GENDER PAY GAP REPORT

For reporting period

2025 / 2024 / 2023

At Postcode Lottery, our people are our greatest asset. Creating an inclusive environment with diverse talent at all levels remains a business priority for us.

We're pleased to report a continued downward trend in our gender pay gap for the 2025 reporting period.

Headline figures show that our mean gender pay gap for 2025 is 11.5% - a decrease of 1.1% from 2024. Our median gender pay gap has also decreased and is 15.3% for 2025.

This progress is welcome and demonstrates a move in the right direction. But we recognise we still have more to do, and we remain committed to creating meaningful change.

The data from this report helps to inform the work we do to improve representation, close the gender pay gap and promote a workplace that's inclusive and welcoming for everyone.

Katie Shortall
Head of HR

THE GENDER PAY GAP

All UK organisations with more than 250 employees must publish their gender pay gap figures.

The gender pay gap is different to equal pay. Equal pay deals with men and women being paid equally for doing the same or similar job with the same or similar skills and experience. Gender pay gap reporting looks at the average pay of all men and the average pay of all women across the business, regardless of role and seniority.

Although current legislation requires employers to report on men and women, we recognise gender is not binary and some team members may not identify as male or female.

USEFUL TERMS

Equal pay
Same pay for the same work, regardless of sex.

Gender pay gap
The difference between the average pay of men and women across the whole business.

Negative figure
The gap favours women.

Positive figure
The gap favours men.

Mean
Total male hourly rate + total female hourly rate ÷ total people.

Median
Women's mid-range hourly rate ÷ men's mid-range hourly rate.

Pay quartile
When the organisation is split into four equal sized groupings of employees based on their hourly earnings (including bonuses) and then the gender split is recorded.

UNDERSTANDING THE GAP

Our analysis shows a decrease of 1.1% in the mean pay gap, and a 0.8% decrease in the median hourly pay gap.

When compared to the data from the 2024 reporting period, the gender split across all four pay quartiles has remained relatively stable.

We have a change of one percentage point in favour of women in the upper quartile to 36%, compared with 35% in 2024. In the lower middle quartile, the percentage of women has increased by 2% to 62%. While in the lower quartile, there is a decrease of one percentage point to 51% when compared to the previous year's data.

The greatest fluctuation in the data relates to women's mean average bonus pay, which is 24.7% for the 2025 reporting period, compared with 15.9% in 2024. This is an increase of 8.8%.

We believe this significant increase can be attributed to a higher percentage of women sacrificing 100% of any bonus pay into their pension. Sacrificing bonuses into a pension reduces an employee's gross taxable pay, which can distort the reported gender pay gap, as the sacrificed amount is excluded.

When compared with 2024, there was a 72% increase in the women sacrificing all of their bonus into their pension.

GENDER PAY GAP

Mean
11.5%

Median
15.3%

BONUS PAYMENTS

Males and females getting a bonus as a percentage

Female **86%**

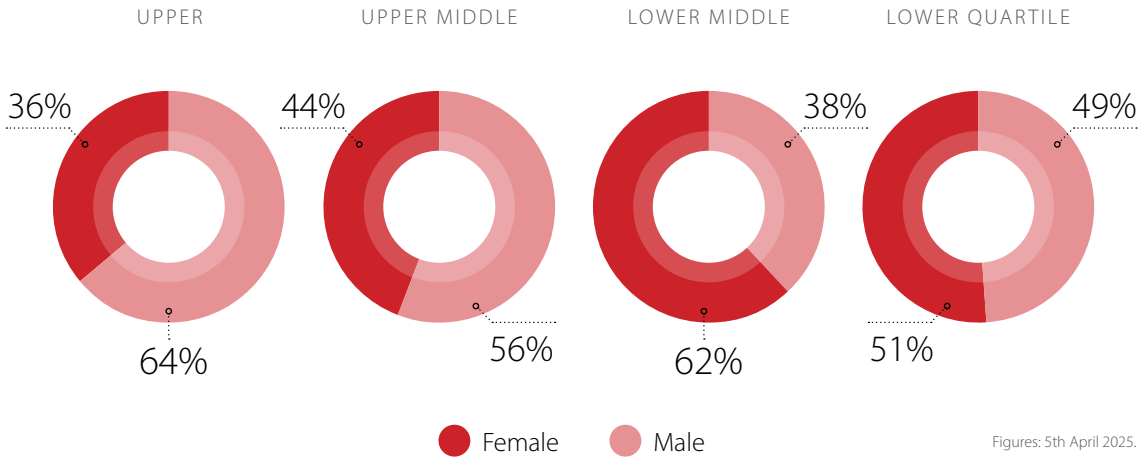
Male **83%**

GENDER BONUS GAP

Mean
24.7%

Median
21.4%

PAY QUARTILES



Figures: 5th April 2025.

WHAT WE DO

Making sure we can attract, recruit, develop and retain the talent we have is important to us. That's why we work hard to make Postcode Lottery a great place to work for everyone.

Every year, up to 4% of our total salary spend is invested in training and development. A wide range of training covering professional and personal development, as well as courses on looking after your wellbeing, is delivered in-house and available to everyone at Postcode Lottery.

All team members also have the option to participate in external training programmes, helping them grow in their role now and in their future career.

For this gender pay gap reporting period, and to complement our training offerings, we invested heavily in external coaching. This allows for one-to-one personal growth for the individuals who participate and is a clear demonstration of our commitment to supporting the development of talent within our team.

There is much research to show women are less likely to apply for roles unless they meet every single qualification, particularly when it comes to more senior roles. To help combat this and encourage diversity in applicants we have removed degree requirements from our job adverts.

In addition to this, we now share salary details when we're advertising a role. As well as encouraging a broader range of applicants, it helps to bridge the gender pay gap by reducing reliance on previous salary history, which has been shown to disproportionately impact women.

Our Equality, Diversity and Inclusion Champions, made up of team members from across the business, continue to play an important role in holding us to account and making sure we follow through on the commitments set out.

We are committed to being a great place to work. **Every year, up to 4% of salaries goes to training and development opportunities,** making sure we attract, develop and retain talent at all levels.

WHAT'S NEXT?

There continues to be a gender imbalance within the technology sector globally, with women remaining underrepresented in this area.

This industry-wide challenge continues to affect our gender pay gap at Postcode Lottery.

Supporting and developing talented women within our team is therefore a key priority. Looking ahead, our team are developing a Diversity in Tech group, with the intention of increasing the visibility of careers in tech to encourage greater diversity within these roles. As part of our commitment to this initiative, the team members championing the Diversity in Tech group have the full support of the business and we look forward to reporting on any future outcomes.

We've completed our first ever business wide engagement survey covering every aspect of life at Postcode Lottery, from reward and recognition to flexibility, and we're working on an action plan around their feedback. Listening to what our team are saying and responding to their suggestions will be key in helping ensure talent retention.

GENDER PAY GAP REPORT

For reporting period 2025

GENDER PAY GAP REPORT

For reporting period

2025 / **2024** / 2023

Our mean gender pay gap for 2024 is 12.6% - a decrease of 4.5% from 2023. Our median gender pay gap has also decreased and is 16.1% for 2024.

Reporting annually presents an opportunity to reflect on the recruitment, reward and progression structures and policies we have in place. In 2024 we made changes to make these fairer and more transparent. We know the initiatives we have implemented can take a while to embed and show results. But we believe the positive shift presented in this year's report is indicative that these changes are working.

This progress is welcome and demonstrates a move in the right direction. But we recognise we still have more to do, and we remain committed to creating meaningful change.

Katie Shortall
Head of HR

THE GENDER PAY GAP

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USEFUL TERMS

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Pay quartile
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UNDERSTANDING THE GAP

Our analysis shows a decrease of 4.5% in the mean pay gap, and a 3.6% decrease in the median hourly pay gap.

In 2023, we had a greater number of women in the lower pay quartile. This year we have a more equitable gender split, with the figure for women being 52% compared to 67% last year.

We also note an increased percentage of women in the lower middle quartile – 60% in 2024 from 52% in 2023. And in the upper middle quartile, the representation of women has increased by two percentage points to 44%.

This movement demonstrates the career progression we are seeing for women within our teams, which is a step in the right direction.

GENDER PAY GAP

Mean
12.6%

Median
16%

Males and females getting a bonus as a percentage

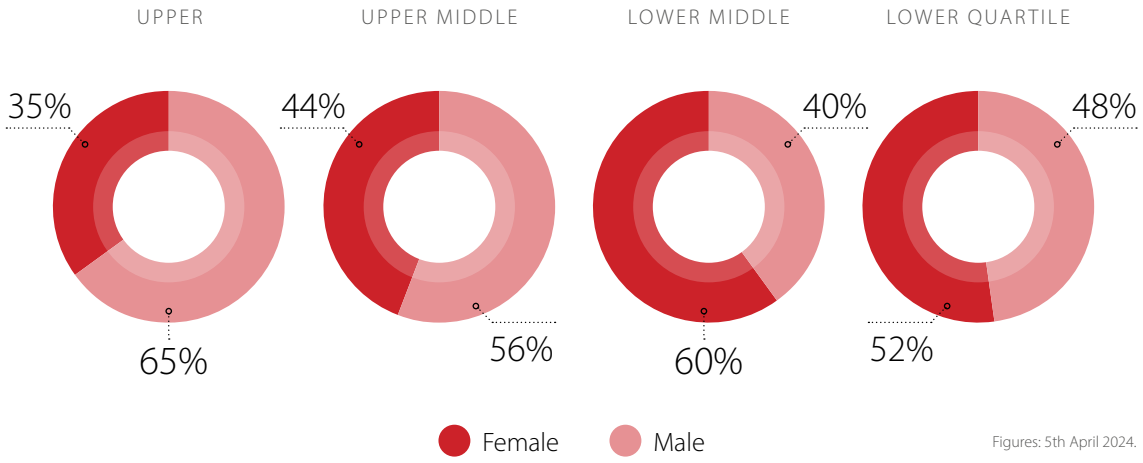
Female	**93.7%**
Male	**93.3%**

GENDER BONUS GAP

Mean
15.9%

Median
7.5%

PAY QUARTILES



Figures: 5th April 2024.

WHAT WE DO

We have introduced a new performance management structure and system, which gives team members the agency to capture their own goals and determine what will challenge them as an individual.

The introduction of a new annual performance-based bonus is something we hope will increase the link between personal performance and pay, leading to positive change in the bonus area.

Together these changes mean we are now better able to recognise talent within our business, and to offer more tailored support on development and career progression.

We also champion an approach which places a high value on spending time together in person in the office. When we are together as a team, we are in a stronger position to nurture existing and emerging talent. We feel our team members benefit from mentoring and coaching best when it's in person.

We recognise that some of the best development moments happen informally across the desk or hearing from those with more experience as you work alongside each other.

Our Equality, Diversity and Inclusion Champions, made up of team members from across the business, play an important role in holding us to account and making sure we follow through on our commitments.

We are committed to being a great place to work. **Every year, up to 4% of salaries goes to training and development opportunities,** making sure we attract, develop and retain talent at all levels.

WHAT'S NEXT?

Developing talented women within our team is a key priority in helping to close the pay gap.

Looking ahead, we are focussed on building the data we have on talent within the business to help inform our succession plans. This will be key in helping us identify the next wave of leaders and creating opportunities for their growth. It is this type of activity that will help support women going into senior positions, and into higher paid roles.

Work is also underway to revamp our end of year performance rating system. By simplifying this to three ratings we are making the path to pay increases more transparent and accessible for everyone in our team.

Pay increase reviews will also be part of this work. This is a step that we hope will address bias and ensure consistency in our approach to performance and reward.

GENDER PAY GAP REPORT

For reporting period 2024

GENDER PAY GAP REPORT

For reporting period

2025 / 2024 / **2023**

PEOPLE'S POSTCODE LOTTERY

GENDER PAY GAP REPORT 2023

THE GENDER PAY GAP

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Although current legislation requires employers to report on men and women, we recognise gender is not binary and some team members may not identify as male or female.

Snapshot date: 5 April 2023

Our mean gender pay gap for 2023 is 17.1% – an increase of 3.5% from 2022. Our median gender pay gap has also increased and for 2023 is 19.6%.

As a business we are making steps to address a widening gap. This includes implementing new systems to help us identify and reward talented individuals. Supporting women with their career progression is key to reducing the gap.

Reporting on the pay gap provides the opportunity to consider what we can do to ensure we are driving positive change and creating a workplace where everyone can thrive.

We are working hard to do better. Meaningful change will take time.

Clara Govier
Managing Director

UNDERSTANDING THE GAP

Analysis of the data for the 2023 reporting period shows that the pay gap has widened.

This increase is the result of a higher percentage of males in the upper pay quartile. The figure for 2023 is 65%, compared to 63% in 2022.

This can be attributed to growing our leadership team in 2023, with two male managing directors joining the team. As such, the make-up of our leadership team changed and now comprises three men and two women, compared with two women and one man in 2022. This is an important factor when analysing the increased gap.

In 2022, we had a greater number of women in the lower pay quartile. This year the figure is 67% compared to 70% last year. This demonstrates the career progression we are seeing for women within our team and is a step in the right direction.

We are committed to working in partnership with our Equality, Diversity and Inclusion Champions made up of team members across the business, who actively prioritise creating a working environment where everyone can thrive. Going forward this group also play a key role in holding us to account, making sure we follow through on the commitments we have set out.

Laura Anderson
Head of HR

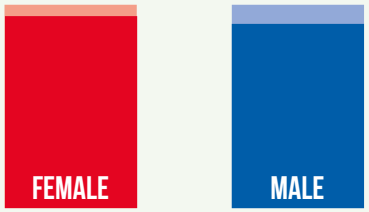
Gender Pay Gap

17.1% Mean

19.6% Median

Bonus Payments

Males and females getting a bonus as a percentage



94.9% **90.1%**

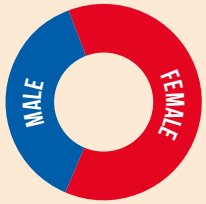
Gender Bonus Gap

-5.1% Mean

7.7% Median

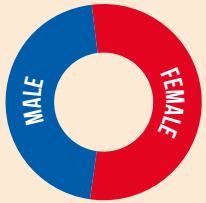
PAY QUARTILES

Lower



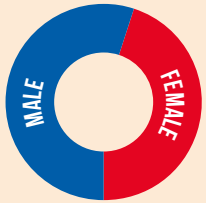
33% **67%**

Lower Middle



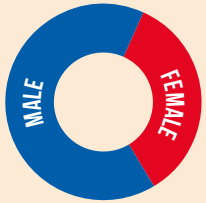
48% **52%**

Upper Middle



58% **42%**

Upper



65% **35%**

Figures: 5 April 2023

USEFUL TERMS

Equal pay = same pay for the same work, regardless of sex.
Gender pay gap = the difference between the average pay of men and women across the whole business.
Negative figure = the gap favours women.
Positive figure = the gap favours men.

Mean = total male hourly rate + total female hourly rate ÷ total people.
Median = women's mid-range hourly rate ÷ men's mid-range hourly rate.
Pay quartile = when the organisation is split into four equal sized groupings of employees based on their hourly earnings (including bonuses) and then the gender split is recorded.

WHAT WE DO

Invest and Develop

We work hard to make People's Postcode Lottery a great place to work. Central to this is ensuring we attract, recruit, develop and hold on to the talent we have.

Our in-house training team facilitate and deliver a range of training programmes. Every team member also has the opportunity to undertake external training programmes of their choice to help them grow in their role and support their future career.

Support

Our team are our greatest asset.
We are here to support them.

We are aware of the additional social, cultural and personal barriers that can impact women's career progression. Since we last reported on the pay gap, we have become an endometriosis friendly employer.

Additional support and assistance is also available to team members who may be effected by pregnancy loss and menopause. Sessions aimed at busting myths and breaking the taboo of talking about menstruation are also available to the wider team.

FORWARD LOOK

Developing talented females within our team is a key priority in helping our work to close the pay gap. Yet we know women are more hesitant to put themselves forward for promotion.

We are using technology and developing a new skills talent matrix to help us easily identify top talent at a glance. This will mean we can provide individuals with the necessary support to help them grow in their career.

New performance management tools are also in development. These tools will help us recognise high performing individuals and support both their salary and their career progression opportunities.

GENDER PAY GAP REPORT

For reporting period 2023