

# Temenos 2024 Gender Pay Gap Report



At Temenos we are committed to promoting gender equality in the workplace by encouraging more young women to pursue a career in the IT industry, and by supporting the advancement and representation of women in management positions.

We are proud of the progress we have made. Female representation in Temenos global workforce increased from 20% in 2020 to 35% in 2024. Women hold 35% of STEM positions, 46% of roles in the under 30's category, and an impressive 57% of top management positions (one level below the Chief Executive Officer) up from 50% in 2023. These figures reflect our strong and sustained efforts to advance gender diversity at all levels.

# Diversity, inclusion and equal opportunity at Temenos Worldwide

Diversity is embedded in the Temenos DNA and remains central to our culture. We believe that a dynamic and inclusive work environment is crucial to fostering innovation and growth. With over 85 nationalities represented among our employees, we take pride in the diverse and global workforce that mirrors the communities we serve.

We value an inclusive work environment that enables all employees to contribute their unique knowledge and experience.

Our commitment aligns with the principles and goals of the Universal Declaration

of Human Rights, which are integrated into our business practices – whether through hiring, development, talent recognition, or fostering a culture that values diversity, equality, and inclusion.

As part of our Diversity Equity and Inclusion (DEI) strategy, we are setting new industry standards, transforming how people think and work and ensuring that our workforce reflects the broad cultural and professional diversity of our employees, customers, partners, and communities.



# Overcoming challenges & Driving Progress

Gender imbalance in IT has been a longstanding industry challenge and we, as a leader, recognize our role in driving positive changes.

At Temenos, we focus on five key areas to close the gender gap: Recruitment, Retention, Pay, Advancement and Representation.

- **Recruitment:** We have incorporated gender diversity into our hiring practices, leading to an increase in female hiring globally in 2024, with women making up 41% of new hires.

- **Retention and Advancement:** We have incorporated gender diversity into our recruitment practices, focusing on new generation recruitment and greater representation of women in senior management positions. As a result, the number of female employees under 30 has grown significantly since 2014, from 35% to 46% in 2024. Senior female representation in top management has also risen to 57% in 2024.

- **Pay Equity:** We continue to monitor gender gap parity to ensure fair and equitable compensation. To support our strategy, we have integrated a pay equity platform

into our compensation processes, enabling us to identify and address pay disparities across different demographics.

- **Leadership and Development:** Our programs, such as the **Emerging Leaders Program** and **Senior Female Leaders Program**, empower female employees to develop leadership skills, build confidence, and advance their careers.

Our global, regional, and local HR teams use quarterly analysis to review gender balance and discuss key initiatives to increase the proportion of female employees. The CSR (Corporate Social Responsibility) and Ethics Committee oversees our strategic progress and direction.

Temenos employees are diverse, but united by the desire to make banking better through our core values of Challenge, Care, Commit and Collaborate. Our culture fosters open-mindedness, innovation, the ability to challenge the status quo and 'see things differently'. Our relentless passion and drive ensure that we keep striving forward and that we do so responsibly in a way that creates opportunities for everyone.



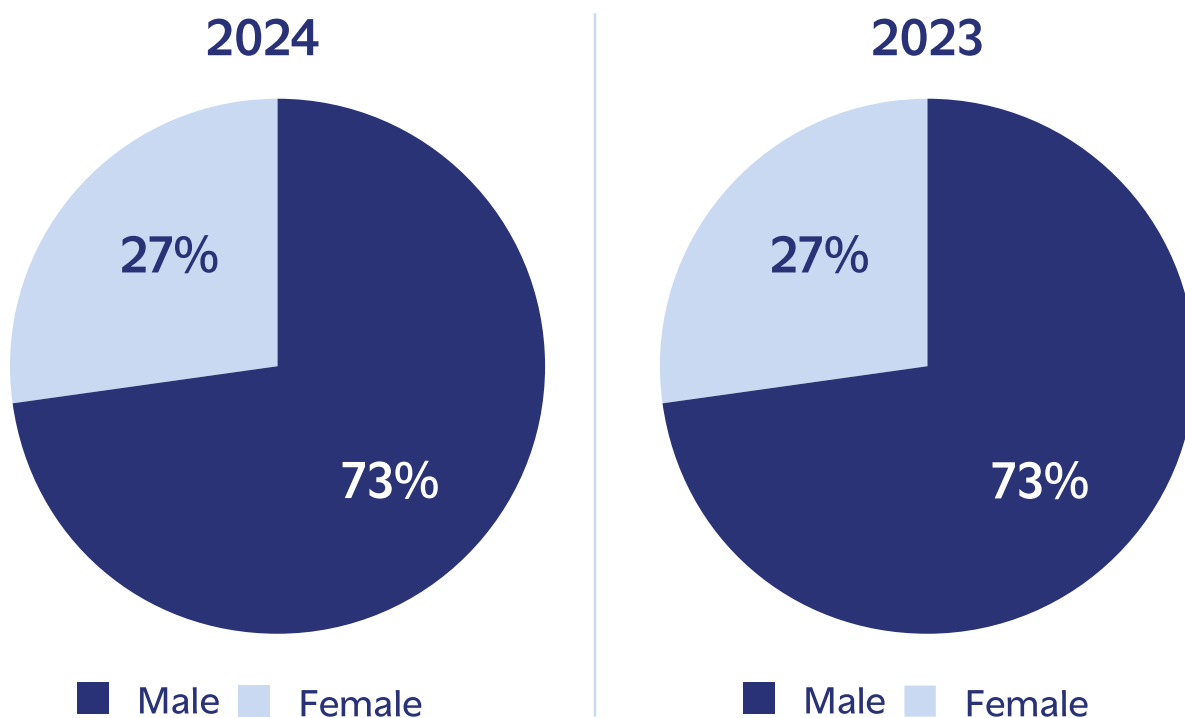
We remain committed to sustaining our efforts to close the gender pay gap and promote diversity and inclusion of our employees in the UK and around the world.

Jayde Tipper,  
Chief People Officer

# Gender Pay Gap overview in Temenos UK

For gender pay gap reporting purposes, we use 5 April as our snapshot date.

As of 5 April 2024, the percentage of women in Temenos UK remained stable compared to the previous year, at 27%.



# Hourly Pay and Variable Pay

We conduct regular analyses of hourly and variable pay gaps, tracking the difference between salaries and performance-based compensation for men and women at all levels. While both men and women have equal opportunities to earn bonuses, our efforts remain focused on increasing female representation in higher-paying roles.

The table below shows our mean and median hourly gender pay gap and variable pay gap. This is calculated as the difference between the salaries and variable pay of men versus women, regardless of role or level.

	Mean		Median	
	2024	2023	2024	2023
Hourly pay	7%	7%	14%	18%
Variable pay (bonus, commission and long term incentives)	4%	10%	56%	28 %



## Proportion of men and women in each pay quartile

Quartile	Men		Women	
	2024	2023	2024	2023
Upper	76%	80%	24%	20%
Upper Middle	82%	81%	18%	19%
Lower Middle	68%	67%	32%	33%
Lower	69%	66%	31%	34%

We have sorted our employees from the highest to the lowest hourly pay and divided this list into four quarters. The table below shows how the distribution of men and women varies according to each pay quartile.

## Proportion of employees receiving a bonus

We have sorted our employees from the highest to the lowest hourly pay and divided this list into four quarters. The table below shows how the distribution of men and women varies according to each pay quartile.

	2024	2023
Men	52%	82%
Women	51%	70%

Although we are gradually improving the gender balance, women continue to be predominantly represented in the more junior positions. We acknowledge that we must maintain our targeted efforts to support female progression in higher quartiles.

# Global initiatives in 2024

Beyond gender equality, we continue to enhance diversity and inclusion across all dimensions:

## - **Leadership Development Programs:**

In 2024, we continued with our programs specifically designed for **female** talents. The Emerging Leaders Program offers a 12-month journey to build confidence, expand skills, and accelerate career advancement. The Senior Female Leaders Program provides face-to-face training with full-day workshops to enhance leadership skills and confidence for senior women at Temenos.

- **Wellbeing Weeks:** We have continued developing our Wellbeing Weeks which are organized to encourage social gatherings and promote a healthy and positive environment in Temenos. We had a combination of around 143 events around the world in 2024, covering physical, mental and financial health.

- **Employee Communities:** In 2023, as part of our Diversity, Equity and Inclusion

commitments, we launched Employee **Communities**. The purpose of these communities is to provide support, create connections and build relationships in new ways. A new community was launched in April 2024, “Pride at Temenos”, which is an inclusive space within Temenos dedicated to fostering a workplace where everyone, regardless of sexual orientation, gender identity or expression, can thrive.

- **Women@Temenos Fireside Chats:** In 2024, our Women@Temenos Network hosted inspiring Fireside chats with female Temenos Board members who shares their insights, experiences and career growth advice with employees.

- **Returner Coaching:** Another important initiative, designed to support our people to thrive after a long-term leave of absence, such as parental leave, sabbaticals, or extended sick leave, ensuring a smooth transition back to work and supporting them through personal or professional challenges.



# Looking Ahead



Temenos is committed to accelerating gender diversity and broader inclusion effort. While we have made significant progress, our journey does not stop here.

Temenos has attracted more and more women over the years, and our goal is to continue increasing female representation in IT and leadership, ensuring all employees have equal opportunity to thrive.

## Setting diversity targets

### Social

Diversity, equity, and inclusion  
Employees

36%

gender diversity  
by 2025:  
globally

40%

gender diversity  
by 2030:  
globally

40%

racial diversity  
by 2025:  
in the US

**We will keep refining our diversity strategy, fostering a culture of innovation and inclusion, and setting new benchmarks for the industry.**



# Declaration

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

---

## Authors



**Jayde Tipper**  
Temenos UK Director



**Vincent Louchart**  
Global Head of  
Total Rewards

15 February 2025

## About Temenos

Temenos (SIX: TEMN) is the world's leading open platform for composable banking, creating opportunities for over 1.2 billion people around the world every day. We serve over 3000 banks from the largest to challengers and community banks in 150+ countries by helping them build new banking services and state-of-the-art customer experiences. The Temenos open platform helps our top-performing clients achieve return on equity three times the industry average and cost-to-income ratios half the industry average.

For more information, visit [www.temenos.com](https://www.temenos.com)