

# GENDER PAY GAP REPORT 2018



**BNP PARIBAS**  
LEASING SOLUTIONS

Business is ON



As we all know, it's impossible to argue against the case for gender balance. Research shows that increased opportunity for women delivers a positive and measurable impact on economic and business growth – all good practical reasons but for me personally, it's simply a question of fairness and common sense. As the father of a young, ambitious woman about to embark on her own career, it's also a subject very close to my heart.

This isn't mere rhetoric or personal sentiment. At BNP Paribas Leasing Solutions, we're following through with solid actions. Two examples immediately come to mind. First, we recently promoted Andrea Rix as Head of Vendor Operations and in doing so, Andrea joined the leadership team. We also appointed Rachel Appleton, HR Director and long serving member of the leadership team to the governing board. I have no doubt that this trend to redress the gender imbalance within our management structure and in senior roles will continue apace.

It will remain a challenge, but we're committed to developing all of our talent and achieving gender balance at every level of our organisation. Eradicating gender inequality is something my team and I are deeply committed to as we grow and expand the Leasing Solutions UK business.

A handwritten signature in black ink, appearing to read 'Jean-Michel Boyer'. The signature is stylized and written in a cursive script.

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



## GENDER PAY GAP

# RESULTS

Our mean  
hourly pay gap



Our median  
hourly pay gap



Our mean  
bonus gap



Our median  
bonus gap



## GENDER BONUS GAP

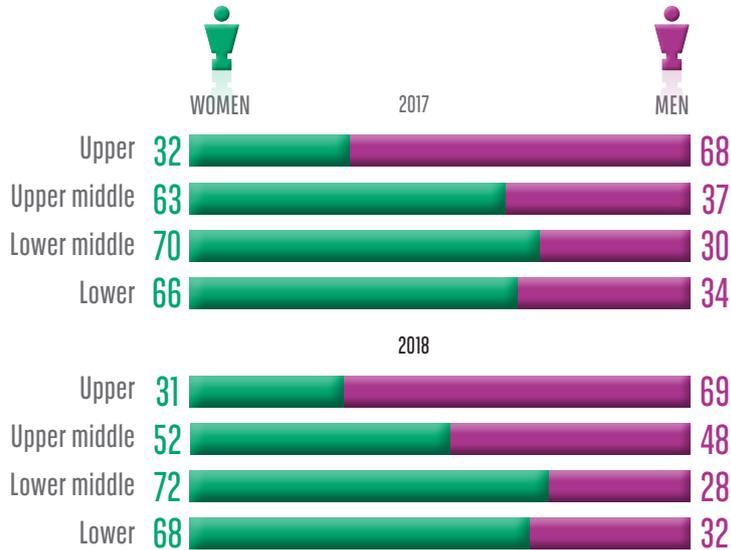
### Gender pay gap

- The key reason for the gender pay gap is the lower number of women than men in senior roles. The upper quartile data confirms this disparity (31% women vs 69% of men). The positive news is we have a great pipeline of talented people within our business and the majority of them are women. We need to develop all of our talent and remove any barriers to women moving up through the organisation. Secondly women are currently under represented in our Sales Teams which typically attracts higher rates of pay.

### Gender bonus gap

- All of our people receive an annual bonus based on two key criteria – eligibility on joining and provided they are not working their notice period at the time of bonus payment. Any variation in 100% payment for either men or women is therefore related to new joiners or leavers.
- The requirement to calculate the gender bonus gap on actual bonuses paid without adjustment for part time working materially affects the bonus gap. We actively promote flexible working for all. Currently 12% of our colleagues work part time and 100% of them are female. If the calculation was adjusted to reflect part time working our gender bonus gap would reduce from 37% to 33%.

# RESULTS



## PROPORTION OF EACH GENDER RECEIVING A BONUS

Women receiving a bonus



Men receiving a bonus



### 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 women 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, front-office and technical roles, which attract higher rates of pay.

### DECLARATION

I confirm the information and data reported is accurate as of the snapshot date 5 April 2018.

Jean-Michel Boyer UK Country Manager

# WHAT WE ARE DOING TO ADDRESS THE GENDER PAY GAP



Here at Leasing Solutions UK we are passionate about fairness and inclusion. We recognise that diverse teams serve our Customers better and make our business stronger. They also make for a more creative and positive work environment. Achieving gender balance is a key element of our drive to reduce the gender pay gap whilst developing all of our talent.

If we look at our population as a whole more than 57% of our people are women, a great starting point, however if we look at the two primary reasons for the gender pay gap here at BNP Paribas Leasing Solutions UK we have fewer women in more senior roles, combined with more women taking up stereotypical “female” roles within the organisation. We have a number of initiatives (some highlighted below) designed to help affect the cultural and organisational change required to ensure equal representation of men and women across the business. We will continue, in collaboration with our teams, to strive for gender balance across BNP Paribas Leasing Solutions UK.

  
Rachel Appleton HR Director

## Recruitment



- Briefing external recruitment partners to **submit gender-balanced shortlists** for all roles.
- Interviewing **at least one woman for each role**, or providing a valid reason why not.
- Training hiring managers in interview skills to **reduce bias in decision-making**.

## Career



- The RISE Programme, a mid-career curriculum for women to **address retention and career development**.
- Including **at least one woman on each succession plan**, and supporting the implementation of meaningful development.
- **A gender balanced company-wide Mentoring Programme** to help the development of our talented employees, with the objective of progressing them within the company.

## Culture



- Creating a **supportive culture for colleagues with family responsibilities** through our Flexible Working Policy, Shared Parental Leave Policy and enhanced parental leave benefits.
- Implementing a returners programme to aid maternity returners back to work.
- Increasing activity through the **MixCity Network** to encourage debate and deliver practical skills.
- Embedding training for new managers to **manage diverse teams and lead inclusively**.
- Open invitation workshops to **discuss gender pay gap results**, BNP Paribas Leasing Solutions UK strategy re gender balance and identify actions to address.



**BNP PARIBAS**  
**LEASING SOLUTIONS**

**Business is ON**