

Gender & Ethnicity Pay Gap Report 2026.

2025 Reporting Year.



Gender & Ethnicity Pay Gap Reporting Statement.

People are at the heart of BDP. As part of our strategy, we are committed to being an inclusive organisation where everyone feels they belong, are respected, valued, and recognised as an individual. We also believe that the talent, passion, and creativity of diverse teams at every level enable us to respond more effectively to society's challenges through our design work.

We have reported our UK Gender Pay Gap for the past 8 years, in line with the UK Government's legal requirement for organisations with more than 250 employees. This process has helped hold us accountable and reflect on our progress each year. We recognise, however, that progress has not been fast enough. In our 2024 Gender Pay Gap Report, I confirmed BDP's intention to engage a gender equity consultant to help us better understand our current position and to provide expert insight and recommendations on how we can accelerate the pace of change.

This year, BDP committed to publishing our UK Ethnicity Pay Gap ahead of this becoming a legal requirement. This is an important step in holding ourselves to the same level of accountability and being transparent about where we stand.



Nick Fairham
Chief Executive

Gender & Ethnicity Pay Gap Reporting Statement.

It is important to note that government gender pay gap reporting is currently based on a binary comparison between men and women. We recognise that gender exists on a much broader spectrum, and within our own EDI reporting we offer more inclusive options, including non-binary identities. However, for the purposes of statutory government reporting, the data is limited to a binary male/female framework. We hope that in the future this approach will be updated to better reflect and include the full diversity of gender identities.

Since launching our Equality, Diversity and Inclusion (EDI) network, BDP Belonging, in 2021, and introducing the role of EDI Advisor in 2022, we have made meaningful progress. This includes:

- Expanding education and awareness through panel discussions,
- Introducing mandatory EDI learning modules,
- Commissioned the EW Group and The Tall Wall to conduct independent EDI reviews through an ethnicity lens and a gender lens,
- Introduced the Transparent Career Paths framework,
- Launched an inclusive recruitment toolkit,
- Enhanced our parental leave policies,
- Introduced policies including menopause, menstruation and fertility treatment,
- Benchmarked our internal data against the Office for National Statistics (ONS) Census data*.

While these initiatives have supported strengthening our culture, we recognise that progress is still too slow. We continue to see limited gender and ethnic diversity across the practice, particularly in senior roles. It's clear that we need to build on our existing efforts – and do so at a much faster pace.

**Further on in this report, you can see a greater overview of our progress to date regarding gender and ethnicity, which is highlighted in BDP's EDI Strategy, an internal document, highlights our progress across all areas of EDI.*

Terminology

Equal Pay refers to ensuring two people performing the same duties, with the same skills and responsibilities, receive the same pay, regardless of gender, ethnicity or any other protected characteristic.

Pay Gap is the difference between the average pay of all male and all female employees/ all white and all ethnic minority employees in an organisation, regardless of role or seniority.

The **mean pay gap** is the simple average. It's calculated by adding all women's/ all ethnic minority employees hourly pay and dividing the total by the number of women/ ethnic minority employees, then do the same for male/ white employees.

The mean pay gap compares those two averages.

The **median pay gap** is the middle value when all salaries are lined up from lowest to highest.



What is Driving the Gap?

We are confident that colleagues are paid fairly and equitably for the work they do. However, our most senior and therefore highest-paid roles remain predominantly held by white colleagues and male colleagues. This contributes to our gender and ethnicity pay gap.

To address this, we need to increase representation of colleagues from underrepresented backgrounds throughout the practice, both in promotion and hiring – this must include ethnically diverse groups and women. It is also important that we retain our existing talent. Doing so will ensure we have a wider range of perspectives at the table, will strengthen our design outcomes, and support

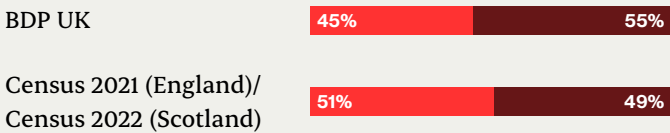
efforts to close pay gaps. We recognise the need to ensure that there is greater equity and that colleagues have the support, training and guidance to fulfil these roles. This isn't an overnight fix, and it will take time to embed a pipeline of talent that we can grow through the practice.

Overall, our gender and ethnicity balance across the UK aligns with Office for National Statistics (ONS) Census data. However, when viewed in more granular detail, there is a noticeable drop-off in female representation and ethnic minority representation from Senior, Associate, Associate Director, Director and Principal grades.

Below is a snapshot of BDP's data in April 2025, in line with the Gender and Ethnicity Pay Gap reporting year, to give further context.

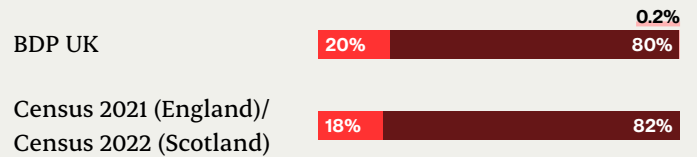
BDP UK April 2025 Data vs Census Data

■ Female ■ Male



BDP UK April 2025 Data vs Census Data

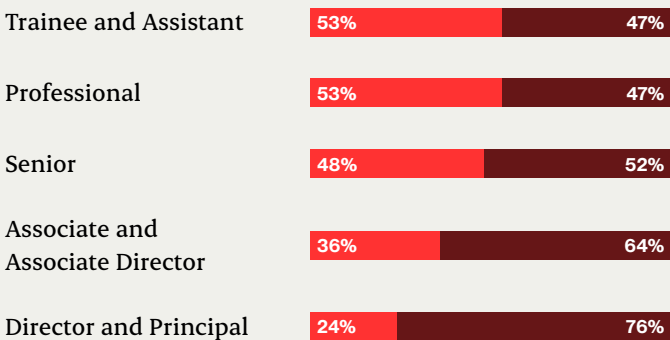
■ Ethnic Minority ■ White ■ Not Provided



Gender by Grade UK

April 2025

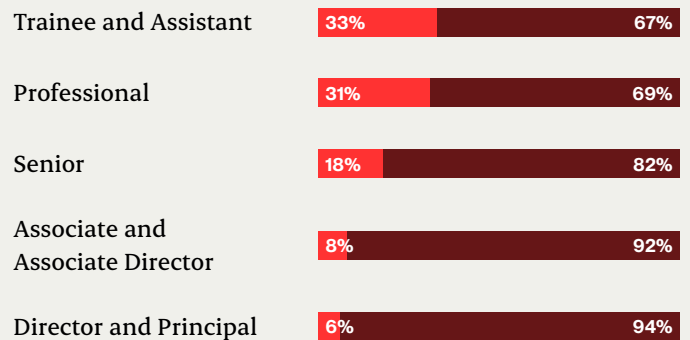
■ Female ■ Male



Ethnicity by Grade UK

April 2025

■ Ethnic Minority ■ White



Gender Pay Gap.

Our pay gap figures provide a snapshot of our data in April 2025 and are expressed as the percentage of the difference between the average earnings of men and women.

The mean shows the difference in the average pay of males and females in the overall range of salary. It can be affected by the values at either end of the range. The median compares the earnings of the males and females in the middle of the range and indicates the difference in 'typical' pay between the genders.

Over the past five years, since launching our EDI Network BDP Belonging, we have made progress in reducing our Gender Pay Gap. However, in the 2026 report there has been an increase, with the mean rising by 0.7% and the median by 1.2%.

Despite the fact that the gap has increased this year, between our 2022 – 2026 reports, the mean pay gap has reduced by 3% and the median pay gap by 3.8%. The mean bonus gap has decreased by 2.3%, while the median bonus gap has reduced by 2.5%.

Between April 2024 and April 2025, there has been limited movement at Director level (27% female in 2024 and 28% in 2025) and Principal level (12% female in 2024 and 11% in 2025).

We saw the appointment of new Principals (our highest-paid role) both men and women, across our global network of studios. However, the women were appointed outside of the UK, and therefore this is not reflected in the UK Gender Pay Gap figures.

This further impacts the bonus gap, as although there is only a 0.04% difference in the proportion of men and women receiving a bonus, the gap is driven by those in the highest-paying roles receiving the largest bonuses. The imbalance at leadership level therefore exacerbates this difference.

Our data clearly shows that significant improvement is needed to achieve better balance within leadership roles, particularly from the Senior grade and above, in order to close the gap.

Average gender pay gap

Mean	Median
20.6%	17.6%

Average bonus gender pay gap

Mean	Median
66.2%	21.2%

Proportion receiving a bonus payment

Males	Females
94.6%	94.2%

■ Female ■ Male

Upper Quartile	27%	73%
Upper Middle Quartile	40%	60%
Lower Middle Quartile	50%	50%
Lower Quartile	57%	43%

Five Year Summary.

Please note, each pay gap report is based on data from the previous year, in line with Government reporting requirements.

	2026 Report 2025 Data	2025 Report 2024 Data	2024 Report 2023 Data	2023 Report 2022 Data	2022 Report 2021 Data
Gender Pay Gap					
Mean average	20.6%	19.9%	22.0%	22.4%	23.6%
Median average	17.6%	16.4%	20.0%	21.0%	21.4%
Bonus Gender Pay Gap					
Mean average	66.2%	64.5%	68.7%	64.6%	68.5%
Median average	21.2%	23.6%	28.7%	21.4%	23.7%

Proportion of males and females when divided into four groups ordered from highest to lowest pay:

2026 Report 2025 Data	Males	Females	Males	Females
1st Quartile	144	53	73%	27%
2nd Quartile	119	79	60%	40%
3rd Quartile	99	99	50%	50%
4th Quartile	85	113	43%	57%

2025 Report 2024 Data	Males	Females	Males	Females
1st Quartile	173	61	73.9%	26.1%
2nd Quartile	126	109	53.6%	46.4%
3rd Quartile	117	118	49.8%	50.2%
4th Quartile	101	134	43.0%	57.0%

2024 Report 2023 Data	Males	Females	Males	Females
1st Quartile	156	56	73.6%	26.4%
2nd Quartile	125	87	59.0%	41.0%
3rd Quartile	100	113	46.9%	53.1%
4th Quartile	96	116	45.3%	54.7%

2023 Report 2022 Data	Males	Females	Males	Females
1st Quartile	162	57	74.0%	26.0%
2nd Quartile	140	79	63.9%	36.1%
3rd Quartile	101	118	46.1%	53.9%
4th Quartile	102	118	46.4%	53.6%

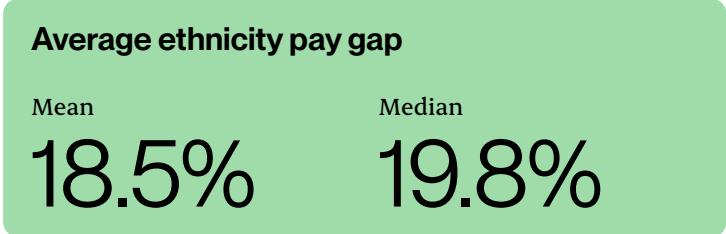
2022 Report 2021 Data	Males	Females	Males	Females
1st Quartile	147	54	73.1%	26.9%
2nd Quartile	136	66	67.3%	32.7%
3rd Quartile	94	107	46.8%	53.2%
4th Quartile	89	113	44.1%	55.9%

Ethnicity Pay Gap.

This is the first year we are voluntarily reporting our ethnicity pay gap, ahead of this becoming a legal requirement. It provides an initial snapshot of where we stand. Over time, we will be able to track progress and compare data year on year. Early insights indicate a trend similar to gender, with limited diverse representation at leadership levels.

Our ethnicity pay gap figures provide a snapshot of our data on 5 April 2025 and are expressed as the percentage of the difference between the average earnings of white and ethnic minority employees.

The mean shows the difference in the average pay of white and ethnic minority employees in the overall range of salary. It can be affected by the values at either end of the range. The median compares the earnings of the white and ethnic minority employees in the middle of the range and indicates the difference in 'typical' pay between the ethnicities.



What ethnicities are included in the ethnicity pay gap?

We have aligned the breakdown with UK Government ethnicity classification guidance.

White – Employees who have identified their ethnicity as 'white', which includes those of British, English, Welsh, Scottish, Northern Irish, Irish, Roma, or any other white background.

Ethnic Minorities – All other ethnic groups which includes:

Mixed/Multiple ethnic groups: Employees who have identified their ethnicity as white & Asian, white and Black African, white and Black Caribbean, white & Chinese, or any other mixed or multiple background.

Asian: Employees who have identified their ethnicity as Bangladeshi, Chinese, Indian, Pakistani, or any other Asian background.

Black: Employees who have identified their ethnicity as African, Caribbean, or any other Black British, African or Caribbean background.

Other: Employees who have identified their ethnicity as Arab, or any other ethnic group.

Employees who have not stated an ethnicity or chosen not to disclose have been excluded from the pay gap.



Progress to Date.

BDP Belonging has 4 focus areas – Gender Equity, Race Equity, Social Mobility and Inclusive Design. Each focus group is led by a Principal to ensure leadership accountability and is made up of colleagues from across our studios to bring ideas to the table and to drive positive steps forward.

BDP commissioned the EW Group in 2022 to deliver an Equality, Diversity and Inclusion (EDI) report with a focus on race and ethnicity. In late 2024, BDP commissioned The Tall Wall to deliver an EDI report with a focus on gender.

The following outlines the progress made against the EW Report recommendations and EDI initiatives that support gender and ethnicity equity, as well as broader equity. It also identifies where further work is required.



Progress	Impact	Next
In 2024, we published clear career grades with the launch of Transparent Career Paths.	Greater clarity on what each grade represents, what is expected of them, and the responsibilities, traits and behaviours they need to demonstrate to progress.	When it was launched, we put a feedback process in place. Feedback has highlighted the need to include more examples for non-technical roles.
Introduced the Associate Director grade to create a position with greater responsibility, while keeping it realistic and motivating for those at a junior level aspiring to progress.	This provides a more achievable stepping stone into a leadership role.	Promotions into this grade have taken place in a number of studios. Further promotions will happen to meet future business needs.
Launched a series of mandatory training modules beginning with Unconscious Bias and Microaggressions.	Training plays a key role in building understanding, awareness and supporting behaviour change. Making the courses mandatory ensures consistency in learning.	Modules are launched on a quarterly basis, and future modules include Mental Wellbeing, LGBTQ+ Inclusion, Menopause Awareness. We will continue to explore additional modules such as Allyship and Active Bystander.
The People Team has introduced training programmes for Associates, Associate Directors, and Directors.	This training equips colleagues in these grades with the tools and support they need to succeed in their new roles.	While this training supports leadership development, we plan to incorporate further EDI elements to ensure expectations and behaviours align with our EDI principles and brand values.
The Principal group participate in external coaching.	Coaching gives leaders the opportunity to be challenged, reflect, and grow, supporting both how the business operates, and the behaviours demonstrated across the organisation.	This programme will continue, and we are exploring incorporating EDI elements going forward.

Progress to Date.

Progress	Impact	Next
Launched a multidisciplinary work experience programme in the UK and Ireland with 50% of spaces being reserved for students from low socio-economic backgrounds, working with partners and local schools in deprived area.	This ensures there is fair access and opportunities into the industry. Supporting travel and lunch costs for all multidisciplinary work experience ensures the week is accessible.	We will monitor the impact of work experience and expect to see students returning to BDP as employees.
Launched an Inclusive Recruitment Toolkit.	Equips hiring managers with the tools to identify and eliminate bias and ensure a fair and inclusive recruitment process.	Further promotion of the toolkit and ensuring this is mandatory for all hiring managers.
The People Team carry out an annual internal salary benchmarking exercise.	This ensures that employees in the same role, with the same level of experience, are paid equally and enables us to state this with confidence.	Continue this annual exercise and proactively challenge any discrepancies.
In 2023, we enhanced our paid maternity, adoption and shared parental leave, giving colleagues 67% of their full pay for nine months.	Financially supporting primary carers to take adequate time off, both to physically and emotionally recover as well as bond with their newborn.	We understand the importance of allowing secondary carers to take adequate time off and in our next review we will focus on paternity leave to create greater equity for all parents.
Introduced many policies and guidance, including manager and employee: <ul style="list-style-type: none"> ▪ Menopause ▪ Menstruation ▪ Fertility Treatment ▪ Fostering ▪ Flexible Bank Holidays 	Encourages education, reduces stigma and encourages open conversation. Enables adjustments and support to manage symptoms effectively. Allows colleagues to celebrate cultural holidays using their bank holiday allowance.	Continue to raise awareness of the policies so that everyone knows they are available and understands how to benefit from them. Increasing visibility will help to break down taboo. We recognise that some of these policies may feel difficult or awkward to talk about; the People Team are able support and help guide conversations around accessing them. Review policies to ensure they offer the best support to those needing them.
Menopause Awareness Training.	Encourages education, reduces stigma and encourages open conversation.	This module is being refreshed in line with other training modules and will be mandatory for all staff.
Menopause Support Guides for Employee and Managers.	Ensures that both employees and managers have the guidance and resources to get support and support others effectively.	Continue to promote the support available, to support breaking the taboo and equity managers and colleagues.
BDP Career Mentoring programme.	Offers employees opportunity to support their growth and progression.	Continue to promote the programme, particularly encouraging those from minority backgrounds to ensure they have support.

Future Commitments.

Our aim is to create greater equity for all, which will particularly benefit those from minority groups such as ethnically diverse backgrounds and women, as well as many other groups. While we will continue to build on and evolve our existing initiatives, we are also introducing new actions over the coming years to further advance equity at BDP.

Action	Impact
Bi-annual review of gender and ethnicity data by grade with Studio Heads.	Ensures leadership accountability of their data and allows an open forum to discuss areas of improvement, challenges and best practice. Over time this will allow us to track trends.
Develop a Non-Executive Director proposal.	This will bring more diverse perspectives to decision making groups at BDP.
Develop a sponsorship programme to increase representation into the most senior roles.	Increased representation in leadership by providing people on the programme with the support and training needed to reach those roles. This is yet to be developed, but we will work with colleagues to define this.
Develop a High Performing Teams programme, which focuses on giving all colleagues the support, training, and skills needed to be their best.	Provides greater equity for everyone, regardless of career aspirations, enabling all employees to perform at their best – whether they aim to progress in their current role or not.
Develop a more robust promotion process.	Ensure greater equity, transparency and consistency. This should see a greater balance of promotions, particularly to more senior roles.
Build a new development review module that links to other career tools such as training, career development and promotion frameworks.	Improved transparency of development and greater opportunity and guidance to discuss progression.
Create a Talent Mapping Tool which focuses on career development, skills and internal job opportunities.	Enabling colleagues to take greater ownership of their careers and identify the support they need.
Review and adapt a Performance Potential Mapping Tool to support Succession Planning in an equitable and consistent way.	Greater consistency across studios and greater equity of succession planning will see a greater balance, particularly in leadership roles.
Media training sessions for all staff, including women only sessions.	Increased confidence and capability in media engagement across the organisation, with targeted women-only sessions helping to address participation gaps and improve representation.

Future Commitments.

Action	Impact
Develop a return-to-work programme for colleagues returning from parental leave.	Supports a smooth and confident transition back to work following parental leave, improving retention, engagement, and wellbeing. In future, this programme can also be adapted to support all types of extended leave e.g. sickness leave, sabbatical etc.
Develop Keeping in Touch (KIT) and Shared Parental Leave in Touch (SPLIT) activity guidance for managers and employees.	Support parents to stay in touch with work whilst they are on parental leave, should they wish to. Provide greater clarity of activities to ensure they are meaningful to the employee i.e. development reviews, training, client meetings, team socials. Allows colleagues to feel connected and supported and ease the return back.



Closing Statement.

As CEO, I want to be clear that BDP is committed to building an inclusive and equitable working environment where everyone feels they belong, is respected, and has the opportunity to thrive. This report shows that, while we have taken important steps forward, progress has not been fast enough. We know there is more to do to improve representation, particularly at senior levels, and to ensure that equity is embedded in our culture, processes and decision-making. That means continuing to listen, learn and act with transparency, accountability and urgency. Our commitment is not limited to meeting reporting requirements; it is about creating lasting change across our practice. We will build on the actions already underway, keep challenging ourselves to do better, and work together to create a workplace that reflects the diversity of the communities we serve and supports all colleagues to succeed, contribute and feel valued at every stage of their career.

Nick Fairham
Chief Executive



