

GENDER PAY GAP REPORT 2021



BNP PARIBAS
LEASING SOLUTIONS



Here at Leasing Solutions UK, we work hard to create a diverse and inclusive place to work. We encourage all of our people to be themselves at work. We 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 that enable 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 5th 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 looks 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

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.

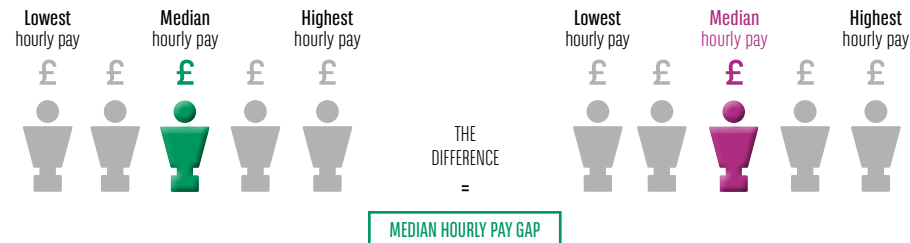
What is equal pay?

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



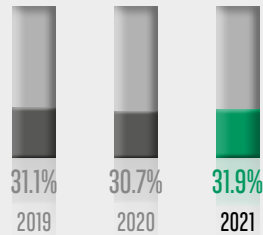
HOW WE CALCULATE THE MEDIAN HOURLY PAY GAP



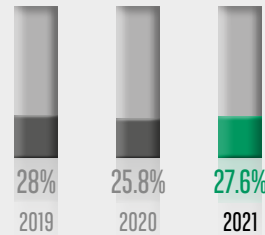
GENDER PAY GAP RESULTS

RESULTS

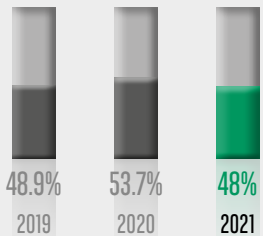
Our mean
hourly pay gap



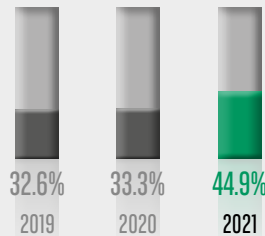
Our median
hourly pay gap



Our mean
bonus gap



Our median
bonus gap



GENDER BONUS GAP RESULTS

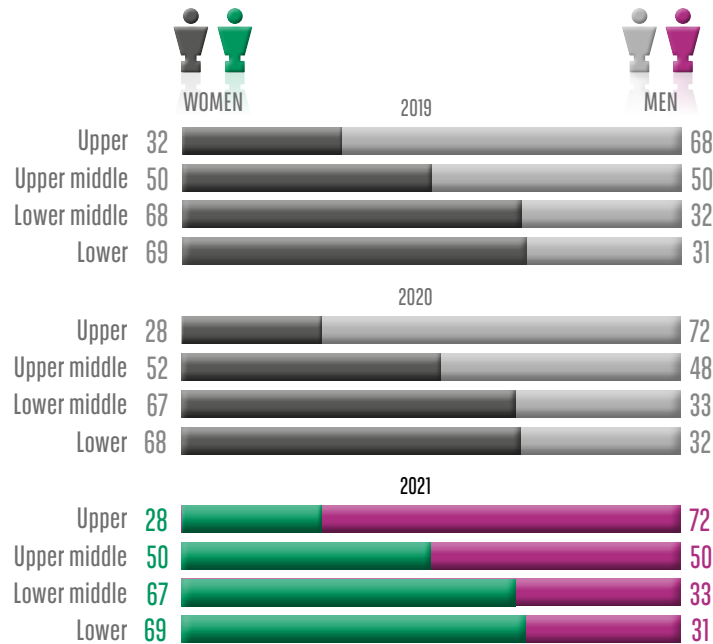
What do we know about our gap?

- 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.

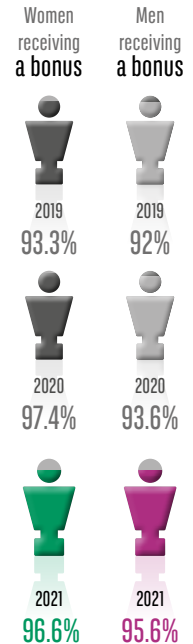
LSUK gender pay gap

- 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 our 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. This is evident in the 2021 figures.

RESULTS



PROPORTION OF EACH GENDER RECEIVING A BONUS



Gender bonus gap

We have seen a deterioration in 2021 in our gender bonus gap, again this is primarily driven by a skilled and experienced predominantly male sales team.

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 or performance against business objectives. 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 (primarily occupied by men), although it is also impacted by the bonus calculation not taking into account bonuses for part-time workers (exclusively female) being pro-rated. Although the part-time working pattern has a negative impact on bonus gap figures, we remain determined to support flexible working.

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.

DECLARATION

I confirm the information and data reported is accurate as of the snapshot date 5 April 2021.

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.

Since the pandemic, we have experienced a seismic shift in the approach to flexible working which we are excited by, as the opportunities this brings are potentially greater for women. Remote working helps us travel less both nationally and internationally, and facilitates a more flexible approach to the working day, better enabling women to make different decisions about their career choices.

Representation of women in leadership and senior roles has been 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 the barriers to women's progression can be overcome.

Since the summer of 2021, we have increased the percentage of women on our executive committee from 33% to 42%, including our new female CEO, and our Senior Leadership team female population has increased from 30% to 35%. We aim to have at least one female candidate on every shortlist and have a strong gender balance within our current talent pool, which is 60% women. In our most recent people survey, 87% of our team say we are an inclusive and diverse workforce. That's great to hear but we can do more, and we will remain focused on the gender pay gap topic until it is closed.

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 & Inclusion employee networks**, we have embedded more inclusive hiring practices such as:
 - Unconscious bias training for hiring managers.
 - Identifying internal talent for promotion.
 - Spotlight campaigns to promote internal mobility.
- 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.

Career



- Our **Early Careers Network**, with executive committee level sponsorship, share male and female career stories, and collaborate with role models **to attract females to traditionally male-dominated roles.**
- Local and **corporate mentoring programmes** to support internal career progression, **ensuring balanced representation of men and women.**
- We've adapted our **Leaders for Tomorrow talent programme** qualification criteria **to ensure 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.

Culture



- Awareness training for all managers on supporting teams with managing work and home life balance, recognising stress signals, and changing mind set to build confidence in our own abilities.
- Implementation of our remote working approach and policies, expanding roll out of optional remote working for portion of the week for all staff.
- Open invitation **workshops** to discuss gender pay gap results, LSUK's gender balance strategy and identify actions to address.



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