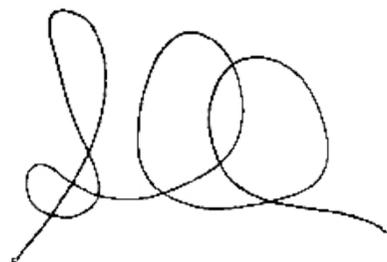




Gender Pay Gap Report 2025



Susan Allen

Chief Executive Officer

I confirm that the figures in our disclosure are accurate and have been calculated in accordance with Gender Pay Gap reporting requirements as outlined in the legislation and accompanying guidance.

Introduction from our CEO

At YBS, you'll find different beliefs, ethnicities, ages and backgrounds – reflecting the diverse communities we serve. We're proud of our differences, and we're doing all we can to create an organisation that fosters belonging and inclusion for everyone – with gender no less important than any other characteristic.

This report sets out our Gender Pay Gap data, as well as the actions we're taking to improve gender representation, and narrow these pay gaps. In 2025, we continued our commitment to the Women in Finance Charter as of December 2025, **48.1%** of our senior roles were filled by women and **66.7%** of our Board is made up of women.

Diversity, Equity & Inclusion (DEI) at YBS

Our DEI strategy sets out our vision to be a leading organisation that embraces diversity, champions equity and creates an inclusive environment where all individuals feel valued, empowered and supported, regardless of their background or identity.

In 2024 we set our DEI ambitions, our metrics to improve representation over the following six years. Over this time period, we'll build on the great foundations we've put in place to improve representation at all levels, especially in our senior roles. Our inclusive processes help us build a sense of belonging for all, recruiting and retaining diverse talent, and creating opportunities for all colleagues to progress without barriers.

What is our Gender Pay Gap?

The Gender Pay Gap shows the difference in average pay between men and women. It is different from equal pay, which is where employers are legally required to provide equal pay to both men and women, if the work they do is the same or broadly similar.

For the Gender Pay Gap we take into account all roles at all levels of our organisation, rather than comparing the pay received by men and women in the same or similar roles.

We regularly review our colleague pay to ensure that men and women are treated fairly when in the same or similar role. Our Gender Pay and Bonus Gaps reflect our organisational structure, we have proportionately more women than men in our branch and customer service roles, and proportionately more men in higher-paid leadership roles.

Our Gender Pay Gap 2025

Our Gender Pay Gap has steadily declined since 2020 and over the last 12 months we've reduced the **mean pay gap to 21.2%** (-2.2%) and reduced our **median pay gap to 22.9%** (-1.8%). We have maintained our commitment to hiring and promoting women into our senior roles, and women now account for **48.1%** of our senior roles, achieving our Women in Finance target of **50/50** gender split (+/- 5%).

At YBS we have a flexible working culture, with many of our colleagues choosing to work part-time, and this is especially true of women in our branch and customer service roles. We're proud to support our colleagues to achieve balance between their work and personal lives and because of this we're likely to always have a larger number of women working part-time in these roles. We're committed to reducing our Gender Pay Gap but we recognise that we're always likely to have some differences.

What is our Gender Pay Gap?

MEAN PAY GAP

The mean average Gender Pay Gap is down 2.2 percentage points from our last report.

21.2%



2.2%

MEDIAN PAY GAP

The median average Gender Pay Gap is down 1.8 percentage points from our last report.

22.9%



1.8%

MEAN BONUS GAP

The mean average Gender Bonus Gap is down 5.5 percentage points from our last report.

23.7%



5.5%

MEDIAN BONUS GAP

The median average Gender Bonus Gap is up 0.1 percentage points from our last report.

29.8%



0.1%

Our commitment to closing the gap

Our vision is to be a leading organisation that embraces diversity, champions equity and creates an inclusive environment where all individuals regardless of their background or identity feel valued, empowered and supported. During 2025 we've achieved a number of successes that support us with achieving this.

Menopause

In 2022, we signed the [Menopause Workplace Pledge](#) to underline our commitment to supporting our colleagues during the menopause. Following the successful introduction of our **Menopause Champions**, we made Menopause training available for all colleagues and people leaders, as well as refreshing our Menopause miniguide.

Being an ally is a role that we all play at YBS, our **Menopause miniguide** and training supports our people leaders to better support their teams, but they're also useful tools for all colleagues to support their peers at work or friends and family members with the menopause.

The cafes have continued to be popular with colleagues, providing a safe space for them to meet, discuss and support those experiencing symptoms of the menopause and perimenopause. And to mark World Menopause Day,

the **Women's Network** ran a series of events to help colleagues learn more about the menopause, how they can support those experiencing it and breaking down some of the common taboos.

Senior Recruitment

We have continued our focus on hiring women into our senior roles, working with our recruitment partners to source diverse talent and achieve balanced shortlists, with **55.9% of roles filled by women in 2025**. This has supported us to have **47.5%** of women in Senior Manager roles, **57.7%** of women in Director roles and **37.5%** of women in roles on our Executive Committee. With **48.1%** of senior roles now filled by women, we'll continue our work to improve this in 2026 but in line with our DEI ambitions we'll expand our focus to include other areas of underrepresentation in these roles, for example ethnic minorities and those from lower socio-economic backgrounds.

Board Diversity

Since her appointment in April 2024 as Chair of the Board, Annemarie Durbin has completed recruitment for a number of Non-Executive Director roles, and we now have **66.7%** of Board roles filled by women. You can read more about our commitment to Board diversity in our Statement.

Appendix: Our Gender Pay and Bonus Gap disclosure

The information in the 2025 statutory metrics table in relation to the Yorkshire Building Society has been created in line with and to comply with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, in relation to the pay period including 5 April 2025.

Measure	2025	2024	2023	
Mean Pay Gap	21.2%	23.4%	23.4%	
Median Pay Gap	22.9%	24.7%	23.8%	
Proportion of men & women in each pay quartile (M:F)	Lower quartile	24.8% : 75.2%	23.3% : 76.7%	20.0% : 78.0%
	Lower middle quartile	35.2% : 64.8%	35.3% : 64.7%	35.5% : 65.5%
	Upper middle quartile	42.9% : 57.1%	42.2% : 57.8%	42.5% : 57.5%
	Upper quartile	59.9% : 40.1%	60.2% : 39.8%	58.8% : 41.2%
Mean Bonus Gap	23.7%	29.2%	38.4%	
Median Bonus Gap	29.8%	29.7%	29.6%	
Proportion of men receiving bonus	91.6%	88.3%	89.7%	
Proportion of women receiving bonus	93.9%	92.2%	92.0%	

Mean Gender Pay Gap:

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Median Gender Pay Gap:

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Mean Bonus Pay Gap:

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Pay Gap:

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Want to know more?

You can find out more about our commitment to DEI on our [careers website](#).

