



Gender Pay Gap Report 2025

Introduction



At Unity Trust Bank (Unity), our mission is to help create a better society. We believe our workforce should embrace and reflect the diversity of the communities we serve. That's one of the reasons we champion equity, diversity and inclusion (EDI).

In 2025, we continued our growth journey, equipping ourselves with the right resources and capability to achieve our strategy and ambitions. As of 2026, we're now one year into our five-year growth plan.

By sharing this data, we aim to recognise our current position, highlight the progress we've made, and acknowledge the work that still needs to be done. Publishing this report hold us accountable and demonstrates our continued efforts to our reduce gender pay gap.

Summary

In 2025, women earned 81p for every £1 that men earned when comparing median hourly pay. Women made up 29% of employees in the highest paid quarter, and 47% of employees in the lowest paid quarter.

75% of women received bonus pay, compared with 76% of men. Women's bonus pay was 24% lower than men's when comparing median bonus pay.



We are proud signatories to the Women in Finance Charter and are committed to a target of 45-55% gender split in senior management.

When we signed up to the Charter in 2020, we had 38% female representation at a senior management level. We achieved our target of 50% in September 2022.

As of September 2025, we have 45% female representation in senior management with a further 50% female representation in Executive positions. Our first female Chair of Board, Christine Coe, was appointed in May 2025, taking our board female representation to 33%.

Overall, we have achieved our collective gender diversity target of 40% within our executive, senior management team and board levels.



Our revised approach to data

In previous years we've adopted a simplified methodology in calculating our gender pay gap, using gross salaries of all employees at a set date.

We surpassed the 250 employees threshold in 2025, so we've aligned our calculation methodology as published by the [Government's Women & Equalities Unit](#).

Our colleague profile

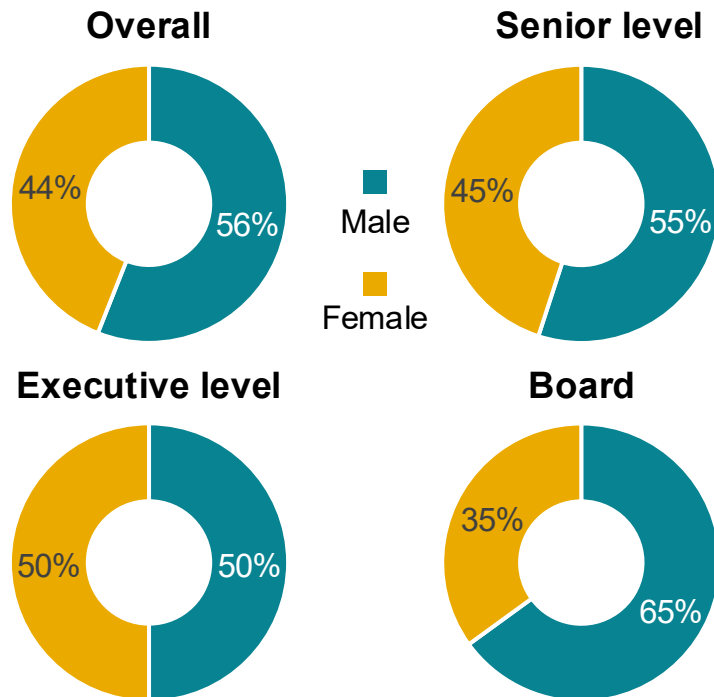
In April 2025, Unity had 257 relevant employees, of which 253 were classed as full-pay relevant employees. The gender split was 143 male and 110 female.

Staffing levels increased rapidly in 2025, and the timing of new senior hires influenced our gender pay gap. Many of these roles were in areas such as technology, commercial leadership, and data – fields that typically have higher male representation. Changes within the executive team also affected the gender balance, as well as the pay levels applied in the 2025 gender pay report.

After the April 2025 calculation date, Unity appointed a female Chief Risk Officer and a female Chief Customer Officer. With these new appointments, we reached 45% female representation in senior management in 2025.

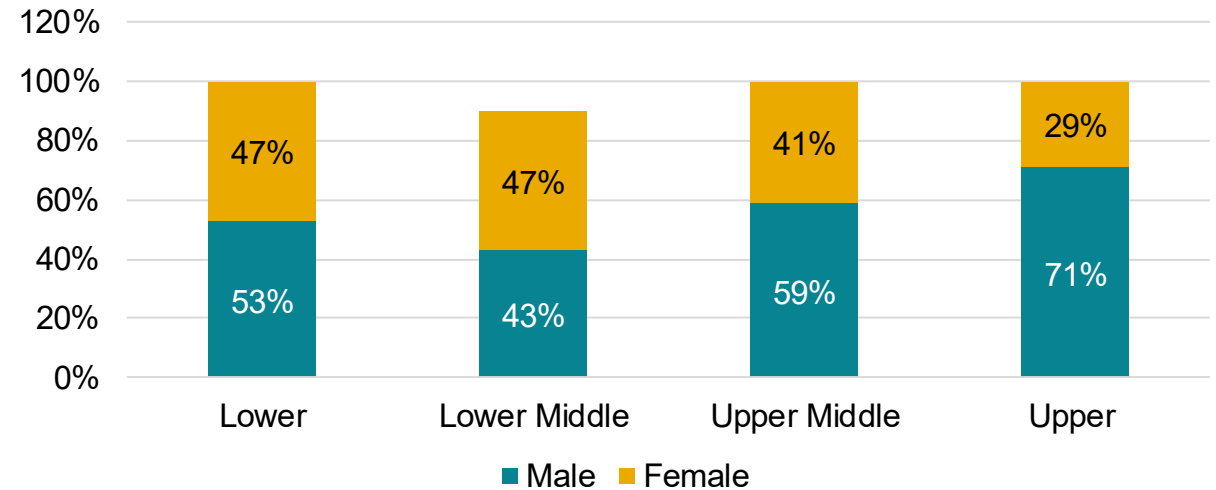
Unity was recognised as one of the UK's Top 200 Women-Powered Businesses for 2025, in an annual report compiled by J.P. Morgan Private Bank and Beauhurst.

We placed seventh on the prestigious list and were the only bank to feature in the top ten.



Gender distribution

2025 Gender Split by Pay Quartile

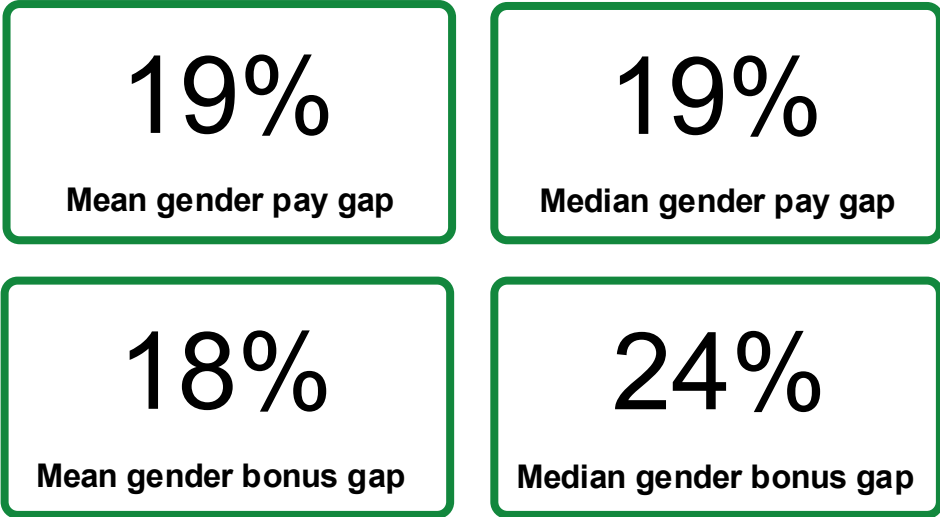


Unity's gender distribution reflects how men and women are spread across the organisation. We reported a drop in female representation in every quartile for 2025. This is because most of the headcount growth came from male hires, shifting the overall gender split from 53:47 (male to female) in 2024 to 57:43 in 2025. At the date of the data snapshot:

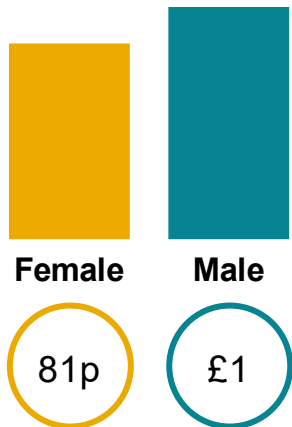
- The female Chief Risk Officer was appointed but not yet in place.
- The female Chief Finance Officer's salary increase had not been implemented.
- The female Chief Commercial Officer did not meet the full pay relevant employee status to be included.
- The newly appointed female Chief Customer Officer had not yet started.

These point-in-time gaps have significantly contributed to the overall decrease in female representation in our gender pay gap data for 2025.

Overall pay gap



Hourly pay



- Women’s median hourly pay was 19% lower than men’s – this means they earned 81p for every £1 that men earn when comparing median hourly pay.
- Women’s mean (average) hourly pay was 19% lower than men’s.

Bonus pay



- Women’s median bonus pay was 24% lower than men’s – this means they earned 76p for every £1 that men earned when comparing median bonus pay.
- Women’s mean (average) bonus pay was 18% lower than men’s.
- 75% of women and 76% of men received bonus pay.

Although Unity's gender pay gap is relatively low for our sector, we recognise more can be done to close the gap. We are committed to taking clear action and removing barriers that prevent women from progressing and thriving in their careers. The actions we're prioritising in 2026 are:

Empowering and celebrating diverse voices

Our employee-led network, Unity & Me, brings colleagues together around the things that matter most to our culture and our people. This includes our Equity, Diversity & Inclusion (EDI) pillar, created to cultivate a diverse and inclusive workplace culture that prioritises the value, respect, and inclusion of every employee. Ongoing plans include driving gender focused actions and initiatives, including neuroinclusion and menopause support.

Reviewing family leave policies

We're committed to having family-friendly policies to enhance the support we offer for key moments that matter in employees lives. This review will encourage increased utilisation and equality, including parental and carers leave, to help us further women's growth, development and careers.

Leadership Training & Development

As part of our newly designed Leadership programme, a dedicated module on Inclusive Leadership is an essential part of the roll out, as well as the principles embedded throughout all other modules. In this session leaders have space to learn how to establish and nurture an inclusive environment within their teams, alongside how to demonstrate inclusive leadership behaviour that will promote and drive a strong team culture of inclusion and belonging.

Job evaluation, job families and pay grading structure

At the end of 2025, our female Chief People Officer, Niki Barker, launched a project to ensure roles reflect market rates, eliminate bias and provide transparency. This ongoing focus will also include conducting regular and comprehensive pay audits to help identify and address disparity, ensuring transparency in reporting gender pay gap data and progress towards closing the gap.

Women in Banking and Finance Membership

With increased investment in our partner status, we have the opportunity for colleagues to access both mentor and mentee opportunities, as well as networking and learning opportunities with like-minded people and organisations.

Our new Human Resources Information System (HRIS)

Utilising the reporting capability of our new HRIS we will ensure that data reporting is regularly shared and visible across Unity. When we rolled out the new platform at the end of 2025, we used it as an opportunity to ensure we have accurate data about all of our employees, and we continue to embed it as our single source of truth.



“At Unity we’ve been on a journey to align how we calculate our data to reflect industry standards giving us a more accurate, consistent and transparent view. As a result, this year’s gender pay gap has increased, but we recognise this is an important step that allows us to track and build on a progress that is fairly reflected in the market.

While this change impacts the headline figure, our commitment to building a diverse, equitable and inclusive workplace remains unchanged. Aligned to our mission and values, we recognise the importance of creating a workplace culture where women can prosper, enabling the organisation to thrive as a whole.

We continue to take meaningful action to improve gender balance and increase female representation at all levels of the organisation. In 2025, we were proud to welcome our first female Chair of Board, Christine Coe, bringing female representation on our Board to 33%. At an executive level, we have achieved a 50/50 gender balance, reflecting our commitment to equality in leadership. We recognise the importance of strong female representation in senior roles, not only as a measure of progress but as a driver of better decision-making and long-term success. While we are encouraged by this progress, we remain focused on building a sustainable pipeline of diverse talent to ensure continued representation at the highest levels. Our culture is as important as our metrics, and we are committed to embedding inclusivity across every part of Unity, enabling everyone to thrive.”

A handwritten signature in black ink that reads "Niki Barker".

Niki Barker
Chief People Officer