



Gender Pay Gap 2024 Triodos Bank UK Ltd



Introduction

Our mission is to make money work for positive change in society. We are in business to help create a society that promotes the quality of life for all its members on a thriving planet, with human dignity at its core.

To facilitate our mission, we are invested in growing a company that nurtures diverse thinking, bringing different perspectives to the table and helping us grow a sustainable business.

We are committed to developing a more diverse co-worker population that reflects the customers we serve, and to creating a culture where everyone feels they belong and can thrive.

Our Be Your Best at Work policy provides our co-workers with the flexibility to truly work in a hybrid way and allows them to manage their working hours and location to balance a work and home life, something we know is particularly important for women in the workplace.

We are committed to the progression and development of gender balance at all levels within Triodos Bank UK. We see the gender pay gap as a critical metric in monitoring our progress to achieving this.



What is the Gender Pay Gap (GPG)?

The GPG measures the percentage difference between the average hourly earnings of men and women across a workforce.

GPG is different to unequal pay, which is paying men and women differently for performing the same (or similar) work, where the reason is their sex. We regularly review our remuneration policies to ensure equal pay.



Why do we report?

Since 2017, organisations in the UK with over 250 employees have been required to report their GPG figures on an annual basis.

2022 was the first year that Triodos Bank UK reached this reporting threshold, but we had been proactively monitoring our GPG for some time prior to that and publishing internally. This is because we are committed to building more diverse teams and to support the progression of women throughout the organisation.



What do we report?

We report the following metrics in line with gender pay gap reporting legislation:

- The mean (average) gender pay gap, based on hourly pay
- The median (middle) gender pay gap, based on hourly pay
- The % of men and women in each pay quartile
- The mean (average) bonus pay gap.
- The median (middle) bonus pay gap.

Our Gender Pay Gap Results 2024

Our gender pay gap 2024

	2023	2024
Mean pay gap	15.9%	14.1%
Median pay gap	18.6%	12.8%
Mean bonus gap	-25.7%	-15.8%
Median bonus gap	0.0%	-2.8%
Proportion of men receiving bonus	64.8%	91.2%
Proportion of women receiving bonus	65.6%	90.8%

On the snapshot date of 5 April 2024, we had 348 co-workers who were in scope of the report: 164 men (47%) and 184 women (53%).

Pay Gap

We have seen a **decrease** in both our mean and median pay gaps again this year. We continue to see the impact of the action we have taken to reduce our gender pay gap. However, we still have a gender pay gap and this continues to be driven by the distribution of our co-workers across the organisation.

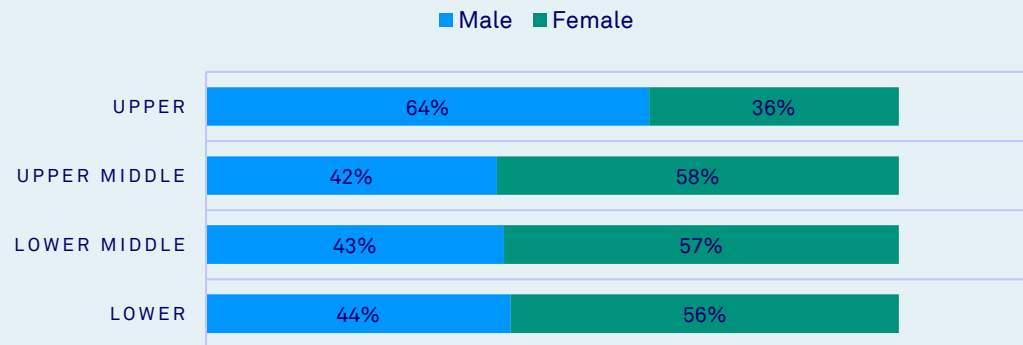
The data shows that men still have a higher representation in our upper pay quartile, and this is the main reason for our gender pay gap.

Bonus Gap

The negative bonus gap has been driven by our return-to-work payments under our family leave policy which are mainly paid to women returning from maternity leave.

Triodos Bank does not pay regular performance-related bonuses or other form of variable remuneration. More information on our bonus data is on slide 7.

PERCENTAGES BY QUARTILE



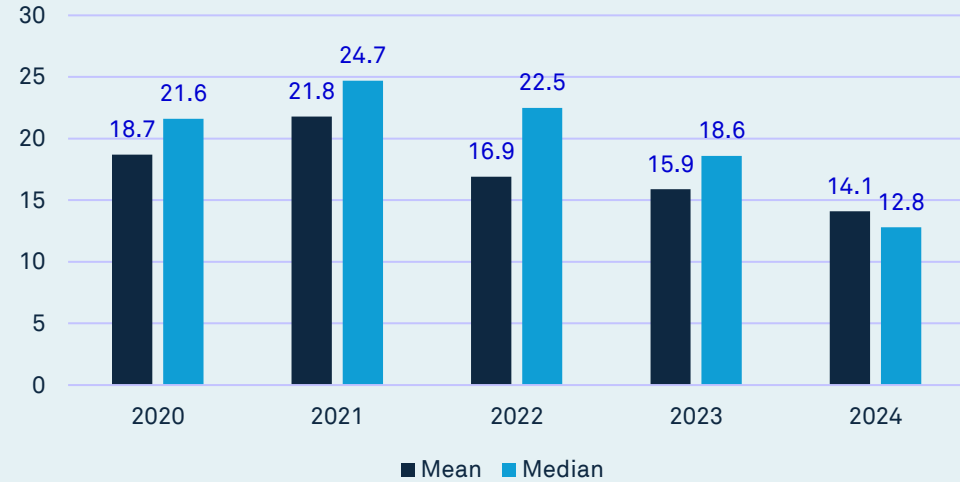
Year on year comparison

We have continued to see a downward trend in both mean and median gaps with this being the third year in a row of them decreasing.

We have seen a positive movement in the upper quartile with the percentage of women increasing from 31% to 36% between 2023 and 2024. This is good to see following a decline in this percentage in 2023. We have not yet improved back to the level seen in 2022 but that was an unusual spike. This can happen due to the relatively small size of our organisation where one or two changes in the upper quartile can make a significant difference.

This year, we can see a more consistent split within the remaining three quartiles, with an increase of men in the lower quartile to 44% helping to improve our gender pay gap.

Mean and Median



	2020		2021		2022		2023		2024	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Upper	67%	33%	65%	35%	57%	43%	69%	31%	64%	36%
Upper Middle	42%	56%	52%	48%	54%	46%	43%	57%	42%	58%
Lower Middle	35%	65%	42%	58%	44%	56%	43%	57%	43%	57%
Lower	46%	54%	43%	57%	36%	64%	39%	61%	44%	56%

Bonus data

We do not operate a bonus scheme at Triodos Bank because we believe the impact we have is a joint accomplishment of all co-workers, and we do not believe that bonuses are an appropriate way to motivate and reward the right behaviours in a values-led organisation.

Instead, our bonus data includes the following:

- Wellbeing allowance paid to all co-workers to spend in a way that supports their wellbeing.
- Recognition awards where co-workers can recognise each other by way of a gift voucher for demonstrating our Triodos behaviours.
- A collective token of appreciation which was paid to all co-workers employed on 1 January 2024 in recognition of efforts in 2023.
- Individual Tokens of Appreciation paid to a small number of co-workers each year.

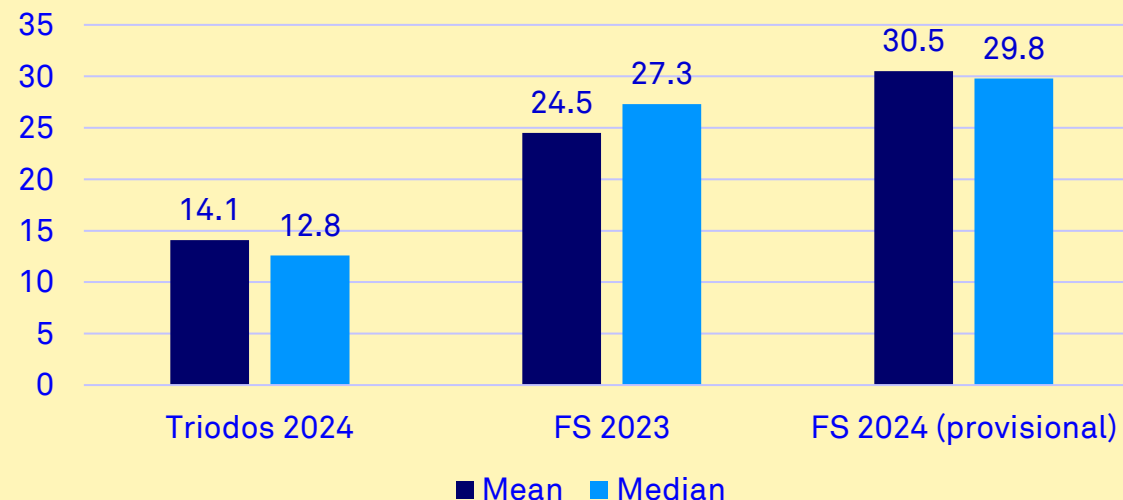
Our family leave policy for this period included a return-to-work payment which is also captured as a "bonus" for the purpose of gender pay gap reporting. This has now been removed and reinvested into the pay received during family leave. Going forward, we would therefore expect our bonus gap to move towards zero.

Comparison against Financial Services sector

Our results are once again significantly lower by comparison with other banks and financial institutions.

The Office for National Statistics provide the following data for the Financial Services sector in the UK:

Triodos and Financial Services



What is the data telling us?

Reasons to celebrate...

1. Continuing to move in the right direction

We are pleased both our mean and median GPG figures have again decreased in 2024.

We are pleased to see the percentage of women within our lower quartile has decreased from 61% in 2023 to 56% in 2024, having an impact on our gender pay gap.

2. Female co-worker progression

We have continued to support female development and progression through our RISE programme.

53% of our internal promotions during the year were awarded to women.

3. Sector comparison

We are proud to see that our GPG figures are again significantly below the UK Financial Services sector average in both mean and median.

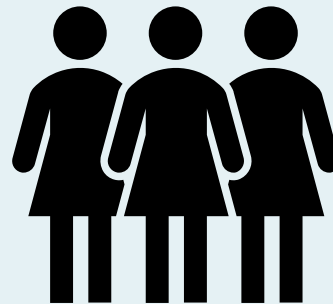
Just as we work hard to challenge the finance sector's approach to sustainability, we also want to act as a leader in having and valuing a diverse workforce.

Where there is still work to do...

Distribution

Despite having a gender balanced workforce, **we still do not have an even distribution of men and women across our pay grades**, which is the primary driver of our gender pay gap.

Although this year we have seen a small increase in our percentage of women in the upper quartile, there is still not an equal gender split. We continue to focus on how we can promote, recruit and retain talented women in our senior roles to see both an increase in representation at this level and continue to move our GPG in the right direction.



What actions have we taken since 2023?

Our recruitment processes

Continuing to promote flexible working through successfully trialling a senior level job share and demonstrating and promoting this as a viable option at all levels.

Developing our interview strategy through the introduction of strength-based questions and sending interview questions in advance to support a more positive candidate experience and to ensure our process is fair and inclusive.

Continuing to ensure salary transparency on all roles for all applicants. We never ask questions about salary expectations so that we are operating on a level playing field for salary rather than inadvertently rewarding candidates who have the best salary negotiation skills. This approach means that we are not adding to any historic gender pay gap.

Expanding our interview guide for hiring managers, providing knowledge on bias and interview structure to increase awareness of and eliminate bias in relation to gender and other characteristics.

Developing our female co-workers

Supporting career development for women including the offer of a mutual mentoring arrangement, 1-1 meetings with senior female leaders and attending talks to hear female leaders talk about their personal career journeys.

Responding to needs identified via focus groups, we launched a development programme in 2024 for mid-career women which focussed on self-confidence, assertiveness, influence and personal brand.

Maintaining our role as corporate sponsor of Women in Banking and Finance (WIBF), offering individual membership to female co-workers to access support and development activities.

Hosting events with both external speakers and female senior leaders from the Triodos Supervisory and Executive Board for all co-workers to highlight issues impacting women at work such as the Menopause.

Launching an equity, diversity and inclusion survey to better understand the make-up and diversity of Triodos Bank UK and particularly the intersectional nature of some co-workers' experiences, including women. This enabled us to set a gender specific objective of having equal representation for women across all levels within Triodos Bank UK.

Organising a 'Dignity at Work' session in partnership with Inclusive Employers, for all co-workers to ensure fair and inclusive treatment for all. Alongside this, all co-workers were required to complete E-learnings on unconscious bias and inclusive behaviour.

Our Action Plan

Our aspirations

When thinking of the next steps to address our gender pay gap, we've firstly clarified our long-term aspiration and the principles which will help us to deliver this.

1. Long-term aspiration to have a 0% gender pay gap

2. Focus on taking targeted, data-driven actions that will make a difference

3. Work toward our targets and continue to monitor progress and measure the impact of initiatives we put in place

Our 2025 action plan

We want to build on the actions we have already taken to continue working towards our aspiration of removing our gender pay gap.

In 2025, we will be focusing on:

Developing the work we've done to date

We will continue developing inclusive recruitment strategies through additional training for all managers on inclusive recruitment practices, introducing a shortlisting template for hiring managers and monitoring all stages of the recruitment journey to proactively ensure more gender balance.

We will continue to build on our targeted development programme for female co-workers and ensure we track progress. When a senior vacancy arises, we will proactively approach suitable female candidates.

We will nurture and strengthen our partnerships to maximise the benefits – including partnering with UWE on research into how intersectionality affects the gender pay gap.

Being data-driven

Having collected EDI data on the make-up of our workforce, we will actively monitor progress towards our stated target of a 50:50 gender split at mid to senior levels within Triodos Bank UK.

We will continue to collect qualitative and quantitative measures across all aspects of the co-worker lifecycle including external and internal recruitment and promotion tracking, performance rating analysis and looking at our attrition through a gender lens.

Equity, Diversity and Inclusion at Triodos Bank UK

In addition, we are taking action to support and promote diversity and inclusion more broadly, which we hope will also contribute towards reducing our GPG. Some of these are...



Partnering with Babbasa and the OurCity2030 initiative



Signatories of the **Women in Business & Finance** and **Women in Finance**



Growing our **Intern programme** to give more young people opportunities and insight to careers in Finance



Supporting our **Triodos Inclusion Forum**, a committed group of co-workers who are working to embed Inclusion across Triodos Bank UK

Closing thoughts

We are proud that our gender pay gap figures have decreased again and remain way below the average for the UK Financial Services industry. But we know we still have work to do.

In taking steps to achieve a 0% gender pay gap, we are focusing on our top drivers; the distribution of our female co-workers across Triodos Bank UK and their progression into senior roles. We're doing this through targeted action and will keep our action plan under constant review.

We will continue to develop our recruitment processes, so we reach as wide a talent pool as possible and ensure our processes hold no gender bias and encourage all genders to join us in equal measure. Finally, we will continue to support our female co-workers to grow their careers with us.



Declaration

I confirm that the gender pay gap information in the above report is accurate.

A handwritten signature in cursive script that reads "Bevis Watts".

Bevis Watts
Triodos Bank UK Chief Executive Officer