

GENDER PAY GAP REPORT 2025



BNP PARIBAS
LEASING SOLUTIONS

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Being an inclusive employer is key to who we are at BNP Paribas Leasing Solutions and within the BNP Paribas Group. We encourage all 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.

The latest gender pay report shows we're making good and continuous progress. A variety of actions across our recruitment, reward, talent, and wellbeing strategies are supporting our ambitions.

I'm proud of our whole team, all of whom embrace the topics of diversity, equity and inclusion, and am very much looking forward to continuing to build a positive culture.

A stylized, handwritten signature in black ink, consisting of a large, sweeping initial 'E' followed by a series of connected loops and a final flourish.

Eric Gandemer 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.

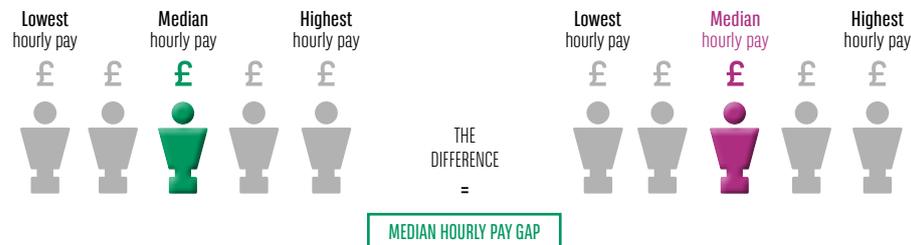
What is equal pay?

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



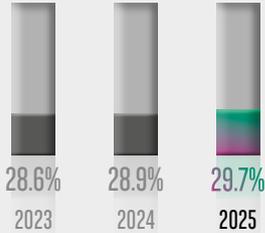
HOW WE CALCULATE THE MEDIAN HOURLY PAY GAP



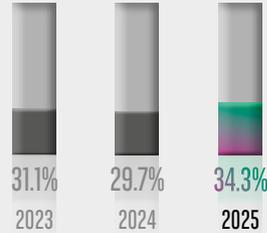
GENDER PAY GAP RESULTS

RESULTS

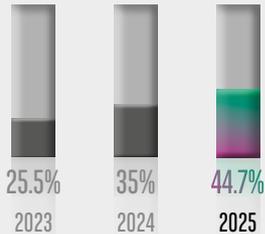
Our mean hourly pay gap



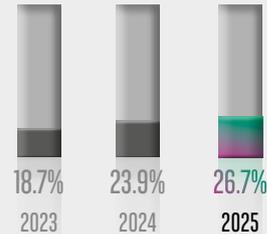
Our median hourly pay gap



Our mean bonus gap



Our median bonus gap



GENDER BONUS GAP RESULTS

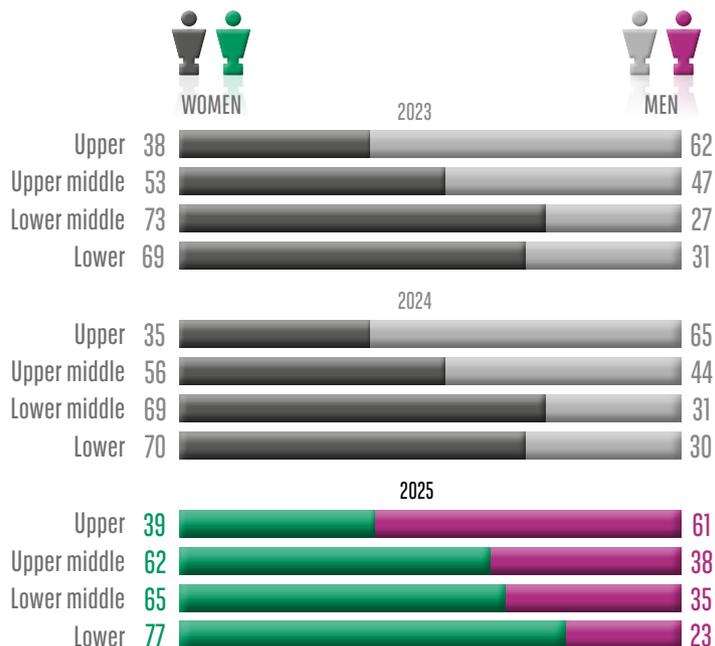
What do we know about our gap?

- 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 from 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.

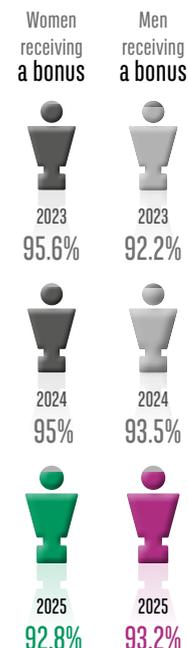
LSUK Gender Pay Gap

- Our gender pay gap report provides a snapshot of average earnings across our workforce, highlighting differences between men and women. It is important to note that this gap reflects role distribution and seniority levels—not unequal pay for equal work, which we monitor through rigorous equal pay audits.
- This year's gender pay gap data reflects a broader scope, integrating employees on international assignments in the UK. While this adjustment has had an impact on our reported figures, it represents a positive step towards more comprehensive reporting moving forwards.
- A key driver of our gender pay gap is the underrepresentation of women in our sales teams and sales leadership roles, which typically attract higher pay and bonuses. This mirrors wider industry trends and highlights the need for continued focus on enabling women to pursue and thrive in commercial careers.
- Recruitment activity has been limited over the past year, and while we value the stability and low turnover within our workforce, this has constrained our ability to shift representation in key areas. We recognise that meaningful change takes time, and we remain committed to long-term, sustained efforts to close the gap.

RESULTS



PROPORTION OF EACH GENDER RECEIVING A BONUS



Gender bonus gap

We are proud to have a strong population of women in management roles, particularly within operational teams. However, these roles typically offer lower bonus potential compared to senior commercial or sales leadership positions, which are currently more male dominated. This dynamic contributes to our bonus gap but also reflects a positive foundation: a robust pipeline of talented women in leadership.

We've already seen progress this year, with several women advancing from operational management into senior leadership roles. The full impact of these changes will be reflected in future years' reporting.

Our bonus gap is also shaped by part time working patterns, which are more common among women—a broader societal trend. UK gender pay gap reporting does not pro rate bonuses, which amplifies this effect. In this year's bonus data, 14% of employees are part time, all of whom are women. We are proud to offer flexible and part time working options, supporting colleagues with caring responsibilities and those transitioning toward retirement. These arrangements are available to both male and female employees at all levels, including senior and executive leadership roles.

Population by quartile

Pay quartiles show the distribution of men and women across four equal groups ranked by hourly pay. Our goal is a 50/50 gender split across all quartiles, ensuring equal representation at every level.

We've made progress in increasing female representation in the upper and upper middle quartiles. However, further work is needed to reach our target, particularly in the lower quartile, where male representation remains low.

DECLARATION

I confirm the information and data reported is accurate as of the snapshot date 5 April 2025.

Eric Gandemer
CEO BNP Paribas Leasing Solutions UK

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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 already have, but we are committed and determined to develop this further.

The demographics within our organisation continue to be the single biggest factor influencing our pay gap. Representation of women in sales and certain senior roles remains a challenge for our industry, so we must continue to push ourselves, with the collective and sustained efforts from our Leadership and HR teams, to address this.

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 an even balance of candidates and at least one female candidate on every shortlist. We are also focused on the roles traditionally dominated by males. Again, we aim to have an even balance of candidates for these roles and at least one male candidate on every shortlist.

We continue to build our talent pool with a 50/50 gender balance. We know that change will take time, 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 that we see progress on our gender pay gap each year.

A handwritten signature in black ink, appearing to read 'Andrea Rix'.

Andrea Rix UK Head of HR

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WHAT WE ARE DOING TO ADDRESS THE GENDER PAY GAP

Recruitment



- Partnering with agencies to ensure **gender balanced candidate pools**
- Promoting **internal mobility**
- We strive to shortlist at least **one male candidate**
- We strive to shortlist at least **one female candidate**
- Embedding diversity as a **shared responsibility**

Career



- **Succession planning** with a focus on female progression into senior and sales roles
- **RISE programme**, supporting mid career women
- **Transparent salary bandings** for equitable pay and promotion
- **'Leaders for Tomorrow'** talent programme qualification criteria ensure a **balanced talent pool**
- **Equal access** to job shadowing and mentoring programmes

Culture



- Training managers to **recruit and build diverse teams**
- **Hybrid working model** supporting employees with family commitments
- **Career Day panels** with strong female representation
- **Enhanced parental leave** and shared parental leave policies
- **Parents & Carers employee network** offering support and resources

