

Gender Pay Gap Report 2025



Foreword



Wren Sterling continued to grow through acquisitions throughout 2025, allowing us the opportunity to welcome both talented colleagues from acquired businesses and organic hires into the business. Positioning ourselves as a 'Developer' organisation, we have focussed on supporting colleagues to develop their careers through industry recognised qualifications and providing colleagues with the opportunities that come from working within a progressive and successful business.

We do not pay people differently based on their gender; our reward framework remains consistent and equitable for all. We acknowledge that there is work to be done to improve gender representation within the Organisation, with our gender split on the snapshot date of 5th April 2025 being 45% female to 55% male, a slight improvement from 2024.

Key to this is addressing an industry wide structural representation issue: improving female representation within our senior leadership and Financial Planner communities. We have taken steps to encourage more female colleagues to consider a career as a Financial Planner, and 2025 has marked the successful launch of our pilot membership with Women in Banking & Finance as well as creating a mentor programme, to directly support female colleague career development. We have also launched a bonus scheme in January 2025 specifically for colleagues not in Adviser roles, to ensure that all colleagues share in the ongoing success of Wren Sterling. It is anticipated that this will significantly impact the Bonus Pay Gap within our organisation for the next snapshot date.

Our core values of Wren Cares, Wren knows, Wren Acts and Wren Delivers, remain central to everything we do to create an inclusive and diverse culture, and we are committed to making Wren Sterling a great place to work.

The following report sets out the results and the proposed action plan for the Gender Pay Gap within Wren Sterling as of the snapshot date of 5th April 2025.



Stephen Williams

Director of Human Resources

Our Core Values

Working closely with our colleagues, we have created four values that form the foundation of our brand and our culture as they define how we seek to behave towards our clients, our partners and each other:

Wren Sterling CARES for its clients, colleagues and the communities in which they work. We work with integrity and discipline to do what's right.	Wren Sterling KNOWS how to solve its clients' most complex problems. We celebrate knowledge and ensure all our clients benefit from our deep expertise and insight, all of the time.
	
Wren Sterling ACTS decisively, thinks fast and moves swiftly. We have the entrepreneurial drive to empower our people, modernise our business and deliver better solutions for clients.	Wren Sterling DELIVERS on the promises it makes to its clients and to each other. We expect to be judged and rewarded based on our reliability and our results.

We place emphasis on employee development so that colleagues have the opportunity to define a fulfilling and challenging career in every area of our business. We also aspire to make an impact within our local communities, and take our Corporate Social Responsibilities seriously, providing opportunities for colleagues to volunteer, undertake fundraising and develop awareness of all aspects of equality, diversity and inclusion. This is an ongoing process, matching our aspiration to be a 'developer' organisation, placing learning at the forefront of what we do.

Gender Pay Gap Reporting: Explained

Gender Pay Gap Legislation requires all businesses with more than 250 employees to calculate and publish data on Gender Pay Gap data on an annual basis. All businesses provide this snapshot based on data on 5th April of every year. Specifically, the reported data is as follows:

- Mean average Pay Gap for hourly pay between Male & Female employees.
- Median average Pay Gap for hourly pay between Male & Female employees.
- The percentage of Male & Female employees receiving bonus pay.
- Mean Bonus Pay Gap between Male & Female employees.
- Median Bonus Pay Gap between Male & Female employees.
- The percentage of Male & Female employees in each hourly pay quartile within the business

This provides the basis of Gender Pay Gap reporting, allowing comparisons to be made between companies and industries.

Gender Pay Gap

Commentary

In this year's report, the Mean Gender Pay Gap has remained unchanged at 31% from the 2024 report, with the Median Pay Gap decreasing by 5%. This has primarily been attributed to increased female representation across various roles throughout the business both from organic growth but also through our acquisitions.

The Gender Pay Gap at Wren Sterling is impacted by low female representation within key teams, as highlighted by 19% of Financial Planners being female, which is an increase of 5% from 2024.

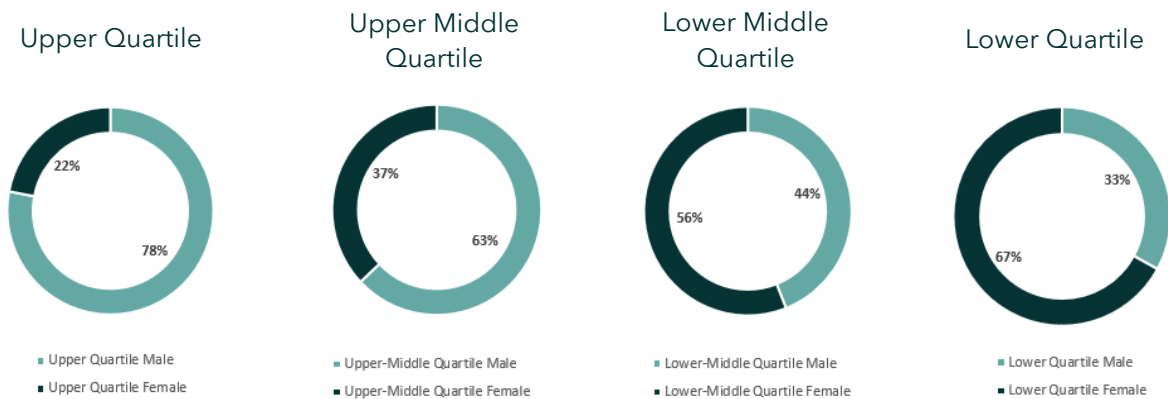
Gender Pay Gap – Mean

31% (2024 - 31%)

Gender Pay Gap - Median

32% (2024 - 37%)

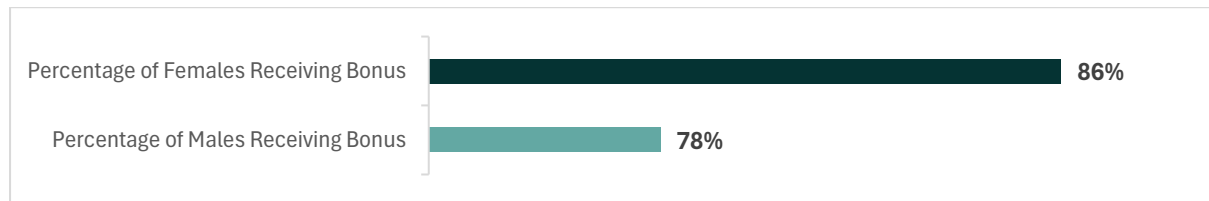
Gender Pay Gap: Quartiles



22% of female colleagues are in the Upper Quartile for pay, a decrease of 4% from the 2024 report, this is down to an increase in the overall headcount of the business through acquisitions. Females make up much of our part-time workforce, accounting for 63%, and these roles are more commonly found in the lower pay quartiles. This pattern reflects the choices many colleagues make to work flexibly, often to balance primary caring responsibilities or to transition gradually towards retirement, and highlights the importance of continuing to support part-time and flexible working arrangements across the business

Gender Bonus Gap

Commentary



Gender Bonus Gap - Mean

83% (2024 - 72%)

Gender Bonus Gap - Median

80% (2024 - 73%)

The Gender Bonus Gap has widened this year, despite higher bonus payments being made to our Operations and Support teams. We anticipate that our Non-Advisory Bonus Scheme will positively impact this in the short term. It's important to recognise that across the sector, adviser roles command higher bonus values, and although we have increased the proportion of female Financial Planners during the year from 14% to 19% (slightly higher than the industry average of 18%), the majority of women continue to work in Operational or Support functions where bonus potential is lower. A closer inspection of the data highlights that a significant one-off bonus paid to a team of female colleagues on the snapshot date in 2024 positively skewed the data for that reporting year.

We also saw a slight reduction in the proportion of colleagues receiving a bonus: 86% of women (2024: 89%) and 78% of men (2024: 92%). In the long term, we remain committed to ensuring incentives remain fair, competitive and aligned to performance.

Insights & Actions

We have identified the following actions to address the gender pay gap within Wren Sterling:

- **Non-Advisory Bonus Scheme** - We have implemented a new remuneration scheme to ensure that all colleagues have the opportunity to earn a bonus, based on organisational and individual performance targets being met. We believe this will directly impact the Gender Bonus gap in 2026.
- **Female Mentoring Programme** - We will continue to grow our female mentoring programme throughout the year to enable more female colleagues to receive mentoring support for their career. This includes pairing colleagues with senior mentors, offering tailored development conversations, and creating opportunities for increased visibility and confidence-building through project involvement and networking within the Financial Services industry.
- **Enhanced Safety Procedures** - We will pilot a new safety tool specifically to support female Financial Planners working safely in lone working settings such as client homes or attending evening meetings. We will assess the usage of the tool to consider a wider roll out if the pilot is successful.
- **Website Enhancements** - A review of our existing website is planned to make changes to increase the appeal to female clients and candidates.
- **Internship Programme** - To attract emerging talent into the industry, we are launching our entry level pipeline initiative, targeting young people to develop their understanding of financial literacy through planning & investment.
- **Supportive & enhanced female centric policies** - We continue to offer enhanced maternity (and paternity) leave pay to support female colleagues with families and have developed our Menopause policy signpost the help and support available.
- **Enhancing Hybrid and Flexible Working** - Recognising that a significant proportion of part-time roles are held by women, we will continue strengthening our flexible working framework. This includes improving consistency in decision-making, promoting flexible progression options and exploring job-share arrangements in higher-graded roles.
- **Networking & Development Opportunities** - The pilot scheme of offering female colleagues' membership to Women in Banking & Finance will continue to assess the ongoing value of networking and external mentoring opportunities offered by this key membership network.
- **Equality, Diversity & Inclusion** - Throughout 2025 and 2026 we continue to develop EDI awareness and content, with theme days to support these concepts and develop understanding across the workforce.
- **Recruitment Policy** - We will continue to review our recruitment Policy and practices to ensure they are consistent, fair and inclusive. We will be challenging Recruitment Agencies to provide more diverse candidate pools for future roles.
- **Wellbeing Support** - Mental Health First Aiders continue to be promoted throughout the organisation, with the aim to increase our team over the course of this year. We are looking to implement a new Flexible benefits platform that will improve access to a range of Private Healthcare options, Employee Assistance Programme, and access to online Digital GP services.

Declaration

We confirm that our data is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed



James Twining
Chief Executive Officer



Steve Williams
Director of Human Resources