greater progression into senior roles and foster a more diverse and inclusive workplace.

A 12-percentage-point reduction in our Mean Hourly Pay Gap, reflecting senior female appointments at the Board and Executive level.

Introduction of balanced shortlists for most senior roles as part of our gender equity strategy. An important step toward achieving greater representation at senior levels.

Key Issues and Gender Pay Gap Plan

Initiatives for 2025:

Extend Balanced Shortlists to All Roles Over £50K

We're committed to inclusive recruitment across all roles, with practices such as transparent role design, gender-neutral job descriptions, and bias awareness training for managers embedded in our hiring process. To maximise impact on gender diversity, we're expanding our requirement for balanced shortlists to roles paying over £50K. As a smaller organisation, applying this to every vacancy isn't always feasible due to resource and time constraints. Focusing on higher-paid roles allows us to prioritise positions with the greatest potential to reduce our gender pay gap, while keeping our approach practical and sustainable.

Reverse Mentoring Programmes

We're introducing reverse mentoring to pair senior leaders with junior women, giving leaders direct insight into the barriers women may face in their career progression. These programmes foster leadership accountability and strengthen advocacy for gender equity at the highest levels of the organisation.

Sponsorship Programmes

We'll be actively sponsoring high-potential women by offering access to stretch assignments, high-visibility projects, and fast-tracked development opportunities. This proactive approach ensures talented women gain the exposure and support needed to accelerate their progression into senior roles.

Equity for Women, Inclusion for All

While our gender pay gap actions focus on improving outcomes for women—particularly in senior and technical roles—we’re committed to creating an environment where everyone can thrive, regardless of gender or background.

We believe that targeted interventions, such as balanced shortlists, reverse mentoring, and sponsorship programmes, play a vital role in addressing the systemic barriers that have historically limited opportunities for women.

At the same time, we continue to invest in inclusive recruitment, flexible working, and development opportunities that benefit all colleagues.

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



ZEMPLER BANK

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