

2025

Gender Pay Gap Report

Wilmington plc





Our people ambition:

“ We have the best people working for Wilmington, doing their best work with us. We care about them, include them and empower them. Our people are supported, developed, recognised and rewarded fairly. ”

Foreword

Since 2017, we have voluntarily reported our gender pay gap, expanding this commitment globally in 2021. This ongoing transparency reflects our dedication to equality and inclusion.

I'm pleased to share our latest Gender Pay Gap Report, which continues to reflect our commitment to closing the gap and building a more inclusive future.

The UK and global mean hourly pay gaps have fallen to their lowest levels since we began reporting. The UK median variable pay gap has also decreased to its lowest point to date.

We're committed to paying people fairly, regardless of gender. The gap we report reflects the mix of roles and levels across our organisation, not differences in pay for equal work. We're working to improve representation and tackle these structural differences.

Our progress in narrowing the gender pay gap is ongoing, building on the improvements we've already made, and we remain committed to using our data to drive practical, impactful action across Wilmington plc.

I confirm that the data contained in this report is accurate.

Ruth Abdey

Chief People Officer

We Are Wilmington plc

We exist to help our customers to do the right business in the right way.

Wilmington acts as trusted partner to customers who are operating in regulated sectors and in the governance, risk and compliance markets.

We provide critical data and information to enable our customers to make the decisions needed to maintain compliance with the rules and regulations that apply to them; and we provide training and education to equip our customers with the knowledge and skills to carry out their activities in line with best practice.

Our people

Our people are the heart of the Group and our businesses. Their creativity, adaptability and dedication are the driving force behind our operations and the key to our success. Working here, they're trusted partners who embody our values.

Our values help us achieve our goals – whether they're personal, professional or those of our client, as they overcome their own business challenges. We value diversity and embrace the unique experiences, knowledge, and perspectives our people bring.

Our diversity and inclusion vision

“We are a company with rich diversity, experiences, knowledge, and perspectives which powers our innovation and creativity to help our customers to do the right business in the right way”.

Our ambitions

Workforce: We have the best people working for Wilmington, doing their best work with us. We care about, include, and empower them. Our people feel supported developed, recognised, and rewarded fairly.

Workplace: Our people feel connected to our vision and purpose and understand the contribution of their role. They feel support so that our people can live balanced and fulfilled work and home lives.

Marketplace: We continue to develop our understanding of our customers and we deliver what they want.

Our dedicated Inclusion and Diversity working group, led by our Inclusion & Sustainability Advisor, works across our whole portfolio to ensure Wilmington celebrates and values diversity at every level in every team. In addition, we have 10 employee led communities, the purpose which is to engage in Wilmington Plc's wider I&D initiatives by representing the needs and voices of our community, by building connections and promoting inclusion.

What we report on

From 2017, UK employers with a headcount of 250 or more people must comply with regulations on gender pay gap reporting. Employers are required to calculate and publish their gender pay gap based on payroll data drawn from a specific date each year. This must be based on figures taken on the 5th of April each year and the information required to be published includes:

- percentage of men and women in each hourly pay quartile
- mean (average) gender pay gap using hourly pay
- median gender pay gap using hourly pay
- percentage of men and women receiving bonus pay
- mean (average) gender pay gap using bonus pay
- median gender pay gap using bonus pay

The gender pay gap is shown as a percentage of male earnings (e.g. women earn x% less than men).

We are proud to employ exceptionally talented teams across Wilmington's portfolio of 10 businesses, supported by our global group functions. Although we have broad expertise and an international footprint, no single UK entity employs more than 250 people. This means we are not legally required to calculate or publish a gender pay gap. However, we recognise the value of this work and the powerful insights it provides, which is why we have voluntarily completed our gender pay gap calculations every year since the requirement was introduced. We publish our results and accompanying reports annually because we believe strongly in transparency and holding ourselves to account.

Our commitment to transparency and accountability guides how we approach gender pay gap reporting. In 2021, we took this further by publishing our global gender pay gap data for the first time, and we've maintained this practice through 2025.



Means and medians

The median pay gap uses the midpoint in our employees' hourly pay, which discards the lowest and highest rates of pay – referred to as 'outliers.' This means that half of our peoples' earnings will be above the midpoint, and half will be below the midpoint. The difference between the male and female midpoints gives us our median gender pay gap using hourly pay.

The mean pay gap is the difference in average hourly pay between men and women. This is calculated by adding the rates of pay together for all men and all women and dividing the totals by the number of men and women we employ.

The mean and median bonus pay gaps are calculated in the same way, and considers performance bonus, sales commission, and long service awards.

Quartiles

We put together a list of the hourly pay rates of all of our people and sort this list from highest to lowest. This list is divided into four 'quartiles', and we then work out the percentage of men and women in each quartile. We can then see the balance of men and women at each of these quartiles to understand the distribution of men and women across higher to lower paid roles.

The difference between equal pay and our gender pay gap

Equal pay is our legal obligation as an employer to give men and women equal pay for equal work, whereas the gender pay gap is the measure of the difference between the average pay of men and women. We have a fair and gender-neutral approach to pay, and therefore our gender pay gap is not a result of equal pay issues.



Equal pay is our legal obligation as an employer to give men and women equal pay for equal work

Our data

Gender Pay Gap statistics 2017 – 2025: UK

	Hourly Pay		Variable Pay (Bonus)		Percentage Receiving Bonus		Quartile Distribution (% women)				% Female Employees
	Mean	Median	Mean	Median	Women	Men	4th (top) quartile	3rd Quartile	2nd Quartile	1st (bottom) Quartile	
2017	49.6%	36.6%	72.6%	57.2%	84%	71%	34%	56%	65%	78%	58%
2018	49.6%	34.8%	72.4%	61.6%	81%	81%	35%	57%	66%	80%	60%
2019	43.6%	35.2%	70.7%	63.2%	68%	66%	38%	56%	69%	78%	60%
2020	46.9%	34.0%	72.8%	68.4%	79%	84%	38%	59%	68%	77%	61%
2021	42.7%	32.7%	73.6%	52.9%	92%	83%	38%	57%	65%	76%	59%
2022	36.9%	22.6%	81.5%	55.6%	79%	76%	46%	60%	60%	75%	61%
2023	38.5%	24.0%	80.9%	51.7%	81%	73%	48%	66%	52%	79%	61%
2024	37.1%	24.5%	54.3%	41.8%	78%	75%	45%	53%	67%	73%	60%
2025	32.0%	26.8%	68.6%	38.7%	75%	72%	45%	49%	69%	75%	60%

Gender Pay Gap statistics 2021 – 2025: Global

	Hourly Pay		Variable Pay (Bonus)		Percentage Receiving Bonus		Quartile Distribution (% women)				% Female Employees
	Mean	Median	Mean	Median	Women	Men	4th (top) quartile	3rd Quartile	2nd Quartile	1st (bottom) Quartile	
2021	40.7%	29.1%	69.3%	48.1%	88%	80%	41%	60%	67%	74%	61%
2022	34.9%	18.9%	73.3%	52.6%	77%	75%	50%	63%	62%	72%	62%
2023	34.9%	21.9%	74.3%	45.8%	79%	72%	50%	55%	64%	79%	62%
2024	32.1%	24.0%	51.1%	39.2%	79%	74%	49%	55%	63%	74%	60%
2025	28.0%	26.7%	64.8%	40.0%	73%	72%	46%	52%	69%	73%	61%

What our data tells us

We committed to expanding beyond our voluntary UK reporting and taking a global approach to closing the gender pay gap. This marks our fifth global report since we began reporting in 2017.

Our 2025 results reflect continued progress in our long-term commitment to improving gender balance across Wilmington. While the UK median hourly pay gap has risen slightly to 26.8% (from 24.5% in 2024), and the global median gap has increased to 26.7%, these changes are consistent with natural year on year variation as our organisational structure evolves.

Crucially, we continue to see positive and meaningful improvement in our mean hourly pay gap, which provides an important indicator of long-term structural change. The UK mean gap has reduced from 37.1% to 32.0%, and the global mean gap has decreased from 32.1% to 28.0%. These downward trends reinforce the impact of our ongoing efforts to strengthen representation, support progression, and embed inclusive practices across Wilmington plc.

This year's gender pay gap analysis reinforces the progress we are continuing to make across Wilmington. While our quartile distribution still reflects a greater concentration of men in senior roles and fewer in lower paid positions, we view this as a clear indicator of where we can continue to focus our efforts to strengthen representation and progression pathways.

Despite the expected influence of business disposals and the timing of our commission payments, we are encouraged by the positive trends in our variable pay measures. We are encouraged to see our UK median variable pay gap reach its lowest level to date. This demonstrates that our continued commitment to fairness, opportunity, and transparency is driving meaningful impact across the organisation.





While several factors continue to influence our gender pay measures, we remain encouraged by the progress we are making and the clear opportunities ahead. Although 61% of our workforce is female, our two most senior levels continue to be weighted towards males, and because these roles hold the highest earning potential, they naturally have a strong impact on the bonus pay gap. We also know that commission earning roles, particularly in sales, remain more commonly held by men, contributing further to differences in variable pay.

This year's results reflect both the progress already made and the areas where we can continue to accelerate change. Our UK median bonus gap has decreased for the second year, demonstrating steady improvement in how typical bonus outcomes are distributed.

Globally, we see a mixed but encouraging picture. The mean bonus gap increased in both the UK and globally, largely because fewer women received bonuses this year. However, our bonus structures remain performance-based and applied consistently regardless of gender, ensuring fairness throughout the process. The UK median bonus gap decreased, reflecting positive progress. These insights strengthen our focus and help guide the actions that will continue to move us in the right direction. Overall, our 2025 results highlight meaningful progress and a clear path for continued improvement as we strengthen equity, opportunity, and inclusion across Wilmington.

How we have made progress

1

We continued to collect **more data** about our people. We use this to understand what is important to them and, specifically, to monitor engagement across genders. We also analyse insights across other characteristics, helping us identify patterns, remove barriers, and ensure our actions support all colleagues fairly.

2

Our **#WeAreWilmingtonPlc** campaign gives a platform for our people to share and discuss what is important to them. In addition, we continued to evolve our Gender Community (our people led gender network), and developing further Wilmington Communities.

3

We completed the **Inclusive Employers Standard** in 2025 and were awarded Bronze this reinforces our commitment to equity, diversity, and inclusion. In addition, we continued to ensure that all our job advertisements use inclusive language.

4

We are a **Living Wage Employer**, meaning that entry level roles, where we have more women, attract at least a real Living Wage, extending to our third party contracted staff.

5

We continue to develop and work with our **Mental Health First Aiders** and our **Wellbeing Champions**, equipping them to provide wellbeing support. Along with a wellbeing program which is reflected in our **Investors in Wellbeing Silver Award**.

6

Career conversations are available for everyone, and we have built on our **capability frameworks** to support development and internal progression. Additionally, we launched our **internal career page** to provide clearer guidance and promote opportunities for colleagues to progress within the organisation.

7

We maintain our **Recruitment Policy** and have launched updated **Hiring Manager Training** focusing on removing any potential bias. We use **standardised job descriptions** and **set interview questions** to ensure consistency and fairness. We disclose **salary bands** in job adverts as policy, with only limited exceptions removing any potential bias during the recruitment process.

8

Continued focus on actions aligned to our **Wellbeing of Women's Menopause Workplace Pledge**, supporting our people through menopause.

9

Our **Silver** accreditation from **Investors in People** remains an important benchmark of our commitment to strong people practices. With only around 20% of organisations assessed achieving this level, it demonstrates that we have robust principles in place and that our leaders and People Team continue to create a positive, supportive workplace where colleagues can thrive.

10

We have continued our People Leadership Programme, which features '**Inclusive Leadership**', equipping our people leaders to lead diverse teams. In addition, we have been developing **Inclusion Training** for all of our people that will launch in early 2026.

How we use the data to make more progress

Data is the cornerstone of our inclusion and diversity strategy, which is why we have collected more data and looked further into what it tells us. Doing this drives our strategy and ensures we are making tangible and measurable progress to achieve our inclusion and diversity vision.

To continue our progress in closing our gender pay gap, our data focuses our attention in three areas:

Talent Attraction

- We have made improvements to how we attract talent, and will continue to review our recruitment processes and practices to ensure that we are tapping into diverse talent pools. We want to attract women at every stage of their career.

Talent Development

- Our focus on talent development across our global business has a gender lens applied, so that opportunities to develop are open to all, and we make sure that everyone has the opportunity to succeed.

Talent Retention

- We have formed retention strategies to ensure we are retaining women, and women are supported throughout their career with us. This will continue to evolve.



Our inclusion and diversity vision

“ We are a company with rich diversity, experiences, knowledge, and perspectives, which powers our innovation and creativity to help our customers to do the right business in the right way ”

“ This year, we recorded our lowest mean hourly gender pay gap to date, both in the UK and globally. This is a clear sign that the actions we are taking are making a difference. We recognise that there is still progress to be made and remain focused and determined, with a steadfast commitment to fair and equitable pay. We will continue driving initiatives that create meaningful, sustainable change and ensure Wilmington Plc remains a place where everyone can thrive.”

Mark Milner

CEO



Wilmington plc

WLM_M_BRO_19858_V1.00