

GENDER PAY GAP REPORT 2022



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We work hard across the organisation to create a diverse and inclusive place to work. We encourage all of our people to be themselves at work. We also firmly believe that it is our differences that make us stronger, whether that's a broad range of individual strengths, different backgrounds or ways of thinking. It's that huge variety of input which enables us to challenge each other to grow and develop every aspect of our business, but most importantly to ensure we have a motivated and engaged team who can achieve their full potential and delight our customers every single day.

As we've worked together to prepare the data for this year's gender pay gap, our 6th submission, we've reflected long and hard on the actions we've taken to date and our future plans, I feel confident that we're making good progress. During the last 12 months we have improved the gender balance within our leadership team and women now represent in excess of a third of our senior leaders. We've also increased the proportion of women on the UK ExCo to 42%. The pipeline of female candidates across the business is strong and indeed more than 53% of our total workforce are women.

The future does look bright, but we remain hugely committed to ensuring the actions we take are meaningful, add value, and make a lasting difference.

I'm proud of our whole team, all of whom embrace the topics of diversity and inclusion without question and am very much looking forward to continuing to address the gender imbalance whilst building a positive culture.

Rachel Appleton CEO BNP Paribas Leasing Solutions UK

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

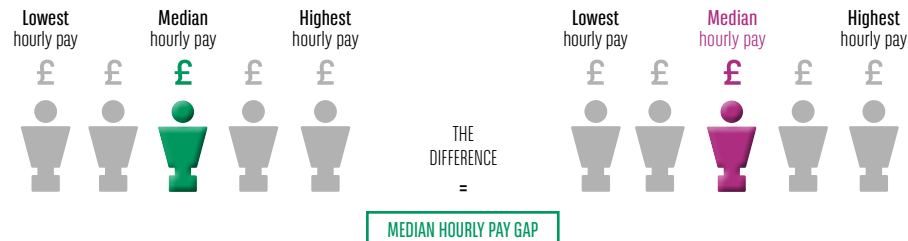
What is equal pay?

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 HOURLY PAY GAP



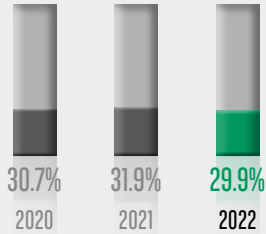
HOW WE CALCULATE THE MEDIAN HOURLY PAY GAP



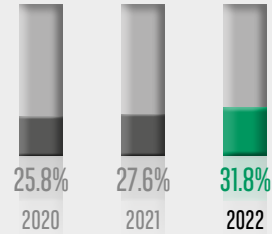
GENDER PAY GAP RESULTS

RESULTS

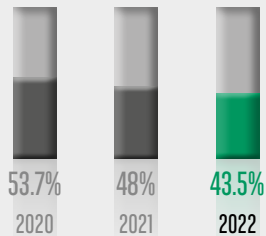
Our mean
hourly pay gap



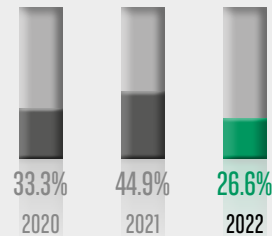
Our median
hourly pay gap



Our mean
bonus gap



Our median
bonus gap



GENDER BONUS GAP RESULTS

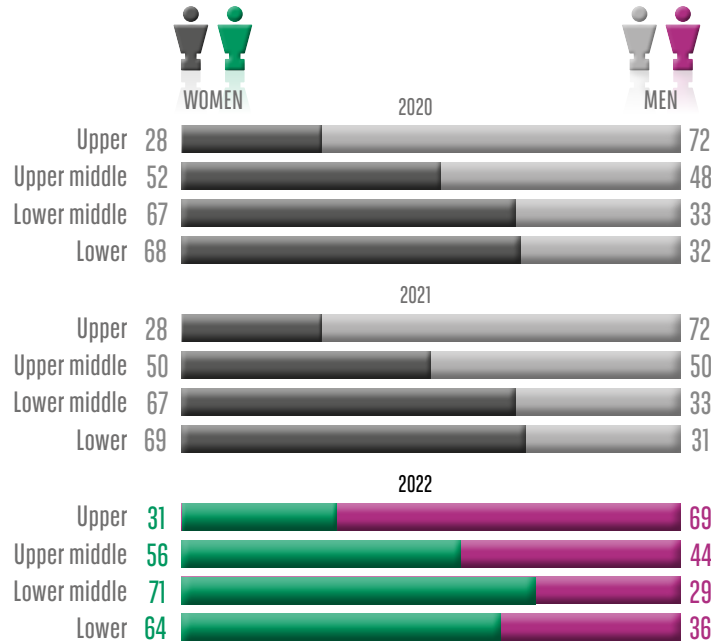
What do we know about our gap?

- A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). This differs to 'Equal Pay', which is our obligation as an employer to give men and women equal pay for equal work. Our gender pay gap is not a result of equal pay issues, we have a gender-neutral approach to pay across all levels of the organisation, we regularly benchmark, audit and monitor this to ensure a fair approach.

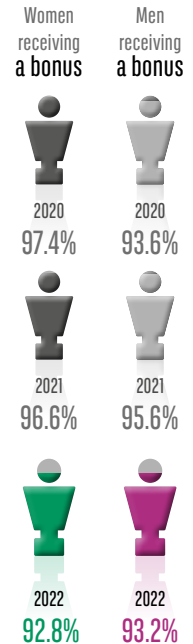
LSUK Gender Pay Gap

- We understand why we have a gender pay gap, the key drivers both across the financial services industry and here at BNP Leasing Solutions is due to low female representation in sales and senior leadership roles, which, relative to other positions, attract higher rates of pay. As we work to address gender balance, we are seeing more women enter trainee roles to develop the pipeline for the future which in the short to medium term can see the gap increase or remain flat. This is evident in the 2022 figures.

RESULTS



PROPORTION OF EACH GENDER RECEIVING A BONUS



Gender bonus gap

We have seen a significant improvement in our median gender bonus gap, partly due to some hierarchical changes to a handful of male roles, but also impacted by an increase in women at board level. We also see a reduction overall in the number of employees who received a bonus during 2022, this was primarily due to a higher than normal percentage of new joiners who were not eligible for a bonus payment during the period.

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. Overall, we have a significantly higher mean bonus gap than hourly pay gap. This is because our bonus gap is a function of greater variable pay at more senior levels in stereotypically male roles (e.g., sales) which attract higher rates of bonus. A key element of our action plan relates to developing women into these roles.

In addition to this, circa 12% of our workforce work part-time and 100% of our part-time workers are women. The calculations do not take account of pro-rated bonus payments for these part-time workers. Although the part-time working pattern has a negative impact on bonus gap figures, we remain determined to support flexible working and family friendly practices.

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 and sales positions attracting higher rates of pay. We can see the upper quartile is moving in the right direction, but we are aiming for a 50/50 position of male and females within this population, so we still have a way to go.

DECLARATION

I confirm the information and data reported is accurate as of the snapshot date 5 April 2022.

Rachel Appleton CEO BNP Paribas Leasing Solutions UK

WHAT WE ARE DOING TO ADDRESS THE GENDER PAY GAP



At Leasing Solutions UK, we truly believe that a diverse team is a vital part of our future success. We are really proud of the diverse and inclusive working environment we have already, but we are committed to pushing ourselves to developing this further.

Representation of women in sales and certain senior roles remains a challenge for our industry and although it will take time, the collective and sustained efforts from our senior leadership team to address this gives me confidence that female representation across all areas of our organisation will continue to improve.

As we make good progress with gender diversity within our leadership team, we are looking further into how we can attract, retain, and develop talented females into traditionally male dominated roles. We aim to have at least one female candidate on every shortlist, and we continue to build our talent pool which is more than 60% women.

We know that change cannot be delivered overnight but we will remain focused and strong in our action plans to ensure our workforce is balanced, representative of the communities we work within and progress on our gender pay gap continues to be made.

Andrea Rix UK Head of HR

Recruitment



- Drive on internal mobility with emphasis of **identifying and supporting growth of women into more senior and sales roles.**
- In partnership with **our diversity and inclusion employee networks**, we work on providing regular training for our managers on the topics of **unconscious bias and equity and inclusion.**
- We work with **external recruitment partners** to submit **gender-balanced shortlists** for all roles.
- We strive to **interview at least one woman for each role** or provide a valid reason why not.
- Succession planning which includes **identifying at least one woman for each senior and sales role.**

Career



- Our **Early Careers employee network**, utilising male and female career stories and role models **to attract females into traditionally male dominated roles.**
- Launch of local and **corporate mentoring programmes** to support internal career progression **ensuring balanced representation of men and women.**
- Our **'Leaders for Tomorrow'** and **'Aspire'** talent programme qualification criteria **ensures a balanced talent pool of men and women.**
- 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.
- Launch of a **'Sales Academy'** with an aim on **ensuring balanced representation of men and women.**

Culture



- Awareness training for all managers on supporting teams with managing work and home life balance, recognising stress signals, changing mind set to build confidence in our own abilities.
- Our **Parents & Carers employee network** make a difference by sharing advice, providing support, and encouraging feedback.
- **50/50 remote working** approach to support greater flexibility with work/life balance.
- **Spotlight campaigns**, including females within our organisation in typically traditional male dominated roles.
- Supporting **flexible working requests** for women returning from maternity leave wherever possible.



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