



# OUR PAU GAP REPORT 2025

# Contents

# WHAT'S INSIDE?



**Introduction** 2

**Our gender pay gap** 3

**Our ethnicity pay gap** 5

**Inclusive culture strategy** 7

Our inclusive strategy ambitions 8

**Inclusive culture in action** 9

Talent, progression and pipelines 10

Skills development and inclusive recruitment 11

Supporting parents and carers 12

Menopause support and career continuity 13

People Networks 14

Useful Notes 15

**Appendix** 16

[+ READ MORE ONLINE IN OUR SUSTAINABILITY SUPPLEMENT](#)

# Introduction from our Chief People, Culture and Organisation Officer

At Santander UK, we are committed to building an inclusive culture that reflects the customers and communities we serve. Inclusion shapes how we make decisions, and closing pay gaps is a core part of our People and Social strategy.



## Our approach to pay gaps

Pay gaps matter because they reflect opportunity, progression and representation across our organisation. While our pay gaps do not arise from unequal pay for the same or comparable roles, they do highlight where we must continue to improve access to senior roles and long-term career progression.

## Our current pay gap position

This year, our gender pay gap increased slightly, with a 0.2 percentage point rise in the mean and a 0.9 percentage point rise in the median.

Although the longer-term trend since we began reporting has been positive, this movement is not the progress we expect or accept, and we are focused on reversing it.

We saw positive progress in our ethnicity pay gap, which we voluntarily disclose alongside our statutory gender pay gap. The mean ethnicity pay gap narrowed by 2.9 percentage points and the median by 4.9 percentage points, with improvement across all ethnic groups, including a reduction in the pay gap for Black colleagues.

## What drives our pay gaps

Our pay gaps are primarily driven by how our workforce is distributed across job levels. Women and colleagues from ethnically diverse backgrounds remain under-represented in senior roles and over-represented in lower-paid roles. Year-on-year changes in pay gaps can be influenced by shifts in workforce composition and business activity. However, this does not lessen our responsibility to deliver sustained, long-term improvement. The improvement in our ethnicity pay gap reflects the impact of targeted development activity and our continued focus on increasing senior representation while strengthening a sustainable talent pipeline.

## Our commitment

We are clear that progress must accelerate. Increasing representation in senior roles and strengthening diverse talent pipelines remain priorities for Santander UK. To address our gender pay gap, we have undertaken further research to better understand the barriers to women's progression and retention into senior roles. The findings are shaping the targeted actions set out in this report. While progress on ethnicity is encouraging, sustained improvement will depend on continued focus on promotion practices, progression and retention into senior roles.

We will continue to take targeted action on both gender and ethnicity, track progress through representation, promotion and retention outcomes, and report transparently on our progress.

I confirm that the figures in this disclosure are accurate and have been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and accompanying guidance.

## Juan Ignacio Echeverria

Chief People, Organisation and Culture Officer, Executive Committee Member Santander UK HM Treasury Women in Finance Charter Accountable Executive

## Gender Pay Gap Summary:

↑ **0.2%**

The mean average Gender Pay Gap in Santander UK, up by 0.2 percentage points from our last report

↑ **0.9%**

The median average Gender Pay Gap in Santander UK, up by 0.9 percentage points from our last report

## Ethnicity Pay Gap Summary:

↓ **2.9%**

The mean average Ethnicity Pay Gap in Santander UK, down by 2.9 percentage points from our last report

↓ **4.9%**

The median average Ethnicity Pay Gap in Santander UK, down 4.9 percentage points from our last report

# What is our gender pay gap at Santander?

## Understanding pay gaps

Gender pay gap reporting was introduced in the UK in 2017 to improve transparency and accelerate progress in addressing differences in average earnings between women and men across their working lives. It focuses on workforce-level outcomes rather than individual pay decisions and shows how representation, progression and opportunity shape reward over time.

The gender pay gap measures the difference between average male pay and average female pay, expressed as a percentage of average male pay. These calculations use overall averages and do not take account of individual roles, responsibilities, performance or seniority.

Key measures include the mean pay gap, which shows the difference between average male and female pay; the median pay gap,

which shows the difference at the midpoint when earnings are ranked; and pay quartiles, which divide the workforce into four equal groups by hourly pay and illustrate gender representation across pay levels.

Gender pay gaps therefore primarily reflect how men and women are distributed across roles, functions and seniority within an organisation. They are not a measure of equal pay. Santander UK is committed to equal pay for equal work and rewards employees based on role, responsibilities, skills, experience and performance. We monitor equal pay regularly to ensure fairness.

## What the data shows

Because gender pay gaps are calculated using averages across the whole workforce, they are driven by patterns of representation rather than differences in pay for the same role.

At Santander UK, differences in hourly pay and bonus pay reflect the concentration of men and women in different roles and seniority levels.

Female representation in senior roles has improved over time, supported by targeted action and leadership focus. However, representation remains uneven and further progress is required. Our gender pay gaps continue to reflect this structural imbalance.

This year, our gender pay gap increased slightly, with a 0.2 percentage point rise in the mean and a 0.9 percentage point rise in the median. This movement was primarily driven by a reduction of 0.4% in female representation within the upper pay quartile. As the upper quartile represents a relatively small proportion of roles, even modest changes in senior representation can have a material impact on overall pay distribution.

## Pay quartiles

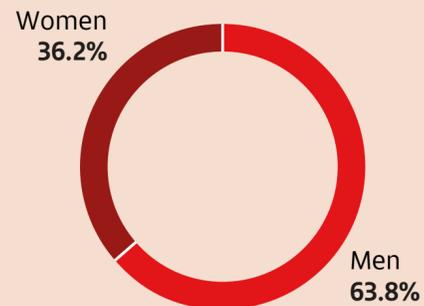
The chart below shows how male and female representation varies across each pay quartile. Employees are ordered by hourly pay and divided into four equal groups: lower, lower middle, upper middle and upper quartiles. The upper quartile contains the highest-paid roles, while the lower quartile contains the lowest-paid roles.

Understanding this distribution helps explain how changes in senior representation influence our overall gender pay gap outcomes.

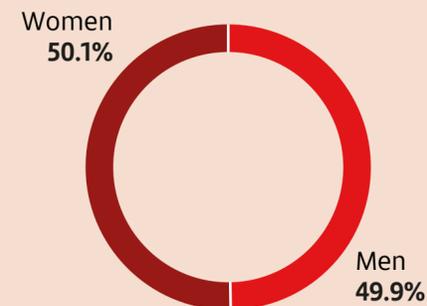
\* The gender pay gap measures the difference in pay between women and men, as identified on our HR system. There is no given definition of the terms 'men' and 'women' in gender pay gap regulations, and we recognise that these terms do not represent all people.

## Our gender pay quartiles:

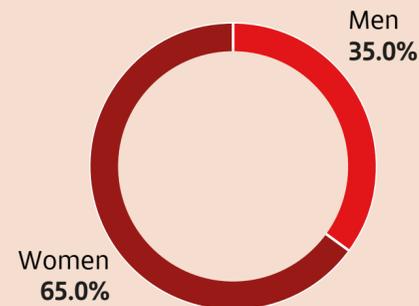
### Top quartile



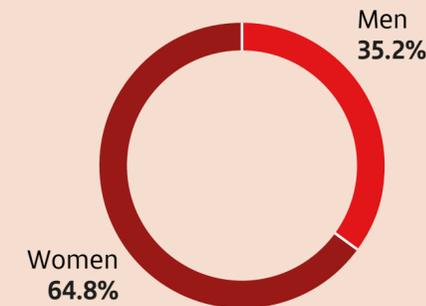
### Second quartile



### Third quartile



### Fourth quartile



## Gender Pay Gap Summary:

Pay gap (mean)

↑ **25.3%**

The mean average Gender Pay Gap in Santander UK, up by 0.2 percentage points from our last report

Pay gap (median)

↑ **28.0%**

The median average Gender Pay Gap in Santander UK, up by 0.9 percentage points from our last report

Bonus gap (mean)

↓ **50.0%**

The mean average Gender Bonus Gap in Santander UK, down by 0.5 percentage points from our last report

Bonus gap (median)

↑ **45.1%**

The median average Gender Bonus Gap in Santander UK, up by 5.6 percentage points from our last report

**Note:** In the table above, Santander UK group is made up of Santander UK plc and Santander Consumer UK. Under the relevant regulations, we are required to report on each employing entity in the UK that has more than 250 UK employees. For clarity and transparency, we provide an aggregated figure across our two reporting entities. The pay and bonus gap metrics reported are correct at the mandatory April 2025 snapshot date. Updates in this report on our action plan are correct at the point of publication as this gives the most up-to-date picture of progress to date.

## Our gender pay gap action plan

### Gender pay gaps and representation

Unequal representation of women and men across seniority levels and role types remains the primary driver of our gender pay gaps. This reinforces the importance of sustained action to improve female representation at senior levels of the organisation. Since reporting began in 2017, improved senior female representation has been the principal contributor to the 10-percentage point reduction in our mean gender pay gap, from 35.3% to 25.3%, and our mean bonus pay gap, from 69.1% to 50.0%.

Our approach to closing the gender pay gaps therefore continues to focus on increasing the proportion of women in senior roles, supported by a strong and diverse talent pipeline at all levels.

Across Santander Group, our ambition is to achieve 40% female representation at senior leadership level (Executive Committee minus three) by 2030. Santander UK is also a signatory to HM Treasury's Women in Finance Charter, reflecting our commitment to working collectively across the sector to build a more balanced and inclusive financial services industry. As part of this commitment, we have set internal targets for senior gender representation aligned to our Group ambition, with progress monitored regularly by our Executive team and Board.

Female representation at senior and mid-level roles has continued to improve. Over the past seven years, the proportion of women in senior roles has increased from 27% at the end of 2017 to 35.6% at the end of 2025. This represents a meaningful increase in the number of women in senior roles over the period. We recognise, however, that achieving a more equal distribution of women and men across all levels, particularly at senior levels, requires sustained focus and long-term action.

### Actions to close the gender pay gaps

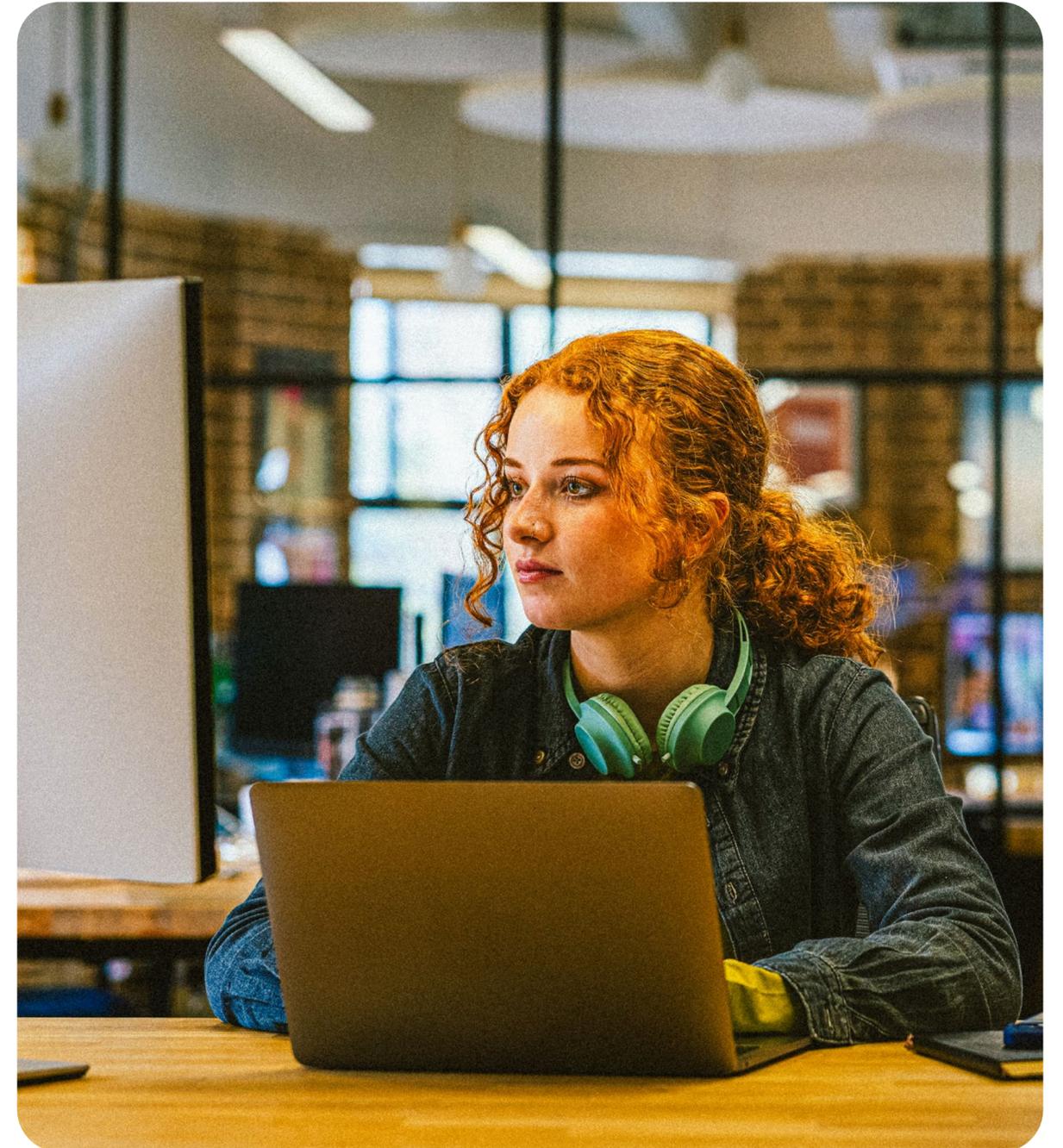
Increasing female representation at senior levels depends on a combination of long-term cultural change, fair and consistent assessment of merit and performance, and how skills and potential are recognised through recruitment, promotion, and reward. These are complex, structural factors that require clear leadership, accountability, and consistency over time.

We have built a strong evidence base on what delivers progress and embedded these into our people practices. These actions have contributed to sustained improvements in senior female representation and provide a strong foundation for our next phase of activity. Progress against these actions is reported as part of this gender pay gap report and continues to inform our approach.

Building on the foundations of our work to date, we undertook further research this year to better understand the barriers that limit women's progression into senior roles. This research was designed to test and refine our existing approach, ensuring that our actions remain focused on the barriers with the greatest impact and that resources are directed where they will deliver the most meaningful change. The findings have informed our three further targeted priorities for the year ahead outlined here.

### Our priorities for 2026:

1. Introduce a structured sponsorship framework to ensure equitable access to senior advocates, visibility, and progression opportunities for women in the leadership pipeline.
2. Re-shape executive recruitment and selection processes to increase the proportion of female joiners, alongside a continued focus on retaining and progressing existing female talent.
3. Strengthen gender-aware succession planning and build on internal mobility practices to ensure strong female talent benches translate into senior appointments.



# What is our ethnicity pay gap at Santander?

## Understanding ethnicity pay gaps

While there is currently no requirement to report ethnicity pay gaps in the UK, we have voluntarily published our ethnicity pay gap data since 2020 as part of our commitment to transparency and inclusion.

Ethnicity pay gaps are calculated using the same methodology as gender pay gaps. They measure the difference between average pay for White employees and the average pay for employees from Asian, Black, or Mixed ethnic backgrounds, expressed as a percentage of the White employee average. These figures are based on data for 82% of employees who had shared their ethnicity at the time the pay gaps were calculated (5 April 2025).

## What the data shows

This year, we continued the positive trend of reducing our ethnicity pay gaps, with the mean gap narrowing by 2.9 percentage points and the median by 4.9 percentage points. This improvement was primarily driven by increased representation at senior levels, supported by a strong pipeline of talent and targeted sponsorship.

For the first time, our Black pay gap has reduced, reflecting targeted action delivered through our Black Inclusion Plan. While this progress is encouraging, we recognise that further action is required and that pay gaps for some ethnic groups remain above where we want them to be.

## Pay quartiles

The chart below shows representation across pay quartiles for White and ethnic minority employees and helps explain overall ethnicity pay gap outcomes clearly.

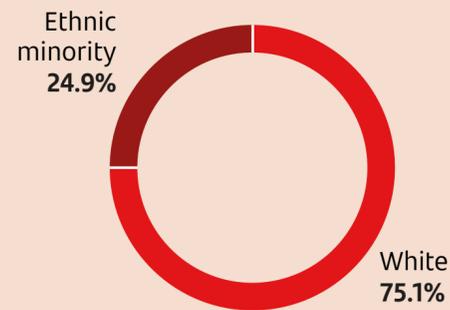
## Pay gaps across identity groups

In addition we report pay gaps across identity groups aligned to UK Census classifications, as shown in the table below.

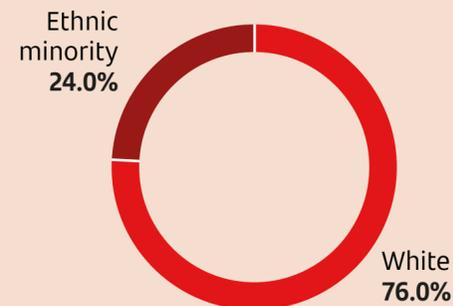
	Pay gap (mean)	Pay gap (median)	Bonus gap (mean)	Bonus gap (median)
Asian	5.8%	8.6%	35.3%	29.9%
Black	22.0%	23.1%	53.4%	43.0%
Mixed/Multiple	5.4%	1.5%	29.9%	11.8%
Other	2.3%	6.9%	18.8%	23.4%

## Our ethnicity pay quartiles:

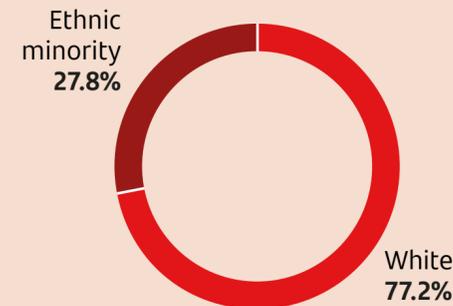
### Top quartile



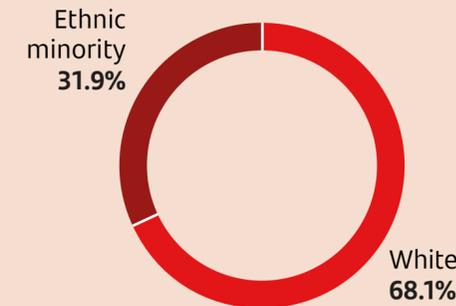
### Second quartile



### Third quartile



### Fourth quartile



## Our ethnicity pay gap data:

↓ 8.2%

The mean average Ethnicity Pay Gap in Santander UK, down by 2.9 percentage points from our last report

↓ 10.8%

The median average Ethnicity Pay Gap in Santander UK, down by 4.9 percentage points from our last report

↑ 37.3%

The mean average Ethnicity Bonus Gap in Santander UK, up by 2.2 percentage points from our last report

↑ 31.7%

The median average Ethnicity Bonus Gap in Santander UK, up by 1.8 percentage points from our last report

We recognise the ethnicity bonus gaps increased this year. These can fluctuate year to year depending on bonus pool outcomes, and we are undertaking further analysis to understand the drivers of the change.

**Note:** Our voluntary ethnicity pay gap reporting uses the same definition of Santander UK group as our gender pay gap table on page 3. It includes Santander UK plc and Santander Consumer UK as the regulated employing entities. The pay and bonus gap metrics reported here are correct at the mandatory 5 April 2025 snapshot date. We use the same reporting methodology for gender and ethnicity pay and bonus gap calculations.

# Our ethnicity pay gap action plan

## Ethnicity pay gaps and representation

Our actions to close ethnicity pay gaps are focused on increasing representation of colleagues from under-represented ethnic backgrounds at senior levels of the organisation. Improving senior representation is critical to creating fairer outcomes across pay and progression and remains the most effective lever for reducing ethnicity pay gaps over time.

In 2021, we set our ambitions to provide clear, measurable outcomes against which we assess progress in closing representation gaps. Having met these initial ambitions ahead of schedule, we reset them at the start of 2024 to apply consistently across all colleagues. We are now working towards increasing the number of employees from under-represented ethnicity backgrounds to 16% by the end of 2026.

Progress to date has been encouraging. Since 2018, representation of colleagues from ethnic minority backgrounds in senior roles (Executive Committee minus three) has more than doubled, increasing from 7% to 14.3% in 2025. Representation in our lowest bands has also increased to 27.8%, demonstrating a

growing and increasingly diverse pipeline of future talent. While these trends are positive, we recognise that sustained focus is required to translate pipeline strength into further senior representation.

## Actions to close the ethnicity pay gaps

Our experience shows that sustained progress is driven by a strong pipeline of talent, targeted sponsorship, and data-led decision-making. These insights have informed our people practices and continue to shape our approach to improving progression and representation outcomes.

We have embedded greater accountability into succession planning and talent discussions, strengthened oversight of senior appointments, and increased focus on internal mobility to support career progression for ethnic minority colleagues. Progress against these actions is monitored regularly and reported as part of this ethnicity pay gap reporting.

Building on the foundations of our work to date, we will continue to refine our approach, ensuring that actions are targeted at the barriers with the greatest impact and that

progress remains measurable and transparent. With these focused initiatives, we aim to continue reducing our ethnicity pay gaps.

### Our priorities for 2026:

1. Introduce a structured sponsorship framework to ensure equitable access to senior advocates, visibility, and career-defining opportunities for ethnic minority colleagues in the leadership pipeline.
2. Strengthen executive recruitment through targeted outreach and sourcing to increase ethnic minority representation at senior levels.
3. Continue to support career progression for ethnic minority employees by building on internal mobility practices, with clear accountability and tracking of outcomes.

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In the longer term, we plan to broaden our voluntary pay gap reporting to include additional workforce characteristics, such as socio-economic background and disability.



# Inclusive culture strategy

## Our strategy: built on evidence, designed to adapt

Our inclusive culture strategy sets out clear ambitions and the actions we will take to achieve them. It is grounded in robust workforce data and informed by the lived experiences of our colleagues, ensuring our approach is both evidence-led and human-centred.

We recognise that meaningful organisational change takes time. To remain effective, we review our strategy regularly, using data, colleague feedback, and external insight to adapt our approach and maintain measurable impact.

## Senior sponsorship

Leadership accountability is central to the delivery of our inclusive culture strategy. For each of our diversity strands\*, we appoint three senior sponsors: an Executive Committee member, a senior leader one level below the Executive Committee, and a Non-Executive Director from our Board.

Together, these sponsors provide visible leadership, strategic challenge, and sustained oversight. They ensure inclusion is embedded within business priorities, progress is reviewed regularly, and actions remain focused on delivering meaningful and measurable outcomes. This multi-level sponsorship model reinforces inclusion as a shared leadership responsibility and strengthens long-term accountability.

\* Seven Diversity Agendas: Gender; Race, Religion, Ethnicity, and Cultural Heritage (REACH); Disability and Neurodiversity; LGBTQ+; Families and Carers; Social Mobility; and Mental Wellbeing.

## Appointment of a new Head of DEI Strategy

In 2025, we appointed a new Head of DEI Strategy to strengthen the strategic leadership of our inclusion agenda. The role is responsible for shaping our enterprise-wide DEI strategy, ensuring alignment with business priorities, and embedding evidence-based practice across our people processes. This appointment enhances our ability to translate insight into action and deliver consistent progress across all areas of inclusion.

## Strategic priorities

To deliver our inclusive culture ambitions, we focus on a set of strategic priorities that strengthen representation, experience, accountability, and outcomes across the organisation.

We aim to attract, recruit, and retain a diverse workforce by widening outreach, simplifying access to opportunity, and supporting development, progression, sponsorship, and internal mobility. We continue to build an inclusive and equitable culture by strengthening mentoring, employee networks, and colleague engagement, using feedback and insight to shape inclusive practices.

Leadership accountability is reinforced through regular insight on inclusion by business area and by embedding inclusion objectives into performance and talent discussions. Data transparency underpins our approach, with regular review of representation, progression, and pay outcomes by level and identity group, enabling us to identify barriers, take action, and track progress over time.

## Senior Sponsor Spotlight



"Being an Executive sponsor for ethnicity is a role I genuinely value. It gives me the opportunity to listen, to learn, and to use my position to help remove barriers that can hold talented colleagues back. I'm proud of the progress we've made in recent years, particularly the growth in ethnic minority representation at senior levels and the continued reduction in our ethnicity pay gaps. What motivates me most is seeing how strong sponsorship, data-led decisions and visible leadership support can translate into real career opportunities."

In 2026, my focus is on ensuring equitable access to sponsorship, strengthening accountability for progression, and building confidence in data disclosure so that we can continue to deliver meaningful and lasting change."

**Jas Narang**  
Chief Data/AI, Controls  
& Transformation Officer



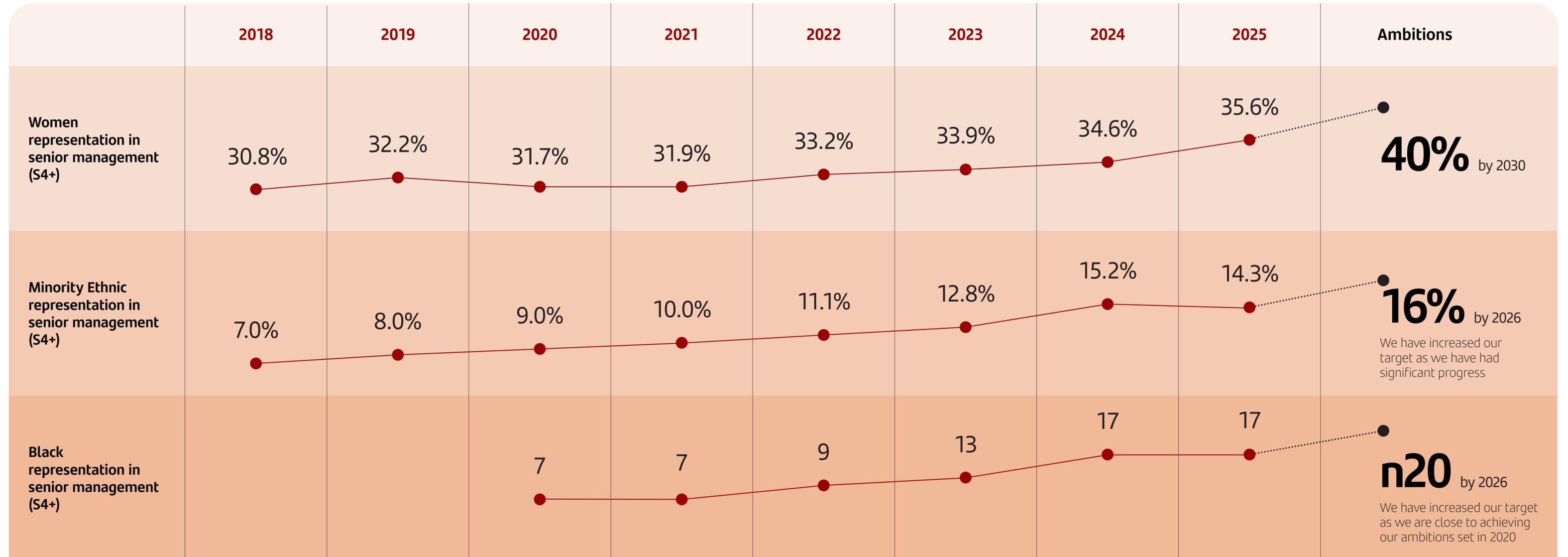
"I'm passionate about my role as the senior leader sponsor for gender, and I find it incredibly rewarding to amplify and spotlight the work that helps women progress and succeed at every level of our organisation. Sponsorship matters; it turns potential into opportunity, and I've seen first-hand the difference having both senior colleague advocacy and fair processes can make."

We've made progress, but there's more to do, particularly in enabling high potential female candidates secure senior roles. I'm excited by our focus for 2026 and I'm committed to using my voice and influence to help create a culture where talent, in all its diversity, can thrive."

**Kitty McCormick**  
Head of Private Banking &  
Select, and Gender Sponsor

# Our inclusive strategy ambitions

We set clear, time-bound representation ambitions to focus action, measure progress consistently, and hold ourselves accountable for improving outcomes over time.



**Footnote:** S4+ represents our senior management. Our definition of senior management includes colleagues on the Executive Committee and three levels below

# Inclusive culture in action

## Listening to our people to drive inclusive culture

We use our quarterly Your Voice survey to gather timely insight into how our people are feeling. It provides every Santander UK colleague with a confidential and consistent way to share their views on their work, our culture, and their overall experience.

In 2025, colleagues rated the statement *"I'm satisfied with Santander's efforts to support diversity, equity and inclusion"* at 8.8, 0.4 above the financial services benchmark. The score for *"I can be myself at Santander"* was 8.6, representing a 0.2 point improvement year on year.

Alongside Your Voice, we run listening sessions throughout the year led by members of the Board and Executive Committee. These sessions provide a supportive forum for colleagues to share experiences, raise themes, and discuss lived experiences. They strengthen trust, enable senior leaders to listen directly, and help shape priorities and actions at the most senior levels.

We also provide clear and accessible channels for raising concerns about potential wrongdoing or misconduct. Colleagues can use confidential whistleblowing channels, anonymously if they choose, or our formal Grievance Policy. All concerns are taken seriously, investigated appropriately, and handled in line with our policies and legal obligations.

## Developing future leaders

Listening alone does not drive change. Insight must translate into targeted action to improve outcomes over time. Developing our talent is therefore critical to building an inclusive, high-performing organisation and to closing gender and ethnicity pay gaps. Pay gaps are driven by unequal representation at senior levels, and targeted development programmes play a key role in strengthening pipelines, accelerating progression, and improving access to opportunity.

## Black Talent Programme

We run targeted programmes to reduce barriers to progression and develop diverse talent across Santander UK. Our Black Talent Programme brings together 50 colleagues from across the organisation to connect, learn, and grow. Supported by 16 senior sponsors, participants complete bespoke learning modules including sponsorship circles, keynote sessions, and internal masterclasses.

Now in its third cohort, the programme has supported nearly 150 colleagues and continues to strengthen our Black talent pipeline for senior roles. It provides a trusted space to share experiences, build networks, increase confidence, and enhance visibility. The programme is designed to support progression readiness, improve access to senior advocacy, and help participants navigate barriers that can limit advancement.

## Talent Booster Programme

In its first year of rollout, our Talent Booster Programme supports 65 top-performing colleagues at manager level and above. The programme is designed to accelerate readiness for the next career step by combining senior sponsorship, mentoring, exposure to strategic business challenges, shadowing opportunities, and expanded internal networks. By pairing stretch experiences with visible senior advocacy, Talent Booster helps colleagues build confidence, increase visibility, and access the experiences required for progression into more senior roles.

Talent Booster plays a targeted role in addressing representation gaps by supporting high-potential talent at key transition points, where progression into senior leadership roles has the greatest impact on gender and ethnicity pay gap outcomes. By strengthening internal pipelines and improving progression readiness, the programme contributes directly to a more balanced distribution of representation over time and supports sustainable succession planning.

## Black Talent Programme Case Study



Jane Kapaya, Product Proposition Executive, describes the programme as transformational. "The Black Talent Programme equipped me with the tools to develop my career, build confidence, and form meaningful connections. Most importantly, it reinforced the power of representation, community, and resilience, leaving me well equipped to continue progressing my career." Since completing the programme, Jane has applied her learning in role supporting our customers make their better happen and expanded her professional support network, helping her take the next steps in her career journey."

**Jane Kapaya**  
Product Proposition Executive



From a sponsor perspective, the programme's focus on advocacy is a key driver of impact. Jeff Krampah-Williams, National Key Account Manager and programme sponsor, explains: "Advocacy and sponsorship go beyond mentorship. Sponsorship actively champions individuals for opportunities and promotions, ensuring voices are heard in key decision-making spaces. Through advocacy and sponsorship, the Black Talent Programme doesn't just develop skills, it drives real change, helping Black colleagues not only succeed, but thrive and lead."

**Jeff Krampah-Williams**  
National Key Account Manager and programme sponsor

\* The average score out of 10, given by employees in response to the quoted questions in our Workday Peakon Tool.

# Talent, progression and pipelines

## Mobilise Programme

Our Mobilise Programme champions social mobility within Santander UK and supports long-term change by investing in future leaders from lower socio-economic backgrounds. The three-year leadership and mentoring programme supports 60 colleagues, building confidence, leadership capability, and access to senior role models. Participants are supported to recognise their potential, broaden career aspirations, and develop the skills required to progress and lead.

Mobilise also extends beyond Santander through mentoring sessions with secondary school students and a wider research partnership examining the long-term impact of social mobility initiatives on careers and communities. This dual focus strengthens early and mid-career pipelines while contributing to broader societal impact and understanding of barriers to progression.

By addressing barriers linked to socio-economic background, Mobilise supports fairer progression outcomes over time and helps build a more diverse future leadership population, aligned to our representation ambitions.

Together, these programmes build directly on insight gathered through colleague listening, workforce data, and pay gap analysis. We track participation, progression, and retention outcomes to understand what works, refine programme design, and scale effective interventions.

This evidence-led approach ensures initiatives remain targeted, proportionate, and focused on closing representation and pay gaps.

Delivery is supported through clear ownership and senior oversight, with progress reviewed through established talent and inclusion governance forums. By embedding accountability, learning, and iteration, we strengthen our ability to develop future leaders, improve senior representation, and deliver sustained progress on gender and ethnicity pay gaps over time.

We measure the impact of the programmes through participation, progression outcomes, retention, and colleague feedback. This insight helps refine delivery, strengthen sponsorship, and ensure learning is embedded into wider talent and succession processes. By linking colleague voice directly to targeted development, we reinforce trust and ensure our inclusive culture actions deliver meaningful, long-term impact for our people and the organisation.

## Talent Booster Programme Case Study



For William Cobley, Forensic Investigations, the programme had a meaningful impact on his development. "Taking part in the Talent Booster programme was a genuinely impactful experience. The business challenge gave me direct exposure to real, live issues facing the bank, which helped me build my confidence, stretch my thinking, and apply my skills in a meaningful and enjoyable way. Equally valuable was the opportunity to connect with colleagues across the organisation and learn directly from experts and senior leaders through shadowing and sponsorship.

Having access to senior perspectives and support has helped me better understand my next career steps and feel more confident in pursuing them." William adds that programmes like Talent Booster play an important role in removing barriers to progression and ensuring talent is recognised, developed, and able to thrive supporting Santander UK's ambition to build a diverse, high-performing leadership pipeline for the future.

**William Cobley**  
Forensic Investigations



Talent Booster came at a pivotal moment in Ratna Parikh's career. "The programme was genuinely transformative. Halfway through, I stepped into a new leadership role and immediately put the learning into practice." The programme created space for reflection and authentic leadership development. "It helped me reconnect with my core values; hard work, authenticity, and kindness, and gave me the confidence to lead in a way that feels true to who I am."

Through sponsorship, senior exposure, and self-reflection, Ratna gained clarity on their leadership style. "I now better understand the importance of networks, visibility, and sponsorship. Talent Booster is about building sustainable capability, confidence, and resilience." She added that the programme has strengthened their self-belief, personal brand, and impact in their new role.

**Ratna Parikh**  
Regional Director Corporate Banking – East of England and East Midlands

# Skills development and inclusive recruitment

## Women in Business Network Development Programme

Our Women in Business Network, one of our largest colleague networks, has launched a dedicated development programme supporting 40 women. The programme is designed to inspire and equip participants for future roles by building confidence, strengthening critical skills, and encouraging a growth mindset. It also creates a strong and supportive community, enabling women to connect, learn from one another, and progress their careers. The programme highlights the important role our colleague networks play in supporting development, progression, and long-term career outcomes.

## Skills development

Alongside targeted programmes for specific groups, we are committed to supporting skills development and career progression for all colleagues. We continue to invest significantly in learning across the organisation, with a strong focus on future-focused capabilities.

Across Santander Group, our skills programmes support colleagues in developing capabilities including agile working, data and AI, digital literacy, creative problem solving, and critical thinking. Since its launch in mid-2025, 3,299 individual managers have completed at least one module of our Role of the Manager programme, and over 1,643 leaders have benefited from our School of Management training.

We are also strengthening our pipeline of emerging talent by welcoming interns, graduates, and apprentices. Through the UK Government Skills Levy, we provide targeted development opportunities, with colleagues enrolling in apprenticeship programmes since the launch of our skills strategy.

Taken together, these investments support equitable access to skills, experiences, and progression opportunities at key career stages. By strengthening capability and confidence across our workforce, we help ensure that under-represented talent is

better positioned to progress into senior roles over time. This directly supports our ambition to improve representation, reduce gender pay gaps, and build a sustainable leadership pipeline that reflects the diversity of our colleagues and customers.

Listening to our people and reviewing programme feedback has shown that sponsorship is a critical enabler of career progression. It has been a consistent theme across our talent development activity, and we will continue to strengthen this focus in 2026 to support internal mobility and our representation ambitions.

## Inclusive recruitment and progression

We support diversity at senior levels through inclusive recruitment and progression practices. Senior role shortlists are expected to include at least 50% women, helping ensure balanced consideration and fair access to opportunities. We also use inclusive language in job advertisements, both internally and externally, to attract candidates from the widest and most diverse talent pools.

These actions are delivering measurable progress. In 2025, 49.1% of promotions to senior levels (S4+) were women, and we aim see this at 50% next year. At the same senior level, women accounted for 36.5% of leavers and 33.3% of joiners. These outcomes demonstrate how targeted, evidence-based actions can strengthen our leadership pipeline and support sustained progress towards gender balance.

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Since its launch in mid-2025, 3,299 individual managers have completed at least one module of our Role of the Manager programme, and over 1,643 leaders have benefited from our School of Management training.

**Note:** Representation of our talent programmes  
 – Black Talent Programme: 55% women, 4.3% with a disability, 2% LGBTQ, 34% from a low or intermediate social economic background  
 – Talent Booster: 52% women, 17% from an under-represented ethnic group, 5% with a disability, 5% LGBTQ  
 – Mobilise: 60% women, 36.7% from an under-represented ethnic group, 16.7% with disability, 8% LGBTQ  
 – Women In Business Network programme: 39% from an under-represented ethnic group

## Women in Business Network Programme



Lisa Knapper and Natalie Davis, Co-Chairs of the Women in Business Network, highlight the programme's impact: "This programme has been a game changer for women, giving them the skills, confidence, and networks they told us they needed most. With over 220 applications for 40 places and speakers from across the globe, participants leave with greater self-belief, clarity on their strengths and ambitions, and the courage to put themselves forward for new opportunities. We're already seeing women step into new roles, lead change, and use their voices with greater conviction, exactly how we start to remove barriers to progression and close the pay gap over time."

**Lisa Knapper & Natalie Davis**  
 Co-Chairs of the Women in Business Network



For Fiona McCulloch, Investments Operations Specialist, the programme was particularly valuable on her return from maternity leave. "The programme created a supportive environment where women can connect, grow, and tackle imposter syndrome head-on." Through the programme, Fiona rebuilt her confidence, explored new career possibilities, and secured a secondment, an outcome echoed by many participants who have gone on to take on new opportunities across the business.

**Fiona McCulloch**  
 Investments Operations Specialist

# Supporting parents and carers

## Supporting parents

We recognise that becoming a parent can impact career progression and financial wellbeing. This is particularly the case for women and can contribute to the gender pay gap. Supporting parents to remain connected, confident, and able to progress is therefore a core part of our approach to reducing pay gaps over time and sustaining diverse talent pipelines.

We are proud to support our people through every stage of their pregnancy, parenting, and caring journeys, including adoption, fostering, fertility, and baby loss. We are one of few organisations to publish our family-friendly policies, and we believe transparency in how we support colleagues and their families is essential to building trust, enabling informed career decisions, and supporting retention during key life transitions.

Our approach includes 26 weeks of fully paid maternity, adoption, and shared parental leave, alongside up to ten days' paid leave following loss. We are recognised as an Employer with Heart by The Smallest and were among the first organisations to be

named Pregnancy and Parenting at Work Champions by Tommy's. This reflects our commitment to providing access to qualified midwives, specialist resources, and manager training to help colleagues feel supported and valued throughout the parenting journey.

We have enhanced our support for carers by allowing five days of paid carer leave to be taken flexibly, in hours or days, across any 12-month period. This flexibility enables colleagues to balance work and caring responsibilities more effectively, reducing the risk of disengagement or career disruption. Our Families and Carers Employee Network plays a pivotal role in raising awareness, sharing insight, and providing safe spaces for colleagues, including dedicated support groups for carers, fertility, and baby loss.

New this year, we extended our support through Peppy, offering personalised professional guidance through pregnancy and early parenthood. This includes practical advice on baby care, mental health, and returning to work, helping colleagues navigate one of life's most significant transitions. By supporting parents to return

and progress with confidence, we promote equitable career continuity and reduce the likelihood of long-term career penalties.

## Carers

Supporting colleagues with caring responsibilities outside work is critical to creating equitable career opportunities. Caring responsibilities continue to fall disproportionately on women and can limit progression if not actively supported by flexible and inclusive practices.

This year, Santander was recognised as an Ambassador by Employers for Carers and achieved Level 3 Carer Confident status, the highest level. A key initiative was the launch of our Carers Passport, a voluntary tool that enables open, supportive conversations between colleagues and managers about caring responsibilities, flexibility, and reasonable adjustments needed to perform and progress at work. This supports consistent decision-making, strengthens trust, and helps colleagues balance care and career over the long term.



66

Helping colleagues, particularly women, balance career progress and care responsibilities is essential and supports our ambition to reduce pay gaps.

## Carer Support Case Study



Jane Percival, Strategic People Solutions Consultant, has been a carer since 2017, first for her father following an Alzheimer's diagnosis, and now for her mother, who has physical disabilities. "Like many carers, it took time to recognise that I was a carer, I was simply doing what felt natural. Balancing full-time work with caring responsibilities was isolating, and I realised many colleagues were likely facing similar challenges without visible support."

In response, Jane established Tea & Talk sessions for carers through the Families & Carers People Network, creating a safe space to reduce isolation and share experiences. These conversations directly informed the development of the Carers Passport, co-created with People & Culture to help colleagues have honest, supportive discussions with their managers. Reflecting on her own experience, Jane explains: "Using the Carers Passport enabled a meaningful conversation with my manager about how caring affects my work and the support I need to perform at my best. It created shared understanding and ongoing openness, something my manager described as a worthwhile conversation that strengthened trust and future planning."

### Jane Percival

Strategic People Solutions Consultant

# Menopause support and career continuity

## Menopause

Supporting colleagues through menopause is vital to retaining experienced women, strengthening senior representation, and reducing the gender pay gap. For many women, menopause coincides with peak career stages, and without the right support it can affect wellbeing, confidence, attendance, and progression. Creating an open, supportive environment therefore plays an important role in sustaining careers and maintaining access to senior roles.

We are proud to be an accredited Menopause Friendly Employer, reflecting our commitment to helping colleagues thrive at work while experiencing menopause. This accreditation recognises our inclusive culture, clear guidance, line manager training, accessible resources, and active awareness raising across the organisation. Together, these measures help normalise menopause, reduce stigma, and enable earlier conversations and support. Around 2,500 of our colleagues are of menopause age.

To support them, we have a network of 25 menopause advocates trained by Henpicked. These advocates provide confidential peer-to-peer conversations, practical guidance, and signposting to further support. They also help managers build understanding and confidence when supporting colleagues through menopause-related challenges. We complement peer support with professional guidance through our partnership with Peppy. More than 1,000 colleagues have accessed expert one-to-one and group menopause support, receiving tailored advice on

symptoms, mental wellbeing, work adjustments, and self-care. This ensures colleagues can access specialist support quickly and confidentially. Menopause support is also embedded within our wider wellbeing offer. Our internal wellbeing hub provides practical resources, guidance, and signposting, while menopause awareness is included in manager training to ensure consistent understanding and response across the organisation. This integrated approach helps managers have informed, empathetic conversations and make reasonable adjustments where needed.

By supporting colleagues through menopause, we help retain experienced talent, reduce avoidable career disruption, and support equitable progression. This contributes directly to stronger senior female representation and plays an important role in closing the gender pay gap over time.

Importantly, menopause support benefits the whole organisation by improving engagement, reducing absence, and increasing retention of skilled colleagues. It reinforces our inclusive culture, supports consistent people management, and ensures experience and capability are not lost at critical career stages, strengthening performance, continuity, and long-term business outcomes.

These actions demonstrate commitment, accountability, and sustained focus on inclusion where it matters most for our colleagues everywhere.



**Sarah Alexander and Skye Keating**  
Co-leads of our Menopause community



# 66

## Our support has been recognised externally and we won the 2025 Best Peer-to-Peer Support Group award by Henpicked

### Menopause Support Case Study



For Janet Lampitt, the Pause for Support sessions made a real difference. "They gave me the confidence to talk openly about menopause, helped me realise I wasn't alone, and provided practical guidance to manage symptoms while continuing to perform at work," she explains. By creating safe spaces, investing in education, and encouraging open dialogue, we're supporting colleagues through menopause—helping retain experience, enable progression, and ensure people can thrive when it matters most.

**Janet Lampitt**  
PMO Analyst

# People Networks

## Network Chair Case Study



Reflecting on 2025, REACH Network Chair Stella Harris, Senior Service Manager, shared pride in the network's growing impact. "There is real power in coming together and creating spaces where colleagues feel seen, heard, and able to bring their whole selves to work," she says. She highlights the listening circle with Board and ExCo sponsors as a standout example of how open, senior level dialogue drives real change. Looking ahead to 2026, Stella adds: "We want to build on this momentum by strengthening allyship, expanding development opportunities, and embedding inclusion into how we work and lead every day."

**Stella Harris**  
Senior Service Manager

### People networks

Our report has already highlighted the important role our DEI People Networks play in creating supportive and inclusive spaces at work. Each network is integral to embedding inclusion across Santander UK, helping to shape our culture and strengthen colleagues' sense of belonging.

Through peer-to-peer support and trusted safe spaces for open, honest discussion, our networks help colleagues feel seen, heard, and supported. They also provide valuable feedback and insight to the business, informing policies, practices, and decision-making. In addition, they champion allyship by building understanding, encouraging inclusive behaviours, and engaging colleagues across the organisation. We are incredibly proud of the impact they make.

The Embrace, Enable, Families and Carers, REACH, and Women in Business networks also host sub-communities to support colleagues with specific lived experiences or who belong to particular groups. This year, we established three new sub-communities: the Women Who Architect community, a Hispanic and Latino community, and a domestic abuse community.



An inclusive community for **LGBTQ+** colleagues and allies to share information, personal experiences, hold discussions and provide support.



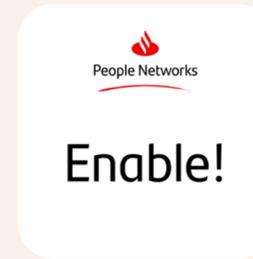
Focused on **Family Support**, such as parenting and caring responsibilities, aimed at improving support and awareness within the workplace.



A place for **ex-military employees**, reservists, employees with friends and family to connect and support one another.



Create a level playing field for all, regardless of **socio-economic background**, to enable all to achieve their full potential.



Provides colleagues who are either directly or indirectly accepted by **Disability & Neurodiversity** with a platform to learn, discuss & support.



Encourage positive **Mental Wellbeing** and support colleagues by promoting openness, understanding and awareness of support.



Celebrate and embrace **Race, Ethnicity & Cultural Heritages**, promoting allyship and understanding at work.



Encourage a balanced representation of **women** in Santander and helps female colleagues feel more empowered to fulfil their potential.

# Useful notes

## Pay gap and equal pay: what's the difference?

A pay gap shows the difference in average earnings between two groups across an organisation. For gender, this compares average pay for men and women. For ethnicity, it compares average pay for colleagues from ethnic minority backgrounds and White colleagues. Pay gaps look at overall averages, regardless of role, seniority, or location.

Equal pay is different. It is our legal obligation to ensure colleagues receive equal pay for equal work. Our pay gap figures do not indicate unequal pay practices. We apply a gender- and ethnicity-neutral approach to pay across all roles and levels, and we regularly monitor equal pay to meet both our legal and moral responsibilities.

## What makes the pay gaps move

Pay gaps move year on year mainly because they're calculated using averages across the whole workforce, so they are driven by patterns of representation (who is in which roles/levels and pay quartiles) rather than differences in pay for the same job. Small changes in senior representation can have a disproportionate impact particularly in the upper pay quartile, which is a relatively small proportion of roles so shifts from promotions, joiners/leavers, restructures, or other business activity can move the overall figures.

## Mean and median pay gaps explained

The mean pay gap is the difference in average hourly pay between two groups. It is calculated by adding together all hourly pay for one group and comparing the average with the other group. The median pay gap shows the difference at the midpoint of pay. If all colleagues were lined up from the lowest to the highest hourly pay, the median pay gap reflects the difference between the middle-paid colleague in each group. Mean and median figures are both important and should be considered together. The mean can be influenced by a smaller number of higher-paid roles, while the median provides insight into the typical experience across the workforce.

## Gender pay gap: legislative requirements

UK gender pay gap legislation requires employers with 250 or more employees to calculate and publish gender pay gap data annually. Figures are based on a snapshot taken on 5 April each year.

## Employers are required to publish:

- Mean and median gender pay gaps, based on hourly pay
- Mean and median bonus pay gaps, based on bonuses paid in the preceding 12 months
- The proportion of men and women receiving a bonus
- The proportion of men and women in each pay quartile, where the workforce is divided into four equal groups from lowest to highest paid

Gender pay gaps are expressed as a percentage of male earnings.

## Defining the ethnicity pay gap

There is currently no legal requirement to publish ethnicity pay gaps. We do so voluntarily as part of our commitment to transparency.

Our ethnicity pay gap shows the difference in average pay between colleagues who identify as White and colleagues who identify as being from ethnic minority backgrounds. This includes colleagues who have shared their ethnicity as Black, Asian, Mixed / Multiple Ethnicities, or Other. Where population sizes allow, we also calculate pay and bonus gaps by individual ethnic group. In line with government guidance, some data is aggregated for reporting purposes. We follow the government's published approach to ethnicity pay reporting and apply the same calculation methodology used for gender pay gaps. All figures in this report are based on data from 5 April 2025.



## Our gender pay and bonus gap disclosure

### Gender:

	Gender pay gap (mean)	Gender pay gap (median)	Gender bonus gap (mean)	Gender bonus gap (median)	Men receiving bonus pay	Women receiving bonus pay	Top quartile		Second quartile		Third quartile		Fourth quartile	
							Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)
<b>Santander UK Group</b>	25.3%	28.0%	50.0%	45.1%	90.1%	92.8%	63.8%	36.2%	49.9%	50.1%	35.0%	65.0%	35.2%	64.8%
Santander UK plc	25.5%	28.2%	50.2%	45.5%	90.3%	92.9%	63.8%	36.2%	49.2%	50.8%	34.8%	65.2%	34.9%	65.1%
Santander Consumer UK plc	19.5%	20.5%	52.1%	28.1%	85.9%	90.0%	63.7%	36.3%	60.0%	40.0%	44.3%	55.7%	40.2%	59.8%

### Ethnicity (all at Santander UK group level):

	Ethnicity pay gap (mean binary)	Ethnicity pay gap (median binary)	Ethnicity bonus gap (mean binary)	Ethnicity bonus gap (median binary)	Top quartile		Second quartile		Third quartile		Fourth quartile	
					White (%)	Ethnic minority (%)	White (%)	Ethnic minority (%)	White (%)	Ethnic minority (%)	White (%)	Ethnic minority (%)
Santander UK Group	8.2%	10.8%	37.3%	31.7%	75.1%	24.9%	76.0%	24.0%	72.2%	27.8%	68.1%	31.9%



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