

Temenos 2025 Gender Pay Gap Report

At Temenos, our journey toward gender equality is driven by empowering young women to enter the IT industry and supporting the advancement of women into management roles. This commitment is reflected in our progress: female representation increased from 20% in 2020 to 35% in 2024 and remained stable in 2025, with women continuing to make up 35% of our STEM workforce.

Women represent 45% of the global population in the under 30's category and 50% of top management positions (one level below the Chief Executive Officer) are currently held by women.

Our Commitment to Diversity, Equity and Inclusion

Diversity is woven into the fabric of Temenos and defines how we innovate, collaborate, and grow. We are committed to building an environment where every colleague can bring their authentic self to work and thrive. We know that when people feel valued and included, they share unique perspectives that spark better ideas, strengthen problem-solving, and enhance the solutions we deliver to our customers.

As a global organisation, our workforce reflects the many cultures, backgrounds and viewpoints of the communities we serve. This diversity is more than demographic - it is a core strength that fuels creativity and resilience across our workforce globally. Our inclusive culture enables us to attract, develop, and retain exceptional talent, helping us build technology that supports clients across more than 150 countries.

Our commitment is also grounded in the principles and goals of the Universal Declaration of Human Rights, which guide our approach to fairness, respect, and equal opportunity. These values influence how we hire, develop and recognise our people, and how we communicate the importance of diversity, equality and inclusion across Temenos.

Advancing Gender Diversity Across Our Workforce

We recognise that the technology industry continues to face a gender diversity challenge, and we are determined to help drive change. Since as early as 2014, Temenos has focused on increasing gender diversity in the IT workplace and fostering an environment where women and men have equal opportunities to grow, lead and succeed. As a global company, we are committed to advancing gender diversity across our operations, value chain and community programmes, and to encouraging more women to build long-term careers in technology.

Our DEI strategy is built around five interconnected pillars: Recruitment, Retention, Pay, Advancement, and Representation. To further strengthen our commitment to fair and equitable pay, Temenos has implemented a global pay transparency and equity analysis tool that enables us to proactively identify, and address pay gaps and uphold consistent, equitable pay practices across the organisation.

We recognise that achieving gender equity requires sustained effort, long-term investment, and continued focus, particularly in encouraging more women to build careers in IT. By breaking down barriers, developing and advancing talented women, and championing equal opportunities, we strive to create a workplace - and contribute to an industry - where gender equality is not only a goal but a lived reality.

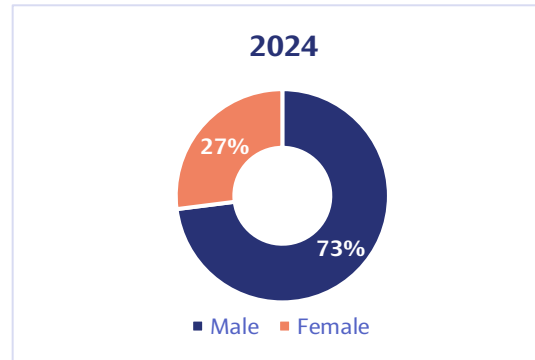
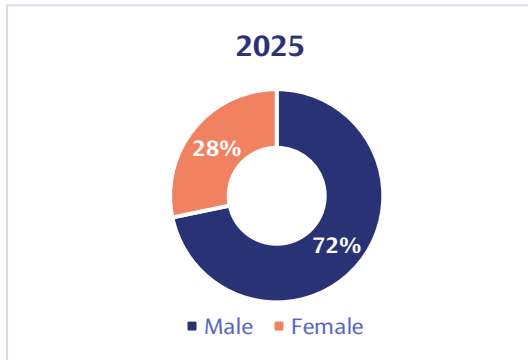
We remain deeply committed to closing the gender pay gap and building a workplace where every voice is valued and every person belongs. This commitment guides us here in the UK and across the world, shaping the culture we stand for and the future we strive to create.

Jayde Tipper, Chief People Officer

Gender Pay Gap overview in Temenos UK

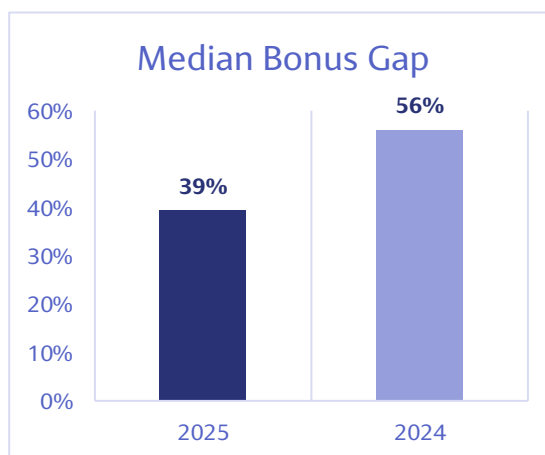
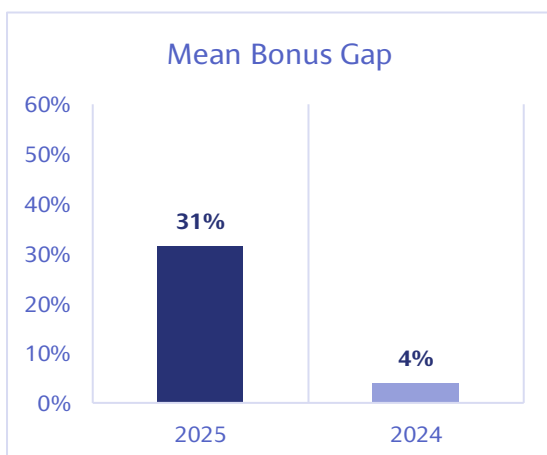
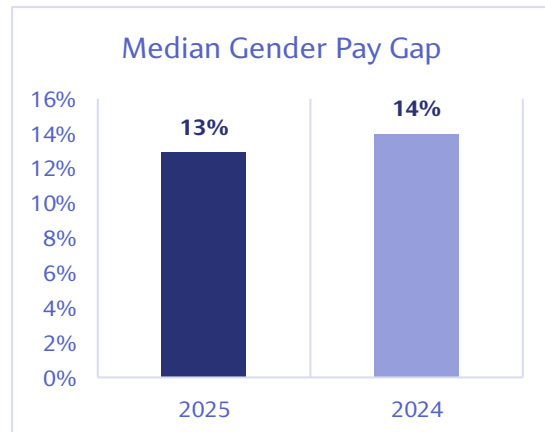
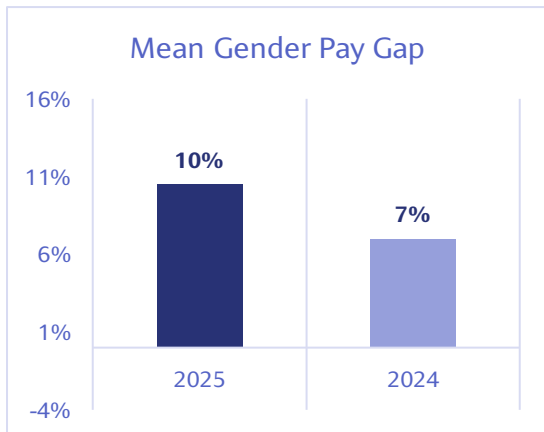
For gender pay gap reporting purposes, we take 5 April as our snapshot date.

As of 5 April 2025, the representation of women in Temenos UK has increased to 28%, up from 27% the previous year.



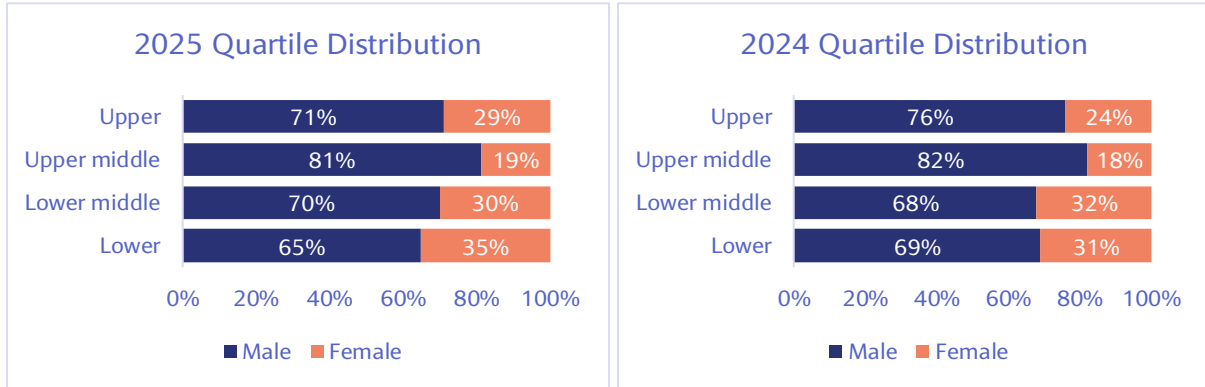
Hourly Pay and Variable Pay

The charts below present our mean and median hourly gender pay gap, as well as our variable pay gap. These figures reflect the difference in pay between men and women across the organisation, regardless of role or level.



Proportion of men and women in each pay quartile

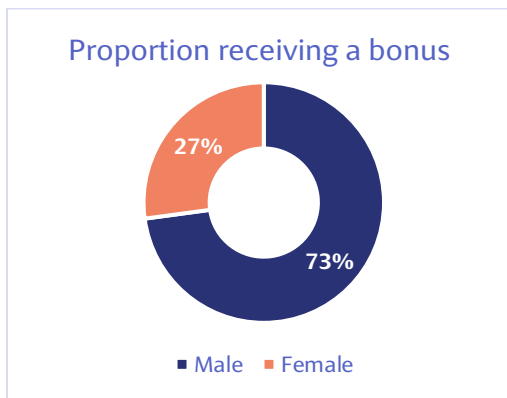
Employees have been ordered by hourly pay, from highest to lowest, and grouped into four equal quartiles. The charts below illustrate the gender distribution within each pay quartile.



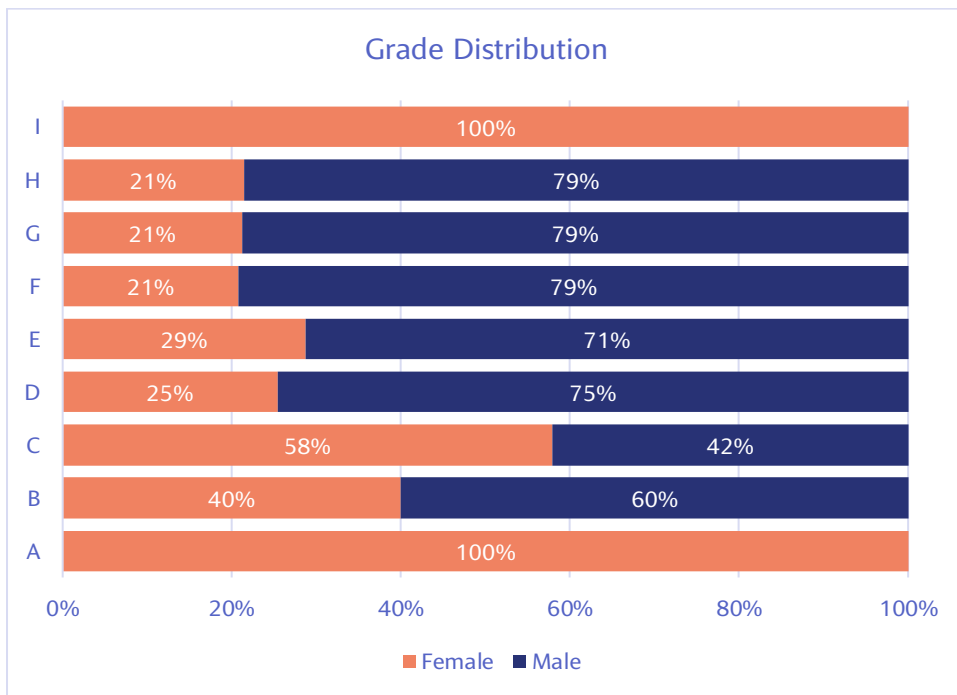
The distribution of men and women across the pay quartiles has remained broadly stable, with minimal movement compared to last year.

Proportion of employees receiving a bonus

At Temenos, variable pay is performance driven. All employees, regardless of gender, have equal opportunity to participate in the scheme and earn a bonus.



Despite ongoing improvements in gender balance, women are still largely represented in junior roles. We remain committed to targeted actions that enable greater female progression into higher quartiles. The chart below shows gender distribution across all grades with Grade A representing the most junior role and grade I representing the most senior.



We are confident that the Temenos gender pay gap does not reflect paying men and women differently for the same or equivalent work. Instead, it stems from the distribution of men and women across roles, and the differing pay levels those roles command. We have continued to attract more women globally and remain committed to supporting women to enter and stay in the technology sector. Increasing female representation across our UK and global workforce remains a key priority.

Global initiatives in 2025

In 2025, we continued with our **Leadership Development Programs** specifically designed for **female** talent. 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.

Introducing Best Practice Frameworks

Temenos has implemented a global, role-based career framework, using reputable third party, Korn Ferry. The new career framework will increase transparency, consistency and fairness in grading, progression and reward decisions. The framework applies common role definitions and benchmarking across countries, supporting objective pay decisions and reducing the risk of structural bias.

By helping employees understand where they stand and the pathways available to them, the framework empowers individuals to pursue development and advancement opportunities they may not previously have considered. As the framework matures, it will also strengthen our ability to ensure that compensation decisions are consistently grounded in role scope, impact, and contribution rather than legacy practices.

A New HRIS System

We have introduced Workday as our new core HCM platform, this will strengthen our ability to support gender pay equality by providing consistent, reliable data and transparent processes. This improved visibility will enable more accurate analysis of pay practices and helps us identify and address potential disparities more effectively across the organisation.

Wellbeing

At Temenos, we are committed to supporting employee wellbeing and creating a healthy, safe and inclusive work environment. Our approach to wellbeing is holistic, spanning physical, mental and social wellbeing, and is embedded across how we work.

Our initiatives include recharge days, a hybrid work model, international medical and travel insurance, expanded mental health support (now covering 100% of countries), on-site and virtual wellbeing activities, movement and recreational spaces, wellbeing education and webinars, recognition programs, leadership engagement opportunities, and community volunteering initiatives.

In 2025, we hosted two global Wellbeing Weeks, delivering over 80 activities across locations, including yoga, meditation, runs, sound therapy and team sports. We also ran a two-week global virtual fitness challenge via the GoJoe app, with 300 participants logging an average of 26 activities each.

We continued to expand our mental health offering, increasing coverage from 84% to 100% by extending support to an additional 21 countries. Employees can access clear information on available mental health resources through our Uni-T intranet, alongside ongoing awareness activities, webinars and regional wellbeing programs.

As part of our wellbeing pilots, we extended a virtual coaching and nutrition program within our CRO organisation. Over six months, participants achieved strong and measurable outcomes, with more than 80% meeting their individual goals. Beyond physical results, employees reported improvements in energy, resilience, confidence and stress management. We also piloted our first “Unplugged Week,” enabling most employees to take a full week of uninterrupted leave, reinforcing our commitment to sustainable performance and wellbeing.

Our Wellbeing Hub on Uni-T continues to evolve, offering curated resources, wellbeing event promotion and guidance for local offices. In parallel, we focused on building a strong sense of community, hosting 198 global and local employee events in 2025, including wellbeing initiatives, family days, volunteering, cultural celebrations and end-of-year events. These initiatives help bring people together across teams and regions, strengthening connection, collaboration and innovation across Temenos.

DE&I Programs Senior resources are dedicated to our DE&I program, which is led by our Head of Talent Attraction & DE&I, who reports to our Chief People Officer. In 2025, as part of our Diversity, Equity and Inclusion commitments, we continued our Employee **Communities**. The purpose of these communities is to provide support, create connections and build relationships in new ways.

In 2025, Parental leave entitlements for all employees was increased. We also offer tailored **Returner Coaching** program we have developed 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. These measures support retention and career continuity for women, which is critical to reducing long-term gender pay gaps.

External Recognition

Temenos' gender equality efforts have been externally recognised in specific markets, including receiving the **MEGA award in Luxembourg** following participation in the "Actions Positive" programme and a government-led external audit. This recognition reflects strong local pay equity outcomes and reinforces the organisation's global commitment. We were also awarded Great Place to Work Certifications in 15 countries, signalling that we have built a strong, trusted workplace culture grounded in employee wellbeing, inclusion, and a consistently positive employee experience.

Inclusion Listening

Our comprehensive listening strategy combines ongoing leadership communications, always-on feedback channels and an annual, confidential engagement survey. Inclusion is measured through dedicated survey questions on fairness, respect, belonging and psychological safety. In our most recent survey, inclusion scored **83%**, ahead of the **global average** and broadly in line with the **industry benchmark**. Employees reported particularly strong results for feeling respected at work (**90%**) and being able to be themselves at work (**88%**), both outperforming global benchmarks. These insights are reviewed by leaders and translated into targeted action plans to strengthen inclusion and equity across the organisation.

Looking ahead

Temenos remains firmly committed to accelerating gender diversity and broader inclusion, and our journey is far from complete. We have continued to attract more women globally, and we are strengthening our efforts to expand female representation across both IT and leadership roles, ensuring that all employees have equal opportunities to grow and succeed. As part of this commitment, we are holding ourselves accountable to clear goals: achieving **40% gender diversity globally by 2030** and **40% racial diversity in the US by 2030**. These targets reflect our ambition to build a more inclusive organisation where diverse talent can thrive at every level.

Declaration

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

Jayde Tipper

Vincent Louchart

Temenos UK Director

Global Head of Total Reward

March 2026