



TSB. For everyone.

Real transparency
Real inclusion
Real diversity

Pay Gap Report 2025



TSB pay gaps

We measure pay gaps based on gender, ethnicity and, for the first time in 2025, disability, because understanding these differences matters.

Our mean gender pay gap has risen for the first time in five years, while our ethnicity pay gap has fallen. Adding disability reporting gives us a more comprehensive view of inclusion at TSB, helping to make sure every colleague's experience counts and guiding the actions that drive real change.

Gender



Ethnicity



Disability



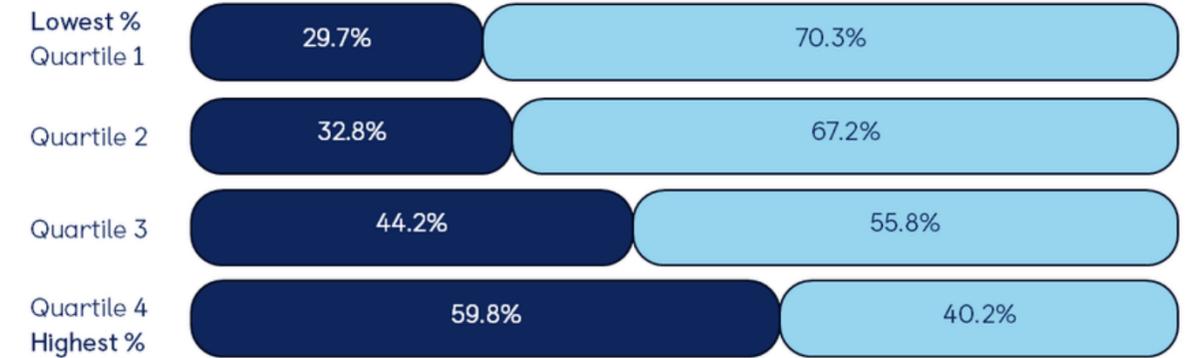
Why do we still have pay gaps?

At TSB, most colleagues work in customer-facing roles, which are typically at lower grades. These roles also have the highest representation of women and ethnic minorities as well as colleagues who have disclosed a disability or long-term health condition.

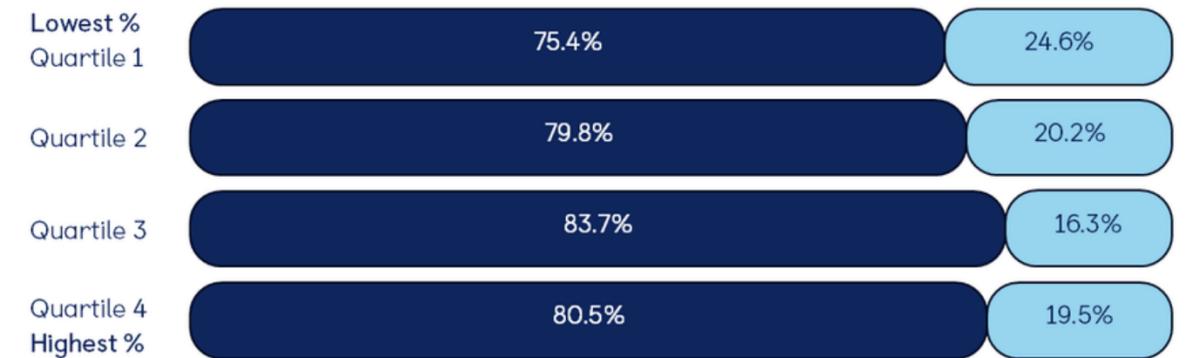
Whilst more females are moving into senior roles and female representation is strong, this structural distribution continues to have the greatest influence on our overall pay gaps. Closing these gaps means focusing not only on senior progression but also on creating opportunities for colleagues, at every level, to develop and advance.

At TSB, we recognise the importance of reflecting the diversity of our customers at every level of the bank. We're committed to being transparent and honest about our progress, sharing what's behind the numbers and the actions we're taking to close the gaps. Every step we take to champion diversity and inclusion is designed to reduce pay disparities and drive meaningful progress for all colleagues.

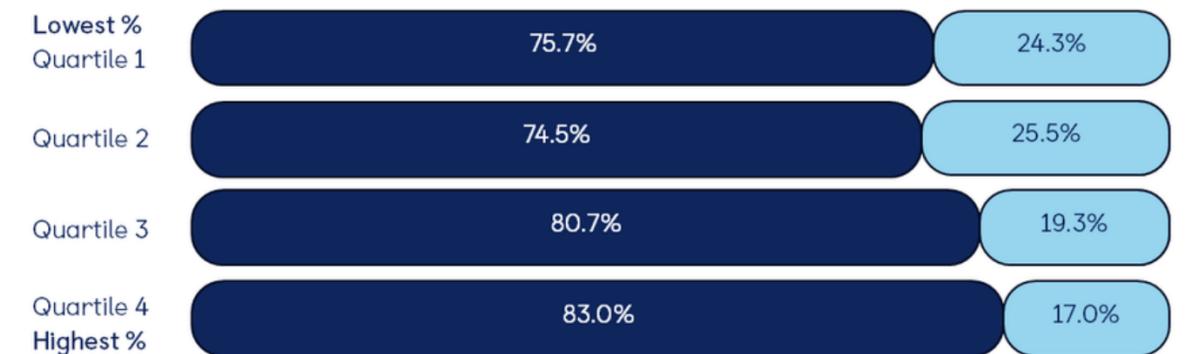
Proportion of colleagues in each pay quartile



● Men ● Women



● White ● Black, Asian and Minority ethnic



● No Disability ● Disability



TSB Gender Pay Gap April 2025

The gender pay gap measures the difference in average pay between men and women across TSB, regardless of role or seniority. In April 2025, our mean gender pay gap rose by 1.1%, marking the first increase in five years. This was largely due to a temporary overlap in Executive leadership roles. The median gap remained broadly stable at +0.2%.

We commit to increasing representation at the most senior levels and creating more opportunities for women to develop and succeed across TSB. Our succession planning reflects this, with female talent progressing through the pipeline and represented at the highest leadership levels.



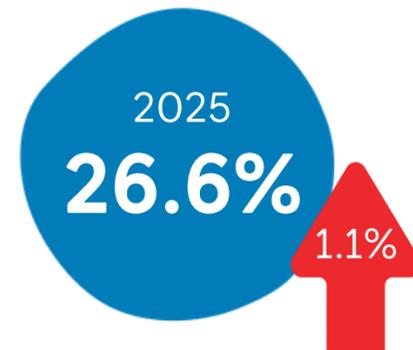
Mean

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

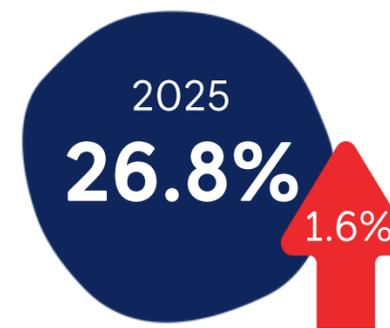
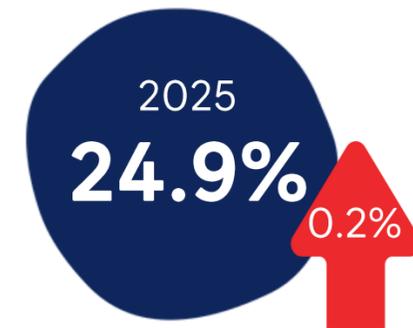
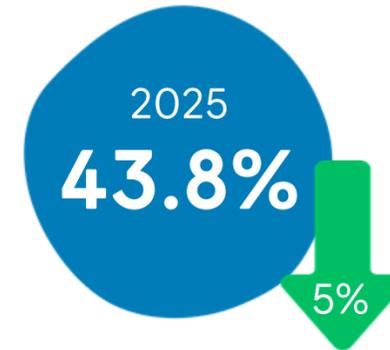
Median

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

Pay gap



Bonus gap



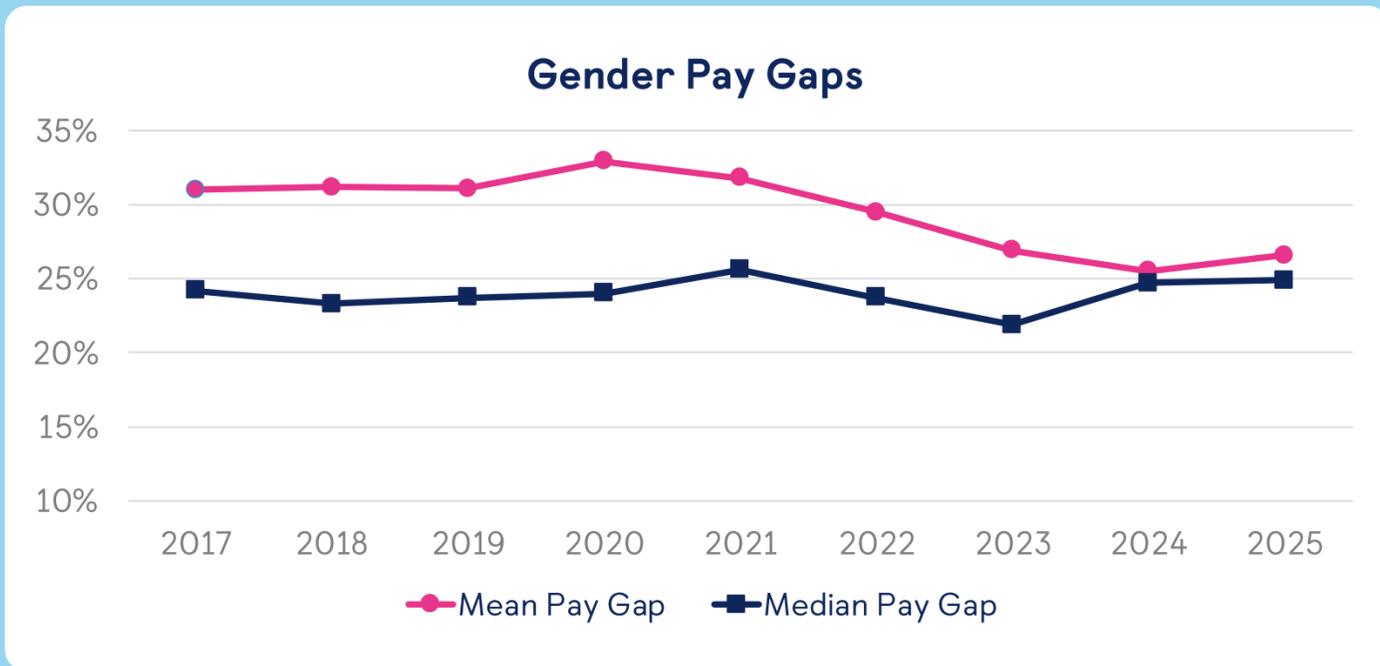
Reflecting on progress: Closing the Gender Pay Gap

Since 2017, our mean gender pay gap has reduced by 4.4%, while our median gap has remained broadly consistent. This reflects our continued commitment to fair and transparent reward for equivalent roles and grades. Structural factors within our workforce continue to influence the overall gap, but we have made meaningful progress over time.

A key driver of the reduction in the mean pay gap is the increasing representation of women in senior roles. Salary increases in junior roles, where we have a higher proportion of female colleagues, have played a positive role in narrowing the mean.

However, while these improvements influence the mean, they do not significantly shift the median, which reflects the pay position of colleagues at the midpoint. As a result, we've not seen the same level of movement in the median gender pay gap.

Our progress in building a more gender-balanced leadership team continues to be a key part of our strategy. Since 2020, female representation in senior roles has grown by 4.7%, reaching 41.3% in 2025 — further evidence of our focus on creating a more inclusive and representative leadership population.



Reflecting on progress: Closing the Gender Pay Gap

We remain committed to reducing TSB's gender pay gap by nurturing internal talent and supporting more women moving into senior roles. Here are some other ways we're taking action:

Policies and support

- Our policies are designed to reflect the realities colleagues face and to make balancing work and life more manageable.
- This includes gender-neutral policies, equal parental leave, carers' leave, menopause support, and domestic abuse support, including Safe Spaces and the Emergency Flee Fund.
- These are underpinned by flexible working and our partnership with KareHero, supporting colleagues with caring responsibilities.

Development and progression

- For senior roles, we are focused on fair progression, transparent criteria, and diverse decision-making, supported by strong internal talent pipelines through our skills and apprenticeship programmes.
- Entry-level customer service roles, where 70% of colleagues are women*, have clear progression pathways, with opportunities for salary progression within 6–12 months and training delivered flexibly to support different working patterns.
- Progression is also supported through the Gender Inclusion Network, including initiatives such as Aspiring Women sessions and targeted networking.

Pay stability and financial support

- Pay certainty has been strengthened for Grades B–D, where 65% of colleagues are women*, through a 5% increase in fixed pay and a reduction in variable pay, applied regardless of part-time status.

* data correct as of April 2025.

TSB Ethnicity Pay Gap April 2025

TSB's ethnicity pay gap has fallen, reflecting our commitment to improving representation at every level of the business.

Representation of ethnic minority colleagues has grown to 19.6%, up 1.8% year on year, supported by a culture where over 95% of colleagues feel comfortable sharing their ethnicity. This progress builds on the growth we've seen since our inclusion plan launched in 2021. We will continue focusing on creating opportunities for progression and ensuring our leadership reflects the diversity of our colleagues and customers.

To learn more about what we're doing to close our Ethnicity Pay Gap, please read our [2025 Diversity & Inclusion Report](#).

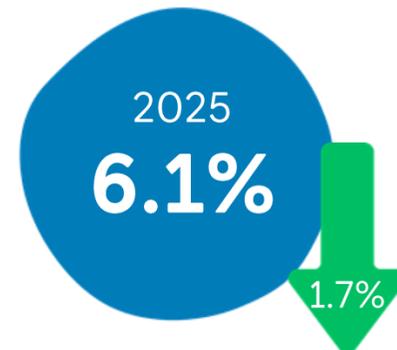
Mean

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

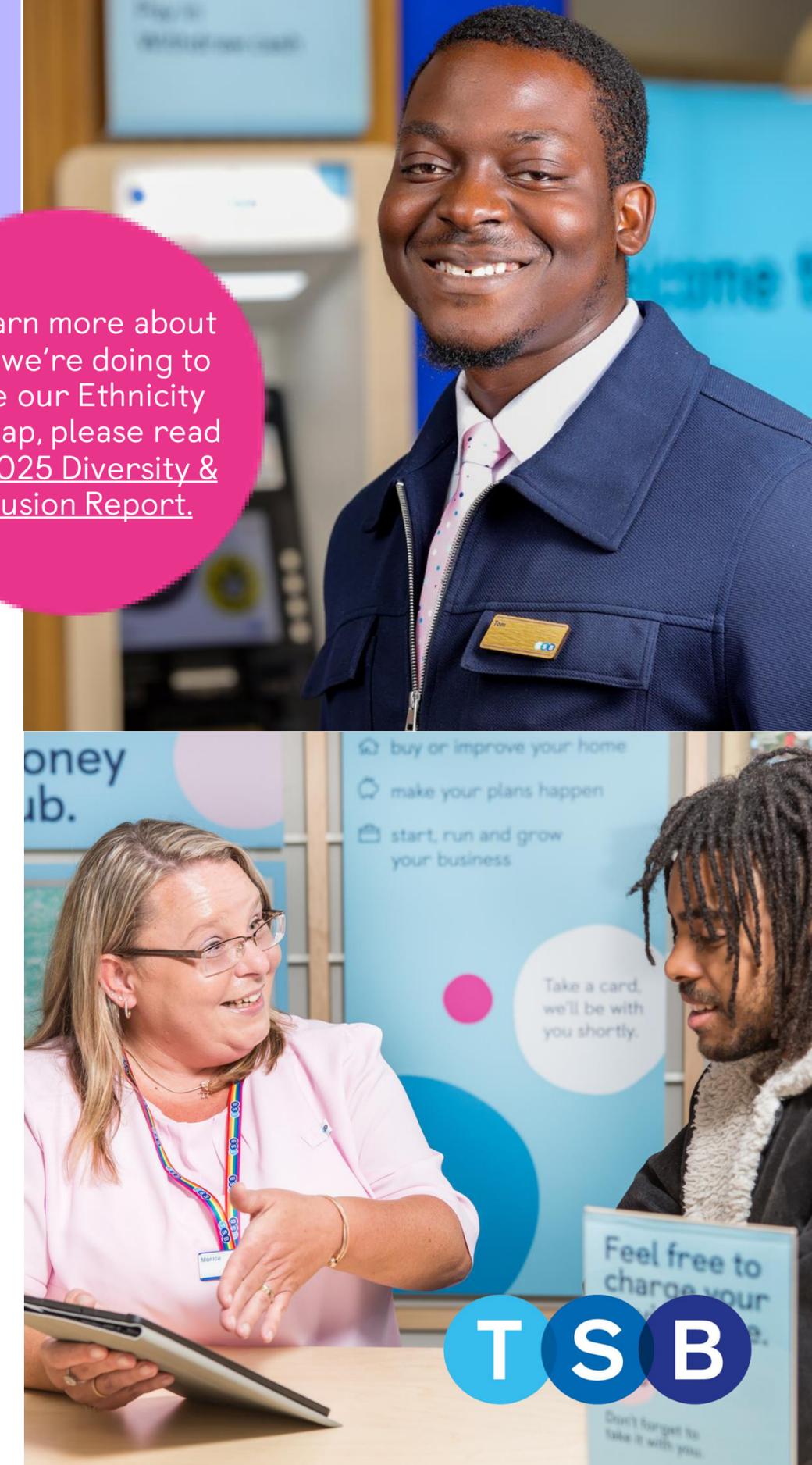
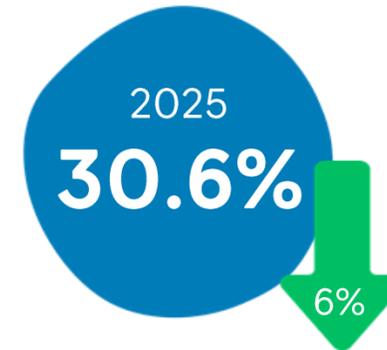
Median

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

Pay gap



Bonus gap



TSB Disability Pay Gap April 2025

For the first time we've published our disability pay gap because transparency drives progress.

Over 21% of colleagues identify as having a long-term health condition or disability, supported by an 85% disclosure rate, giving us a strong understanding of our workforce.

We'll continue listening to colleagues and removing barriers to progression to support an inclusive workplace.

To learn more about what we're doing to close our Disability Pay Gap, please read our [2025 Diversity & Inclusion Report](#).

Mean

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

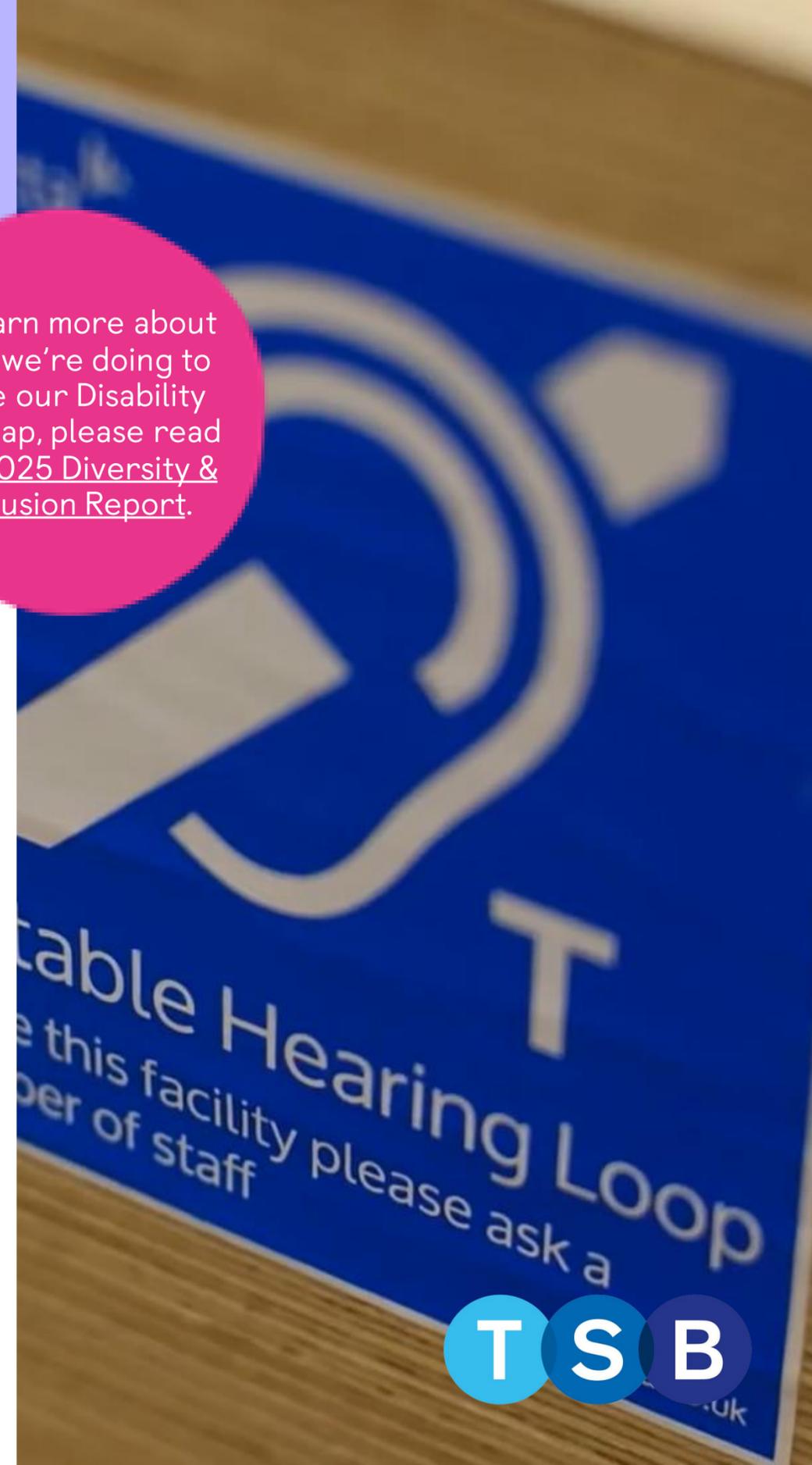
Median

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

Pay gap



Bonus gap



**TSB.
For everyone.**



You can learn more about our commitment to [diversity and inclusion here.](#)