

GENDER PAY GAP REPORT 2025



Our Commitment to Inclusion and Belonging

At CNP Santander, we are firmly committed to fostering an inclusive workplace culture in which all individuals are supported to realise their full potential, feel confident in expressing their authentic selves, and are recognised and valued for their unique contributions.

The advancement of diversity and inclusion is not only a moral imperative but also a strategic priority that underpins the organisational success of CNP Santander. We recognise that an inclusive culture enables our people to bring forward a broad range of perspectives, experiences, and skills. This diversity enhances innovation, strengthens decision-making, and enables us to lead with empathy and effectiveness.

By embedding inclusion into the fabric of our organisation, we aim to deliver meaningful outcomes for our people, our customers, and the wider community.

At CNP Santander we are committed to fostering a diverse, equitable, and inclusive workplace where all employees are valued and rewarded fairly. As part of this commitment, we publish our 2025 Gender Pay Gap Report to provide transparency around pay differences between men and women across our organisation.

This report outlines the gender pay gap as defined by legislation, which measures the difference between the earnings of men and women, regardless of role or seniority. It is not the same as equal pay, which refers to paying men and women the same for performing equal or similar work.

We recognise that addressing the gender pay gap is not only a matter of compliance but a reflection of our values and our ongoing efforts to build a more inclusive culture. This report highlights our current pay gap figures, explores the underlying causes, and outlines the actions we are taking to close the gap and support gender equity across all levels of our business.

Kevin Foley,
HR Director

Introduction to Gender Pay Gap Reporting

Understanding the Gender Pay Gap

The gender pay gap refers to the difference in the hourly earnings between men and women across an entire workforce. Under the Gender Pay Gap Information Act 2021, organisations are required to report on this gap using a range of metrics. As part of this process, each organisation must choose a specific 'snapshot' date. CNP Santander selected June 30th, 2025, and the period referenced is 1st July 2024 to 30th June 2025. This report is based on the employees employed on the 30th of June 2025. Following the snapshot date, CNP Santander is given five months to calculate and publish their gender pay gap data.

CNP Santander is required to report the following data points:

1. The mean and median pay gap in hourly pay between male and female employees
2. The mean and median pay gap in hourly pay between part-time male and female employees
3. The mean and median pay gap in hourly pay between temporary male and female employees

4. The mean and median bonus pay gap between male and female employees
5. The percentage of male and female employees who received bonus pay
6. The percentage of male and female employees who received benefit in kind
7. The percentage of male and female employees in each of four pay band quartiles

Gender Pay Gap vs Equal Pay

It's important to distinguish between the gender pay gap and equal pay. The gender pay gap reflects the average difference in pay between men and women across the organisation, regardless of role. Equal pay, on the other hand, is a legal requirement that ensures men and women receive the same pay for performing the same or similar work, considering factors such as experience, performance, and skills.

Gender Identification

This report uses legally defined gender categories for reporting purposes. We acknowledge and respect that some individuals may identify differently.



The Data

1 The mean and median pay gap in hourly pay between male and female employees

The mean gap is
13.18%

The median gap is
7.05%

2 The mean and median pay gap in hourly pay between temporary male and female employees

The mean gap is
-15.09%

The median gap is
-61.76%



For the avoidance of doubt, a negative gap means that females have a higher mean and median hourly pay that their male counterparts





4 The mean and median bonus pay gap between male and female employees

The mean gap is **24%**

The median gap is **7.30%**



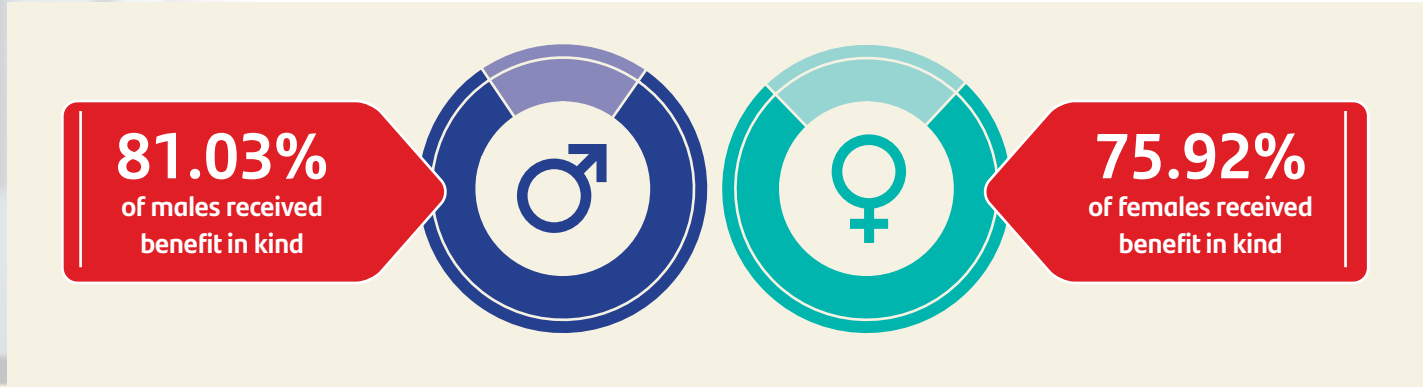
5 The percentage of male and female employees who received bonus pay

87.83%
of males
received bonus
pay

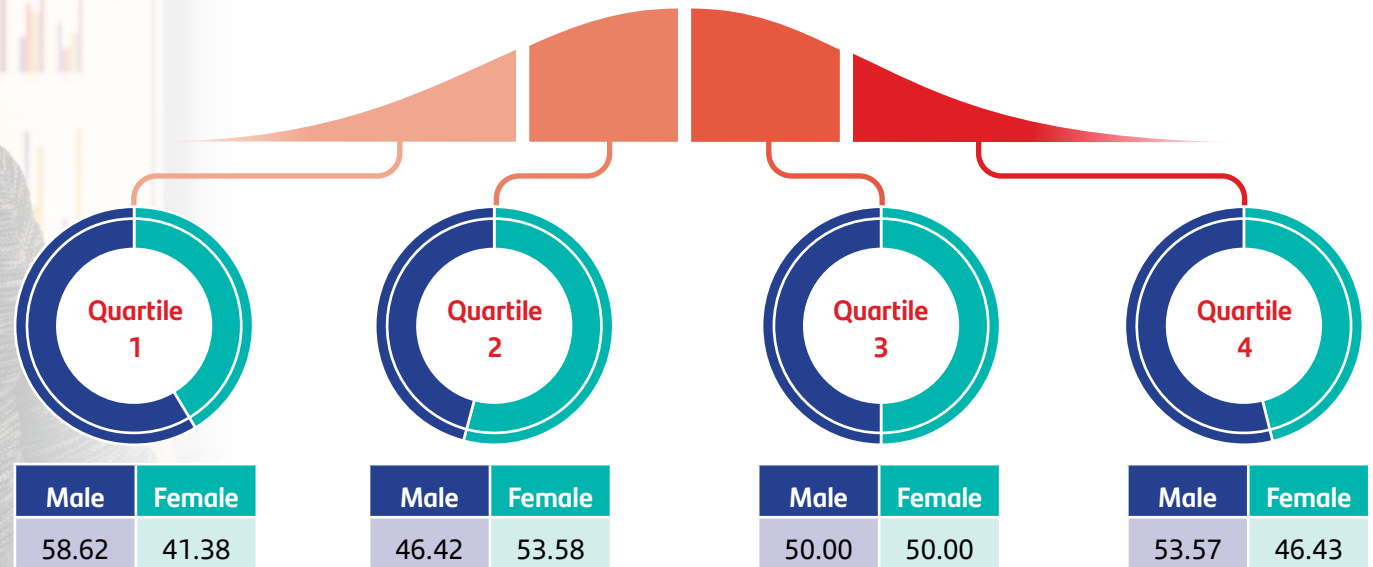


92.59%
of females
received bonus
pay

6 The percentage of male and female employees who received benefit in kind



7 The percentage of male and female employees in each of four pay band quartiles



Explanation of Reported Figures



1. The mean and median pay gap in hourly pay between male and female employees

This refers to the difference in total hourly earnings between male and female employees, presented on both a mean (average) and median (midpoint) basis. Hourly remuneration includes salary and allowances. The main reason explaining the gap in CNP Santander is the different levels of representation of male and females at different levels of seniority in the organisation. It is worth noting that the mean figure includes outliers whereas the median figure represents the middle or typical value.

2. The mean and median pay gap in hourly pay between part-time male and female employees

This is not applicable to CNP Santander. As of the snapshot date (June 30th 2025), CNP Santander had only one part-time employee. As such, it is not possible to have a comparison.

3. The mean and median pay gap in hourly pay between temporary male and female employees

For the purposes of this report, temporary employees are fixed term contractors and interns. Male temporary employees outnumber female temporary by a factor of two to one. Interns are the lowest paid category of employee. CNP Santander has the same number of interns as we do fixed term contractors. As such, this explains the observable gaps in favour of females.

4. The mean and median bonus pay gap between male and female employees

This metric reflects the difference in the average value of bonuses awarded to male and female employees, considering all bonus types collectively. Performance-related bonuses account for the majority of bonus payments. The reported mean and median bonus gaps—24% and 7.30% respectively—are primarily influenced by more senior roles having typically have access to higher bonus potential, which contributes significantly to the overall gap figures. As mentioned above, it is worth noting that the mean figure indicates outliers whereas the median figure represents the middle or typical value.

It is important to note that this calculation does not adjust for:

- People who joined mid-year and therefore received a pro-rated bonus.
- Those who were on extended leave (e.g. maternity or unpaid leave), who may also receive reduced or no bonus for that period.

This matters because if more women than men fall into these categories (which is often the case due to caregiving responsibilities), the average bonus for women appears lower, even if the bonus scheme itself is equitable. This can inflate the bonus gap, making it look like there's a bigger disparity than there actually is in terms of bonus entitlement or structure.



5. The percentage of male and female employees who received bonus pay

This figure shows the proportion of male and female employees who received any form of bonus payment as of the snapshot date which 30th June 2025. For the purposes of this report, 'bonus' includes performance-related bonuses, exam bonuses, length of service bonuses, recruitment referral bonuses and non-cash awards such as vouchers.

6. The percentage of male and female employees who received benefit in kind

This refers to the percentage of employees receiving non-cash benefits with monetary value. Private health insurance is the only BIK that CNP Santander provides. All relevant employees for the purposes of this report, are invited to join the corporate health insurance scheme from day one of employment. The gap is due to the personal circumstances of the individuals. Some employees prefer to stay on their spouse/partner/parents' scheme. Others simply don't take up the benefit.

7. The percentage of male and female employees in each of four pay band quartiles

The workforce is divided into four equal groups based on hourly remuneration. The lower quartile represents the lowest paid 25% of employees, indicating the proportion of men and women within this group. The upper quartile reflects the highest-paid 25% of employees, again showing the gender distribution. The same methodology applies to the lower middle quartile and upper middle quartile, which represent the second and third pay bands respectively.

How We are Supporting a more Inclusive, Diverse and Equitable Workplace



1. Supporting parenthood

CNP Santander supports all its employees throughout parenthood by offering best-in-class benefits. These include, but are not limited, to:

Maternity leave: 26 weeks at 100% pay with no service requirements

Paternity leave: 2 weeks at 100% pay with no service requirements

Parents leave: 7 weeks at 100% pay with no service requirements

Parental Leave: employees can opt to take parental leave in a manner which is less restrictive than the legislation provides for.

Paid Fertility leave & paid Miscarriage leave

Maternity coaching: CNP Santander provides a professional support service that helps mothers navigate the transition to and from maternity leave, focusing on career continuity, personal wellbeing, and workplace reintegration.

Maternity hamper: CNP Santander provides new mothers with a gift package containing items to support and pamper a new mother.

Parental focused healthcare: Through our company health insurance, CNP Santander provides a comprehensive set of health and wellness benefits supporting women through fertility, pregnancy, and postnatal care, including medical consultations, therapy, fitness classes, doula services, and home support.





2. Developing female talent

CNP Santander provides bespoke female leadership development programmes which are structured initiatives that equip our female staff with the skills, confidence, and networks needed to advance into leadership roles, helping to close gender gaps, foster diversity, and improve organisational performance.

The Management Committee is a team of senior leaders in CNP Santander. Their mission is to support the Executive Committee deliver strategic and operational objectives. It actively supports succession planning by identifying and mentoring emerging talent within the

organization. Through strategic oversight, it helps build a resilient leadership pipeline that reflects the company's values and future needs. 50% of the Management Committee is comprised of females.

For the last three years, CNP Santander has employees attend The Executive Women Gathering which is Ireland's largest female leadership summit, held annually to empower and connect female executives and entrepreneurs through inspirational talks, networking opportunities, and career development sessions featuring high-profile speakers and industry leaders.



3. Training and development



CNP Santander consistently heavily invests in the development of our staff. 2025 saw the launch of the 'Elevate Leadership Programme' - an early career leadership development programme helps emerging professionals build core leadership skills, confidence, and strategic thinking early in their careers, accelerating their growth and future impact within the organisation.

CNP Santander regularly invites external guest speakers in the areas of D&I which serves to enhance employee engagement, inspires learning, and brings fresh perspectives that support professional and personal development.

Recently, in partnership with Ibec and Technological University of Dublin (TUD), 12 CNP Santander employees undertook their Level 8 Diploma in Coaching. Half of the participants were female.

In 2024, CNP Santander launched the Accelerated Leadership Programme. The ALP provided participants with a clear understanding of the key elements of leadership, management and the functional areas of an organisation. It equipped participants with the skills, knowledge and capabilities to lead decisively into the future. Participants on the ALP were 50% female. Moreover, several alumni from this programme have subsequently moved into more senior roles in the organisation.



4. Benefits



CNP Santander regularly benchmarks its overall employee benefits package. We are confident that our total reward proposition compares well with market offerings.

All employees can join the CNP Santander's private health insurance scheme from day one of employment.

Similarly, all employees can avail of the Employee Assistance Programme (EAP). This is a confidential support service that provides employees with access to professional help for personal or work-related issues, including mental health, financial advice, and counselling.

CNP Santander gives all employees with an annual Wellness Allowance. Employees can use this allowance for a variety of health and well-being expenses, such as gym memberships or fitness classes. This allowance offers flexibility, allowing employees to choose how to best support their individual physical, mental, and emotional health needs.

CNP Santander gives 25 days paid annual leave. This increases to 30 days with service.

CNP Santander provides employees with generous service awards. These are cash payments on the occasion of an employees 3, 5 and 10 year anniversary.

CNP Santander allows all employees to avail of 'Short Term Remote Work' whereby employees can work overseas for a short period of time. This allows employees whose country of origin is not Ireland to avail of extended periods of time with their family and friends.

CNP Santander provides its employees with onsite health screens. These are quick, confidential medical checks provided at work to help employees monitor key health indicators, detect potential issues early, and promote overall wellbeing and productivity.

5. Employee engagement & CSR



The ENSURE program is a behavioural framework which guides how we interact with each other. By adopting the ENSURE behaviours, we agree to being:

Engaged, Supportive, Respectful

The ENSURE behaviours are our operating system, our style, our signature.

CNP Santander regularly surveys its staff to ascertain employee sentiment and engagement. Our scores indicate a highly engaged workforce particularly in the areas of D&I.

Examples include:

- 80% of employees agree that they feel valued at work
- 87% of employees are proud to tell others they work for CNP Santander
- 91% say CNP Santander is committed to D&I

CNP Santander has a very active CSR community which positively impact society and the environment and benefit communities. Only this year, CNP Santander has partnered with Down Syndrome Ireland, ALONE, Ronald McDonald House and Barretstown.

6. Accreditations



In 2025, The Irish Centre for Diversity awarded CNP Santander both Bronze and Silver Awards in its Investors in Diversity programme. CNP Santander is recognised as an organisation that has actively embedded diversity, equity, and inclusion through employee feedback, benchmarking, and strategic action planning.

CNP Santander was an early signatory to 'The Women in Finance Charter Ireland' which is an industry-led, government-supported initiative launched in 2022 to improve gender balance in the financial services sector

by encouraging firms to set measurable targets for increasing female representation at all levels, especially in senior leadership roles.

CNP Santander has an internal group of employees who are accredited Mental Health First Aiders. Mental Health First Aiders are trained employees who provide initial support and guidance to colleagues experiencing mental health challenges, helping them access professional help and promoting a mentally healthy workplace.





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