



UK GENDER PAY GAP REPORT 2024



FOREWORD

In the UK, we are committed to promoting an inclusive workplace where everyone has the opportunity to thrive. Our culture is rooted in respect and collaboration, ensuring that all employees – regardless of gender – are supported in their careers.

We recognise that closing the gender pay gap is a long-term effort. Our latest data shows a 16.8% mean and 16.5% median hourly pay gap, largely driven by a greater proportion of male partners in more senior, higher-paying roles. By focusing on inclusion across our organisation, we continue to nurture a workplace where everyone can succeed.

We confirm that the information in this report is accurate.



C Bellows.

Clive Bellows

President, Europe, Middle East and Africa



M Lacey.

Mark Lacey

Head of International and Asset Servicing HR

OUR GENDER PAY GAP

The pay gap recorded across Northern Trust Management Services Ltd, our UK employing entity, is the result of a lower representation of women in senior roles and we have been taking actions to tackle this.

At the snapshot date of 5 April 2024, the hourly pay of female partners is 16.8% lower than that of male partners at mean, and 16.5% lower at median (Chart 1). While the percentage of male and female partners receiving a bonus is comparable (Chart 2), female partners' bonus pay is 36.9% lower than males' at mean and 30.6% lower at median (Chart 1). This is driven by a greater proportion of male partners in more senior, higher-paying roles. As reflected in our pay quartile analysis, male partners account for 70% of the partners in the upper quartile and 67.2% of the partners in the upper middle quartile (Chart 3).

CHART 1 – HOURLY PAY AND BONUS PAY GAP

HOURLY PAY GAP %		BONUS PAY GAP %	
MEAN	MEDIAN	MEAN	MEDIAN
16.8	16.5	36.9	30.6

CHART 2 – PROPORTION OF PARTNERS RECEIVING VARIABLE PAY

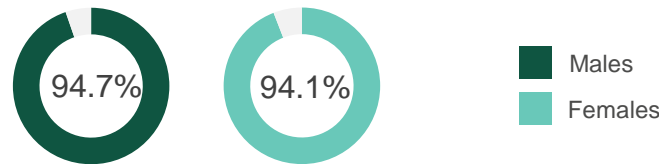
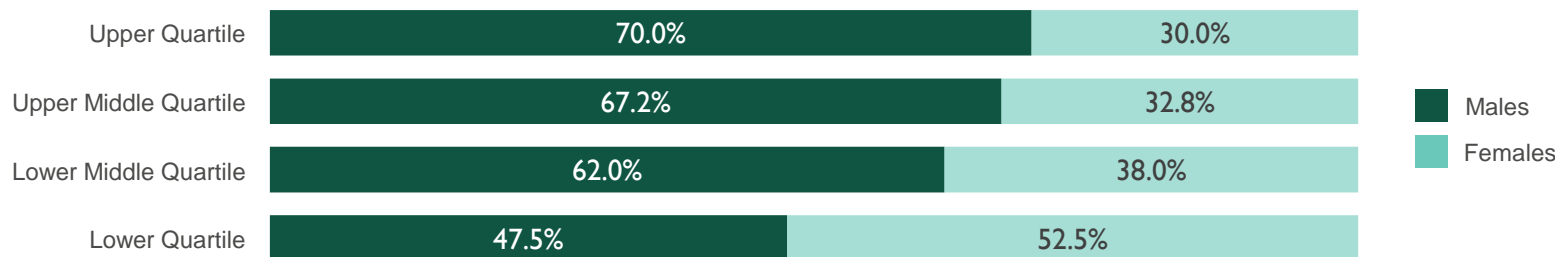


CHART 3 – PAY QUANTILES



Hourly Pay Gap

The hourly pay gap shows the difference between the hourly pay of male and female partners, expressed as a percentage of male hourly pay. This is calculated both at mean (i.e., the average hourly pay of all male and all female partners in our UK population) and at median (i.e., the midpoint of all hourly pay values in the male and female populations).

Bonus Pay Gap

The bonus pay gap shows the difference between the bonus pay of our male and the female partners, expressed as a percentage of the male bonus pay. This is calculated both at mean (i.e., the average bonus pay of all male and all female partners in our UK population) and at median (i.e., the midpoint of all bonus pay values in the male and female populations).

Pay Quartiles

Pay quartiles are calculated by ranking all partners in our UK population based on their hourly pay and dividing them into four groups of equal size. The highest paid partners are grouped in the “upper quartile” and the lowest paid in the “lower quartile”, with two further groups between these two. Within each group, the percentage of male and female partners is calculated.

HUMAN CAPITAL MANAGEMENT

Our talent is our greatest asset and a core enabler of our strategy. Empowering our employees is central to our talent vision.



The Employee Experience

We elevate the employee experience from recruitment to retirement by investing in three core areas:

- Professional development
- Rewarding performance and
- Strengthening workforce and operational resiliency

By fostering an environment where our employees thrive, we ensure that our workforce is fully engaged, motivated, celebrated and equipped to drive our strategy.

Our culture influences how we behave as an organisation, and unites us across businesses, geographies and functions. Embedded in our culture are five behaviours to help us deliver on our strategic objectives: relentlessly client-centric, constantly managing risk, respectfully candid, intentionally inclusive and always accountable.



Professional Development

From internships to executive development, our goal is to help our employees excel in their current roles and acquire new skills for future growth. Through Northern Trust University, we deliver comprehensive professional and functional training programmes designed to equip our employees at every stage of their careers. Our performance management practices promote high performance across the company and are aligned to our strategy from goal-setting to evaluation. We provide comprehensive manager training on performance differentiation and application of our performance ratings scale to foster transparent feedback and continuous improvement.

In the UK, we continue to support the development of female talent into money-managing roles (portfolio managers and traders) via the Diversity Project's Pathway Programme.



Rewarding Performance

We believe that recognising and rewarding the contributions of our employees is critical to their continued success. We have a variety of awards and recognition programmes tailored to different opportunities and achievements. Our in-person celebrations, such as our Quarter Century Club, which honours our long-tenured employees, and the Chairman's Awards, which recognise outstanding individual and team achievements, reinforce performance and appreciation.

We ensure our employees are compensated fairly by aligning their total compensation with market competitive pay for their roles, experience and performance. Our total compensation includes base salaries, performance-linked incentive compensation, and comprehensive benefits designed to meet the needs of our employees and their families.



Workforce and Operational Resiliency

Our operating model is designed to reinforce the strength of our control framework, foster enterprise change management, provide robust governance and oversight, accelerate scalable growth, and leverage and develop our talent. To align with our strategy and position the corporation for future success, new leaders are appointed from our internal talent pool as well as recruited externally to bring in new skills and expertise.

We are proud signatories to the UK Women in Finance Charter and believe such cross-industry efforts are vital to building a balanced and fair financial services industry. As of December 2024, 32% of our senior management in the UK was female and, across 2024, approximately 49% of our senior management hires in the UK was female. Whilst we recognise meaningful change will take time, we remain committed to reaching 38% female representation in senior management positions in the UK by December 2030.