



GENDER PAY GAP REPORT 2017



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Here at BNP Paribas Leasing Solutions we are very clear that diversity and inclusion is fundamental to our business development. It ensures that we remain flexible, more adaptive and have an even stronger and more successful future ahead of us.



Our employee engagement survey tells us that the vast majority of our people believe the working environment within BNP Paribas Leasing Solutions embraces diversity of all kinds.

We welcome these differences as they help us to build strong teams able to deliver excellent customer service in a fast-paced and ever-changing market, adding value to our customers through innovative products and services. We are committed to achieving gender balance at all levels of our business.”

Jean-Michel Boyer UK Country Manager

Understanding the gender pay gap

Is the gender pay gap the same as equal pay?

No. They are two separate matters, as explained below.

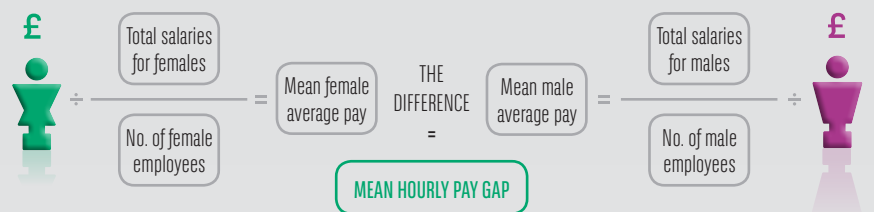
What is the gender pay gap?

The gender pay gap concerns the hourly pay of all men who work in a company compared to the hourly pay of all women who work in the same company. It does not account for different types of jobs or levels of seniority.

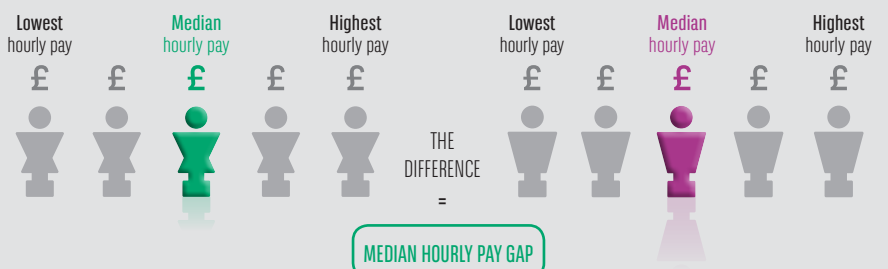
What is equal pay?

Equal pay is when a man and a woman are paid the same for doing the same or similar work. We take our moral and legal responsibilities on equal pay seriously, and conduct reviews regularly to ensure salary and bonus decisions are fair and gender neutral.

How we calculate the mean difference



How we calculate the median difference

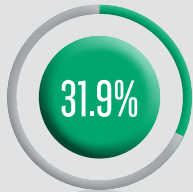




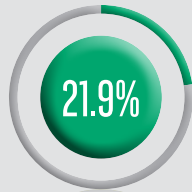
Results

Gender pay gap

Our mean
hourly pay gap



Our median
hourly pay gap



There are two main reasons for the gender pay gap both across the financial services industry and at BNP Paribas Leasing Solutions:

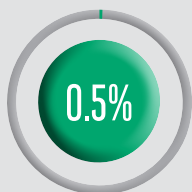
- There are more men than women in senior positions, and women are under-represented in sales roles.
- The higher rates of pay in these areas relative to other positions, significantly increases the average male pay both in the market and at BNP Paribas Leasing Solutions.

Gender bonus gap

Our mean
bonus gap



Our median
bonus gap



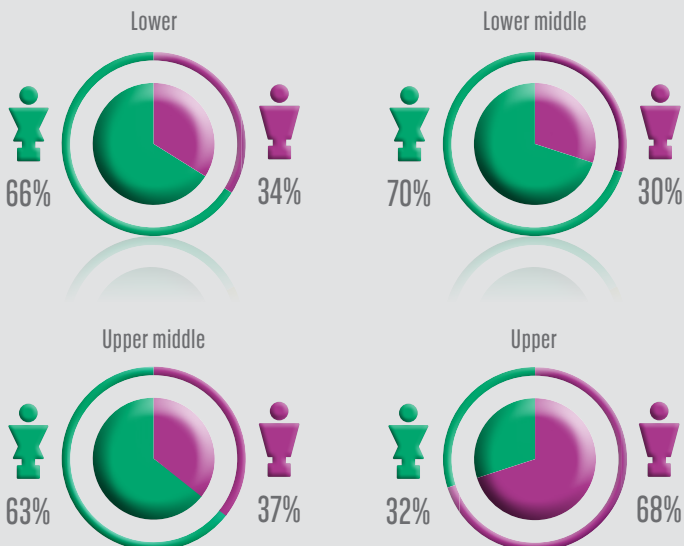
Here at BNP Paribas Leasing Solutions, 100% of our team receive a bonus aligned to business objectives. This is in line with our aim to sustain a 'one team' ethos.

Overall, we have a significantly higher mean bonus gap than the hourly pay gap. This is because:

- Bonus amounts tend to increase with seniority and we currently have more men than women in senior roles.
- We have more men than women in sales, which typically attract larger bonus opportunities.
- More of our part-time employees are women. The calculation for the bonus gap does not account for bonuses being pro-rated for part-time employees.

Population by quartile

Pay quartiles are calculated by ranking the hourly pay of all staff, then splitting the range into four equal quartiles and calculating the proportion of men and woman in each quartile. The higher proportion of men in the upper quartiles reflects the fact that there are more men than women in senior positions, which attract higher rates of pay.



Proportion of each gender receiving a bonus

Women receiving
a bonus



Men receiving
a bonus



Declaration

I confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

Jean-Michel Boyer UK Country Manager



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At BNP Paribas Leasing Solutions we are proud that 57% of our employees are women. Diversity is at the heart of our company. That’s why we’re committed to developing a diverse workforce and providing an inclusive environment in which everyone can thrive.

Within our business, talent is the key criteria for success. However, we do recognise that greater representation of women at senior levels is critical in order to achieve a more diverse and balanced organisation, that is reflective of our own values and those of our customers.

We are working hard to remove the barriers for women within our business as well as striving to increase diversity in all areas.”

Rachel Appleton HR Director

What we are already doing to address the gender pay gap

Recruitment



- Today, **57%** of our workforce are women.
- Ensure gender-balanced shortlists for all **internal and external vacancies**.

Career



- **Support women with family** responsibilities through our Flexible Working Policy, Shared Parental Leave Policy and enhanced maternity benefits.
- **Focus specifically on gender equality** and the needs of parents and carers through our employee network groups.
- **Foster an inclusive environment** through diversity events.

Culture



- Host events and workshops through our MixCity Network to address gender equality and provide career development advice and guidance.

What’s planned to address the gender pay gap

Recruitment



- Ensure **equal gender representation** for all entry level positions.
- Instruct our recruitment partners to **diversify our recruitment pipelines** and have **gender-balanced shortlists** for all senior roles.
- **Create a Sales Academy** to encourage women to enter and succeed in a sales environment.

Career



- **Intensify our support** of working parents.
- **Ensure all new managers are trained** to manage diverse teams, to identify and reduce bias and lead inclusively.
- Encourage men to take **Shared Parental Leave**, use our **flexible working** options and **champion greater gender equality**.
- **Sign the Women in Finance Charter**, which makes public our commitment to, and progress towards, greater gender equality. This includes setting targets for representation of women in senior roles and holding leaders accountable.

Culture



- **Make it easier for women** to identify internal opportunities. Simultaneously, provide hiring managers more visibility on the skills and capabilities of women across the organisation.
- Roll out a **mentoring programme** to support talent in the organisation.