

2025 UK Gender Pay Gap Report

At Finastra, we are more than just a global leader in financial software. We are a community of talented people who are driven by our shared vision for the world of finance. Our inclusive culture is at the heart of who we are, celebrating diversity of thought because we believe that this is our greatest strength. The data within this report highlights our commitment to a fair and inclusive workplace – now and in the future.

UK Gender Pay Gap 2025

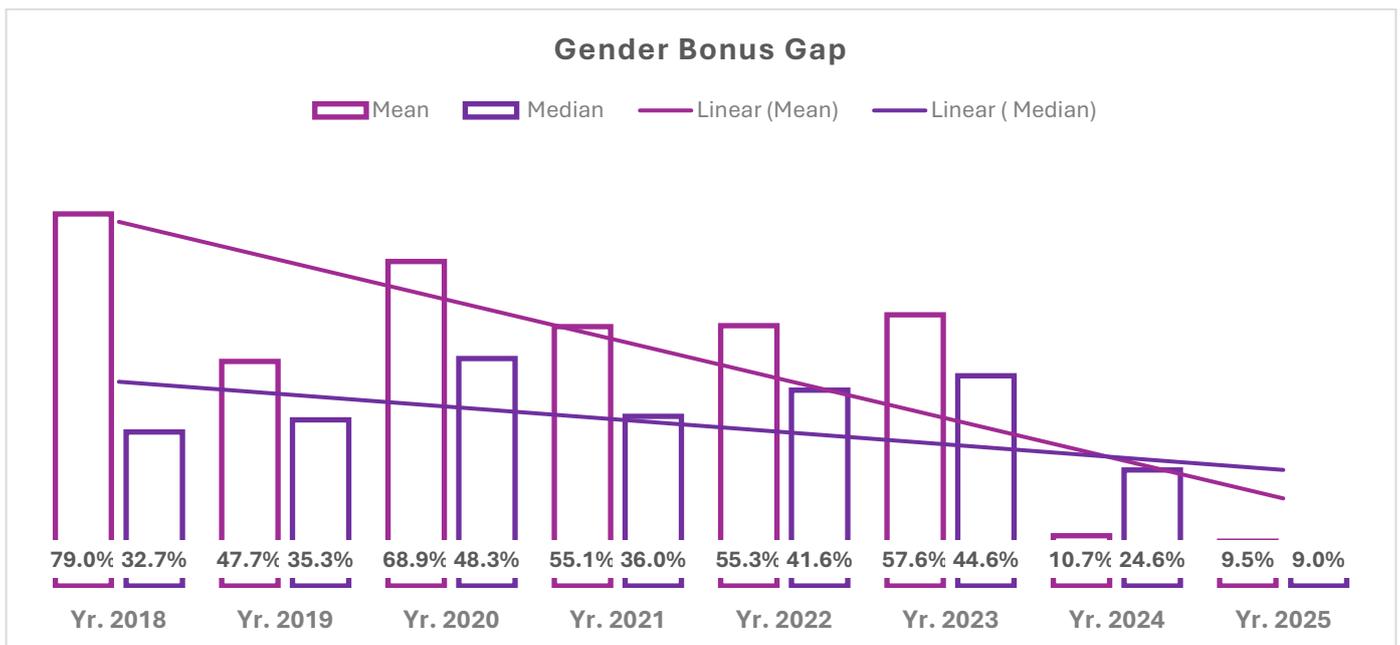
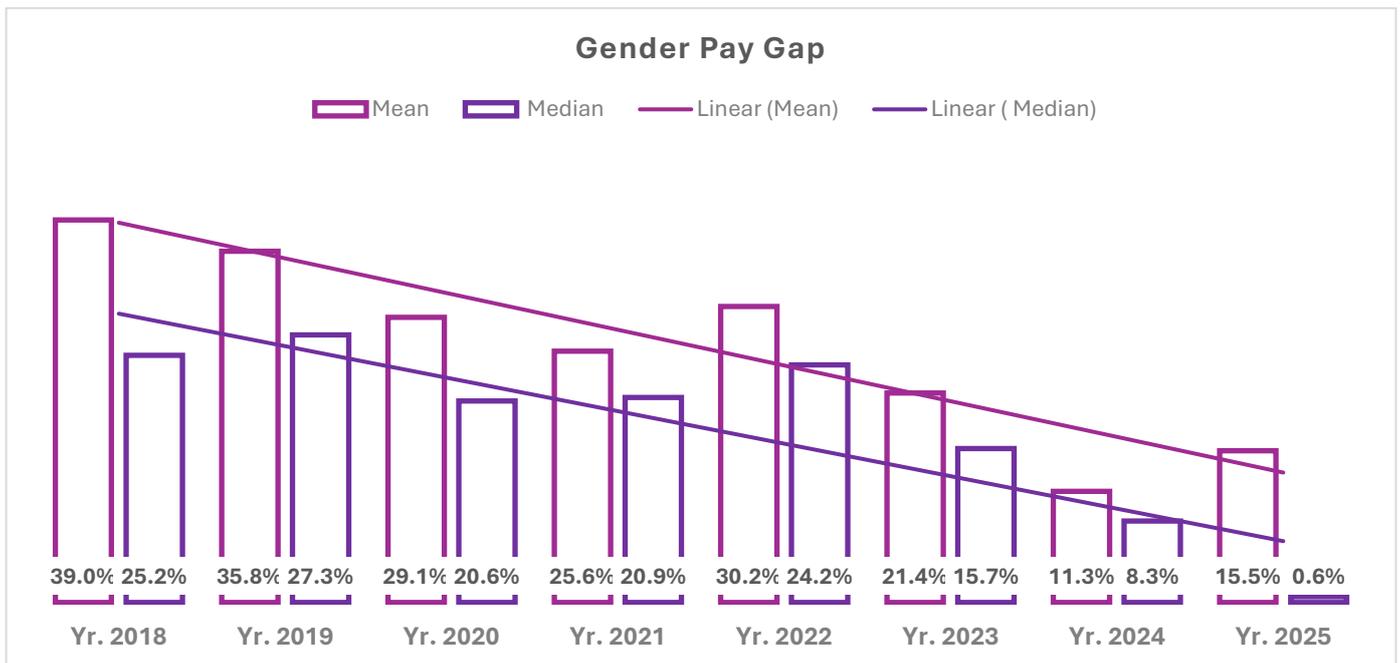
Gender Pay Gap

Gender Bonus Gap

Year	Mean	Median	Year	Mean	Median
2025	15.5%	0.6%	2025	9.5%	9%
2024	11.3%	8.3%	2024	10.7%	24.6%
2023	21.4%	15.7%	2023	57.6%	44.6%
2022	30.2%	24.2%	2022	55.3%	41.6%
2021	25.6%	20.9%	2021	55.1%	36.0%
2020	29.1%	20.6%	2020	68.9%	48.3%
2019	35.8%	27.3%	2019	47.7%	35.3%
2018	39.0%	25.2%	2018	79.0%	32.7%

The gender pay gap reporting looks at the difference in the average hourly rate of pay (mean and median) between male and female employees. The data presented in the remainder of this report is based only on our UK-based employees, as per the legal requirement. This comprised 256 UK based employees out of total enterprise workforce of ~6,950 employees.

The mean gap is a calculation of the average pay (hourly rate) and bonus respectively of male versus female employees in our organization. The median gap is a calculation of the exact mid-point between the lowest and highest-paid male versus female employees in the organization (in terms of pay and bonus respectively).



The report also includes gender distribution by pay quartile based on actual earnings, not by grade or level (the lower quartile represents the lowest 25% of earnings, whereas upper quartile represents the highest 25% of earnings).

The gender pay gap should not be confused with equal pay, which is covered in the Equal Pay Act 1970. This legislation prohibits less favorable treatment between men and women in relation to their terms and conditions of employment. Equal pay is the difference in pay between men and women who carry out the same or similar jobs of equal value, whereas the gender pay gap is the difference between average pay across all jobs.

The following data shows Finastra's UK gender pay gap as of 5 April 2025. The gender split of the 256 UK employees in April 2025 was 39% female and 61% male.

The following table shows the gender distribution by pay quartile.

Year	Upper		Mid Upper		Mid Lower		Lower	
	Female %	Male %						
2025	39.1%	60.9%	39.1%	60.9%	25.4%	74.6%	52.3%	47.7%
2024	31.0%	69.0%	40.8%	59.2%	29.6%	70.4%	56.3%	43.7%
2023	27.2%	72.8%	38.7%	61.3%	33.3%	66.7%	60.2%	39.8%
2022	17.4%	82.6%	40.7%	59.3%	31.2%	68.8%	60.9%	39.1%
2021	28.2%	71.8%	34.5%	65.5%	34.5%	65.5%	58.6%	41.4%
2020	25.2%	74.8%	37.9%	62.1%	34.0%	66.0%	60.8%	39.2%
2019	21.4%	78.6%	28.9%	71.1%	37.1%	62.9%	59.2%	40.8%
2018	21.0%	79.0%	23.0%	77.0%	28.0%	72.0%	52.5%	47.5%

From 2018 to 2021, Finastra demonstrated consistent progress toward gender balance, with a steady decrease in the mean gender pay gap and a notable increase in the proportion of women in the upper pay quartiles. This trend reflected our commitment to improving representation and equity across the organization.

However, the 2022 results marked a setback, showing a reversal in progress compared to previous years. While disappointing, this anomaly does not align with the broader enterprise-level improvements we have continued to make globally.

Encouragingly, data from 2023 onward indicates a strong recovery. The proportion of women in higher quartiles has increased again, and the overall gender pay gap is moving back toward our long-term goal of parity. These results reaffirm the effectiveness of our ongoing initiatives and underscore the importance of maintaining focus on gender equity strategies.

Furthermore, we are proud that the Executive Leadership Team comprising 10 executives is almost equally gender balanced. This is a global team of 10 executives and, as of April 2025, five were UK based and included in the UK analysis. Of these five, three are men and two women; this brings a significant positive impact on the UK gender pay gap.

The following table shows the proportion of men and women receiving a bonus payment.

% of Employees receiving a Bonus

Year	Female %	Male %
2025	88.1%	94.2%
2024	92.9%	95.3%
2023	86.5%	93.3%
2022	76.8%	78.3%
2021	81.4%	78.8%
2020	70.4%	78.7%
2019	84.9%	92.1%
2018	85.4%	80.6%

The 2025 bonus data above is based on the bonuses received between May 2024 and April 2025. For most employees this would have been the bonus paid in September 2024 in respect of the Finastra financial year ended on 31 May 2025. However, the population required to be reviewed in this analysis is the UK employees as of April 2025.

Consequently, the main reason why the numbers in the table are not 100% is the impact of new employees who joined the organization between May 2024 and April 2025. These employees are included in the analysis; however, many had not yet met the eligibility criteria for bonus payments and are therefore counted as not receiving a bonus. Importantly, a greater proportion of these recent joiners were female, which contributes to the difference between the percentage of female employees receiving a bonus (88.1%) and the percentage of male employees receiving a bonus (94.2%). As such, the gap reflects eligibility timing rather than unequal access to bonus schemes.

Our actions are making a difference

Finastra is committed to have 50:50 gender balance by 2030.

We have made strides in obtaining this goal at our executive level and we are focused on expanding our efforts across all levels around the globe. For long-term sustainable change our strategy has been focused on how we attract, develop and retain women at our organization.

To attract diverse talent, we have invested in partnerships that have allowed us to deepen our female talent pipeline and enhance our external brand & impact.

From a development perspective we have launched programs like our women’s leadership development program and mentorship cafes.

Educationally, we launched our Open Minds training to all employees, Inclusive Leadership training for our leaders and offer continuous learning opportunities through our DEI learning series throughout the year. To retain our female talent, we are building a culture that is for us, by us.

Leveraging our four Finastra Inclusion Networks (FINs):

- (i) Women@Finastra;
- (ii) Proud@Finastra;
- (iii) Culture@Finastra;
- (iv) Disabilities@Finastra

each forming a powerful movement of people to create a work environment where everyone feels a sense of belonging and are motivated to be their self.

To support our ambition, we have made policy & process changes such as updates to our candidate intake form and self-identification tracking process as well as and launched initiatives and support groups that help create a better employee experience. We believe our actions will have a positive and measured impact in helping to reduce our gender pay gap across Finastra.

Women@Finastra – Finastra Inclusion Network

The mission of The Women@Finastra Network is to support Finastra by enabling and empowering women to achieve their professional and personal aspirations through the following actions.

- Creating an environment where women feel safe and are comfortable speaking up, encouraging open dialogue and developing confidence to progress to senior leadership roles;
- Embodying inclusivity, servant leadership, and intersectionality of women from different backgrounds;
- Supporting to attract, hire, and give equal opportunity to a balanced pool of women and men, particularly for roles with limited female representation;
- Building a network of allies to support, enable and nurture a pipeline of women; and
- Encouraging unbiased decision-making during all phases of the employee life cycle to ensure equality and neutrality.

Check out this infographic to learn more about how we support women at every life stage.

FINASTRA International Women's Day 2024

Supporting women and non-binary individuals at every life stage

Finastra is on a journey to **50:50 Gender Equality**

Where we are now:

- 40%** Women across Finastra
- 50%** Women in Executive Leadership

FinGirl

- 46%** Female: FinStart - high potential early talent development program
- 43%** Female: FinTern - internship program
- 30** Sessions: Hour of Code & FinED sessions
- Leadership & Expert series

FinWoman

- Finastra provides medical coverage for Birth control | Pregnancy termination | Vasectomy | Healthcare Travel Reimbursement Policy
- Parental leave* | Adoption leave* | Dependents leave* | Compassion leave*

*Varies from country to country basis local legislative law.

Women empowerment policies

- Equal Opportunity Policy
- Be Yourself Dress Code Policy
- Safe Leave Policy for domestic abuse victims

OPEN, TOGETHER – Doing more, doing better, and doing it together

Wellbeing

- 35+ Wellbeing Champions
- Employee Assistance Programs

Gather Groups

- offering peer-to-peer support on menopause, fertility, and more

Women@Finastra

- Culture@Finastra
- Disabilities@Finastra
- Proud@Finastra

Training

- Open Minds training for all employees
- Inclusive Leadership Masterclass for leaders
- DEI learning series

Development

- FinTalent Accelerate Program
- License to Lead Program
- Leadership Fundamentals
- Mentoring Cafes
- Women Leadership Development Program

Flexible Working Options

- Flexible Vacation
- Flexible Hours
- Digital Balance
- Part-time Work
- Hybrid Working
- Gig Work
- Job Share
- Out of Office Days

Awards

- TECH 100
- WORLDWIDE LEADER

Organizations we partner with

- herkey
- my work
- TaskHuman
- WORLDWIDE LEADER FOR DIVERSITY & INCLUSION
- the muse
- JobBank

#InspireInclusion #IWD2024 #WomenAtFinastra

Finastra is unlocking the power of finance for everyone by creating a platform for open innovation in the world of financial services. To find out more, visit www.finastra.com

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Conclusion

We remain committed to having a more gender balanced organization and reducing our enterprise gender pay gap further in a sustainable and fair way. We will continue to take actions to attract and retain a fair and inclusive culture, ensure greater gender representation parity.

I confirm that the information contained in this report is accurate.

Sam Flower

Sam Flower

VP, Reward

Finastra