

GENDER PAY GAP REPORT 2023



LONDON BRANCH



BNP PARIBAS

The bank for a changing world



When I began my career, the great challenge that we faced as women was the sheer unfairness of most pay structures. Put simply, we would be paid far less than a man for doing the same work. I am pleased that, today, we find that idea both absurd and unacceptable.

That is not to say that the gender pay gap is a problem we have solved. Far from it.

Last year, BNP Paribas in the UK completed an industry-first equal pay audit. As a result we now know, without doubt, that we pay men and women the same salary for the same work. Yet, as this report shows, in the year to April 2023, more of our total salary budget was devoted to men than women. The issue is not that we treat individuals unfairly: two people doing the same job will get the same salary (bonus will obviously vary by performance). The problem is that we do not have enough women in the positions that offer the highest levels of pay.

This is hardly a new problem. It is certainly not one we were unaware of, but it is one that is proving far harder to fix than equal pay. Last year, I was appointed as Accountable Executive for our Women in Finance Charter target. This is a role that I take extremely seriously as UK Country Head. But this is not just a job for one person. It requires shared ownership and accountability across the whole organisation as well as constant focus on those areas that are underperforming. In this capacity I have applied targets for female representation at departmental level and the entire UK senior management team is committed to delivering on them. This ensures clear accountability and should drive progress.

In terms of some of the concrete actions we are taking, we have put programmes in place to support women in advancing their careers. We have ensured that our graduate recruitment brings in as many young women as men, have introduced standardised corporate titles to remove any ambiguity about seniority levels, and reviewed our succession plans so that each contains at least one woman. Addressing the pipeline will support retention and the progression of women into senior roles, especially in some of the more challenging areas. We remain signatories to the Jamais Sans Elles charter which ensures, among other things, that women are always represented on public platforms.

Our goal is to create a culture that is supportive of women, sympathetic to the challenges they face and, perhaps most importantly, actively involved in helping them overcome them.

There are no silver bullets here: this is a deep-seated, difficult, complex problem with roots that stretch far beyond the workplace. But it is not impossible. We have made, and continue to make, progress. My colleagues show a commitment to equality every day that is genuinely humbling.

There is no room – not one millimetre – for complacency but when I see the people I work with every day embrace the initiatives, processes, networks and training that we are developing to advance representation, inclusion and equality, I know that we are heading in the right direction.

A stylized, handwritten signature in black ink, appearing to read 'EB'.

Emmanuelle Bury UK Country Head, BNP Paribas Group

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.

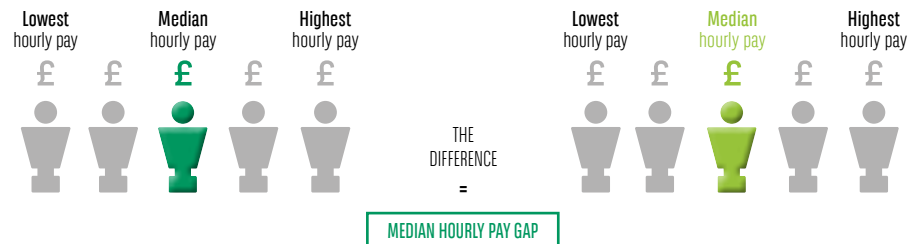
What is equal pay?

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

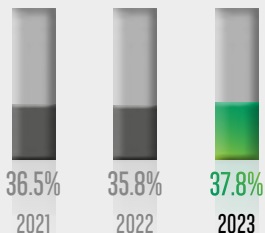


GENDER PAY GAP RESULTS

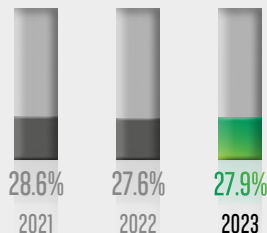
GENDER BONUS GAP RESULTS

RESULTS

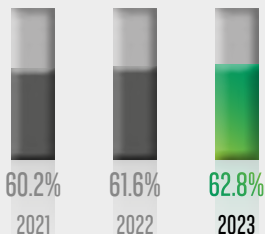
Our mean hourly pay gap



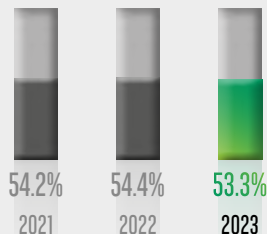
Our median hourly pay gap



Our mean bonus gap



Our median bonus gap



NOTE

This data, for the first time, includes BNP Paribas UK Securities Services. This unit employs significant numbers of colleagues outside of London where the generally lower rates of pay have distorted the total result. Without the inclusion of Securities services, the Hourly Pay Gap for 2023 was unmoved at 35.8% while the Average Bonus Gap declined to 60.1%.

Gender pay gap

There are two main reasons for the gender pay gap both across the financial services industry and at BNP Paribas London Branch:

- There are more men than women in:
 - Senior positions
 - Front office and technical roles
- Senior, front office and technical roles attract higher rates of pay relative to other positions. This therefore significantly increases average male pay, both in the market and at BNP Paribas London Branch.

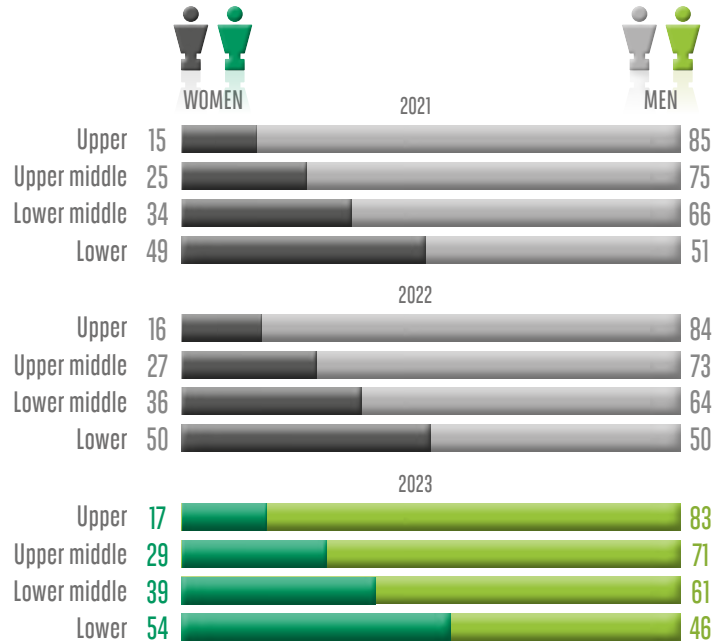
However, we see an improvement of the BNP Paribas London Branch gender pay gap (on a like-for-like basis: see note to table 1).

Gender bonus gap

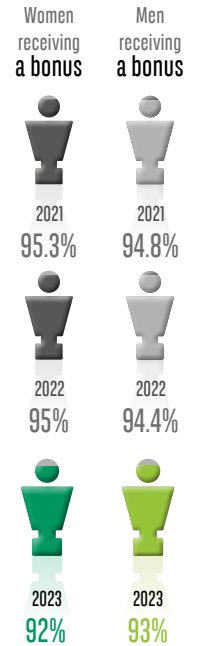
Overall, we have higher bonus gaps than hourly pay gaps. This is because:

- Bonus amounts tend to increase with seniority and we currently have more men than women in senior roles.
- We have more men than women in front-office and technical roles, which typically attract larger bonus opportunities.
- A larger population of our part-time employees are women. The calculation for the bonus gap does not account for part-time working.

RESULTS



PROPORTION OF EACH GENDER 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 2023.

Emmanuelle Bury UK Country Head, BNP Paribas Group

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A more equal workplace is one that makes better decisions, has more options and opportunities and is better able to attract and retain the best people. Very few seriously question this: the evidence is now irrefutable. But change of this magnitude does not happen quickly nor without a persistent commitment.

Further progress requires close monitoring of decision-making to ensure that inherent bias is stripped out, a healthy and constantly evolving support system and the active engagement of the entire organisation. Data about our decisions and their impact should be followed as rigorously as MI on our financial results.

We have built equality into manager objectives and required that all succession plans feature women where that is merited. Our growing network of support groups, mentoring and education programmes have proven to be a great success for women and men across the bank.

Our challenge now is to encourage and inspire women into the roles that have been traditionally pursued by men. I am delighted to say that we are beginning to see young women entering disciplines that have always been very male dominated and women returning and succeeding in highly skilled roles after a career break but pride in these advances should not cloud the fact that we have a very long way to go.

Our latest D&I Survey results shows that 83% of our employees feel that they can be themselves at work. 71% of our employees feel that the Bank promotes gender equality through recruitment and promotion processes but note that more needs to be done to strengthen gender representation within senior management.

We will continue to do everything we can to support our colleagues in making the workplace somewhere where everyone can thrive.

A handwritten signature in black ink, appearing to read 'K Eross'.

Katalin Eross UK Head of Human Resources

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WHAT WE ARE DOING TO ADDRESS THE GENDER PAY GAP

Governance and Accountability

- Appointed Emmanuelle Bury, UK Country Head, as **Accountable Executive for the Women in Finance Charter**. Emmanuelle has responsibility for overseeing the execution of the overall BNPP Diversity & Inclusion (D&I) strategy in the UK, and is Chair of the London Branch Executive Committee.
- **Strengthened the accountability framework around the gender strategy**. Implemented objectives for senior management to require the development of departmental action plans to support departmental gender targets. This will lead to clearer accountability, ownership, and should drive progress on gender balance.
- Implemented a Culture Committee reporting to the London Branch Executive Committee. **Having a dedicated governance for Culture related topics, including Diversity and Inclusion**, with all major business lines and functions represented, ensures that these issues are given adequate focus and attention at the most senior level.
- Developed a culture dashboard **to support the Culture Committee, and to monitor progress on the culture strategy, which includes D&I**. These metrics will ensure that there is appropriate oversight and attention given, especially to areas that require escalation.

Recruitment

- Increased development of gender balance recruitment activity including exploring **non-traditional approaches to sourcing candidates**.
- Targeting **gender balanced shortlists** for all hires. Improving our ability to monitor and report progress to senior management.
- 1 for 1 gender balance on our **graduate and intern hiring programmes**.
- **Attracting female Early Careers candidates** through relationships with university societies, hosting female only events and working in partnership with our gender parity group on keeping in touch activities.
- **Ensuring senior female BNP Paribas representation** as part of Early Careers campus and cohort activities.

- Targeting a **balanced gender panel** for interviews wherever possible, and improving our ability to monitor and report progress to senior management.
- Ensuring all hiring managers complete **mandatory training on Inclusive Leadership** so they are trained to identify and eliminate bias from the interview and recruitment selection process.
- **The introduction of Corporate Titles** has enabled more transparency on the level of seniority and expectations of roles during recruitment process.
- Continued efforts to ensuring that our **job descriptions and job advertisements are gender neutral**.

Career

- Introduction of Corporate Titles covering all roles in the organization to provide greater transparency around the organisational hierarchy and to better **define available career paths** for employees and the competencies required at each level of the organisation.
- Continue to target at least one woman on each **succession plan** where it is merited.
- Continuation of our cross-business **mentoring programme** to actively support employees in their career development.
- Continuation of the RISE programme, a mid-career curriculum for women to address **retention and career development**, with focus on intersectionality. This work has developed further in 2023 with the launch of a new Women in IT Career Development programme as a dedicated intervention to support the retention, engagement and development in this key area for the Bank. The Programme was impactful and will continue to run.
- **Increased gender representation** in the recent cohort of our local talent programme, **ELEVATE**. The programme is designed to engage and develop our talent for future career agility and skills required in the more senior and/or technical roles that impact on our gender pay gap.
- As part of our commitment to **#JamaisSansElles**, we are committed to withdrawing from any public or media event which does not include one woman where there are at least 3 speakers involved. In 2021, the charter was signed by the top 100 executive managers of the Group.
- Using corporate partnerships such as **Women on Boards** to encourage female staff to broaden their experience.

Diverse and Inclusive Culture

- Development of a **D&I data strategy** to ensure more comprehensive metrics and oversight of employee life cycles, to allow measurement of progress and help identify areas for further focus and intervention.
- **Active Business Diversity Committees** within Securities Services, Risk and Legal which focus on initiatives in their business.
- Employee Networks (including the network focused on gender) continue to grow, develop synergies, and strengthen their role as key players in the promotion of diversity and inclusion, and continue to run programmes and initiatives aimed at supporting women at important points in their lives and careers.
- **Employee-led initiatives** are in place to drive gender equality within Global Markets, Global Banking, IT and Operations. These initiatives provide additional focus on the biggest business lines, which have a number of specialist roles – key to improving the gender pay gap. These initiatives are global and have strong senior management sponsorship.
- **Launched new supportive policies** on Maternity, Paternity, Co-parenting, and Shared Parental Leave and offer additional cover and leave for Fertility investigation and treatment including for female same sex couples. Continue to offer additional services under our Private Health benefits and wellbeing offerings, including sickness leave in case of pregnancy loss, advanced cervical cancer screening through an external provider, and a dedicated breast cancer pathway under our private medical scheme. There is also the continuation and further development of a New and Expectant Parents programme.
- Through our Menopause at Work Initiative, we have made **access to private medical cover easier**, we have set up staff support groups, introduced a specialist Menopause support app and have trained Menopause champions. BNP Paribas was nominated at the prestigious Menopause Friendly Employer Awards 2023 as a finalist in the Best Support Group Category.
- Completed the roll-out of **"speak up"** training across the platform to support employees in raising feedback through different channels and implemented a **"Listening Strategy"** to further enhance action and transparency on the back of employee feedback.



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