

2025 UK GENDER PAY GAP REPORT

UNDERSTANDING THE GENDER PAY GAP

What is the gender pay gap?

The gender pay gap is the difference between the average hourly earnings of men and women. For example, a 4% gender pay gap shows women earn 4% less per hour (on average) than men. To calculate the gap, we measure the difference between men and women's average pay. In Great Britain, it's a legal requirement for employers with more than 250 employees to report their gender pay gap.

What is equal pay?

Equal pay is different to the gender pay gap. It looks at the legal right for men and women to be paid the same for doing equal work. While equal pay and the gender pay gap measure different things, they both provide valuable insights. We regularly review the pay of associates who do equal work. This process also takes into consideration things like location and experience as these can affect someone's salary, regardless of gender. At Capital One UK, we are confident that women and men are paid equally for equal work.

How do we calculate our gender pay gap?

We measure the difference between the salary of men and women in two different ways: the mean and the median (as required by law).

- **The mean figure** is the sum of all the men's or women's salaries, divided by the number of men or women respectively. The women's figure is shown as a proportion of the men's and the difference between these two figures is the gap. This is the figure we officially report.
- **The median figure** lists all the men's salaries from lowest to highest and takes the middle number, then compares this to the same figure for the women's salaries.

We also report our mean and median gaps in relation to bonus pay, as well as the proportion of men and women who receive a bonus in addition to their salary.

For the purposes of this report, Capital One UK refers to Capital One (Europe) PLC.



2025 RESULTS

MEAN HOURLY GAP

19.2%

MEDIAN HOURLY GAP

26.7%

PROPORTION RECEIVING BONUS PAY



71.1%
MEN



57.2%
WOMEN

MEAN BONUS GAP

2.9%

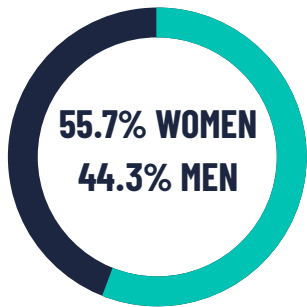
MEDIAN BONUS GAP

12.7%

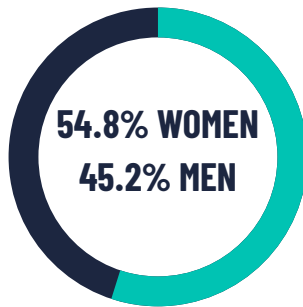
PAY QUANTILES

Women Men

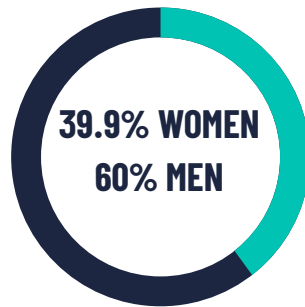
LOWER



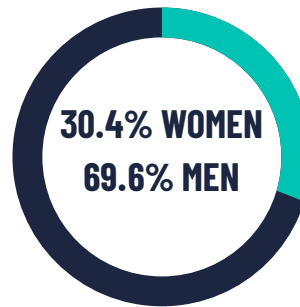
LOWER MIDDLE



UPPER MIDDLE

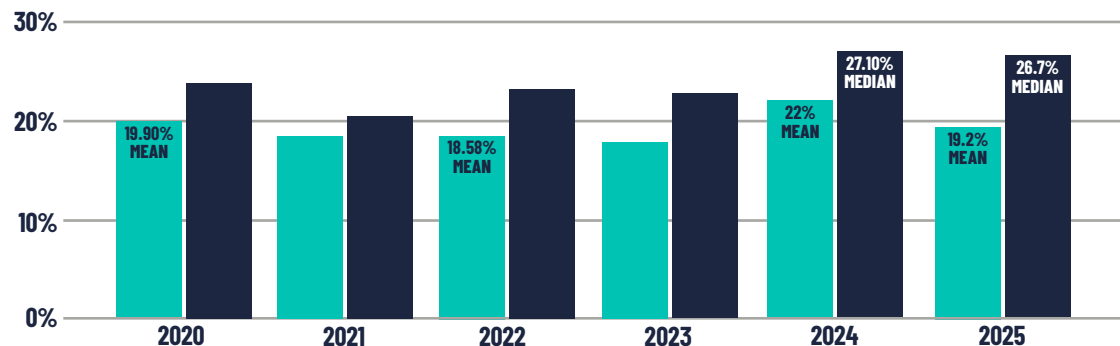


UPPER



GENDER PAY GAP OVER TIME

Mean
 Median



WHAT DO THESE FIGURES MEAN?

These figures show the gap between the average (mean and median) pay for women and men across all roles, levels of experience and seniority at Capital One UK.

We're pleased to say we've seen our mean and median hourly pay gaps reduce compared to last year, and that we've seen an increase in the proportion of women in our most senior, highest paying roles in the upper quartile (from 28.5 to 30.4%) and a reduction in the proportion of women in the lower quartile (from 57.4 to 55.7%) - a trend we're committed to maintaining.

We're also pleased to report that our mean and median bonus pay gaps have decreased, contributed to by changes in senior leadership roles.

The proportion of men receiving a bonus has decreased compared with last year due to a higher proportion of men in non-bonus-eligible positions in the lower quartile.

DIVERSITY, INCLUSION AND BELONGING AT CAPITAL ONE

At Capital One, belonging is core to our culture. We aspire to build a culture where associates from all backgrounds have opportunities to grow their careers and thrive, and all associates have a voice, independent of their titles and backgrounds. We focus on creating opportunities for all and bringing different experiences and skills, work styles and ways of thinking to propel the business forward.

We are proactively addressing the gender pay gap by building a stronger pipeline of women for critical business areas like technology and analytics. A key example of this is our successful partnership with Code First Girls. This collaboration is making a tangible difference by promoting alternative pathways into tech careers for women, many of whom join our career pipelines each year through our Graduate Programme.

We remain proud of the ongoing efforts of our Business Resource Groups (BRGs) to support the career development, experiences, and aspirations of all our associates, including women. A key example is the successful mentoring programme run by our Women in Tech BRG, which will be entering its third year in 2026. Furthermore, to improve insight and collaboration across all BRGs supporting women's development at Capital One, we established a Women's Network in 2025.

In addition to the work we are doing within Capital One, we are actively working across communities to give children and young people opportunities to raise their ambitions and gain valuable experiences that will set them on a course for success in our industry. We are proud to both run our own programmes and collaborate with community-based partners, including:

- **Coders:** A one-day programme introducing coding to groups of young girls from local schools. This hands-on experiential learning helps students develop greater confidence in computer science as they explore technology through design thinking and coding.
- **Pathways:** Our flagship school engagement programme is designed to raise the career aspirations of young people in our communities. Through in-person workshops or virtual sessions, we help students develop key employability skills that will empower and support them to reach their full potential. The programme intentionally targets schools in underrepresented communities, aiming for at least 60% of its reach to be girls.
- **National Numeracy:** We are founding members of National Numeracy's volunteering programme which places volunteers from business into schools to support children and young people across the UK to develop positive attitudes towards numeracy. This work improves how people understand and work with numbers in everyday life, setting the foundations for number confidence and financial literacy. Research shows that women tend to have lower number confidence than men, emphasising the value of this work in supporting the future progression of women into financial services.



A MESSAGE FROM OUR CEO

Since joining Capital One UK, I've been continually impressed by our deep-rooted commitment to Diversity, Inclusion and Belonging, of which our annual Gender Pay Gap Report is a critical part.

I am pleased to report a reduction in both our mean and median hourly pay gaps for 2025. Our mean hourly gap has narrowed from 22.0% to 19.2%, and our median gap from 27.1% to 26.7% compared to last year. This positive change is supported by having a higher proportion of women in our most senior high paying roles - but I recognise that we still have a long road ahead to fully close these gaps.

Our focus remains on increasing women's representation across all levels, especially in highly-skilled areas like technology and analytics. Partnerships like Code First Girls and National Numeracy, alongside programmes like Coders and Pathways are vital to building strong talent pipelines at a national and local level, and we remain dedicated to enhancing our workplace culture, which was recently recognised by being named a Top 50 Employer for Gender Equality by The Times in 2025.

The leadership team and I are fully committed to accelerating our progress and ensuring Capital One UK is a place where everyone can thrive.

I confirm that the figures in this report are accurate.

Austin Bingham,
CEO, Capital One UK

