

Gender Pay Gap Report 2023 Reporting Year



Nick Fairham
BDP Chief Executive

Gender Pay Gap Reporting Statement

At BDP, we take our commitments to equality, diversity and inclusion seriously. We want to attract and retain the best people, irrespective of gender or any other personal characteristic. We also want to ensure that our workforce reflects the diversity of our communities and users at every level.

While we are confident that BDP colleagues are paid fairly and equally for the work they do, our senior leadership and highest-paid roles remain heavily male-dominated. Therefore, while we have seen a further reduction in the mean pay gap of 0.4% this year, our results continue to be influenced by the higher proportion of men earning the highest salaries. We know that we need to make more progress to address this lack of representation at a senior level, and to remove any barriers that may be preventing women from moving into more senior positions. The gender balance in our grading structure from entry to senior is good but there is a drop in the number of women at the first level of leadership. Addressing this will remain a key focus as we progress with our EDI strategy, led by BDP Belonging, and further information on the steps we are taking can be found below.

This report provides a snapshot of our gender pay gap as of April 2023. As a result, it doesn't yet show the full impact of recent initiatives which will take time to embed. BDP Belonging and the Gender Equity Group have again been responsible for a successful suite of events and projects this year, which continue to raise awareness, support allyship, and advocate for impactful change. Nonetheless, we want to see faster progress in reducing our pay gap in coming years.

With this in mind, part of BDP Belonging's plan for 2024 has identified gender equity as a priority area, building on the progress of:

- Changes to the maternity, paternity, shared parental leave and adoption policies.
- Analysis of our gender mix, split by studio, profession and grade so all Principals can understand our data and become accountable for positive change.
- Development of an inclusive recruitment toolkit.
- Recruitment advert checks that promote gender neutral language.
- Celebration of women's achievements on International Women's Day and through a series of industry awards.
- Raising awareness of challenges and perceived barriers for women in the workplace through blogs and videos.
- Practical support to make the practice a more supportive and welcoming place in the form of policies and guidance for managers and employees on menopause and menstruation.

Whilst this progress is a strong foundation, there is further positive action we plan to undertake as a business.

Gender Pay Gap Reporting Statement continued

We propose to devote a significant part of BDP Belonging's 2024 funding into exploring issues around gender equity and build upon our current action plan to ensure BDP can make progress at a faster rate. Our proposal would include:

- Exploring options for a Workplace Nursery Salary Sacrifice scheme.
- Introducing a fostering, and a fertility treatment policy.
- Measuring feedback from women in BDP to understand any barriers and how we overcome these.
- Feedback survey for employees who have taken parental leave to understand further focus areas.
- Analysing promotion trends.
- Analysing exit interviews to understand any potential trends.
- Utilising the current mentoring scheme to provide a women-specific mentoring focus.
- Continue to celebrate career stories of women in BDP across different professions.
- Working with an external consultant to explore best practice and develop tactics and strategies to recruit and retain a wider pool of people, including women.

Having carried out a lot of work internally, we recognise that we would now benefit from external expertise to help us build on existing good practice, engage leadership, and fully understand the issues we need to address. We are in the process of looking for a suitable provider and will be putting together an advisory group to act as a sounding board to drive and support this initiative.

Reducing our gender pay gap further requires sustained effort, allyship, and policies and procedures that support equal development and progression opportunities for all colleagues. We remain committed to driving this cultural change and removing any barriers for women to progress at BDP.

By undertaking these projects, the benefits to BDP will include:

- Engaging our women in BDP will ensure their lived experiences are the foundations of our future activities and provide more insight into BDP's commitments to gender equity.
- Understanding our current baseline and the key issues that affect the progression of women in BDP.
- Raising awareness and driving accountability of the issue with all of BDP's current leadership.
- Developing a 3-year plan with clear interventions to ensure progress can be delivered at a faster rate.
- Developing a set of metrics and having a tool to monitor progress and celebrate our successes.





As a company with more than 250 employees, BDP is required to publish our gender pay gap data each year. The gender pay gap is the difference in average pay for men and women across an organisation. This is different to equal pay, which is the right for men and women to be paid the same when doing the same or similar work.

Our pay gap figures provide a snapshot of our data on 5 April 2023, and are expressed as the percentage of the difference between the average earnings of men and women.

This report provides analysis of:

- Mean and median hourly pay
- Mean and median bonuses
- Proportion of males and females receiving bonus
- Pay distribution by gender

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 male and female in the middle of the range and indicates the difference in 'typical' pay between the genders.

2023 Figures

Average Gender Pay Gap

Mean Average	22.0%
Median Average	20.0%

Average Bonus Gender Pay Gap

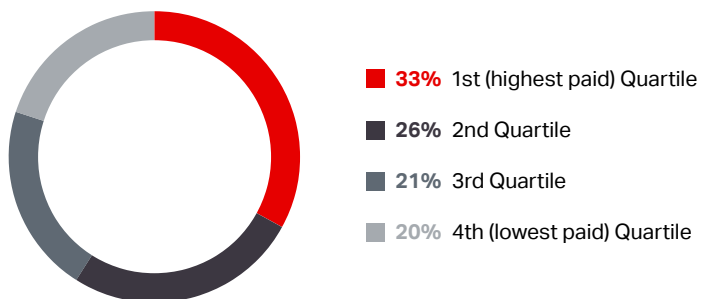
Mean Average	68.7%
Median Average	28.7%

Proportion of Males receiving a bonus payment	86.3%
Proportion of Females receiving a bonus payment	81.1%

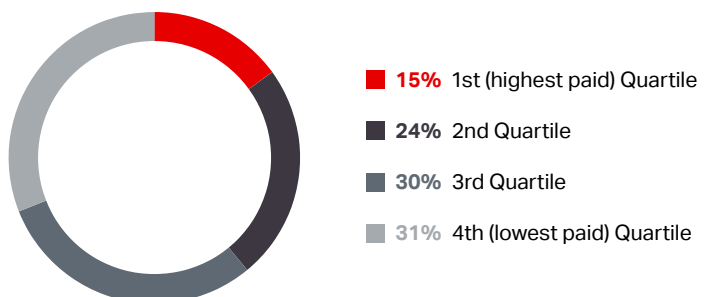
Proportion of males and females when divided into four groups ordered from highest to lowest quartile

	Males	Females	Males	Females
1st (highest paid) Quartile	156	56	73.6%	26.4%
2nd Quartile	125	87	59.0%	41.0%
3rd Quartile	100	113	46.9%	53.1%
4th (lowest paid) Quartile	96	116	45.3%	54.7%
Total	477	372		

Salary distribution for all males when divided into four groups ordered from highest to lowest quartile

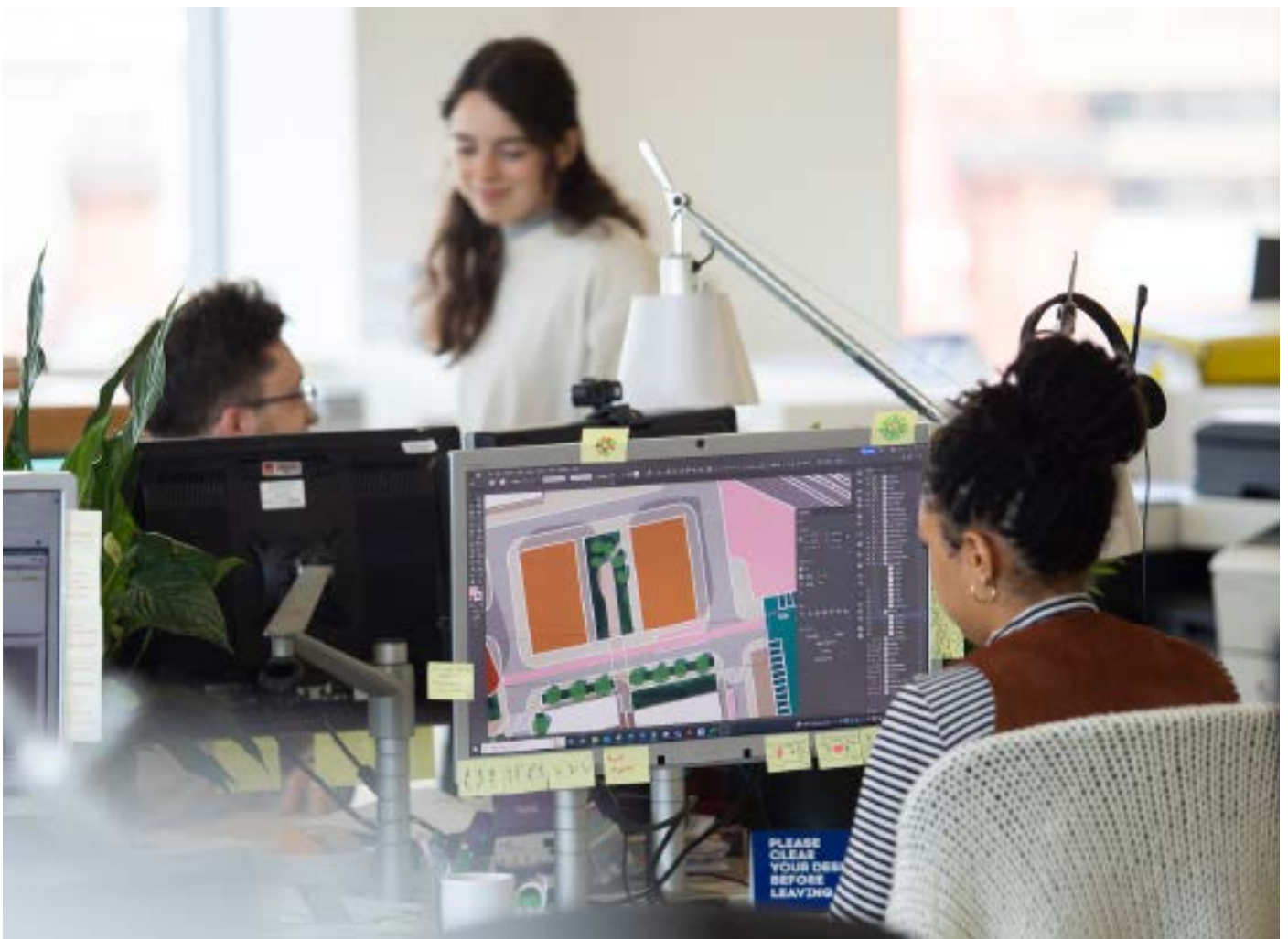


Salary distribution for all females when divided into four groups ordered from highest to lowest quartile



Our Progress and Future Plans

2023 reporting year	2024 reporting year	2025 reporting year
2022	2023	2024
<ul style="list-style-type: none"> Hybrid Working Policy Speed mentoring for women in BDP as part of International Women's Day 2023 Blogs by women across our global studios sharing stories about women who have inspired their educational or career journey Launched our Career Mentoring scheme for all BDP employees Provided inclusive recruitment and unconscious bias training to hiring managers. 	<ul style="list-style-type: none"> Enhanced maternity, paternity, shared parental and adoption paid leave in the UK and Ireland Introduced menstruation and menopause policies and guidance for employees and managers Launched Menopause awareness training for all employees which is mandatory for Associates, Directors and Principals Created a Parents and Careers Support Group for all parents to be, parents and carers in the UK, Ireland and Toronto Created a 'Parent to Parent' Tips booklet for colleagues preparing for a family Created Keeping in Touch (KIT) and shared Parental Leave Keeping in Touch (SPLIT) day guidance for employees on family leave Built upon our partnership and collaboration with the W Programme. 	<ul style="list-style-type: none"> Explore options for a Workplace Nursery Salary Sacrifice scheme Introduce a fostering, and fertility treatment policy Measure feedback from women in BDP to understand any barriers and how we overcome these Feedback survey for employees who have taken parental leave to understand further focus areas Analyse promotion trends Utilising the current mentoring scheme to provide a women-specific mentoring focus Continue to celebrate career stories of women in BDP across different professions Work with an external consultant to explore best practice and develop tactics and strategies to recruit and retain a wider pool of people, including women.





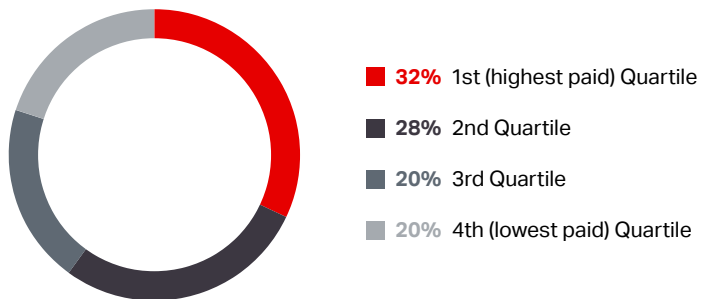
2022 Figures

Average Gender Pay Gap		Average Bonus Gender Pay Gap	
Mean Average	22.4%	Mean Average	64.6%
Median Average	21.0%	Median Average	21.4%
Proportion of Males receiving a bonus payment		89.3%	
Proportion of Females receiving a bonus payment		87.6%	

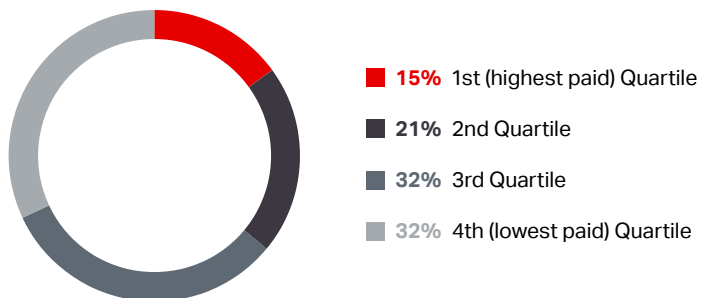
Proportion of males and females when divided into four groups ordered from highest to lowest quartile

	Males	Females	Males	Females
1st (highest paid) Quartile	162	57	74.0%	26.0%
2nd Quartile	140	79	63.9%	36.1%
3rd Quartile	101	118	46.1%	53.9%
4th (lowest paid) Quartile	102	118	46.4%	53.6%
Total	505	372		

Salary distribution for all males when divided into four groups ordered from highest to lowest quartile



Salary distribution for all females when divided into four groups ordered from highest to lowest quartile



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