

# BBVA UK Gender Pay Gap *Report 2025*

Strengthening our 'One Team'  
culture by valuing diverse talent  
and fostering true inclusion

March 2026



**At BBVA, we are committed to building a culture where diverse perspectives contribute to stronger decision-making and sustainable performance. Transparency is an essential part of that commitment.**

We are publishing our first UK Gender Pay Gap Report following the growth of our UK workforce beyond the statutory reporting threshold. While this report fulfils our legal obligations, it also reflects our broader objective: to understand our workforce composition, identify structural imbalances, and take targeted action where improvement is required.

Our UK franchise operates within Corporate and Investment Banking. As is common across our sector, our gender pay gap is influenced by the gender distribution at senior levels. We approach this challenge by focusing on meritocracy and ensuring we are giving everyone the same opportunities to succeed. Advancing female representation at senior levels is a key long-term objective, and our progress directly impacts the Management Compensation Scheme.

This commitment is underpinned by a focus on female retention and progression, supported by inclusive, diversity driven hiring designed to evolve our leadership profile over time. Meaningful and sustainable change requires long-term discipline, measurable objectives and leadership accountability. While we are implementing these measures at pace, the structural nature of the gap means it will take time for them to take full effect.

This report outlines our UK data at the snapshot date, explains the drivers behind the figures, and sets out the actions we are taking to improve gender representation at senior levels over time.



**Daniel Calvo**  
**UK Country Manager**

# Results

## GENDER PAY GAP vs. EQUAL PAY

**Gender Pay Gap** measures the difference in average pay between men and women, regardless of role, function or seniority. It reflects workforce composition and highlights how men and women are distributed across pay levels.

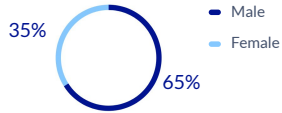
**Equal pay** concerns whether men and women performing the same or equivalent roles are paid equally.

### Our Stance

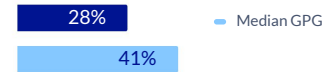
We operate robust pay governance and review processes which prioritise fairness and consistency. Our remuneration model rewards the level of responsibility, the functions performed and the track record of each employee, while supporting internal equity and external competitiveness, as well as equal pay between men and women. Our gender pay gap is structural in nature, reflecting representation across seniority levels rather than unequal pay for equivalent roles.

## OUR 2025 UK DATA OVERVIEW

### Workforce Composition



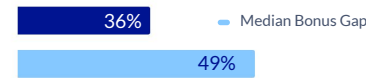
### Hourly Pay Gap



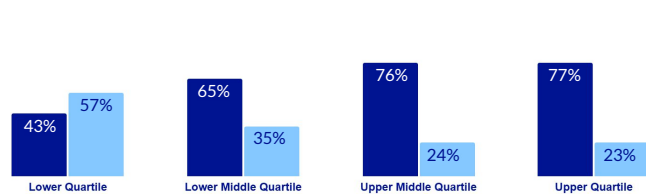
### Bonus Participation



### Bonus Pay Gap



### Pay Quartile Distribution



## Understanding Our Results

Our mean pay gap (28%) and median pay gap (41%) reflect the structural distribution of our workforce rather than unequal pay for equal work. The pay gap is influenced by a higher concentration of men in senior, higher-paying roles. However, our foundational talent base is effectively balanced, enabling a more equitable leadership pipeline over time.

## Unlocking Long-Term Opportunity

This strong representation across our foundational roles is a vital asset, providing us with a robust pool of internal talent. Our primary long-term opportunity lies in supporting the career mobility of these colleagues. By focusing heavily on internal progression and breaking down barriers to advancement from our lower quartile into our mid-level and senior bands, we aim to translate this diverse foundation into equitable representation at all levels of leadership.

# Our Strategic *Focus* Areas

Addressing our gender pay gap requires sustained, structural action. Our approach is centred on **three** priorities:

## 1. Progression and Succession Planning Actively embedding gender balance into our career advancement frameworks:

- **Senior Leadership Pipelines:** Increasing our focus on Internal Talent Mapping.
- **Promotion & Talent Reviews:** Using structured review processes to drive female progression into leadership.
- **Targeted Succession Planning:** To equip female successors for critical and executive roles.

## 2. Targeted Hiring for Senior Representation To complement internal progression, we are strengthening inclusive hiring practices:

- **Mandatory Balanced Shortlists:** Requiring diverse candidate slates for all senior vacancies.
- **Proactive Talent Sourcing:** Increased focus on attracting experienced female candidates into revenue-generating and senior leadership positions.
- **Diverse Interview Panels:** Monitoring greater interview panel participation.

## 3. Strict Pay Governance Maintaining robust controls to safeguard equity and prevent disparities:

- **Annual Equal Pay Audits:** To identify and correct any gender-based pay gaps.
- **Bias-Free Compensation Reviews:** Standardising reward processes to objectively link performance and pay.

# Supporting *Long-Term* Inclusion

Beyond progression and pay governance, we are putting resources behind initiatives that strengthen inclusion and retention:

- **Female Talent Reviews:** Following our mentoring and sponsorship programmes we are now focused on increasing the visibility of our female talent, identifying their real needs and creating personalised action plans for their development. This may include specific leadership training, short or long term international assignments, or other opportunities for cross collaboration with other areas or teams, all action plans are tailored for each employee on the programme.
- **Women & Allies ERG:** Building a community to elevate female voices, uncover potential barriers, and provide valuable insights that shape our ongoing development strategies.
- **Leadership Development:** Targeted development programs to strengthen skills and advance diverse talent.
- **Enhanced & Inclusive Benefits:** Upgrading our offerings to better support existing employees and attract new female talent, including comprehensive maternity policies and inclusive family support measures.
- **Financial Security:** Introducing competitive pension and benefits enhancements to support long-term financial wellbeing.

**These initiatives support *retention and career continuity*,  
which are critical to improving representation at senior levels over time.**

# Our Commitment

Our gender pay gap **reflects the current structure** of our workforce. It does not reflect unequal pay for equal work, but it does highlight **the need to accelerate representation** at senior levels.

We are encouraged by the strength of our early-career female talent pipeline. The focus now is on **progression, accountability and sustained leadership attention**.

Reducing our gender pay gap will not be achieved through short-term measures. It requires **disciplined execution over several years**. We are committed to monitoring our progress and to continuing transparent reporting.

Our objective remains clear: to create an environment where all colleagues have **fair access to opportunity, can develop their careers, and contribute to the long-term success of BBVA UK**.

