



## Our Gender Pay Gap Report 2019



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We are committed to creating a culture that champions inclusion and is **simple, personal** and **fair**, enabling our colleagues to thrive and provide great outcomes for our customers.

This is our third annual gender pay gap report. In 2019 we have built on the progress of the last two years. The pay gap has continued to narrow as we implement our gender pay action plan. These results are welcome, but we acknowledge that there is still more work to be done.

We are a responsible business, creating a thriving workplace, where our people are supported to achieve their ambitions and fulfil their true potential. Our commitment is to be a truly inclusive organisation reflective of our customers, where each colleague has a voice through their personal identity and past experiences.

We are not afraid to challenge our own preconceptions of how we work and established ways of thinking, from the Chief Executive's Office to our Branches. We see this as critical in enabling us to understand what our customers want and expect from us, and to better represent the communities we serve.



# Our gender pay and bonus gap

The gender pay gap shows the difference in average pay between women and men. This is different to equal pay i.e. women and men receiving the same pay for the same role.

The gender pay gap takes into account all roles at all levels of the organisation, rather than comparing pay received by women and men performing the same roles. We regularly review and analyse our employee pay to ensure men and women are treated equally when performing the same role. **We are therefore confident that we do not have equal pay issues.** Instead, our gender pay and bonus gaps reflect our organisational structure. We have proportionately more women than men in our branch and customer service centre roles, and proportionately more men in higher-paid leadership roles. Almost the entire gender pay gap is attributable to this organisational profile.

## 29.8%

The **mean** average gender pay gap in Santander UK Group, down 3.8 percentage points from our last report.

## 61.6%

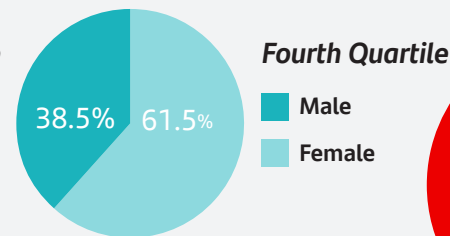
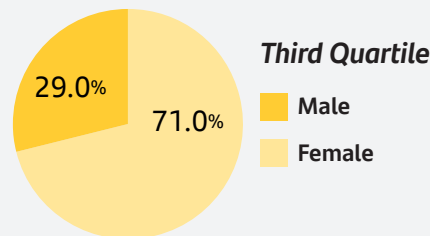
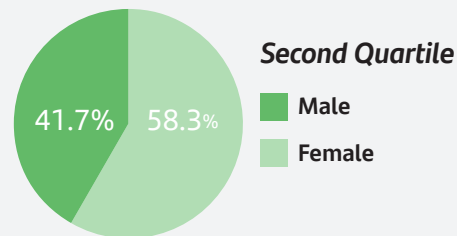
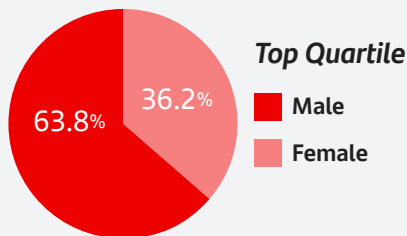
The **mean** average gender bonus gap in Santander UK Group, down 6.5 percentage points from our last report.

## 26.6%

The **median** average gender pay gap in Santander UK Group, down 1.6 percentage points from our last report.

## 41.9%

The **median** average gender bonus gap in Santander UK Group, up 1.1 percentage points from our last report.



The proportion of eligible male and female employees who received a bonus was **89.3% (male)** and **91.7% (female)**.

### Footnote

For the purpose of this report, 'Santander UK Group' comprises the employing entities listed in the table on page 04. Under the relevant regulations, we are required to report on each employing entity in the UK that has more than 250 UK employees. In the interests of clarity and transparency, we once again provide here an aggregated figure which covers the whole of the Santander UK Group. The pay and bonus gap metrics reported here are correct as at the mandatory April 2019 snapshot date. Please note that the updates to our action plan in this document are correct at the point of publication, in order to give the most current and relevant picture of progress to date.



# Our gender pay and bonus gap disclosure

In the table below, we report separately on each of our employing companies with more than 250 employees, as required by the UK Gender Pay Gap reporting legislation. In addition, combined figures for all our reporting entities are set out in **bold** text below.

Employer	Gender pay gap (mean)	Gender pay gap (median)	Gender bonus gap (mean)	Gender bonus gap (median)	Males receiving bonus pay	Females receiving bonus pay	Top quartile		Second quartile		Third quartile		Lower quartile	
							Men	Women	Men	Women	Men	Women	Men	Women
Santander UK Group	<b>29.8%</b>	<b>26.6%</b>	<b>61.6%</b>	<b>41.9%</b>	<b>89.3%</b>	<b>91.7%</b>	<b>63.8%</b>	<b>36.2%</b>	<b>41.7%</b>	<b>58.3%</b>	<b>29.0%</b>	<b>71.0%</b>	<b>38.5%</b>	<b>61.5%</b>
Santander UK PLC	31.4%	26.6%	64.7%	44.3%	90.6%	92.6%	61.5%	38.5%	39.0%	61.0%	28.4%	71.6%	36.2%	63.8%
Santander Consumer Finance	27.9%	25.5%	55.1%	39.0%	84.4%	83.6%	65.1%	34.9%	51.0%	49.0%	43.6%	56.4%	39.6%	60.4%
Santander UK Operations	7.6%	-0.1%	32.9%	22.5%	83.8%	88.7%	46.3%	53.7%	35.4%	64.6%	35.4%	64.6%	46.4%	53.6%
Santander UK Technology	11.1%	9.5%	16.0%	16.1%	89.8%	92.4%	85.4%	14.6%	77.7%	22.3%	73.8%	26.2%	65.5%	34.5%

## Footnote

- Mean gender pay gap: This is the percentage difference between the mean hourly rate of pay for male employees and the mean hourly rate of pay for female employees. Mean averages are calculated by adding up all of the hourly rates of a group of people and then dividing the result by the number of people in the group.
- Median gender pay gap: This is the percentage difference between the median hourly rate of pay for male employees and the median hourly rate of pay for female employees. Median averages are calculated by listing all the pay amounts in numerical order and taking the middle amount (or, if there is an even number of amounts, the average of the two central amounts).
- Mean gender bonus gap: This is the percentage difference between the mean average bonus payment received by male employees and the mean average bonus payment received by female employees. Mean averages are calculated by adding up all of the bonus payments of a group of people and dividing the result by the number of people in the group.
- Median gender bonus gap: This is the percentage difference between the median bonus payment received by male employees and the median average bonus payment received by female employees. Median averages are calculated by listing all the bonus amounts in numerical order and taking the middle bonus amount (or, if there is an even number of bonus amounts, the average of the two central amounts).

# How have these numbers changed?

While the 2019 gender pay and bonus gaps for Santander UK Group are larger than we would like, we have seen further improvements across the metrics.

There is a reduction of 3.8 percentage points in the mean gender pay gap across the UK Group. This can be attributed to improved female representation at senior levels of the organisation and the impact of a number of change programmes on the UK workforce, most notably the changes made as a result of the UK government's ring-fencing legislation. This saw a number of higher-paid predominantly male colleagues transfer out of the ring-fenced bank.

The proportion of women in the Santander UK Group's top pay quartile has increased for the second year running, correlating with the progress made towards our pledge to HM Treasury's Women in Finance Charter.



# How are we improving gender diversity?

We continue to make progress to improve our gender diversity but we know there is still more work to do. We recognise that different parts of our business require different actions. That is why this year we have focused on empowering our business directorates to streamline and tailor actions to their specific areas.

## Tone from the top

### Senior leader representation

We continue to have strong female representation at the top of the organisation, with 38% female representation on our Executive Committee and at Board level. We have set an ambitious target to increase the number of women in senior management roles to 50% (+/- 10%) by 2021 and signed the HM Treasury Women in Finance Charter Pledge. Our Senior Manager population is currently 31.9% which has increased by 4.4% since 2016. Within this, our Senior Executives (level below the Executive Committee) has increased by 6.9% since 2016.

### Senior manager accountability

We continue to have a member of our Executive Committee who is responsible and accountable for gender diversity and inclusion providing direction to our plans. To ensure greater accountability and ownership at senior levels, we have appointed Director-level champions across each directorate who provide additional support to our gender Executive Committee sponsor. The aim of this is to deepen leadership accountability and ownership at the next level of the organisation.

### Monitoring progress

Whilst numbers won't tell the whole story, they are helpful in identifying areas that may have particular operational, structural or cultural barriers. That is why we have improved our data monitoring to develop directorate culture dashboards. We have also established directorate-specific working groups to ensure targeted focus across our different business lines.

## Inclusive recruitment

### Widening talent pools

We are proactively working with managers to understand resourcing requirements and have this year partnered with an external talent sourcing agency to identify potential female candidates earlier in the recruitment process. We have also removed gendered language from our job adverts.

### 50:50 shortlists for senior manager roles

We continue to monitor all open senior manager roles on a weekly basis and positively challenge if a 50:50 shortlist is not met. By providing balanced shortlists, we will ensure equal opportunity throughout the interview process.

### Diverse interview panels

Female interviewers are included in interview panels for senior roles to provide a balanced view of potential candidates and avoid any bias. Mitigating bias in the recruitment process should ensure a level playing field to senior roles.

### Welcoming people back to work after an extended career break

Our second returnership programme launched in February 2019. By taking a directorate-specific approach we were able to invite 8 returnees (6 females and 2 males) into our Transformation team and our Corporate & Investment Banking division over a 20-week period. This programme supports ambition to be an employer of choice by offering a level playing field for recruitment, development and flexible working options.

## Raising awareness and sharing best practice

### Our colleague-led networks

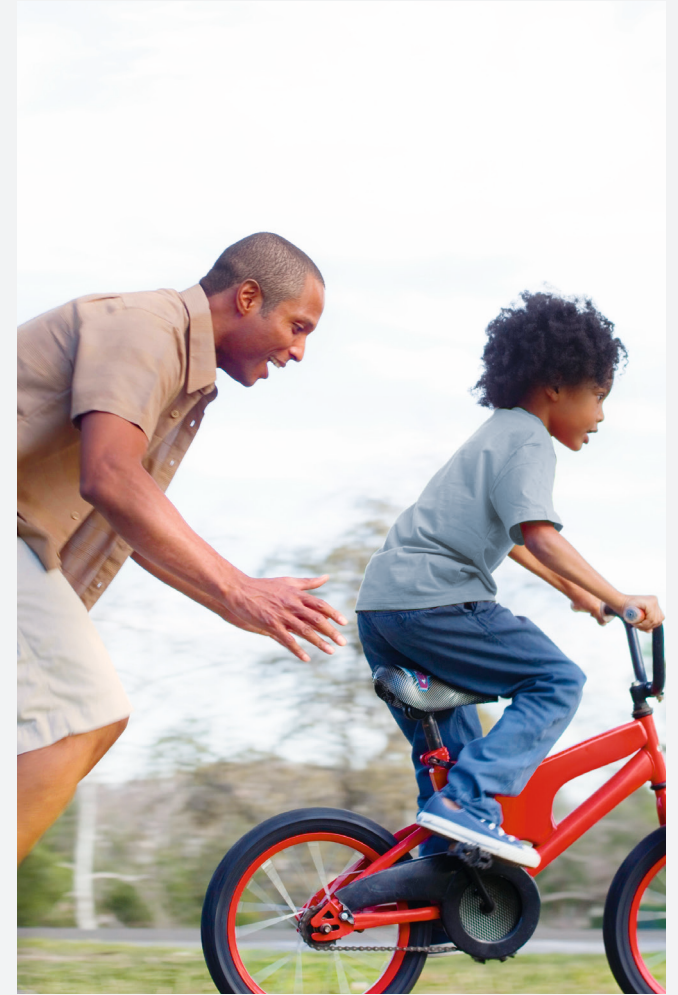
Executive Committee sponsors lead each of our 7 employee-led networks focused on women, LGBT+, ethnicity, disability, parents and carers, social mobility, and mental wellbeing. In 2019, our Women in Business network has extended its reach beyond our central offices to benefit colleagues across our branch network. The network has hosted targeted development workshops to introduce our #Iamremarkable series and has supported the creation of colleague-led 'Lean In' circles, connecting colleagues across UK offices to support each other and share best practice knowledge.

### Including men in the conversation

Caring responsibilities continue to be a major factor in addressing gender imbalance. Last year we sponsored Equal Lives, a cutting-edge research project from Business in the Community (BITC), exploring the experiences and needs of men with caring responsibilities in the UK. Our focus on this has continued throughout 2019 and we hosted a round-table on behalf of Working Mums for working fathers to provide evidence on how organisations can support fathers in their role as carers.

### Family friendly policies

We are still one of a small number of organisations to publicly disclose our family-friendly policies, enabling external candidates to view and compare these with those of other organisations, before interview.



We have also been focused on creating a culture that supports our colleagues to have the right balance between their work and home life.

## Career development and progression

### Leadership development programme

Nearly 400 colleagues have now completed our specialist leadership development programme for high-potential women. This nine-month programme supports career development, builds resilience, broadens networks and develops the personal brands and profiles of women in our business. Feedback has been universally positive, with many participants commenting that the programme helped develop their leadership skills and boost their confidence to apply for more senior roles. For the 2019 cohort and continuing in 2020, we will encourage delegates to 'pay-it forward', sharing their learnings with their teams and colleagues.

### Mentoring and sponsorship

We actively participate in the cross-company 30% Club – a mentoring scheme designed to boost the number of women on Boards. Over the last two years, we have had 150 mentors/mentees join the scheme, and in October 2019 the bank refreshed our 30% Club cohort, with a further 70 new mentors and mentees from across the bank taking part.

### Reverse mentoring

A number of divisions within the bank have started reverse mentoring programmes, and our Corporate and Investment Bank has also launched some specific programmes to engage junior female colleagues to support their career development.

### Flexible working

In many of our head office locations, we already encourage smarter working and provide laptops

to colleagues so that they are able to work from different locations, as well as from home. In our branch and contact centres, which often require fixed location and hours, we continue to support flexible working with just under half our colleagues working part-time.

## Building a strong pipeline for the future

### Encouraging young people to consider a career in financial services

We run a series of work experience opportunities for students across the UK, either as a 1 day general introduction, a 1 week shadowing or a more in-depth 4 week paid placement. In the first 9 months of 2019, we supported a total of 247 students through our work experience programmes, 41% of whom were female. We also run WorkWise, our schools programme designed to help young people develop their employability through a series of workshops delivered by Santander colleagues in schools and colleges across the UK. In the first 6 months of 2019, we ran 130 sessions to 4,107 students.

### Early in Careers programme

We currently have 421 apprentices actively on our apprenticeship programme, of whom 45% are female. This year we have also launched Accelerating Capability, our new graduate development programme, that aims to develop the skills and experience of our graduate talent pool in line with the strategic goals of the Bank. We have established relationships with over 80 universities across the UK, through which we have recruited 98 graduates over the last 2 years, of which 52% were female.





## External engagement and benchmarking

Through engagement and benchmarking both with our peers and companies across other industry sectors we continually assess how we compare to the market, to identify particular gaps or areas of concern on which our diversity and inclusion programme should focus. In 2019 we were again recognised as a Top Employer by the Top Employers Institute which is the global authority on certifying excellence in employee conditions, with a certification programme that enables organisations to assess and improve their workplace environment which includes diversity and inclusion.

We continue to work with partners to highlight Santander's commitment to achieving gender parity, including our Chief HR Officer, Vicky Wallis, being part of the Business in the Community (BITC) Gender Leadership Team and our Chair, Baroness Shriti Vadera, being patron of Women in Banking and Finance.

We have also been shortlisted for and won a number of awards this year in different areas of diversity that all support our gender ambitions:

- Chartered Banker – Sarah Walker, Community Hub Director, won Young Banker of the Year
- Women in Pensions Awards – Shortlisted: Jane Bland – Rising Star and Women of the Year; Santander – Supporting Diversity
- Women in Finance Awards – Shortlisted: Angela Chau, Banker of the year; Cheryl Adams, Ambassador
- Women in Banking & Finance – Shortlisted: Young Professional (Cristina Tamsa); Team Diversity Award (Global Transaction); Award for Achievement (Piyali Williams)
- British LGBT Awards – Top Ten Employer
- OUTstanding Awards – TJ Richards Future LGBT Leader; Susan Allen Top LGBT Ally
- EMpower Ethnic Minority Role Models – Manroop Khela, Head of Transformation, Top 100 Executive; Gurjeet Moore, Ethnicity@Work Chair, Future Leader
- Investing in Ethnicity – Ade Akin-Deko, Ethnicity@Work Committee member, Workplace Hero
- Social Mobility Index – We have benchmarked in the top 20 employers for Social Mobility as a Top 75 Employer 2019.



I am pleased that our gender pay gap figures continue to move in the right direction overall. However, we still have much more to do. I can reassure our colleagues and customers that we remain resolutely committed to creating an organisation that truly reflects the communities it serves.

**Nathan Bostock** CEO, Santander UK

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.



For further information visit **[santander.co.uk](https://santander.co.uk)**

Read more about our diversity and inclusion initiatives:  
**[santanderjobs.co.uk/diversity](https://santanderjobs.co.uk/diversity)**