

Gender Pay Gap Report 2025 - Vanquis Bank Limited

At Vanquis, we are committed to having a workforce that reflects the diversity of the customers we serve. A diverse workforce brings a broader range of perspectives, helping us better understand customer needs, build trust and confidence, and design products and services that serve all parts of society.

A key focus for achieving this is to foster an inclusive culture where every colleague feels valued and treated fairly. As part of our statutory obligations under the *Equality Act 2010*, our annual Gender Pay Gap Report is one of the ways we measure our performance and track progress toward greater gender balance.

This report is based on a snapshot of salary data taken on the 5 April 2025. It calculates the percentage difference in average hourly pay and bonus between male and female colleagues. Alongside these metrics, we provide context and outline the actions we are taking (and plan to take) to narrow the gap.

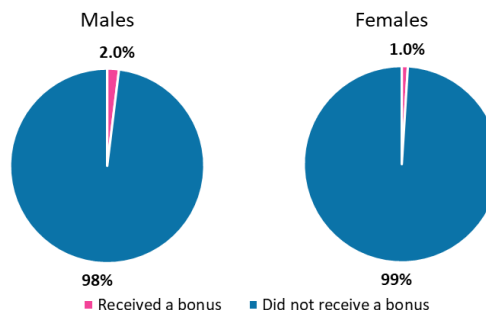
Pay and Bonus Gender Gap (as at 5 April 2025)

	Mean	Median
Hourly Pay	20.4%	30.8%
Bonus	58.3%	0.5%

Our latest figures show that the mean gender pay gap rose slightly, increasing by 0.1 percentage points from 20.3% in 2024 to 20.4% in 2025

Colleagues awarded a bonus

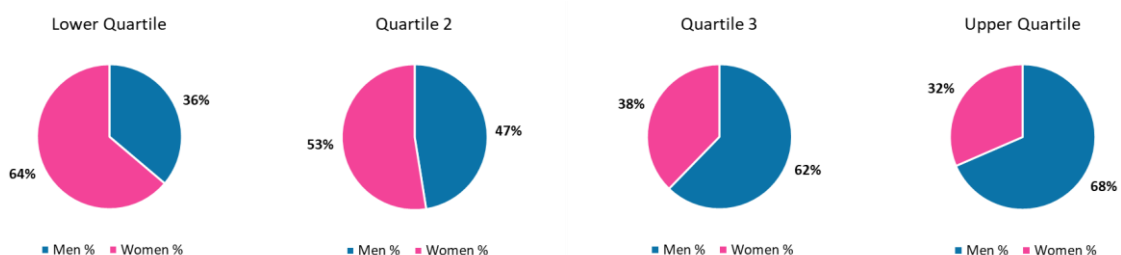
No Discretionary Bonus was paid for performance year 2025



Gender representation by quartile

The charts below illustrate gender representation across four equally sized pay quartiles, each containing 257 colleagues. The lower quartiles therefore have lower pay with the higher quartiles having higher pay.

- Female representation is higher in the lower two quartiles, while the upper quartiles have proportionally more male colleagues.
- The upper quartile, with 32% female representation, remains a key driver of our overall gender pay gap.



Commentary

At Vanquis, we're building an inclusive culture that celebrates diversity and empowers all colleagues to develop their skills, advance their careers, and thrive. As part of this commitment, we recognise that strengthening female representation at senior management level is essential, both to reducing our gender pay gap and to our long-term business success.

To support this goal, we are taking the following actions:

- **Women in Finance Charter:** Since becoming a signatory in March 2019, we have pledged to improve gender diversity in senior roles. At the time of signing, 30% of our senior management population were women. We remain committed to achieving our target of 40% by December 2026.
- **Gender-balanced recruitment:** We aim for balanced shortlists for senior leadership roles and work with recruitment partners who share our values on inclusion and diversity.
- **Professional Women's Network:** Our internal network supports, connects, and champions women across the Group throughout their leadership journey.
- **Technology, data & change:** We are developing female talent pipelines in these critical functions to strengthen gender balance and support future senior appointments.
- **Flexible working:** Our hybrid model broadens access to talent, reduces geographical barriers, and supports work-life balance.
- **Women's Mentoring Programme:** A dedicated mentoring scheme helps women develop and progress into senior leadership roles.
- **Women in Leadership Apprenticeship:** In partnership with *Raise the Bar*, we launched a flagship apprenticeship to develop future female leaders.
- **Enhanced benefits and policies:** Through our colleague Proposition - *Your Vanquis*, we have refreshed our colleague benefits to promote inclusion, flexibility, and wellbeing - ensuring everyone feels valued and inspired to grow.

We acknowledge that there is more work to do, but these initiatives demonstrate our sustained commitment to reducing the gender pay gap and creating a more equitable future for all colleagues.

A handwritten signature in black ink, appearing to read "Ian McLaughlin".

Ian McLaughlin
Managing Director
Vanquis Bank Limited