

ABCIB 2025 Gender Pay Report



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Chief Executive's Statement



Rajeev Adrian
CEO

Welcome to the 2025 **ABCIB UK Gender Pay Report**. This is the second disclosure for our Bank. Over the last year, through a difficult external UK market we have continued to invest not just in our infrastructure and digital journey to support our clients, but also our colleagues and broader people strategy to help our colleagues fulfil and enrich their career journeys.

Last year, reviewing our first Gender Pay Report with our Head Office, Board and Senior Management team, I stated how delighted I was with the commitment to Diversity, Equity and Inclusion, as well as the wider Culture and Conduct agenda. This year, this has continued at pace.

While strong progress has been made and I am delighted to see this resulting in hard earned promotions and development opportunities. Our Gender Pay Gap metrics have been marginally impacted by a few “point in time” events. Being a small Bank with 258 colleagues' routine events such as Long Service Awards or a Senior hire can influence our numbers.

Although our data is strong versus the market, I believe that with the actions we are taking, over time we will see further enhancements in our baseline numbers. Reducing the Gender Pay Gap remains a key priority for the Bank.

Our Culture

Bank ABC is all about people.

We firmly believe our people are integral to our success and want our employees to have thriving careers with us. That is why we continuously strive to create a positive and fair workplace for all with continuous learning and development.

Our diversity sets us apart. Our global footprint from our headquarters in Bahrain, to our presence in MENA, Brazil, Europe, the USA and Singapore makes us unique. This gives us a rich diversity in talent and experience that can be leveraged across our network to better serve our clients, communities and stakeholders.

When we asked our employees how they would describe Bank ABC, they used words such as ‘supportive’, ‘friendly’ and ‘innovative’. We are one of MENA’s largest international banks, and our ongoing commitment to our people is a core value that has underpinned our growth since we were founded over 40 years ago.

Our Core Values: The Compass for our Future

Our values guide how we operate, make decisions, and work together. They shape our culture and inform how we engage with clients, partners, and communities as we pursue sustainable, long-term success.



Client Centric



Collaborative



Consistent

Our Value Drivers



Put Clients First: We form deep client relationships to understand their need and provide excellent service.



Collaborate to Grow: We proactively collaborate internationally to share knowledge and solve challenges.



Empower Our People: We enable each other to deliver outstanding results and recognize our people.



Act with Integrity: We act with ethics and accountability to consistently do the right thing.



Innovate for the Future: We embrace new ideas and adapt to continuously improve, creating value for all stakeholders.

ABCIB 2025 Statutory UK Gender Pay Gap disclosures



What is driving the gender pay gap?

ABCIB is a small organisation with 258 colleagues contributing to the 2025 numbers. Material numerical progress can be influenced by individual joiners or leavers as well as one off events such as annual long service awards.

As such, compared to our first year of measuring in 2024, the 2025 number has remained relatively stable.

Mean Pay Gap: a marginal increase of 1.6% has occurred due to the distribution of recruitment and turnover. Turnover was low compared to market at 10.2% however the hiring profile was concentrated into functions where the market is male heavy. As such 58% of new hires were male.

Median Pay Gap: the Bank has achieved a small decrease driven by workforce movements during the year. A higher number of male leavers at the mid-level, combined with a greater proportion of women receiving promotions as demonstrated by a 6.1% increase in female representation in the upper middle quartile.

Mean Bonus Gap: A very small increase occurred due two exceptional awards that influenced the number by 0.5%

Median Bonus Gap: The change has been driven primarily by an increase in the volume of female hires at the junior level and last years hires receiving their bonus. While this delivers an increase in bonus participation of 3.6%, in turn, it has brought the female median bonus down and contributed to a wider gap at the median point.

The above nuances will continue to influence the final numbers despite the wider steps the Bank continues to take, however they still compare favourably to market.

What is the Gender Pay Gap?

In 2017 regulations were introduced by the UK Government requiring all companies to report key metrics on pay differences between genders.

The gender pay gap measures the difference in average earnings between women and men across the entire workforce. The gender pay gap is therefore influenced by various factors, including the distribution of men and women across different roles, grades and departments.

Equal pay is different from the gender pay gap.

The gender pay gap helps us to understand and identify structural differences in representation of women and men across our workforce. Whereas equal pay ensures women and men are paid the same for work that is considered equal, similar or of equal value. At ABCIB we annually review the salaries of our entire workforce to ensure we are paying our employees fairly irrespective of their gender. The gender pay gap is a metric used to measure and monitor equality and inclusion in the workplace.

The illustrations on the right show examples of how the reporting figures are calculated.

Definitions of key terms

Mean pay gap: The mean gender pay gap is the difference in average hourly pay for women compared with men.

Median pay gap: The median pay gap is the difference in the hourly pay for the “middle” woman compared with the “middle” man when sorting by hourly pay.

Mean and median bonus gaps: Using the same methodology above but looking at annual bonus rather than hourly pay.

Quartiles: The quartiles are calculated by sorting employees by hourly pay, splitting into four equal quartiles and the representation of males and females in each quartile is calculated.

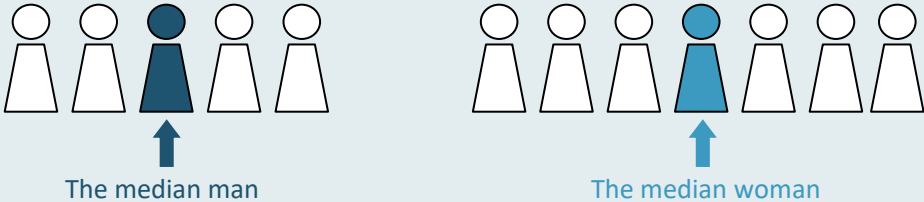
Proportion of employees receiving a bonus: The proportion of employees receiving a bonus is calculated as the percentage of males/females who received a bonus from the relevant population.

Illustrative examples

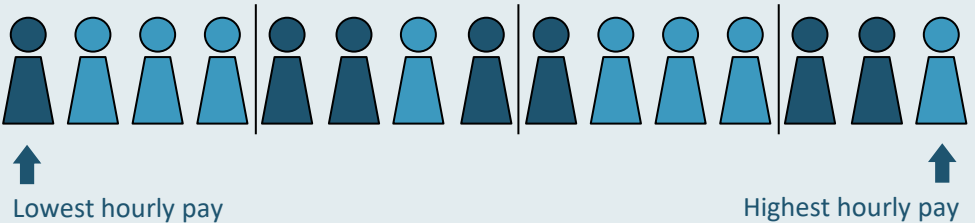
Mean



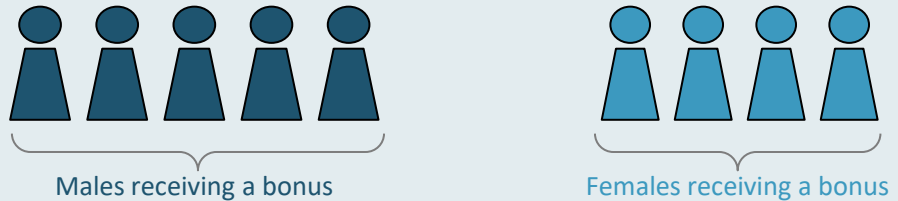
Median



Quartiles



Bonus proportions



Governance

- The ABCIB Board continue to have a robust oversight of our DE&I strategy and the evolving social, legal and regulatory landscape. This includes maintaining foresight of incoming DE&I regulatory requirements, and how we prepare via regular Continuous Professional Development sessions. Our Remuneration committee is regularly updated on gender action planning following the metrics presented to them last year.
- We continue to run regular training sessions and events for our board, management and all colleagues on DE&I trends and best practice to ensure we are making progress against our objectives.
- We have launched a brand-new employee handbook with a clear DE&I stance as well as updating various policies and procedures annually to ensure best practice is embedded within our culture.

Data

- ABCIB is committed to taking an evidence-based approach to DE&I planning and decision making.
- Using our internal data is a key part of this and the Bank has made significant investment in our systems to capture, store and analyse our data on a regular and ongoing basis.
- Following the initial Data Capture exercise, HR analytics are prepared and presented to the Management committee each month. 100% of new hires have shared their data to help strengthen our overview of the organisation.
- Beyond the gender pay gap reporting figures, we analyse key drivers behind our pay gap and analyse diversity across the employee lifecycle to identify and prioritise our action specifically to address the narrowing of the gender pay gap

Employee Resource Groups

- ABCIB has two employee resource groups (ERG) under the sponsorship of the COO; Empower, a group focused on supporting and empowering women) and a Cultural Awareness Network, focusing on the Cultural Diversity within the Bank.
- Each group has 2 Chairs and a working group of dedicated and passionate colleagues supported by our COO as executive chair along with support from the Head of HR.
- Each group has a calendar of events that operates alongside the HR Wellbeing and Mental Health Programmes to ensure colleagues have a access to a range or resources and support proactively.

Key actions

Below are the key actions ABCIB are implementing to reduce the gender pay gap

Investing in the development of the ABCIB junior talent pool

Given a lack of gender diversity within the external talent pool for trade finance and global banking experience the Bank remains committed to developing our own internal talent. Over 50% of internal promotions last year were for female colleagues. The Bank already mandates gender balanced long lists and short lists for all vacancies, long term talent interviews and interview training to ensure women are enabled to compete for all positions.

Focus on ABCIB internal talent development programmes

ABCIB have further enhanced the career development programme as well as a mental health awareness programme to support the development and personal wellbeing of colleagues across the Bank to now include a new tailored programme targeting key competency areas identified through rigorous talent identification and development analysis sessions.

Enhance flexible working policies and practices

ABCIB have a long-embedded hybrid policy in place. To support colleagues and their working practices and productivity, investment has been made in new benefits such as enhanced PMI with private GP cover, fertility and cancer cover has also been introduced helping colleagues to be as productive as possible.

Focus on Performance Management and Talent Identification

As a result of strong ongoing management training and roll out of goal setting, development planning and talent planning activities, out of 18 key roles (below leadership level), 55% of the roles feature women on the succession plan which is a solid increase from the year before.