

Gender Pay Gap Report

2025

Clear.Bank



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Foreword from our Group Chief People Officer

At ClearBank, we believe diversity is our strength. A diverse workforce supports better decisions, sharper problem-solving and the innovation needed to compete globally in financial services. We focus on creating an inclusive culture where everyone can bring their perspective and do their best work.

We use data to focus our efforts and to track whether our actions are working. We have continued to strengthen our approach to gender diversity across the business. We made progress in 2025, in some key areas, increasing our female representation in previously under-represented function areas such as Revenue, as well as senior roles. For example, the proportion of women in the upper quartile pay bracket rose from 27% in 2024 to 29% in 2025. We look forward to the lasting impact this will have both in the business and to our employees. Although we have made encouraging progress, we remain focused on where we still need to improve.

Gender pay gaps measure the difference between the average male pay and the average female pay as a percentage of the average male pay. Pay gap calculations do not consider factors such as different roles, responsibilities, performance or levels of seniority. ClearBank does not pay people differently because of gender. Our pay gap exists because women are underrepresented in specialist roles, particularly in Technology, with fewer women in senior roles and more women in lower-paid roles relative to men.

This report sets out our 2025 gender pay gap results, what is driving our gaps, and the actions we are taking to reduce them across the ClearBank group and our UK reporting entity, ClearBank Limited. This year our gender pay gap figures also reflect changes to our organisational structure. We now include our ClearBank Europe N.V. entity in our overall ClearBank figures, and we continue to report separately for ClearBank Limited as our reportable entity. In both cases, we report in line with the UK Government's methodology.

As set out in the 2025 Annual Report and Accounts, the median pay gap across ClearBank widened by 4.5%, from 20.0% in 2024 to 24.5% in 2025. For ClearBank Limited, our reportable entity for 2025, the median pay gap widened slightly by 0.8%, from 21.2% in 2024 to 22.0% in 2025. The bonus pay gap for ClearBank Limited narrowed year on year from a median of 29.9% in 2024, to 22.8% in 2025, reflecting positive changes to the gender distribution in some functional areas, such as Revenue, which historically had both a higher proportion of men and in more senior roles.

While we have made notable progress this year, further increasing the representation of women in senior and specialist roles remains the most effective way to reduce our gap over time.

I confirm that the statistics presented in this report are accurate.



Roshini Dhaliwal
Group Chief People Officer



Pay gap

Median pay gap

The difference between the middle-ranking man's and the middle-ranking woman's overall pay

2025



2024



2023



● ClearBank Limited ● ClearBank

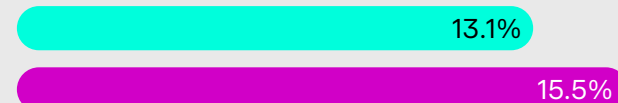
Mean pay gap

The difference between the average overall pay per man and average overall pay per woman

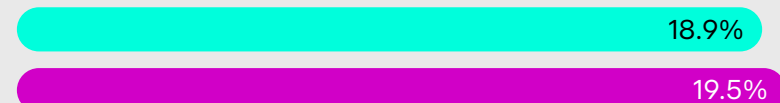
2025



2024



2023



● ClearBank Limited ● ClearBank

Bonus gap

Median bonus gap

The difference between the middle-ranking man's and the middle-ranking woman's bonus

2025



2024



2023



● ClearBank Limited ● ClearBank

Mean bonus gap

The difference between the average bonus per man and average bonus per woman

2025



2024



2023



● ClearBank Limited ● ClearBank

Gender pay quartiles

Lower quartile (lowest paid)

2025 ClearBank



2024



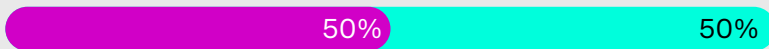
2023



2025 ClearBank Limited



2024



2023



● Women ● Men

Lower middle quartile

2025 ClearBank



2024



2023



2025 ClearBank Limited



2024



2023



● Women ● Men

Gender pay quartiles cont.

Upper middle quartile

2025 ClearBank



2024



2023



2025 ClearBank Limited



2024



2023



● Women ● Men

Upper quartile (highest paid)

2025 ClearBank



2024



2023



2025 ClearBank Limited



2024



2023

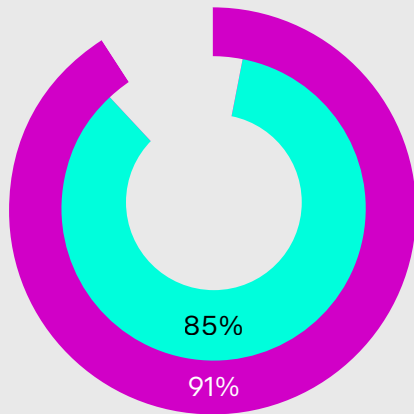


● Women ● Men

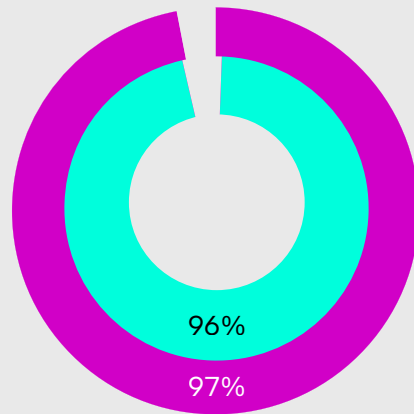
Proportion of women and men who received a bonus

ClearBank

2025



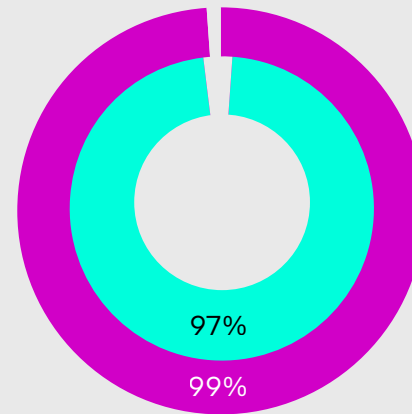
2024



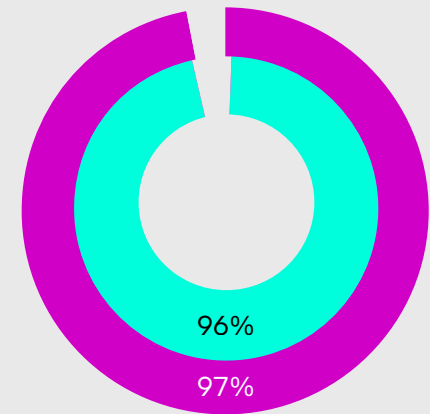
● Women ● Men

ClearBank Limited

2025



2024



● Women ● Men

Our 2025 Diversity, Equity and Inclusion initiatives

Our refreshed diversity, equity and inclusion (“DE&I”) strategy is built upon our commitment to building an inclusive culture and we continue to invest in our colleague experience, ensuring our teams are empowered, supported and equipped to deliver on our ambitious goals. Our efforts centred around four strategic pillars: breaking down barriers; holding up the mirror; building a culture of inclusion; and data-driven, people-focused.

To support inclusive leadership, we introduced new learning programmes including mentoring through our ClearWomen network and several guest speakers on key DE&I topics such as gender diversity, allyship and financial empowerment.

We recognise that strong female representation across all positions is fundamental to narrowing our pay gap in a sustainable way, and we are focussed on strategies aimed at attracting, developing, and retaining women within our organisation. In 2025, we maintained quarterly monitoring and launched a revised diversity strategy to support long-term progress.

We continue to promote and develop our internal talent. In 2025, 134 of our employees were promoted, seconded or transitioned into different roles, leveraging their skillset, talent and career aspirations, of which women made up 42% of this group.

We also introduced Ashby, our new talent acquisition platform to drive improvements across our hiring process and continue to focus on prioritising diverse talent pools and panels for open roles. This has helped to increase female representation in departments which historically were underrepresented.

Looking ahead to 2026, a key priority is the development of a clearly defined career framework for employees, enabling them to plan their professional development journey at ClearBank with clarity and confidence. To this end a new job levelling framework will be introduced in 2026, supported by tools and training.

For more information about working at ClearBank, visit clear.bank/join-clearbank →