PCN x EWPN

Fintech, By Women

Where women are getting hired in fintech, and where they're not
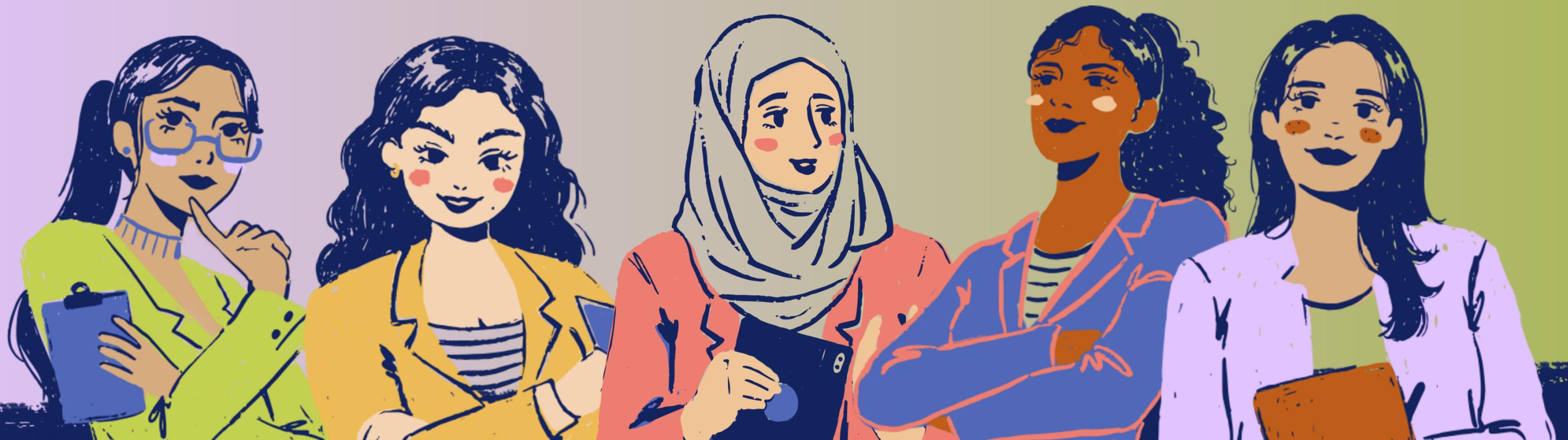
TABLE OF CONTENTS

About PCN

PCN is a recruitment and market intelligence firm specializing in fintech and payments.

With more than 15 years of experience and a global network of over 150,000 professionals, PCN connects talent with leading companies across Europe and the United States.

Through its Market Insights initiative, PCN also shares research, trends, and industry intelligence to help companies and professionals better understand the evolving fintech landscape.

About EWPN

The European Women Payments Network (EWPN) is a community dedicated to supporting women in the payments and fintech industries.

EWPN focuses on inspiring, empowering, and connecting women through networking, mentoring, and knowledge sharing. Through events, workshops, and community initiatives, the network brings together women across Europe to share experiences, learn from industry leaders, and support each other's professional growth.

> "
> In this report, we combine EWPN's mission to support women in payments with PCN's hiring insights to look at gender representation across fintech companies and departments.

Rogier Rouppe van der Voort, CEO of PCN
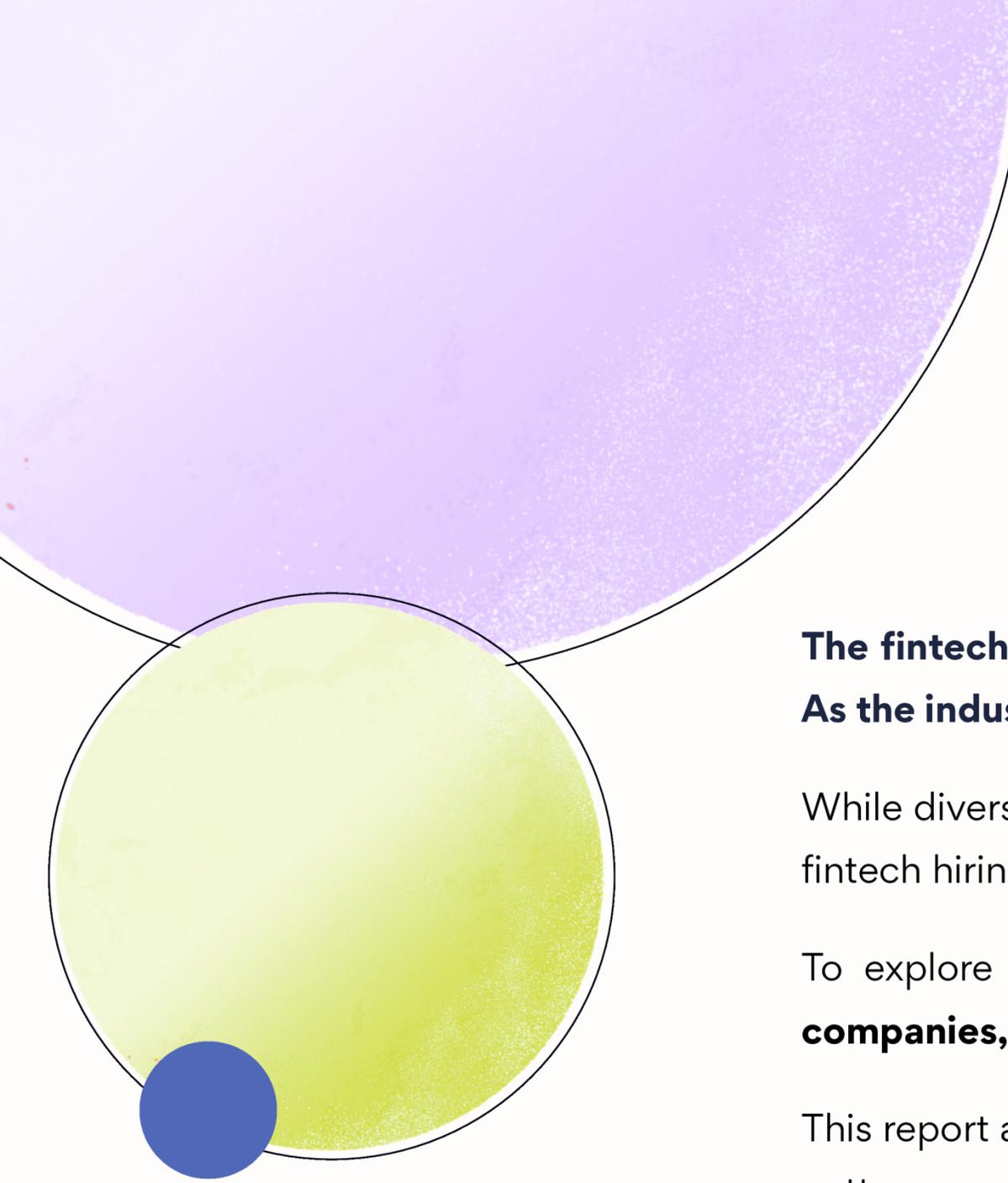
About This Report

The fintech and payments industries are growing rapidly and shaping the future of financial services. As the industry evolves, it is important to also understand who is building and leading this change.

While diversity has become an important topic across the industry, clear data on gender representation in fintech hiring is still limited, especially when looking at different departments and roles.

To explore this further, EWPN and PCN analyzed new hires from the past year across **20 fintech companies, in Europe**, looking at how gender representation varies across key departments.

This report aims to provide a data-driven view of gender representation in fintech hiring, highlight existing patterns, and support ongoing conversations about diversity and inclusion in the industry.

" **The people hired today will shape the leadership of fintech tomorrow.** "

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But Why It Matters?

- Diversity has become an increasingly important topic across the fintech industry, with research showing that diverse teams drive stronger innovation, better decision-making, and more resilient organizations.
- At the same time, many fintech companies across Europe are introducing gender balance targets for leadership and board positions, reflecting a growing focus on representation.
- However, data on gender representation in fintech hiring remains limited. Understanding where women are entering the industry — and where gaps remain — matters, because today's hiring decisions will shape the future leadership of fintech.

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This report is built on a simple belief: meaningful change starts with understanding.

- Improving diversity in fintech requires not only commitments, but also a clearer view of how the industry is evolving, especially at the point where talent enters: hiring.
- We chose to work on this together because we see the industry from two complementary perspectives. By combining insight from the talent market and the community of women in fintech, we aim to better understand how women are entering the industry today and what that means for its future.

Methodology

This report analyzes new hires made in the past 12 months across a selection of fintech companies. The hiring data was collected through LinkedIn Recruiter, focusing on publicly visible hiring activity. The goal was to understand gender representation in recent hiring and how it varies across different departments.

The companies were selected based on their size and hiring activity, including a mix of small, mid-sized, and large fintech companies. This distribution helps provide a more balanced view of the industry.

Functions Analyzed

To better understand where women are entering the industry, hires were grouped into key business functions:

- Engineering & IT
- Product
- Commercial (Sales, BD & Partnerships)
- Marketing
- Compliance & FinCrime

Companies

1. Adyen
2. Worldline
3. Nexi
4. Stripe
5. Klarna
6. SumUp
7. Edenred
8. Checkout.com
9. Worldpay
10. Revolut
11. Mollie
12. Wise
13. Unzer
14. PPRO
15. Solaris
16. Airwallex
17. Modulr
18. Finom
19. Nuvei
20. Payrails

The Big Picture

At first glance, fintech presents itself as one of the most innovative sectors in finance, digital, disruptive, and future-focused.

Yet hiring data from 20 fintech companies and more than 8,000 recent hires reveals a different structural reality: only 26.9% of hires were women.

Because today's hiring decisions shape tomorrow's leadership, the gender composition of fintech leadership over the next decade is being determined right now. As a result, the future leadership pipeline is already structurally imbalanced.

1 in 4
new hires is a woman

Total hires analyzed
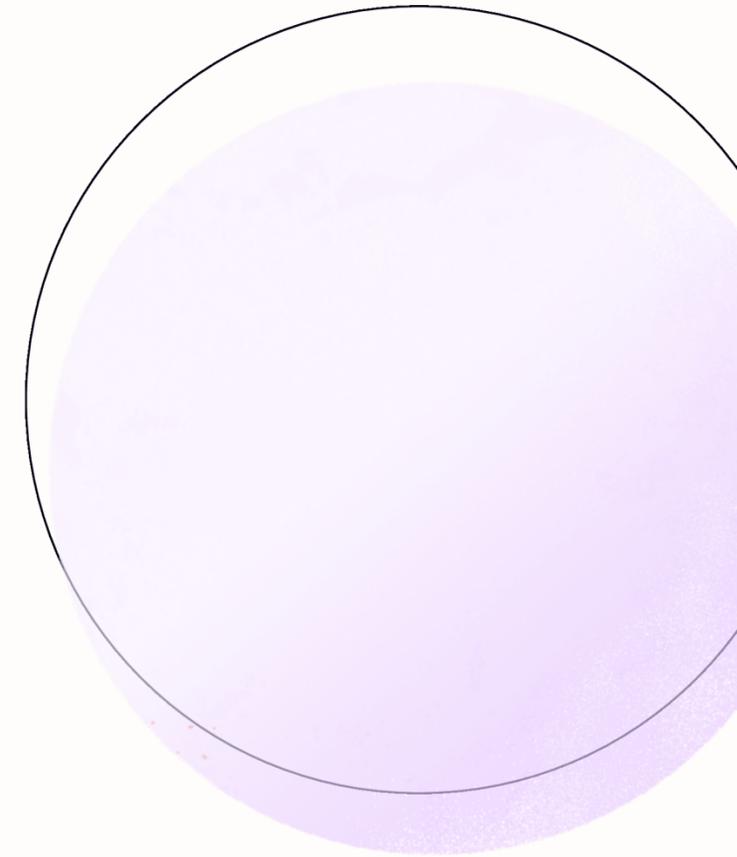
8,167

Women hired

2,196

Female representation

~27%

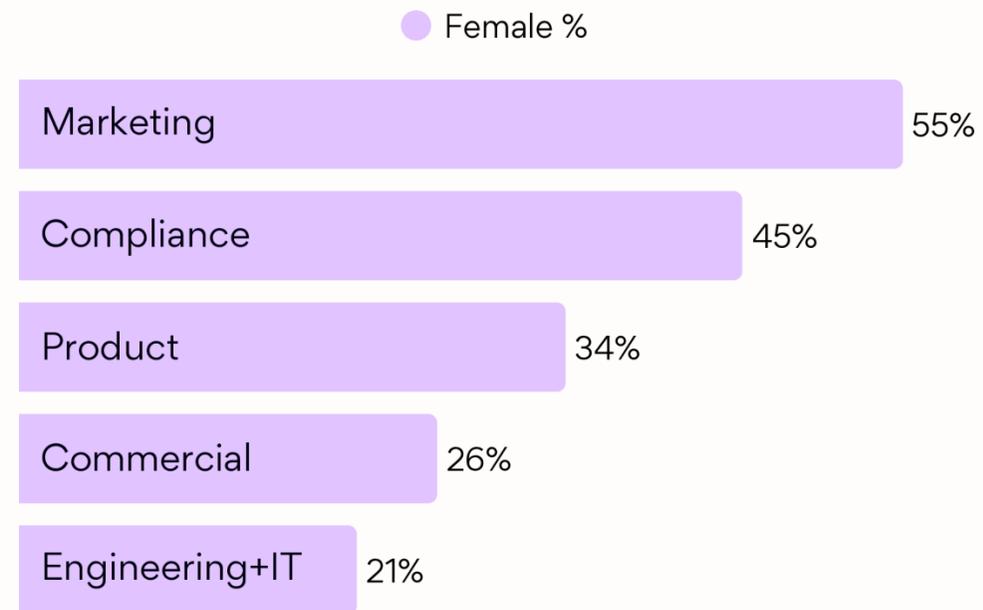# Diversity Is Not an Industry Problem, but a Structural One

When we look deeper, the issue is not simply that women are underrepresented!
The more interesting insight is where women are hired versus where they are not.
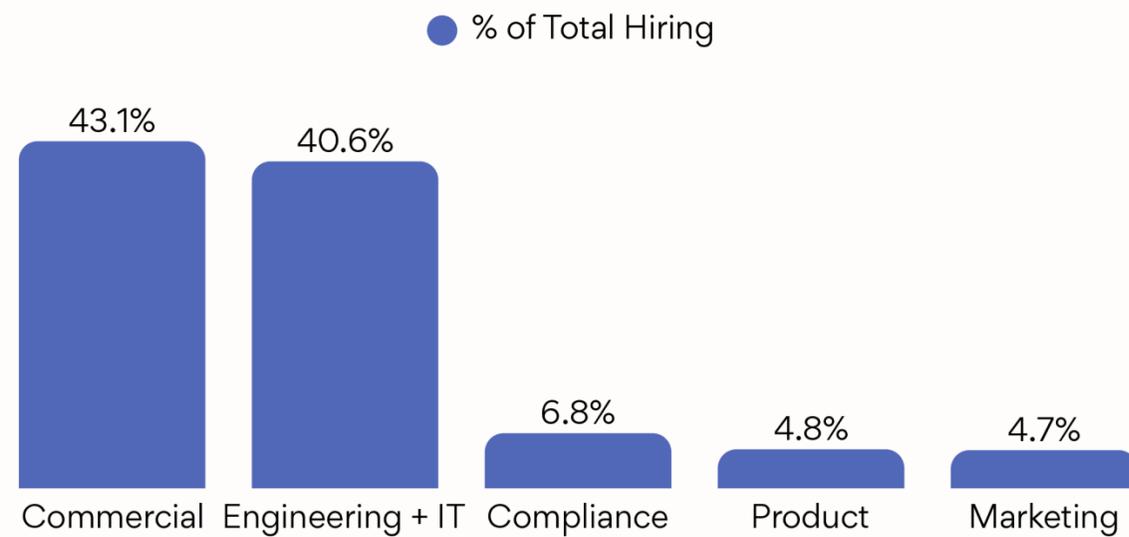
We found that:

Female representation varies dramatically depending on the type of role.

Women's Hiring by Function

● Female %

Marketing	55%
Compliance	45%
Product	34%
Commercial	26%
Engineering+IT	21%

Women are **2.6x** more represented in Marketing than in Engineering.

● % of Total Hiring

Commercial	Engineering + IT	Compliance	Product	Marketing
43.1%	40.6%	6.8%	4.8%	4.7%

That means **4 in 5** engineering hires are male.

The largest hiring functions are also the least diverse!

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Understanding the Function Breakdown
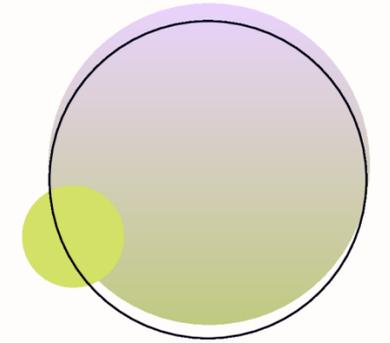
1 Marketing: 55%

- The most diverse function is also the smallest.
- It accounts for just 384 hires (4.7% of total).
- The only function above parity.

2 Compliance: 45%

- Compliance rarely gets attention in talent discussions, yet it is the most gender-balanced hiring function in fintech.
- Nuvei (80%) and Unzer (80%), are hiring female-majority compliance teams.

3 Product: 34%

- Product sits at the intersection of technology, strategy, customer needs, and business growth.
- It is one of the main pathways to leadership in fintech.

4 Commercial: 26%

- Commercial is the second-largest function (3,518 hires), but only 26% are women.
- Yet the company gap is striking:
  - Adyen: 48% – nearly gender-balanced commercial hiring.
  - Revolut: 15% – the lowest, pulling the average down.

5 Engineering: 21%

- But even within this low average, the spread is large:
  - Lowest: Klarna (11%), Revolut (11.5%).
  - Highest: Solaris (39%), Finom (37%), Nexi (36%).

The Tech Bottleneck?

**Engineering + IT** alone accounts for **40%** of total hiring (3,315 new hires). But only **21%** female hiring!

This makes the gap grow!

Engineering hiring acts as a gatekeeper for industry-wide diversity outcomes.

Even if diversity improves in other teams, the sheer scale of technical hiring means fintech companies will struggle to significantly improve overall gender balance.

The future diversity of fintech will largely depend on technical talent pipelines.

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Revenue Functions vs Support Functions
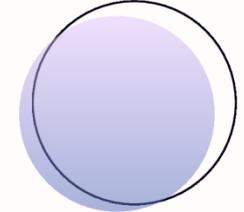
Function type	Female %
Revenue roles (Commercial + Sales)	**25.7%**
Technical roles (Engineering)	**21%**
Strategic roles (Product)	**33.8%**
Support / regulatory (Compliance + Marketing)	**50%+**

Women are more present in **support and governance** functions, while **men** dominate the **technical and revenue** engines of fintech companies.

This creates a structural pattern:

Women shape:
- Brand
- Regulation
- Communication

Men dominate:
- Technology
- Revenue
- Infrastructure

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Company-Level Diversity Leaders

Highest Diversity

Company	Females %
Solaris	43%
nuvei	39%
Modulr	38%
nexi	37%
adyen	36%

Lowest Diversity

Company	Females %
Revolut	17.5%
stripe	18.9%
Klarna.	20.7%
Payrails	24.6%
sumup	24.8%

- **Large companies:** high hiring volumes, poor diversity performance.
- **Mid-size companies:** moderate-to-good performance, more balanced across functions.
- **Smaller companies:** leading the gender balance tables.

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The Future Risk

If current hiring patterns continue:

Leadership pipeline in 5–10 years will likely look like:

- Engineering leaders → mostly male
- Revenue leaders → mostly male
- Marketing/compliance leaders → more female

8,167 hires → only 2,196 women

Nearly **6,000** new hires were **men**. & that gap **compounds** every year.

Why This Matters

- This is not only about hiring. In heavily male-dominated environments, women may also be more likely to leave the industry if they do not feel represented or supported.
- Creating diverse teams therefore requires not only attracting talent, but also building environments where diverse talent stays and grows.

Conclusion

Addressing this challenge requires industry-wide effort.

Creating more balanced and inclusive teams is not the responsibility of a single company, but a broader opportunity for the fintech ecosystem to shape a more diverse future workforce and leadership landscape.

Contact Us

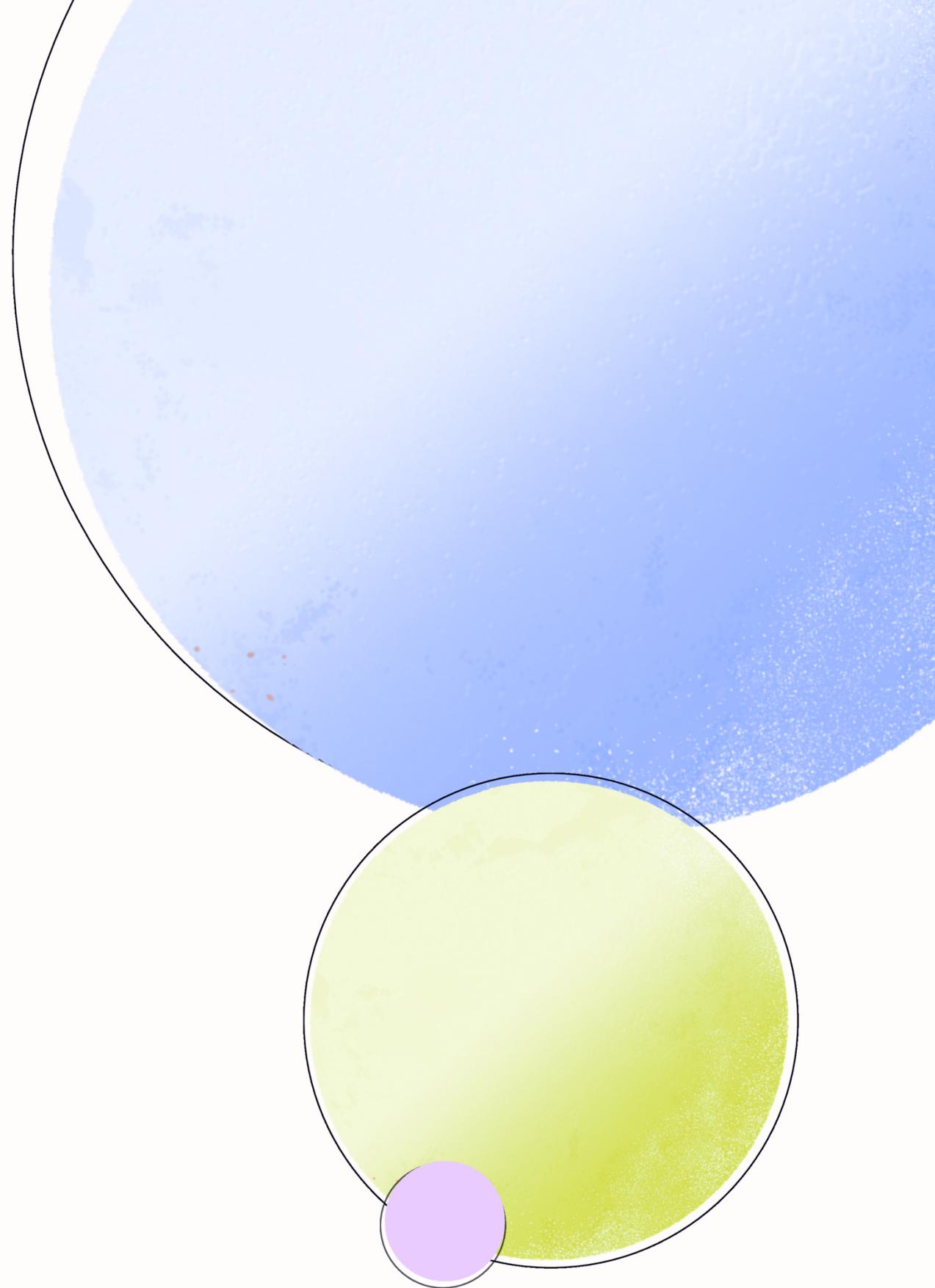**Rogier Rouppe van der Voort**

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YES, WE CAN!

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