



2026 FICO UK gender pay gap report

Summary of FICO's efforts and ongoing commitment to current and future workforce





ANDREW LAWSON

HR Consulting, Vice President
Europe, the Middle East, and Africa

Introduction

At FICO, we seek to foster a culture that values workforce diversity, encourages inclusion and belonging, and harnesses each colleague's unique talents and potential. This focus allows us to attract and engage the very best people from the broadest available talent pools, while sparking innovation and ensuring that we meet the varied needs of our global client base. We remain wholly committed to engaging and developing colleagues across all functions and job levels within our business.

This report summarizes our progress and ongoing commitment to building a diverse and inclusive workforce, both now and in the future.



Gender pay gap vs. equal pay

We are committed to the principle of equal pay for equal work. As part of our structured compensation and rewards planning processes, we formally evaluate and take steps to ensure that our equal pay standard is maintained.

Gender pay gap statistics measure something different: the difference in mean or median pay between men and women across an organization, regardless of job type or job level.

As explained in this report, our gender pay gap is driven by differences in the representation of men and women across certain job types and job levels within our UK operation. We address this challenge through inclusive culture initiatives and targeted recruiting practices that help broaden diversity within candidate pools, thereby supporting workforce diversity as a natural outcome of decisions always focused on selecting the most qualified individual.

Our numbers and what they say

Our gender pay gap reflects the distribution of men and women across different roles and levels within our UK organization.

Two key factors influence our mean gender pay gap. First, many of the highest-compensated roles in our UK business are in sales, where compensation structures are heavily weighted toward incentive earnings. Currently, men occupy a larger proportion of these roles. Second, men also represent a higher proportion of our UK-based senior leadership roles, which typically carry higher levels of compensation.

These structural factors influence both the overall pay gap and the distribution of employees across pay quartiles.

During the reporting period, our efforts to broaden candidate pool diversity and ensure equal access to development opportunities continued to support progress in representation at senior levels. In particular, the proportion of women in the upper pay quartile increased from 15.9% to 19.1% over the last 12 months.

Despite this progress, our mean gender pay gap increased slightly from 17.9% to 18.5%, while our median gender pay gap increased from 14.6% to 21.3%.

The increase in the median gender pay gap is primarily driven by changes in the distribution of employees across job levels during the year. Although average pay increased for both men and women, the proportion of women in the upper-middle pay quartile reduced slightly, while male pay increased within those ranges. Because the median pay gap reflects the middle of the organization's pay distribution, this shift contributed to the widening of the median gap.

We continue to focus on improving representation across all levels of the organization, particularly within higher-paying and revenue-generating roles, through targeted recruitment, development programs, and leadership progression initiatives.

The proportion of women in the upper pay quartile increased from

15.9% → 19.1%

over the last 12 months

Average gender pay gap

18.5%

as a mean

21.3%

as a median

Average bonus pay gap

14.1%

as a mean

4.7%

as a median

Bonus pay gap

All FICO colleagues participate in an annual cash-based incentive plan appropriate for their role type. Those in sales roles participate in our Sales Incentive Plan and have a compensation structure that is highly leveraged toward incentive earnings (commission-based awards) versus base pay. These higher sales incentive earnings are reflected in the bonus gender pay gap calculation.

Those in nonsales roles participate in our Broad-Based Incentive Plan, which involves less emphasis on incentive pay relative to those in selling roles.

In addition to cash incentives, FICO offers a Long-Term Incentive Plan (LTIP) through which it grants performance-driven stock-based compensation. LTIP awards generally target more senior-level roles responsible for making strategic decisions aligned with the creation of long-term value for our shareholders.

This is the fourth consecutive year where we have seen significant reductions in both the mean and median bonus pay gaps.

Over the last 12 months we've seen the mean bonus pay gap reduce from 21.5% to 14.1%, while the median bonus pay gap reduced from 29.8% to 4.7%.

The reduction in the gender bonus pay gap is primarily driven by increases in bonus values awarded to female employees during the reporting period. Median bonus payments for women increased significantly and moved much closer to the median bonus for men, alongside improved representation of women in higher-paying roles. Together, these factors contributed to the reduction in both the mean and median bonus pay gaps compared with the previous year.

Over the last 12 months we've seen the mean bonus pay gap reduce from 21.5% to 14.1%, while the median bonus pay gap reduced from 29.8% to 4.7%.



What we are doing to address the gap

As described below, we continue to pursue culture and recruiting-based strategies to attract a broad set of talent to our company while ensuring equal access to development opportunities, including to the aforementioned sales and senior leadership roles.

Recruiting practices

We regularly review our recruiting and selection practices to enhance our ability to attract and include diverse candidates in our qualified applicant pools.

Our practices include adopting a formal service-level agreement approach to set clear expectations with hiring managers about the time required to assemble diverse qualified applicant pools.

Since implementing this approach, the percentage of roles filled by women has increased significantly over the last several years. We expect this positive trend to continue, particularly at more senior levels.

Additionally, it is our policy to prohibit recruiters from asking candidates for current or previous salary details during the recruiting process. Instead, FICO creates competitive offer terms based on our understanding of the current market value of the role in question.

This helps to ensure that new hires joining our business are compensated equitably across similar role types.

We also regularly review compensation rates for our existing colleagues and leverage semiannual planning cycles to make adjustments to close any identified equity gaps not otherwise explained by differences in competency or performance.



95%

of men are getting a bonus

93%

of women are getting a bonus

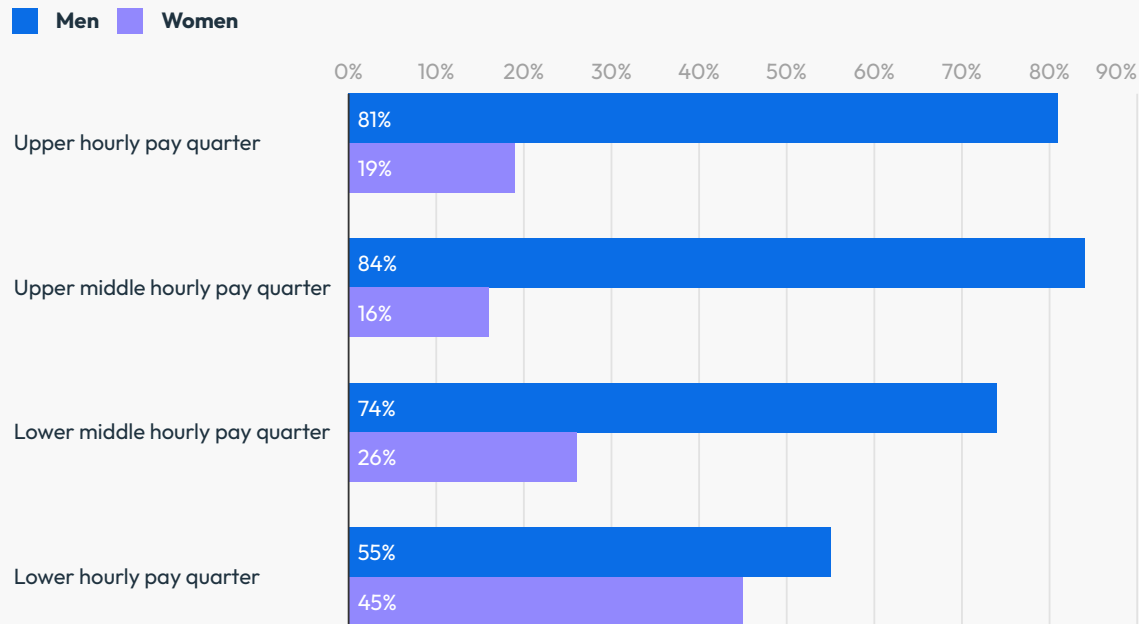
Corporate policies

Based on quarterly workforce engagement survey feedback, we significantly expanded our family leave policies to increase the level of financial support available under both maternity and parental leave provisions.

As part of that enhancement, we also encourage flexible work schedules and part-time reboarding schedules for birth or adoptive mothers.

We further enhanced our employee value proposition by implementing a suite of family-building benefits.

Where men and women sit in the pay distribution



Tax Year 2024/2025



Promoting dialogue and networking

To foster networking, education, and dialogue, we continue to invest in the Women@FICO Employee Resource Group (ERG), which is open to both men and women with chapters at all major office locations globally.

Frequently attended by senior leaders and independent directors, these groups meet regularly to share experiences, engage in mentoring, meet with guest speakers, and discuss strategies to help build the level of gender diversity across our business.



Developing our people

FICO sponsors a number of professional development activities through our well-established Learning Organization, including FICO Mentoring, FICO Leadership Academy, FICO Great Manager Program, and FICO Manager Foundations — all designed to help our people advance.

We take care to ensure that participants in these programs fairly represent the many forms of diversity that exist within our business.

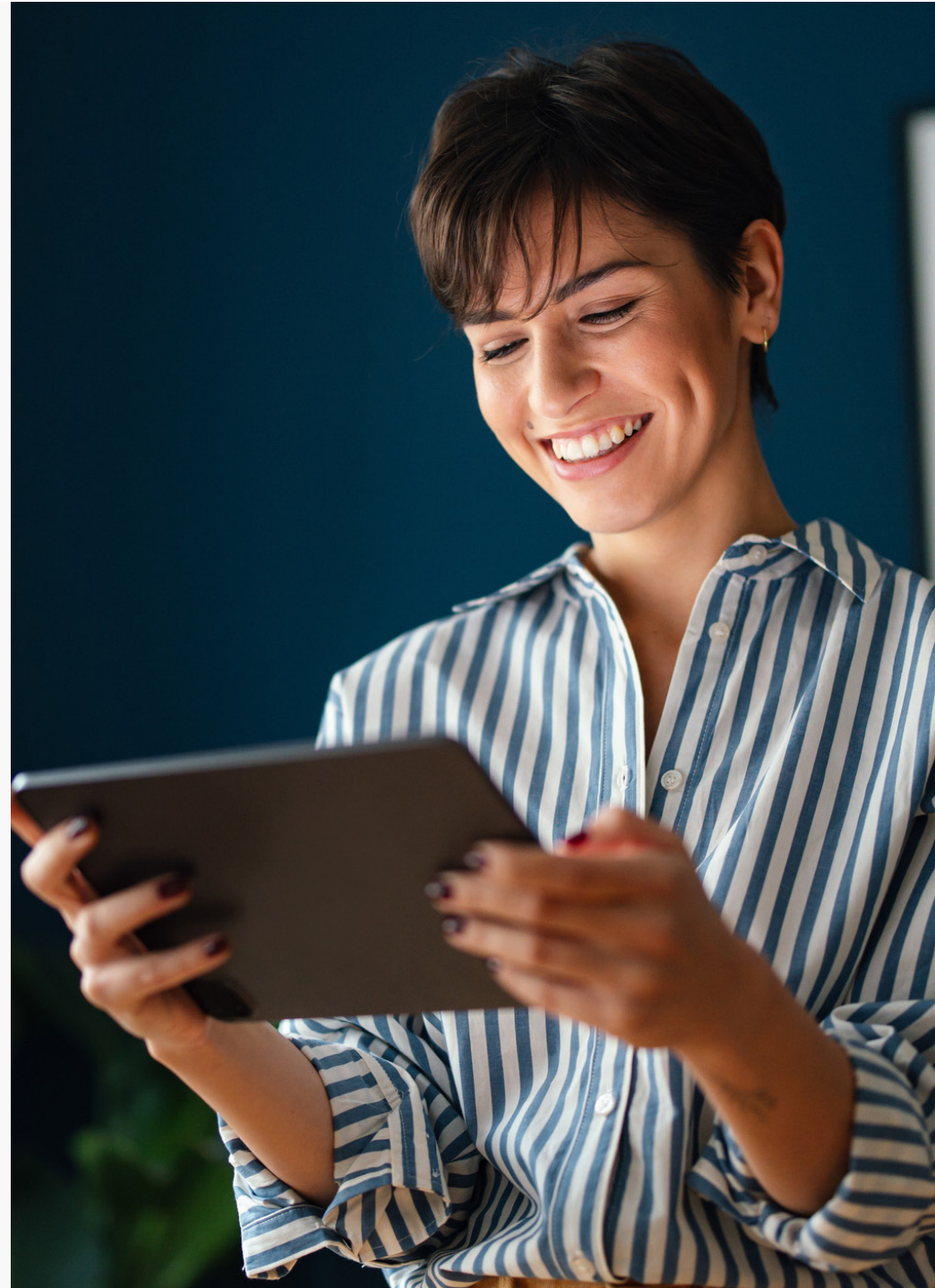
FICO also sponsors participation in the annual Diversity in Tech conference in London.

Perhaps most impactful has been FICO's talent management program, which is designed to identify and develop high-potential leaders ready for promotion to senior and executive leadership roles.

This program focuses careful attention and assessment of individual leadership capabilities, and ensures an objective approach is applied to the identification and evaluation of all promotion candidates.

The structured nature of this approach has ensured fair representation of women being considered for promotion and has led to a 48% increase in the number of women in vice president level roles over the past five-year period.

We remain committed to continuing these efforts.



About FICO

FICO (NYSE: FICO) powers decisions that help people and businesses around the world prosper. Founded in 1956, the company is a pioneer in the use of predictive analytics and data science to improve operational decisions. FICO holds more than 200 US and foreign patents on technologies that increase profitability, customer satisfaction, and growth for businesses in financial services, insurance, telecommunications, health care, retail, and many other industries. Using FICO solutions, businesses in more than 80 countries do everything from protecting 4 billion payment cards from fraud, to improving financial inclusion, to increasing supply chain resiliency. The FICO® Score, used by 90% of top US lenders, is the standard measure of consumer credit risk in the US and has been made available in over 40 other countries, improving risk management, credit access, and transparency.



Learn more at

www.fico.com



[Privacy Policy](#)

[Terms and Conditions](#)

© 2026 Fair Isaac Corporation.

All rights reserved. FICO is a registered trademark of Fair Isaac Corporation in the United States and in other countries. Other product and company names herein may be trademarks of their respective owners.