

# Gender and Ethnicity Pay Gap Report *2025*

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# Understanding pay gaps

Pay gaps show the difference in the average pay between men and women, and ethnically diverse and non-ethnically diverse colleagues across all roles. This is different to equal pay, which looks at how colleagues are paid for doing the same or similar work. We regularly monitor pay to ensure our pay policies are objective and consistent.

## Pay gap terminology

### Pay gap

Percentage difference in the average hourly rate across all employees from a particular group and all employees from another group (e.g. men and women) working as at 5 April 2025.

### Bonus gap

Percentage difference in the average bonus paid to all employees from a particular group and all employees from another group (e.g. men and women) in the 12 months to 5 April 2025.

### Mean

The average, when all pay or bonuses for a particular group are added together and divided by the number of people in that group.

### Median

The middle value, when pay or bonuses for a particular group are listed in a numerical order, the middle number is the median.

### Pay quartiles

If all employees were ordered by their hourly rate of pay, then split into four equal groups. The quartile figures show the proportion of men and women / ethnically diverse and non-ethnically diverse in each group.

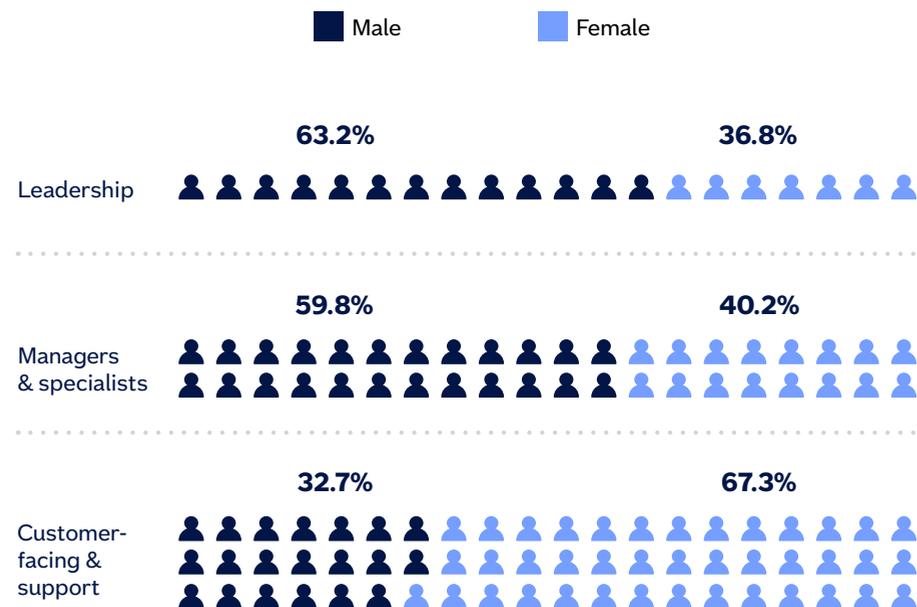


# Gender pay gaps

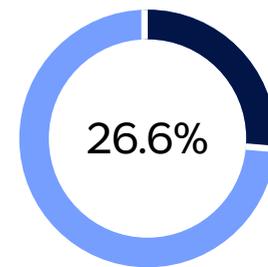
## What you should know:

- Overall, our pay and bonus gaps are driven by having more women in our lower paid customer facing and support roles, and fewer in higher paid manager, specialist and leadership roles.
- At Nationwide, we have 6.3% of colleagues in leadership roles, 19.4% in manager and specialist roles and 74.3% in customer facing and support roles.
- Since our last report, our mean gender pay gap has reduced due to changes in the number of males and females we employ across career families.

### Gender workforce distribution

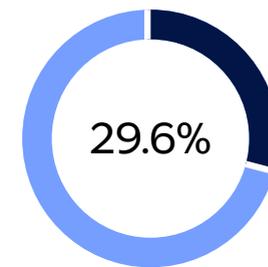


### Mean gender pay gap



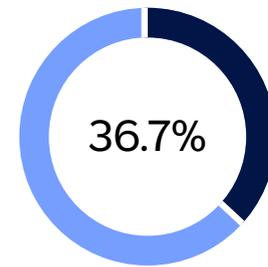
↓ 0.2% change since 2024

### Median gender pay gap



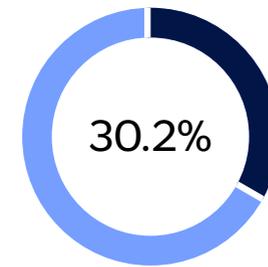
↑ 0.4% change since 2024

### Mean gender bonus gap



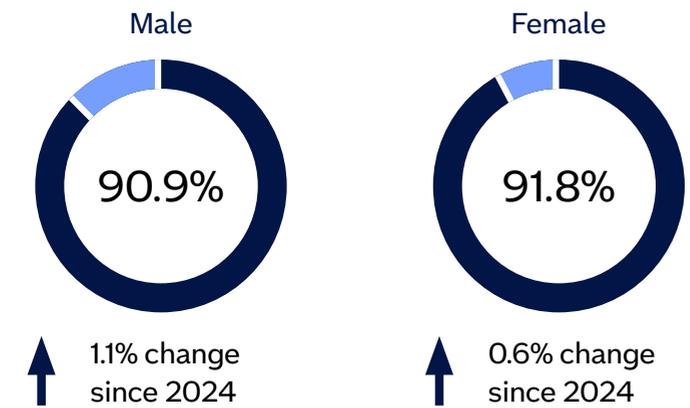
↓ 1.6% change since 2024

### Median gender bonus gap



↓ 1.3% change since 2024

### Proportion receiving bonus



### Pay quartiles

	Male %	Female %
Upper quartile	64.7	35.3
Upper middle quartile	42.3	57.7
Lower middle quartile	23.7	76.3
Lower quartile	31.8	68.2

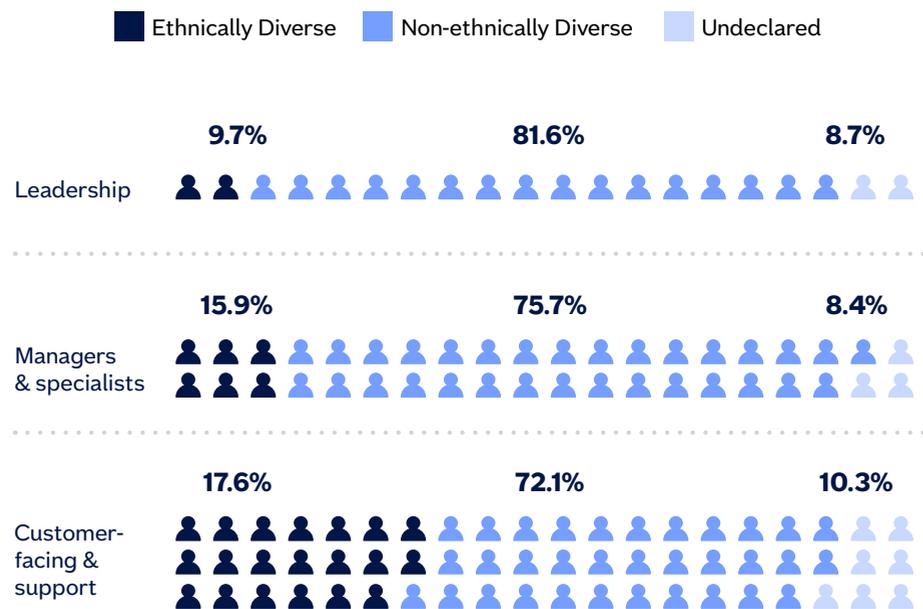


# Ethnicity pay gaps

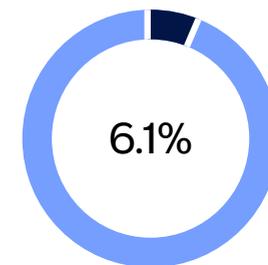
## What you should know:

- Overall, our pay and bonus gaps are driven by having more ethnically diverse colleagues in our lower paid customer facing and support roles, and fewer in higher paid manager, specialist and leadership roles.
- At Nationwide, we have 6.3% of colleagues in leadership roles, 19.4% in manager and specialist roles and 74.3% in customer facing and support roles.
- Since our last report, our mean ethnicity pay gap has decreased, driven by changes to our workforce population.

### Ethnicity workforce distribution

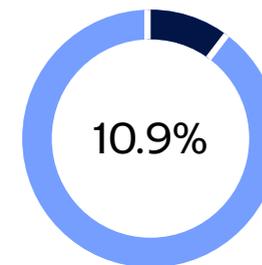


### Mean ethnicity pay gap



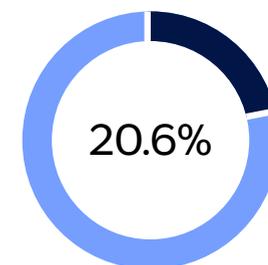
↓ 0.8% change since 2024

### Median ethnicity pay gap



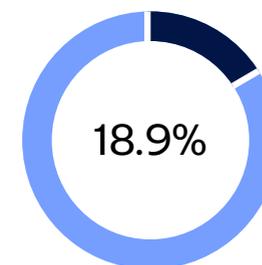
↑ 2.1% change since 2024

### Mean ethnicity bonus gap



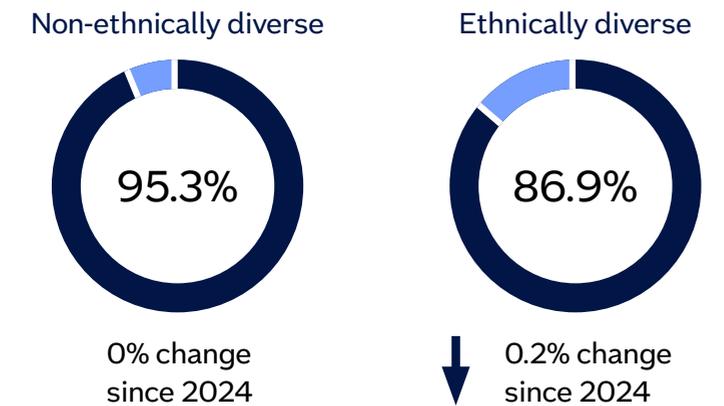
↓ 0.3% change since 2024

### Median ethnicity bonus gap



↑ 7.1% change since 2024

### Proportion receiving bonus



### Pay quartiles

	Non-ethnically diverse %	Ethnically diverse %	Prefer not to say %	Undeclared %
Upper quartile	76.4	15.0	3.4	5.2
Upper middle quartile	80.2	14.1	2.1	3.5
Lower middle quartile	74.1	18.5	2.0	5.5
Lower quartile	63.4	19.4	1.9	15.3



# Our ongoing commitment

We recognise the importance of an inclusive and diverse workforce, which is why we set inclusion and diversity measures, monitor our progress, and report on this to the Board. While we are pleased to be making progress in reducing our pay gaps, we're committed to doing more. This is a complex challenge and there are no quick fixes, which is why we are designing inclusion into our processes, policies and practices and enhancing our evaluation of data to understand where we need to target action for impact. We've outlined the three focus areas we're working towards, alongside some examples of the ongoing work that will support us in reducing our gender and ethnicity pay gaps.

## Enabling fair and inclusive recruitment and onboarding

Improvements to the way we attract, recruit and welcome new colleagues to enable an inclusive experience for everyone by providing:

- Seamless access to adjustments and support from candidate to employee.
- Simpler ways to share diversity information, just once.
- Earlier access to onboarding materials to support colleagues make connections, including signposting our Employee Networks.

## Creating opportunities for all colleagues

- Conducted a review to better understand how colleagues progress within the organisation and surface how this varies by role and diversity.
- Insights guided improvements to talent management and development processes, strengthened inclusive manager guidance and identified where to take targeted actions.
- Delivered an “Accelerated Progress Programme” to widen access to development at middle manager level, providing structured support needed to move into more senior roles.

## Fostering an inclusive environment

- Enhanced support to colleagues through the release of an updated mental health platform, JAAQ, and the introduction of a menopause policy
- Continued focus on strengthening and broadening leadership development programmes to build inclusive leadership behaviours.
- Embedded inclusion across learning campaigns for colleagues.

This Pay Gap infographic has been signed off by Lynn McManus, Group Chief People Officer.