

# Gender & Ethnicity Pay Gap

Report 2024/5



# Introduction from our CEO

Santander Consumer UK (SCUK) is proud to be one of the UK's leading motor finance companies, supporting over half a million customers in buying or leasing their vehicles. Our success is built on the talent, dedication and diversity of our people.

We believe that building a truly inclusive workplace means continually challenging ourselves to do more, to ensure that everyone, regardless of background, gender or ethnicity, can develop, progress and thrive. This commitment starts with our leadership and runs through every part of our organisation.

Addressing our Gender Pay Gap is a key part of our inclusion journey. While we've made progress, we know there's more to do to achieve balance and representation across all levels. That's why, for the first time, we've also voluntarily reported our Ethnicity Pay Gap – strengthening our commitment to transparency and equity.

We remain committed to accelerating this progress. We will continue to strengthen our diverse talent pipelines, promote fairness in opportunity and reward, and foster a culture where every colleague feels valued, supported and empowered to succeed.

*“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 guidelines.”*



**Adam Goldhagen**

Chief Executive Officer, Santander Consumer UK



# Our Gender Pay and Bonus Gaps

**19.5%**

The **mean** average **pay gap** in SCUK.  
Down 1.6 percentage points from our last report, published in 2024.

**20.5%**

The **median** average **pay gap** in SCUK.  
Up 0.1 percentage points from our last report issued in 2024.

The gender pay gap shows the difference in average pay between men and women across our organisation. It is distinct from equal pay, which refers to paying men and women the same for doing the same job. The gender pay gap reflects the overall number of men and women across different levels and roles, rather than differences in pay for equal work.

**52.1%**

The **mean** average **bonus gap** in SCUK.  
Down 7.2 percentage points from our last report issued in 2024.

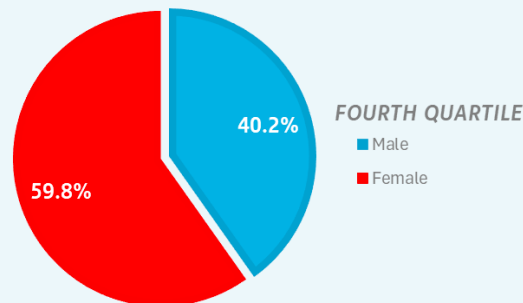
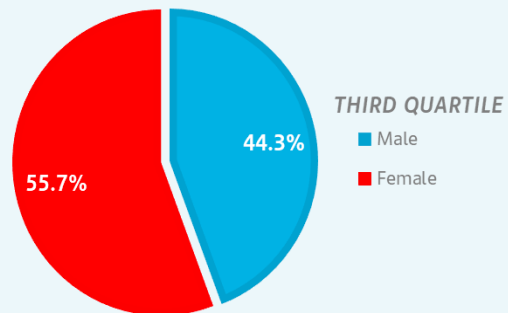
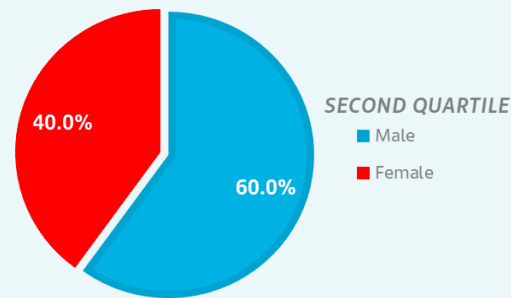
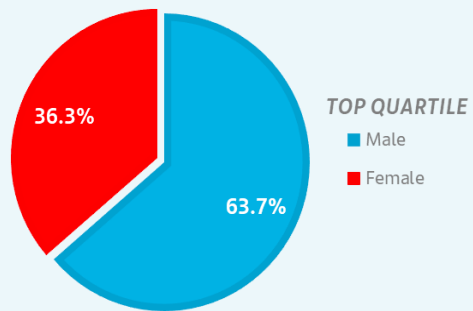
**28.1%**

The **median** average **bonus gap** in SCUK. Up 1.6 percentage points from our last report issued in 2024.

The percentage of women in receipt of a bonus is 90%, compared with 85.9% of men who received a bonus (April 2024- April 2025). These figures don't take into account any service eligibility criteria for receiving bonus in accordance with policy.

# Our Gender Pay Quartiles

Pay quartiles show how men and women are spread across the organisation from lowest to highest paid. The workforce is divided into four equal groups (quartiles) based on pay, and we then look at the percentage of men and women in each group.



- Our gender pay gap has moved: the mean pay gap reduced by -1.6 percentage points and the median increased by +0.1 percentage points. The changes in the pay gap reflect changes in our representation in the reporting period. Women remain concentrated in customer-service centre roles, while men are over-represented in higher-paid leadership positions.
- The median gap rose by 0.1% because the midpoint of female pay moved lower relative to that of men, as fewer women occupied mid-to-senior roles.
- This is not an equal pay issue. We regularly review pay to ensure equal pay for equal work.
- We're committed to achieving equal gender representation at all levels. **Senior leader female representation at SCUk is 34.3%** (+6.6 percentage points compared with 2024 figures). In 2026, our aim is to meet the Women in Finance Charter target of 40% female representation, and current progress indicates we are on track to achieve this.

# Our Ethnicity Pay and Bonus Gaps

**21.9%**

The *mean* average ethnicity **pay gap** in SCUK.

**25.7%**

The *median* average ethnicity **pay gap** in SCUK.

Our ethnicity pay gap shows the difference in the average hourly rate of pay between white and ethnic minority colleagues. We have followed the Government Equalities Office methodology used for pay gap reporting to calculate our mean and median pay and bonus gaps, as well as distribution across pay quartiles.

**51.5%**

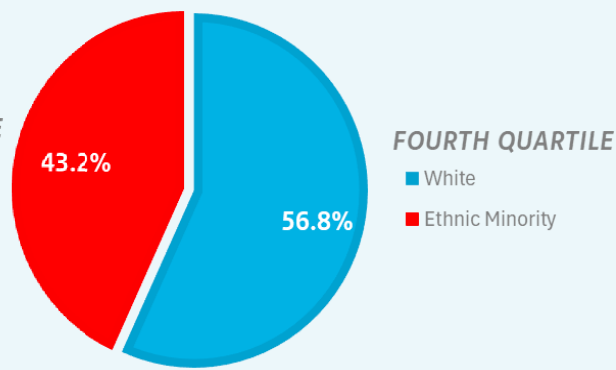
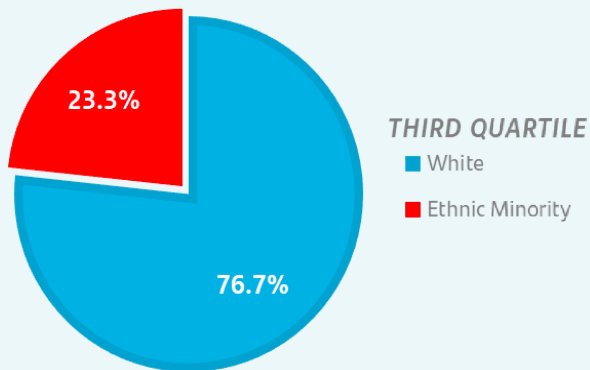
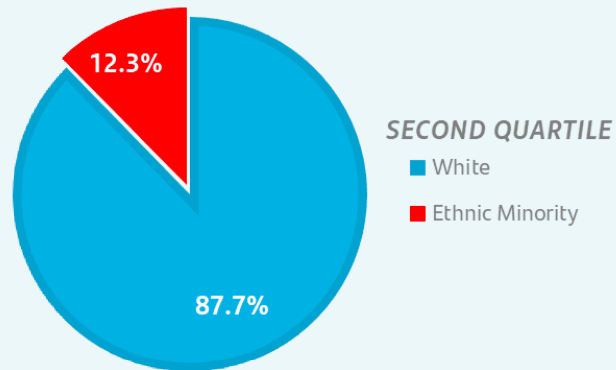
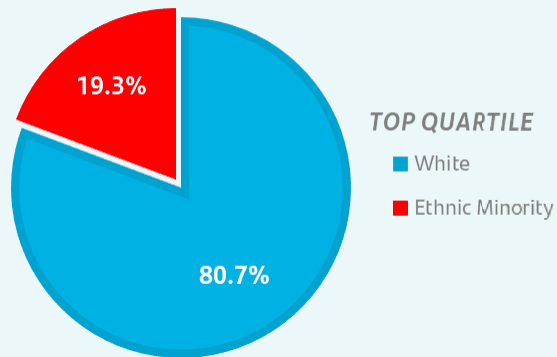
The *mean* average ethnicity **bonus gap** in SCUK.

**30.5%**

The *median* average ethnicity **bonus gap** in SCUK.

The percentage of white employees in receipt of a bonus is 90%, compared with 74.5% of ethnic minority employees who received a bonus (April 2024- April 2025). These figures don't take into account any eligibility criteria for receiving bonus in accordance with policy.

# Our Ethnicity Pay Quartiles



- In 2025, we are reporting our Ethnicity Pay Gap for the first time. Whilst this is not a legal requirement, we believe it is an important step in advancing our commitment to transparency and equity.
- Since Ethnic Pay Gap reporting remains voluntary, there are currently no ethnic minority (EM) representation targets for regulated financial services firms.
- However, the Financial Conduct Authority (FCA) has set its own EM representation targets, aiming for 25% ethnicity representation overall, and 20% representation in its senior leaders by 2030.
- At SCUk, **EM representation is 24%** (+3.1 percentage points compared with 2024), just below the FCA target, and in our senior leaders it is 7.5% (-4 percentage points compared with 2024).
- We recognise that this data provides only part of the picture. It does not reflect the full impact of intersectionality, which is the way in which gender and ethnicity (and other factors) can together shape people's experiences. That's why we combine data with talking to our people, to ensure that our actions are informed by both evidence and lived experience as we continue building a fair and inclusive workplace for all.

# 2025 Key Achievements

## Leadership Representation

**34%**

of senior leaders are women  
(+6.6 percentage points on  
2024)

## EM Representation

**24%**

ethnic minority representation  
(+3.1 percentage points on 2024)

## Inclusive Mobility

**40%**

of senior leader promotions this  
year were achieved by women



**Our plans looking ahead**

# What we know works to close the Gender Pay Gap

SCUK is committed to building a diverse and inclusive organisation where everyone can thrive. Closing the gender pay gap requires focus, accountability and equity in opportunity – not just targets.

This year, we have **increased the proportion of women in leadership roles by 6.6 percentage points**, reflecting the impact of our sustained actions.

## Supporting progression through equity and sponsorship

We continue to invest in development programmes that combine mentoring with sponsorship, ensuring women have visibility, advocacy, and access to opportunities. By identifying and supporting high-potential women earlier in their careers, we're helping ensure we have a gender-balanced leadership pipeline.

## Embedding an inclusive culture

We're focused on creating an environment where everyone feels valued and heard. Our Women in Business Network offers peer-to-peer support and champions allyship. Our people leaders are supported to lead inclusively, make fair decisions, and foster psychological safety within their teams.

## Using recruitment to drive representation

We're improving the way in which we attract and assess candidates, using inclusive language, balanced shortlists, and an internal-first approach to progression.

***We know progress takes time, but we remain focused on building equity, representation, and an inclusive culture where every colleague can thrive.***

# What we know works to close the Ethnicity Pay Gap

By voluntarily publishing our Ethnicity Pay Gap, we're increasing accountability and transparency in how we are driving race equity at SCUK. This data helps us identify where barriers exist and focus our efforts where they have the greatest impact.

This year, we have increased representation of ethnic minority employees at SCUK by **3.1 percentage points**

## Accountability and building diverse talent pipelines

We use our data to guide action and strengthen representation at all levels. By building sustainable pipelines of ethnically-diverse talent, and ensuring fair access to development opportunities, we're helping more ethnically-diverse colleagues progress into senior roles.

## Positive action through equity and sponsorship

Through our employee networks, we provide under-represented talent with visibility, opportunity, and senior sponsorship. We know that sponsorship from leaders, who actively advocate for people, makes the biggest difference to progression and representation.

## Increasing allyship and understanding lived experience

We continue to strengthen allyship and ensure diverse voices are heard. Our REACH network plays a key role in amplifying lived experiences and shaping inclusion across SCUK.

***We remain committed to equity, accountability, and a zero-tolerance approach to discrimination. We are continually learning from our data, helping us to build a workplace where every colleague feels valued and supported.***



**How we are supporting  
“The place to be  
yourself”**

# Culture

- Our people drive our success, and our People Deal sets clear expectations for how we create a high-performing, inclusive culture. In 2025, we strengthened our culture through:
  - the Role of the Manager programme
  - recognising excellence via our ExCo Awards programme
  - expanding our wellbeing support.
- Through quarterly Peakon surveys and listening sessions with Board and ExCo members, colleagues share honest feedback on culture, leadership, wellbeing and inclusion. **Employee engagement measured in April 2025 stood at 7.3, an improvement on our April 2024 score** of 7.0.
- We also maintain strong channels for raising concerns through our Whistleblowing and Grievance policies.

# Talent Development

- Developing skills is essential for colleague growth and long-term pay equity. Over the past year we expanded learning programmes in Agile, Data, AI and other future-focused capabilities.
- **91% of our managers / leaders completed the School of Management.** This initiative builds confidence, capability and representation in leadership.
- We support progression through internal mobility opportunities, consistent senior talent assessment, and robust global succession planning, ensuring strong, diverse pipelines for future leadership roles.

# Inclusive Recruitment

- Inclusive hiring is a core part of our Diversity, Equity & Inclusion (DEI) strategy. All senior role shortlists now include at least 50% women, and our specialist software creates job ads in gender-neutral language, reducing bias.
- These actions are delivering results: this year, **50% of all internal promotions and 40% of senior promotions were earned by women** – putting us on track to achieve 50% female leadership promotions by the end of 2026. Overall, women made up **48% of all recruitment** (internal and external), demonstrating the impact of our targeted, evidence-based hiring practices.

# Supporting Parents

We support colleagues through every stage of parenting, including adoption, fertility, caring, and baby loss. Our leading family policies include 26 weeks' fully-paid maternity leave and 10 days' paid leave for loss, earning Santander UK recognition from charities **Tommy's**, **Carers UK**, and **The Smallest Things**. This year we expanded flexible carer leave and strengthened support through **Peppy**, an app which includes personalised guidance on pregnancy, early parenthood, mental health, and returning to work – helping to reduce career barriers and promoting equitable progression.

**Tommy's**  
Together, for every baby

 **carersUK**

 **Peppy**

**The Smallest Things**  
PREMATURE BABY CHARITY 

# Menopause



As part of Santander UK, we are a **Menopause Friendly Employer**, providing strong support for colleagues experiencing menopause, helping us retain senior women and narrow the gender pay gap. As the first major UK employer to partner with Peppy, our employees can access expert one-to-one and group support. Our wellbeing hub provides accessible resources and guidance, helping normalise menopause conversations and offering ongoing support to those going through menopause.

# Carers



Providing support to carers is essential to enabling equity and career progression. Santander UK has achieved **Level 3 Carer Confident accreditation** and was named an Ambassador by **Employers for Carers**. In 2026, our Parents and Carers Network will be launching a new Carers Passport across SCUK, giving managers insight into colleagues' caring responsibilities and the support or adjustments they may need at work to enable their success.

# Collabor8

## Our People Networks

Our employee networks play a vital role in embedding diversity, equity, and inclusion (DEI) within our workplace. These networks act as changemakers by:

- raising awareness of key DEI topics
- suggesting improvements to organisational processes
- providing a safe space for employees to connect and share their lived experiences.



### Embrace Network

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

### Enable! Network

provides colleagues who are either directly or indirectly affected by disability with a platform to share, learn, discuss and support.

### REACH Network

celebrates and embraces cultural differences from race, belief, traditions, heritage and custom.

### Mental Wellbeing Network

encourages positive mental wellbeing and supports colleagues by promoting awareness, openness and understanding.

### Parents & Carers Network

is for fathers, mothers, step-parents, parents through fostering, or adoption or surrogacy, and grandparents as well as those who are caring for someone unable to look after themselves.

### Social Mobility Network

seeks to create a level playing field to enable all colleagues and those in our communities to achieve their full potential regardless of their background or social class.

### Women in Business Network

encourage a balanced representation of women in Santander and help female colleagues feel more empowered to fulfil their true potential.

SCUK's employee-led networks are known collectively known as **Collabor8**. These networks enable colleagues to connect, share resources and support one another through various activities and events.

Each network is sponsored by an Executive Committee member who helps drive strategic alignment and visibility.

**Our commitment:** *“To advocate for a better, diverse and inclusive workplace with socially responsible business practices, enabling all employees to feel a sense of equity and belonging at work.”*

**Our People Networks have all delivered and supported our colleagues in different ways. 2025 highlights include:**

**Women in Business Network**

Empowered more than 200 members to connect, grow, and celebrate inclusion – from ambassador meetups to company-wide International Women’s and Men’s Day events, spotlighting allyship and support for all colleagues.



**Mental Wellbeing Network**

Organised several events to promote community, including a webinar with our ExCo Sponsor, a Walk & Talk and Resilience Training. We collaborated with the Charity Committee and The Lucy Rayner Foundation to host a live Community Cuppa event.



**Embrace Network**

Hosted our fourth, and biggest, Pride celebration in Crawley so far, alongside the opening of new universal toilet facilities at our Redhill office to further support accessibility and belonging.

**Enable Network**

Hosted a series of powerful events and podcasts to inspire awareness and understanding, while taking the first steps to create a quiet working area that supports wellbeing and focus for everyone in the office.



**Parents & Carers Network**

Promoted awareness and support for colleagues caring for family and friends through events, webinars, and resources – with a special focus on Carers Week in June. The experiences of working parents and families were also highlighted, with open conversations on the challenges and realities of starting and raising a family.



**REACH Network**

Celebrated International Day of Friendship, in partnership with the WIB network, and championed Black History Month. Proudly grew our network from just one member to 62, strengthening connection, representation and community across SCUK.

# Industry Recognition & Partnerships

## Automotive 30% Club

- In 2024, we joined Automotive 30% Club as a Silver Member. This initiative aims to ensure that women hold at least 30% of key leadership roles across its member organisations by 2030, through the “30 by 30” strategy. By joining Automotive 30% Club, we believe that we can make a real difference within the automotive sector.
- Additionally, **five SCUK female leaders were nominated** for the **Inspiring Automotive Women Award in 2025**.
- This year, our CEO, Adam Goldhagen, made the public commitment to join the Auto30Club as an individual supporter.



Adam commented: *“At SCUK we are deeply committed to all aspects of diversity and inclusion within our business, not only because of the moral imperative, but because it is a key driver for business performance. It is known that diverse teams outperform those that lack diversity leading to better decision-making, enhanced innovation and stronger financial results. Continuing to improve gender balance is a fundamental part of this strategy and it is for this reason that I am proud we have joined the Automotive 30% Club for the second year.”*

You can read more here: <https://lnkd.in/ezxYC92U>.

# Industry Recognition & Partnerships

## Women in Finance Charter

Progress on DEI in general relies on collaboration across the financial sector. As part of Santander UK, we are signed up to the [Women in Finance Charter](#) and [Progress Together](#), This enables us to share best practice and drive accountability to build a fairer, more representative industry.

Santander UK is the lead sponsor of the Women in Finance Charter and a founding member of Progress Together, a not-for-profit membership body focused on improving socio-economic inclusion and opportunities at senior levels within the UK financial services industry.

We believe these initiatives help reinforce our commitment to advancing gender and socio-economic diversity across the financial services sector.





**Santander**

Consumer Finance