

2025 Gender Pay Gap Report

OSB GROUP PLC and Charter Court Financial Services Limited

Our Gender Pay Gap Data

Throughout OSB Group, we continue to focus on developing an increasingly inclusive and transparent culture along with a diverse workforce. The requirement for all UK Companies with over 250 employees to report on their respective gender pay gaps enables us to look closely at how we remunerate our employees and establish the reasons behind our headline figures.

We therefore adopt a proactive approach in seeking to identify and implement activities that will aid our long-term commitment to reducing our gender pay gaps, which result from the gender ratios that exist at different levels within the structure of our workforce rather than as a result of us paying our female employees less than what we pay male employees to undertake like for like roles.

Our Gender Pay Gap Data

1. Pay & Bonus Gap (2024 figures in brackets)

OSB PLC	Mean	Median
Hourly Pay	35.09% (37.0%)	34.78% (33.3%)
Bonus Paid	70.41% (57.4%)	21.31% (38.9%)
CCFS*	Mean	Median
Hourly Pay	17.90% (20.0%)	10.77% (12.5%)
Bonus Paid	56.24% (38.9%)	24.68% (21.4%)
All UK OSB Group PLC Entities	Mean	Median
Hourly Pay	34.01% (35.5%)	27.15% (27.1%)
Bonus Paid	70.25% (55.2%)	32.67% (29.6%)

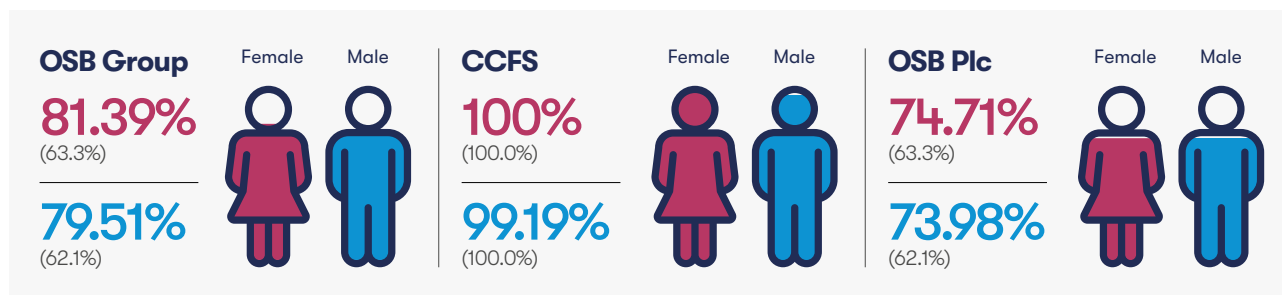
*It should be noted that it is not possible for us to positively impact the CCFS GPGs by way of recruitment activity, as from the start of 2021, all new employees into the group are hired as OSB PLC employees.

These tables detail the degree to which the hourly pay of female employees is lower than male employees as at the snapshot date of 5 April 2025. It also details the degree to which bonuses paid to female employees in the 12-month period up to the snapshot date are lower than what was paid to male employees during the same period. The mean represents the arithmetic average and median details the figure at which half of our population are above and half are below. The combined 'all entities' information has been provided to give a broader Group perspective.

2. Proportion of Staff Awarded a Bonus

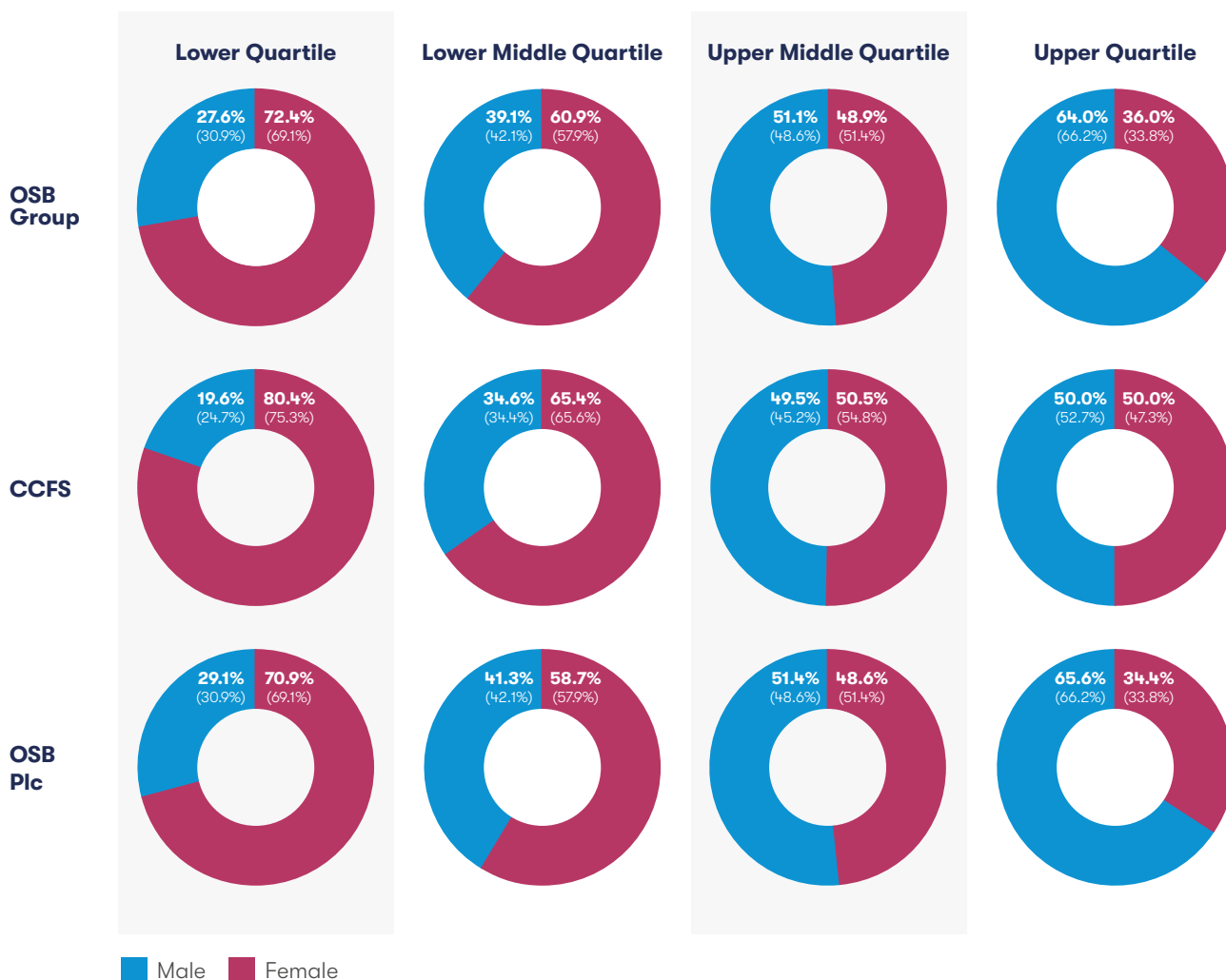
The percentage of relevant male and female employees receiving a bonus payment in the 12 months preceding the snapshot date (2024 figures in brackets).

All of our employees are eligible for participation in a bonus scheme. The proportion of employees receiving a bonus continues to be lower in OSB than CCFS. This is because all new employees since the start of 2021 being hired as OSB employees and therefore there are no CCFS employees who would have been ineligible for a bonus because of limited tenure. Of those employees who did not receive a bonus, this was mainly because of their start date and the timing of this report, noting the majority of our bonus schemes are paid in April of each year, following the announcement of our annual results.



3. Pay Quartiles

The following details our gender distribution across four equally sized quartiles, e.g. the lower quartile group represents the lowest paid 25% of the population (2023 figures in brackets):



Our Interpretation of the Data

While we are encouraged by our progress, we recognise that further work is required to close our gender pay gap and gender representation at Senior levels. We remain committed to improving gender balance at all levels of the organisation. We will continue to publish our data transparently and hold ourselves accountable for delivering meaningful, sustained change. Since implementing various initiatives to aid the reduction of our gaps, we have seen consistently positive progress with increased representation of females within our upper pay quartiles which in turn supports reducing our mean hourly gap over time.

As we detailed in our 2024 Gender Pay Gap Report, we remain confident that we do not have an issue across the Group in respect of equal pay and that both our gender pay gap and our bonus gap relate directly to the way that our workforce and variable pay schemes are structured, given that the majority of senior roles are undertaken by men and the majority of more junior roles are undertaken by women.

As at the snapshot date:

- our overall UK employee base was 56% female and 44% male
- our Group Executive Committee and Senior Management population was made up of a significantly higher proportion of men compared to women.

We maintain our view that within the Group, we already have strong representation in terms of females who have an involvement in the processes that relate to establishing pay and promoting gender diversity. In addition to me recently joining OSB, the Chair of our Group Remuneration and People Committee is female, as are our Group Head of People, Head of People Operations, Group Head of Talent Acquisition and our Diversity, Equity and Inclusion Specialist.



Our Related Approaches

Our approach to pay is, and always has been, gender neutral. To validate this, we pay close attention and undertake a quarterly equal pay analysis of each of the positions within our entire UK workforce that are undertaken by both male and female employees. We remain confident that the handful of role specific pay gaps that we identify are either addressed via out of cycle salary corrections or that they relate directly to situations where individual employees, regardless of gender, possess increased levels of role specific technical specialism/experience or relate to historical, performance-related salary increases.

We continue to strive to ensure a more gender balanced senior workforce and continue to increase our efforts to attract credible female candidates to interview for senior roles. We continue to use diverse job boards and have made the language in our job descriptions and adverts more compelling to potential female candidates, as well as providing recruitment and selection training for hiring managers which includes a focus on inclusive approaches. We also ensure that a senior female employee is part of the selection process when we are undertaking interviews for senior positions.

The Group is also a Living Wage Employer and our commitment to ensuring that the salaries of our lowest earning employees align with published Real Living Wage rates further assists in reducing our gender pay gap.

We are also fully committed to ensuring that we continually support both the development and career progression of our existing female employees, ensuring an appropriate gender balance of participants in our management development programmes and through the provision of our separate Women in Leadership Programme.

Our DE&I Strategy and our broader People and Culture Strategy both detail initiatives relating specifically to gender, and these continue to be progressed in conjunction with our People Team and our DE&I Employee Engagement Network. These initiatives include enhancements that we recently have made to a broad range of family and health related benefits, which will further aid the degree to which we attract and retain female employees.

Some of these approaches additionally support progress towards our published commitment to HM Treasury's Women in Finance Charter, which details our target of 40% of our UK senior management positions being undertaken by female employees by the end of 2026.

Orlagh Hunt

Chief People Officer

