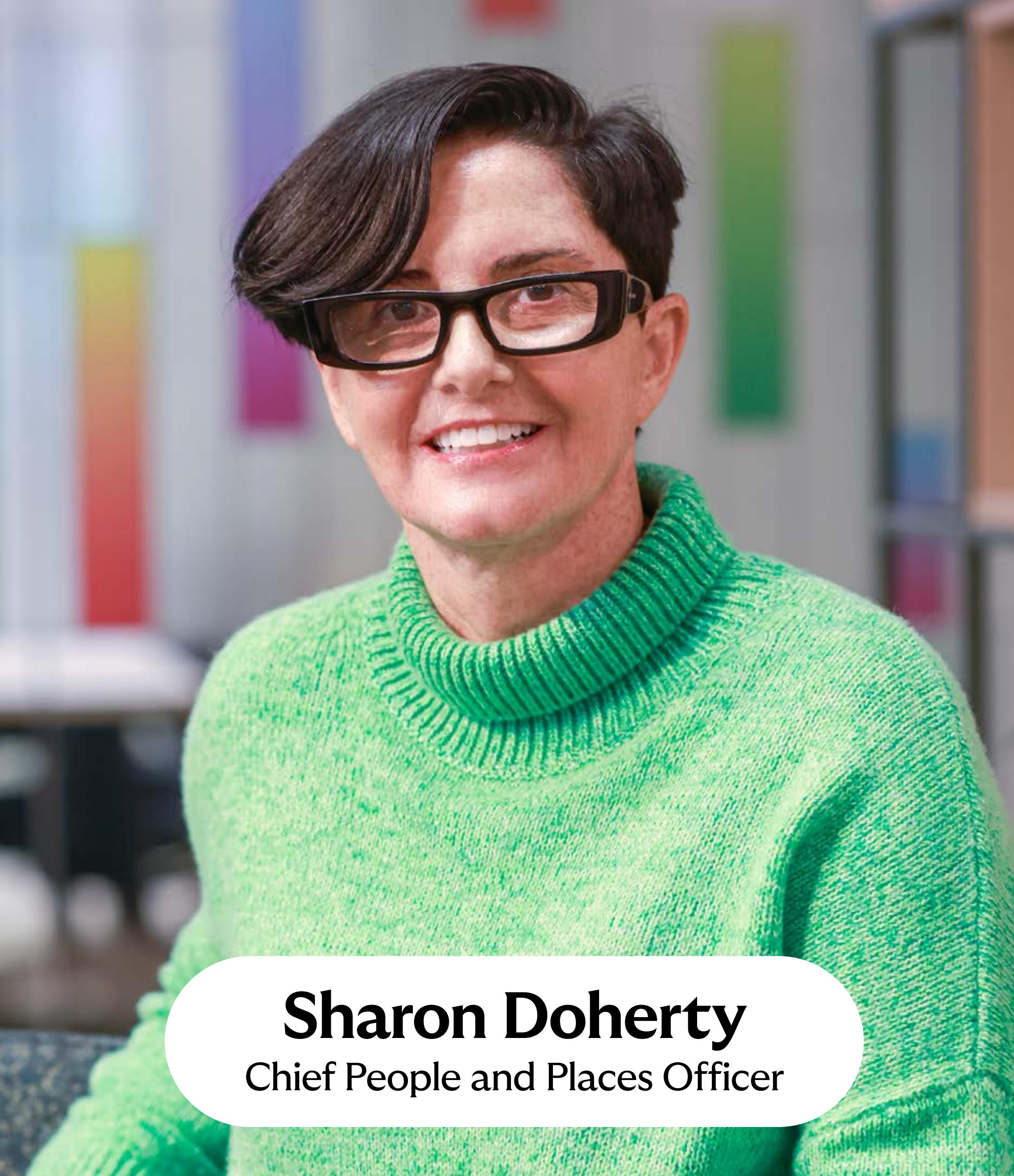


# Gender & Ethnicity Pay Gap Report





**Sharon Doherty**  
Chief People and Places Officer

I look forward to the publication of our Gender and Ethnicity Pay Gap report each year as an opportunity to pause and reflect on the progress we're making towards our Inclusion ambitions. Helping Britain prosper means creating opportunity for everyone, and inclusion is how we make that happen. This year, I'm pleased to share that we've continued to make encouraging strides.

Our mean gender pay gap has reduced to 24.9 per cent, continuing our downward trend of around one percentage point per year. Ethnicity mean pay gaps have also reduced overall (by 1.3pp since 2024), reflecting the impact of our sustained focus on representation and progression. However, for colleagues from Black heritage backgrounds, the mean pay gap has increased slightly by 0.9pp on 2024, driven by increased hiring at junior grades.

Representation continues to shift in positive ways. More ethnic minority and Black heritage colleagues are joining at entry levels, and senior representation is rising. These trends are critical for building diverse talent pipelines that reflect our customers and develop the skills needed for today and the future, even if they cause short-term pay gap fluctuations. We'll keep explaining these dynamics openly because transparency builds understanding and confidence in our approach.

Inclusion isn't just about doing the right thing; it's about driving performance, innovation, and accountability. We're continuing to equip line managers to lead inclusively and connecting our internal culture with the communities we serve. These actions will help us better support our customers, our people, respond to external challenges, and sustain our reputation as an organisation leading on inclusion.

We're already seeing tangible progress. Through thought leadership and networking events, we've boosted confidence and interest from Black heritage and women professionals, leading to interviews and offers.

We're creating stretch opportunities and career progression for Black heritage colleagues through sponsorship and career conversations, while our 'count me in' initiative is improving data disclosure to better understand socio-economic diversity – a key focus now and for the future.

At the same time, we're investing in the future: we've strengthened senior representation and hired over 500 diverse graduates and apprentices continuing to ensure strong early career diversity across our regions.

Looking forward, we know the workforce is changing. Demand for specialist skills in areas like technology and AI will grow, and we must anticipate how this affects pay gaps. That's why we're modelling future scenarios and building diverse pipelines now through targeted partnerships, upskilling programmes, and inclusive succession planning. Social mobility remains central to this ambition, ensuring opportunity is accessible to all.

Now in the final lap of our five-year transformation journey, inclusion remains a catalyst for change. Progress takes time, but our determination is set. By embedding inclusion at the heart of our strategy, we'll continue to close gaps, strengthen representation and create a workplace that reflects the communities we serve. That is how we help Britain prosper.

S. Doherty.

This report relates to colleagues who have been determined to be either a "full-pay relevant employee" or a "relevant employee" in accordance with prevailing UK regulations and guidance. International colleagues are included to the extent where either the host or home country is the UK, subject to any local laws and regulations. This approach is consistent with previous reporting years.

# Gender Pay Gap

**Progress has continued to close the mean Gender pay gap; this has reduced 1.0 percentage point to 24.9 per cent. As of April 2025, 38.8 per cent of executive roles were held by women.**

## Overview

The Gender pay gap reflects the different representation of men and women across levels in the organisation. This does highlight a clear opportunity to keep strengthening career progression and representation, with a particular focus on supporting women to progress into more senior roles.

## What the data shows

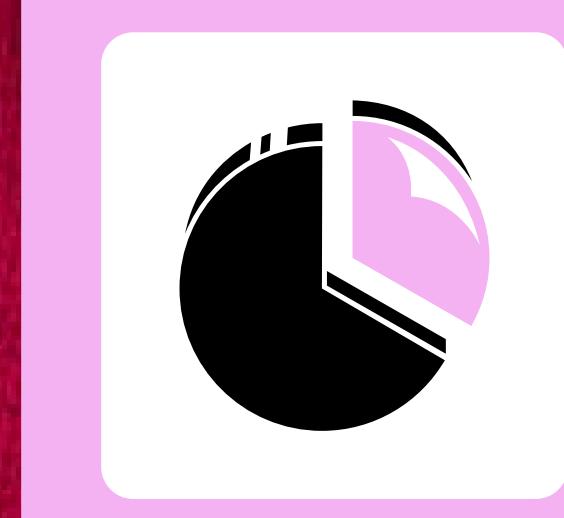
Continued progress has been made in closing the mean Gender pay gap, with the gap reducing by 1.0 pp to 24.9 per cent. This improvement demonstrates that our actions are moving us in the right direction, however, we remain committed to accelerating our progress.

## Why we have a bonus gap

Generally, bonus pay gaps would be expected to vary more from year to year than hourly pay gaps. Our variable pay (bonus) is higher at more senior levels, and we have a higher proportion of men in senior roles. In addition, the bonus gap is exacerbated by the fact that bonuses are pro-rated for reduced hours workers – with most of these flexible positions currently held by women.

Over the last year the mean Gender bonus gap has reduced by 0.1pp to 50.4 per cent. Since reporting began in 2017, the mean Gender bonus gap has reduced by 14.8 percentage points.

We will continue to focus on improving the representation of women in senior roles. This is crucial to our ability to close our Gender pay gap.



**As of April 2025**  
**38.8%**  
**of Executive roles**  
**are held by women**

# Gender Pay Gap

## Our Commitments to Gender Inclusion

Integrating inclusion into the way we run our business has been core to our success to date. Holding our Group Executives to account is paramount. Our data led approach, which is grounded in key metrics and insight gathered through colleague feedback, allows our business area Executives to identify opportunities to accelerate progress and to also address any gaps. How our Executives bridge identified opportunities, forms a core part of performance conversations.

We take active steps to drive inclusion through all stages of our colleague lifecycle from recruitment, to progression and retention.

In 2025 we set a new ambition to reach and maintain a gender balance of between 45-55 per cent in executive roles by the end of 2030.

Setting this ambition for our leadership team is important in providing role modelling and inspiration for our colleagues and ensures more inclusive strategic decision making. It also supports greater innovation and adaptability, both vital as we continue to transform our business for the future.

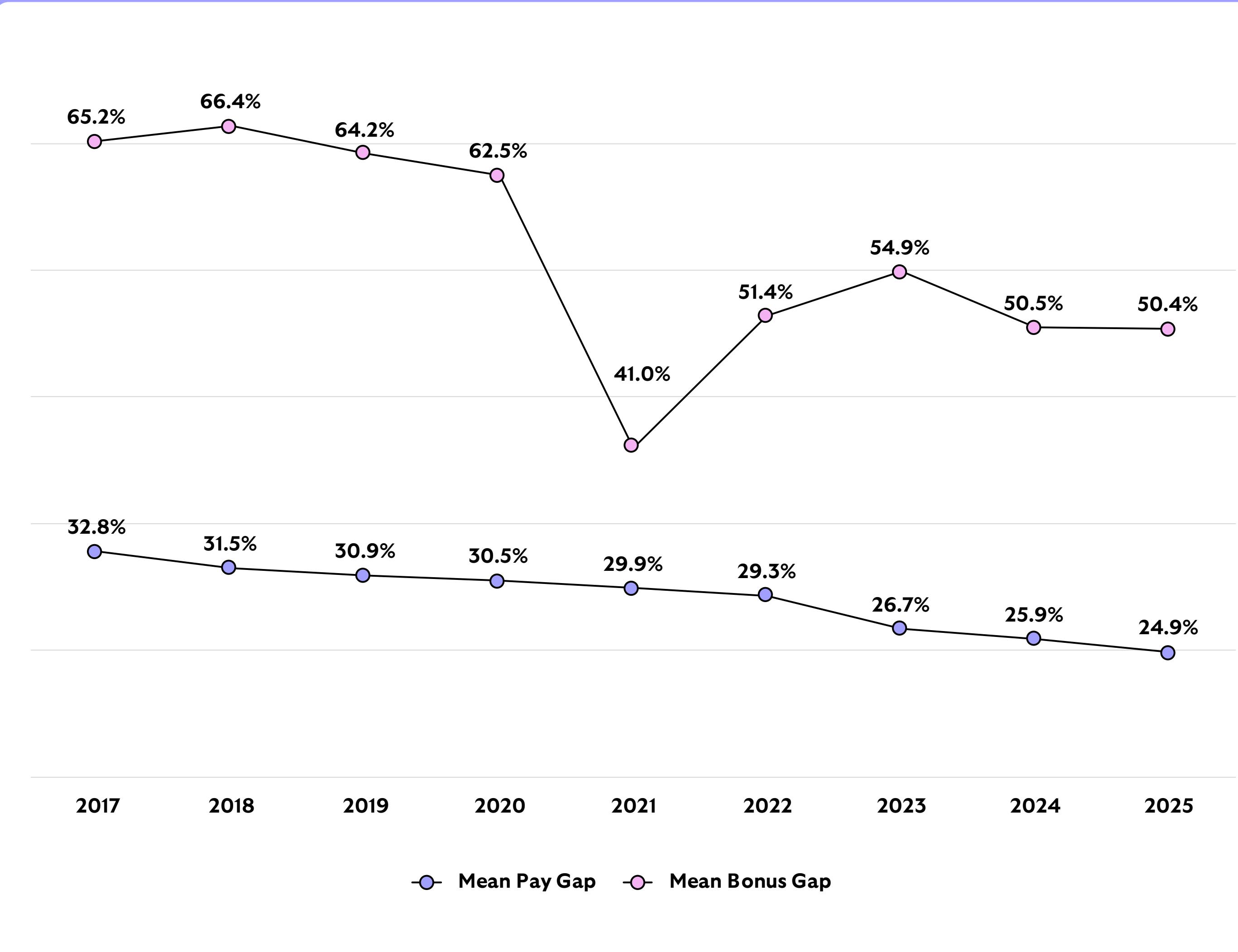
At the end of 2025, the number of women in executive level roles (X+) stands at 40.4 per cent, putting us on track to meet our 2030 ambitions.

We proudly co-sponsor the Government-backed FTSE Women Leaders Review which sets recommendations to increase the representation of women on boards and in leadership. We achieved all the Review's recommendations in 2023, two years ahead of the deadline. In 2025 we achieved 13th place.

In 2025, our continued commitment has once again been recognised externally, with our inclusion in the Times Top 50 Employers for Gender Equality for the 14th consecutive year.



The mean Gender pay gap has reduced by 7.9 per cent since reporting began in 2017 and the mean bonus gap by 14.8 per cent.



**Note:** No bonuses were awarded for the 2020 performance year, which would normally have been paid during 2021, and therefore impacted the bonus data for the 2021 and 2022 Gender Pay Gap reporting periods.



# Ethnicity Pay Gap

Continued progress has been made with the mean gap reducing by 1.3 ppts from 3.0 per cent to 1.7 per cent from last year.

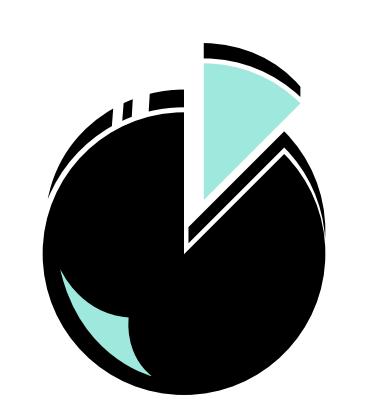
## Overview

We remain committed to publishing our Ethnicity pay gap report on a voluntary basis. We have chosen to publish for the past six years because we recognise the importance of transparency in encouraging focus and inspiring purposeful, action-led change. It helps to hold us accountable to delivering on our commitment and we believe it will lead to sustainable positive change for our people.

## What the data shows

As at April 2025, 91.5 per cent of our colleagues have chosen to disclose their ethnicity with us, an encouraging increase from 88.2 per cent in April 2023.

Whilst we have more to do to close the gap, we have seen improvements within the representation of our senior leadership teams which has had a significant impact on gap closure to date.



As of April 2025

**15.5%**

of Executive roles are held by Black,  
Asian and Minority Ethnic colleagues

# Ethnicity Pay Gap

## Our Commitments to Ethnic Diversity

In an increasingly multicultural society, we can only truly be the best bank for our customers if our workforce reflects the diversity of the UK population and ultimately our customers. Our goal is to increase our workforce diversity and unlock the full potential of our Black, Asian, and Minority Ethnic colleagues.

We remain guided by the principles of our [Race Action Plan](#), launched in 2020, which focuses on driving cultural change, improving recruitment and progression across the Group, and setting out the steps we are taking to deliver sustainable change for our people, customers, and the communities we serve.

In 2025, we reset our UK ambition: to increase representation of Black, Asian, and Minority Ethnic colleagues in executive roles to between 19 per cent and 22 per cent, and to grow Black representation in executive positions to between 3.5 per cent and 4 per cent by the end of 2030.

We have seen steady growth in ethnic representation across the Group, particularly at senior levels. To accelerate this progress, we launched a series of Regional Thought Leadership and Networking events. These

are designed to build external professional communities with the skills, insights, and experience aligned to our business needs, centred around our strategic locations. This approach helps create a diverse talent pool for today and the future.

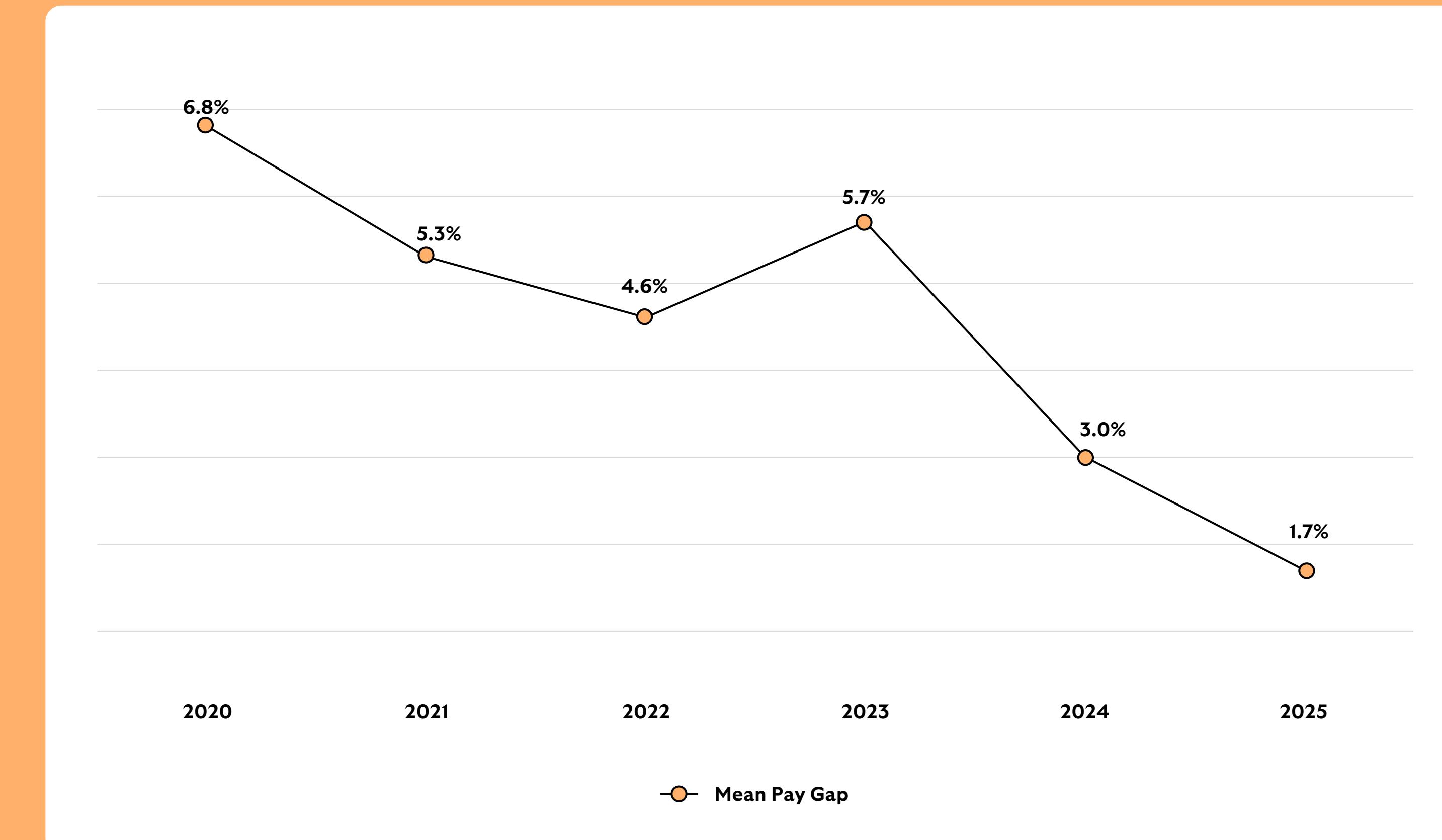
Recognising opportunities to improve the progression of colleagues from Black heritage backgrounds, we continue to invest in career initiatives. These focus on understanding colleagues' career experiences and aspirations, while promoting existing support that is available to all our colleagues such as mentorship and sponsorship opportunities.

In addition, we remain committed to supporting Black business communities through our [Black Entrepreneur Programme](#), where trust has more than doubled from 36 per cent in 2022 to 84 per cent today.

At the 2025 Ethnicity Awards we were once again recognised overall 'Outstanding Employer' for the fourth time since the launch of the awards in 2018.



The Ethnicity pay gap has reduced by 5.1 per cent since reporting began in 2020



# Gender Pay Gap By Employing Companies

**Lloyds Banking Group is made up of a number of employing companies. While we manage our Gender strategy at a Group level, the UK Gender Pay Gap Reporting legislation requires us to report separately for each of our employing companies, as set out:**

## Declaration

I confirm that the Lloyds Banking Group Gender Pay Gap calculations featured in the report are accurate.

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**Sharon Doherty**  
Chief People & Places Officer

	Pay												Bonus					
	Mean Gender Pay Gap		Median Gender Pay Gap		Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		Mean Gender Pay Gap (Bonus)		Median Gender Pay Gap (Bonus)		Proportion with a Bonus	
	Result	Difference to 2024	Result	Difference to 2024	Male	Female	Male	Female	Male	Female	Male	Female	Result	Difference to 2024	Result	Difference to 2024	Male	Female
<b>Lloyds Banking Group</b>	24.9	-1.0	35.0	-0.5	61.7	38.3	50.6	49.4	35.7	64.3	32.2	67.8	50.4	-0.1	31.9	-24.9	97.9	98.6
<b>Lloyds Bank PLC</b>	25.2	-1.5	37.8	-1.4	62.8	37.2	53.6	46.4	37.5	62.5	35.0	65.0	49.4	-1.2	29.3	-14.3	97.1	97.9
<b>HBOS PLC</b>	24.7	-0.4	30.6	-0.3	58.2	41.8	46.1	53.9	32.4	67.6	23.2	76.8	52.2	1.3	41.8	-19.8	99.8	99.9
<b>Scottish Widows Services Limited</b>	13.5	-0.4	21.8	3.2	59.8	40.2	55.1	44.9	46.6	53.4	38.0	62.0	30.6	-0.3	30.5	-5.2	100.0	99.7
<b>MBNA</b>	15.0	-0.4	17.5	0.6	56.1	43.9	41.2	58.8	32.6	67.4	35.7	64.3	30.9	-1.4	22.3	-24.5	99.7	99.8
<b>Lloyds Bank Asset Finance Limited</b>	20.4	-0.4	30.0	-1.9	66.8	33.2	55.0	45.0	41.9	58.1	29.8	70.2	31.7	-9.5	39.7	-23.1	100.0	100.0
<b>Lloyds Bank Corporate Markets Limited</b>	12.7	1.9	2.1	1.4	39.6	60.4	28.6	71.4	34.8	65.2	29.5	70.5	35.2	-0.1	3.1	-5.4	97.4	98.4
<b>Cheltenham &amp; Gloucester PLC</b>	14.1	-2.7	27.7	-0.7	56.1	43.9	43.9	56.1	40.2	59.8	31.3	68.7	26.7	-6.3	33.1	-22.9	100.0	100.0

# Ethnicity Pay Gaps

To help us better understand the Ethnicity pay gap, we break the data down even further across our Black, Asian and Minority Ethnic colleagues. Having a greater understanding of the figures allows us to address the complex and specific needs of our colleagues more accurately and identify the specific barriers that are preventing people from meeting their full potential:

## Declaration

I confirm that the Lloyds Banking Group Ethnicity Pay Gap calculations featured in the report are accurate.

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**Sharon Doherty**

Chief People & Places Officer

	Pay				Bonus			
	Mean Ethnicity Pay Gap		Median Ethnicity Pay Gap		Mean Ethnicity Pay Gap (Bonus)		Median Ethnicity Pay Gap (Bonus)	
	Result	Difference to 2024	Result	Difference to 2024	Result	Difference to 2024	Result	Difference to 2024
<b>Lloyds Banking Group</b>	1.7	-1.3	4.2	-3.8	19.8	-5.8	10.2	-6.6
<b>Black</b>	10.9	0.9	18.6	-0.6	33.8	-10.6	24.7	0.3
<b>Asian</b>	0.3	-2.2	1.9	-6.0	22.8	-2.6	9.3	-7.7
<b>Other Ethnic Minority</b>	-6.2	-1.0	-7.7	-1.6	-25.8	-22.7	0.0	0.0

# Our strategic Inclusion commitments

Learn more about our work and commitments to Inclusion:

**Overall commitments**

[Inclusion - Lloyds Banking Group plc](#)



**Ethnicity**

[Ethnicity - Lloyds Banking Group plc](#)



**Gender**

[Gender - Lloyds Banking Group plc](#)



# Helping Britain Prosper

