



Fintel plc Gender Pay Gap Report 2025

Foreword

Fostering a fair and inclusive workplace is an ongoing journey — one that requires dedication, accountability and meaningful, data-driven action.

Since publishing our first Fintel-wide gender pay gap report in 2022, we have continued to measure our progress and hold ourselves to a clear benchmark for improvement. Our ambition is to build a thriving workforce that genuinely reflects the world around us — a place where everyone feels respected, supported and able to contribute their best. We know that when our people thrive, our culture strengthens, our decisions improve and our clients benefit.

We operate an inclusive workplace and we do not pay colleagues differently on the basis of gender or any other characteristic. However, like much of our industry, we continue to see uneven gender representation at different levels of the organisation. Addressing this imbalance matters to us — not only because it is the right thing to do, but because diverse teams perform better.

To make progress, we are actively implementing initiatives that support our colleagues, create opportunities for development and progression, and bring a more diverse mix of talent into our business. We remain committed to providing transparent annual updates on our actions, our progress and our future goals.



I, Matt Timmins (Fintel CEO), confirm that the information in this statement is accurate.

Signed

Date: 03/02/2026

What is the gender pay gap?

The gender pay gap is the difference between the average earnings of men and women across a workforce, expressed as a proportion of men's average earnings.

Since 2017, the UK Government has required employers with more than 250 employees to measure and report on the gender pay gap of their UK-based employees on an annual basis.

A gender pay gap is not the same as equal pay and does not indicate that men and women in similar positions earn different amounts, which would contravene the Equality Act 2010.

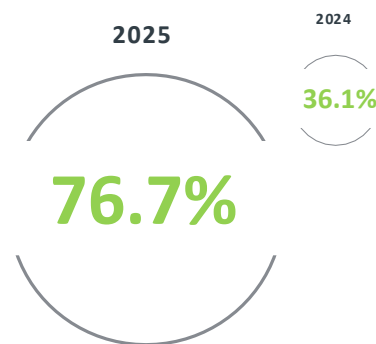
Legally, men and women must receive equal pay for:

- the same, or broadly similar, work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

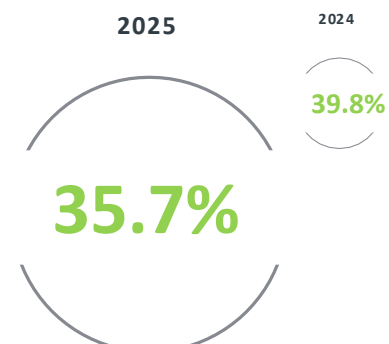
Our results

These are our gender pay gap statistics for the snapshot date of 5 April 2025.

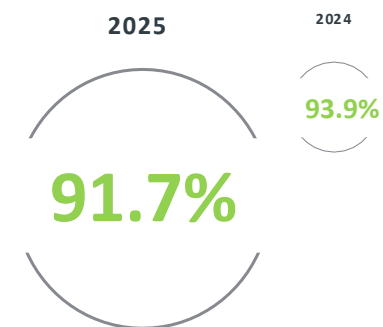
Our mean* gender pay gap:



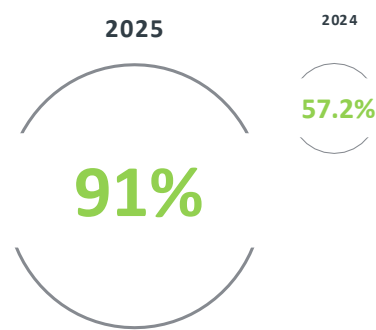
Our median** gender pay gap:



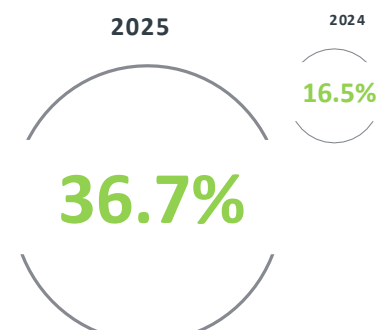
Female employees receiving a bonus:



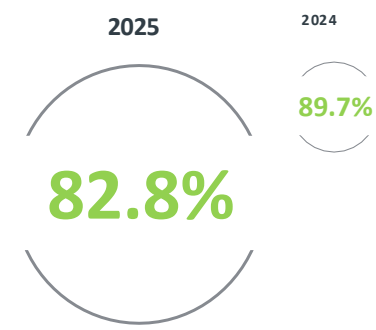
Our mean* gender bonus gap:



Our median** gender bonus gap:



Male employees receiving a bonus:



*Mean pay gap shows the arithmetic average hourly pay for men and women across our business.

**Median pay gap is calculated by ordering all male and female salaries from lowest to highest and shows the difference between the midpoints for men and women.



Our people

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership status, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic).

The table below shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	39.6%	60.4%	All employees whose standard hourly rate is within the lower quartile*
B	39.6%	60.4%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	68.4%	31.6%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	71.0%	29.0%	All employees whose standard hourly rate is within the upper quartile

*A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group. The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

GENDER SPLIT BY LEVEL, DECEMBER 2025

Executive management



All other employees



Why do we have a gender pay gap?

We are committed to reducing our gender pay gap and have clear, long-term policies in place to support that goal. This year, our mean gender pay and gender bonus gaps have increased, largely due to the payout of a long-term incentive plan that primarily applies to senior colleagues. This one-off event has inflated the figures and makes the gap appear wider than the underlying trend.

Importantly, our median pay gap has reduced by 4% year on year to 35.7%, which more accurately reflects the progress we are making.

While we do not pay men and women differently for the same or equivalent work, our gender pay gap is driven by the unequal distribution of men and women across different levels and roles within the organisation. For example:

- A high proportion of administration and customer service roles — typically lower-paid roles — are held by women.
- Senior manager and executive positions are predominantly held by men.
- Many of our higher-paid technical and regulatory roles are also held by men.

This pattern is reflected in the workforce quartile data shown on page four. If we had no gender pay gap, we would expect an equal balance of men and women in each quartile. However, 60% of colleagues in the lowest-paid band (Band A) are women and 40% are men. The proportion of men increases steadily through the remaining quartiles, with men representing 68% of Band C and 71% of Band D.

Across the UK economy

The factors contributing to the national gender pay gap are well documented and continue to shape organisations across the UK. For example:

- Men are more likely to hold senior roles, particularly at the highest levels of organisations.
- Men are more frequently represented in technical, regulatory and IT-related roles, which typically attract higher pay than other roles at similar levels of seniority.
- Women are more likely to have taken career breaks, including time out of the workforce to raise children, which can impact long-term progression and earning potential.
- Women are also more likely to work part time, and many part-time roles available in the UK remain lower paid.

(Source: XpertHR, www.xperthr.co.uk)

HOW DOES OUR GENDER PAY GAP COMPARE WITH THAT OF OTHERS?

We monitor our gender pay gap against both the financial services sector and the wider UK economy. While most organisations report a gender pay gap, we recognise that our gap remains above the averages for both the sector and the UK as a whole.

We have already taken a number of steps to support our long-term commitment to reducing the gap, and these initiatives are outlined on page six, and we continue to seek out new and better ways to strengthen our progress, as outlined on page seven.

	Fintel	2025 ONS ASHE financial services sector	2025 ONS ASHE whole economy
Mean gender pay gap	76.7%	34.2%	13.4%
Median gender pay gap	35.7%	28.2%	12.8%



What are we doing to address our gender pay gap?

Over the past year, our primary focus has been on strengthening our recruitment and selection processes to ensure they are fair, inclusive and consistently applied. In particular, we have enhanced the robustness of Executive-level recruitment to support a more balanced and diverse leadership team for the future.

Other steps we have taken thus far to demonstrate our commitment to improving gender diversity in our business, include:

THRIVING WORKFORCE PLAN

- **Expanded our workforce diversity data campaign** to deepen our understanding of our people, their experiences and their needs.
- **Introduced new company values and behaviours** — including 'Inclusive' — now embedded across our culture and people processes.
- **Mandated annual unconscious bias training** for all line managers, supporting fair, objective and informed decision-making.
- **Enhanced Equity and Diversity training** for all colleagues, delivered at induction and refreshed annually to build knowledge and reinforce inclusive behaviours.

POLICY REVIEW AND ENHANCEMENT

- **Inclusive Executive Recruitment Policy**, requiring balanced shortlists, proactive candidate attraction and diverse hiring panels to support equitable selection at senior levels.
- **Hybrid and Flexible Working Policy**, enabling colleagues to balance work and home commitments through greater flexibility in working arrangements.
- **Enhanced Maternity Policy**, to provide 26 weeks of fully paid leave, ensuring female employees feel financially supported during time away from work.
- **Flexible Maternity Policy** for senior employees, allowing a phased return or continued connection through keep-in-touch arrangements to minimise loss of earnings and maintain operational knowledge.
- **Enhanced Family Policies**, including paid fertility leave, pregnancy loss leave and parental bereavement leave, offering broader support for employees at key life moments.

INTERNAL PROGRESSION

- **Executive and Board-level mentoring** for high-potential women, increasing visibility, confidence and readiness for progression to future leadership roles.
- **Formal Leadership Development Programme**, rolled out across our management population in 2024/25, with 49% female participation, providing practical tools to support career development.
- **A Group-Wide Talent and Development resource**, strengthening our capability to build structured development programmes and gender-balanced succession pipelines.
- **Launch of an organisation-wide career portal**, ensuring all opportunities across Fintel are advertised internally first ("home team first") to provide equal access to career progression for all colleagues.



12-MONTH PRIORITIES

Over the next year, we will continue to take a proactive and structured approach to improving gender diversity and strengthening our talent pipeline. Our focus will be on identifying, developing and supporting female talent at all levels, while ensuring our recruitment and progression processes are fair, transparent and consistently applied.

- We will introduce a **more proactive organisation-wide talent identification and mapping process**, ensuring we have a clear view of high-potential colleagues across both divisions.
- **Regular talent visibility meetings** will take place at the highest level of the organisation, enabling senior leaders to spot upcoming opportunities, match internal talent more effectively and encourage individuals to put themselves forward.
- **Development & Progression Pathways:** We will continue to offer **Executive and Board-level mentoring for high-potential women**, helping increase confidence, visibility and readiness for progression.
- We will **identify and promote clear learning and development pathways** for women who aspire to move into leadership roles or progress to the next level, ensuring they have access to the skills and experiences needed to advance.
- **Strengthened Recruitment Processes:** We have agreed a **partnership with an RPO provider** to further strengthen the quality and rigour of our recruitment processes. This partnership will support us in ensuring all hiring managers are appropriately trained, that our processes are clear and consistent, and that we attract **balanced and diverse talent pipelines** into the organisation.
- **Transparent Communication & Engagement:** Any new initiatives launched throughout the year will be shared through our **Microsoft Viva Engage channels**, ensuring colleagues remain informed, engaged and aware of opportunities and progress.



33%

female representation at executive level

48%

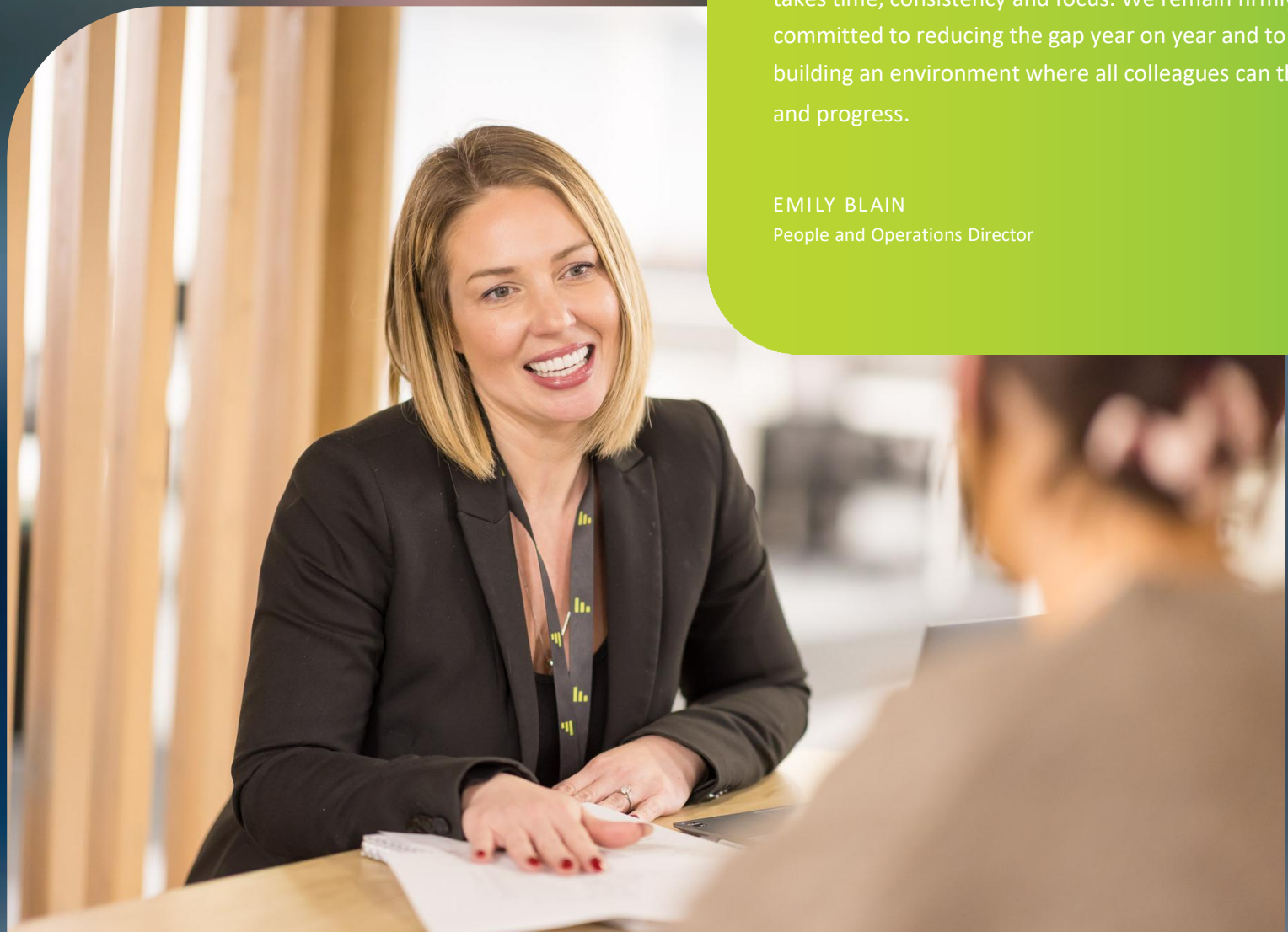
of all vacancies filled by women

88%

of all vacancies filled internally were filled by women

100%

of managerial vacancies filled internally were filled by women



We continue to work hard to address our gender pay gap and to create the conditions that support the progression of women across all parts of our business.

Improving gender diversity at every level is a long-term commitment, and we recognise that meaningful change takes time, consistency and focus. We remain firmly committed to reducing the gap year on year and to building an environment where all colleagues can thrive and progress.

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