

GENDER PAY GAP REPORT 2025



LONDON BRANCH



BNP PARIBAS

The bank for a changing world

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According to the Office for National Statistics, the number of women choosing self employment has doubled since 1991, reaching 1.6 million. This rise reflects a broader shift: many women today seek flexible careers that fit their lives and demands. It highlights what motivates women today and how important it is to foster a supportive framework in which they can thrive.

When I began my own career, gender pay parity was virtually non-existent—especially in traditionally male dominated fields such as banking. Today, paying men and women differently for the same role is not only unethical; it is illegal. Yet, despite this progress, many positions still demand long hours and a culture of office presenteeism. For many women, balancing these expectations with the additional responsibilities of childcare and the care of elderly relatives—responsibilities that, as my colleague Katalin notes, still disproportionately fall on women—makes such roles challenging. It is therefore unsurprising that an increasing number of women

are drawn to the prospect of managing their own schedules and work location flexibility.

As remote working options become commonplace in tech and beyond, large organisations like ours must go further than ever to demonstrate that women will find genuine opportunities for advancement here—opportunities they might not encounter elsewhere. And not just promotion, but also corporate connectivity with a broad and deep infrastructure of individuals who challenge and support each other.

In the following pages, we illustrate exactly how we are addressing this, from building our data dashboards which helps us track the progress at all corporate levels in real-time, to new internal development programmes designed to help our more experienced employees get to the next level in their careers. We are also offering more support to mid-life women who may be struggling with menopause symptoms or need some help with care for older relatives.

Our targets are challenging and our ambition is simple: gender equality and inclusive leadership in everything we do. The results are already emerging - women are applying for roles traditionally dominated by men, and our senior leadership reflects this change. As of 31 December 2025, 42% of our Group Executive Committee and 43% of the G100 (our most senior global team) were women.

Women are not just participants in our workforce; they are a critical engine of innovation, resilience and sustainable growth. Diverse perspectives enrich problem solving, enhance client relationships, and ultimately drive better business outcomes. By championing an environment where all talent can flourish, we are building a stronger, more competitive, and more inclusive future for the business and for the communities we serve.

A handwritten signature in black ink, appearing to read 'Emmanuelle Bury'.

Emmanuelle Bury UK Country Head, BNP Paribas Group

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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

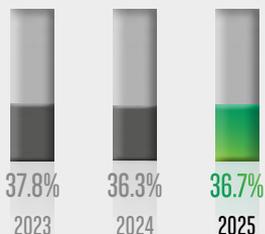


GENDER PAY GAP RESULTS

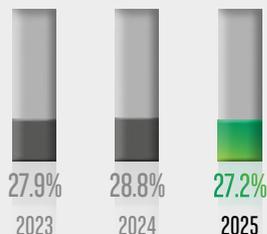
GENDER BONUS GAP RESULTS

RESULTS

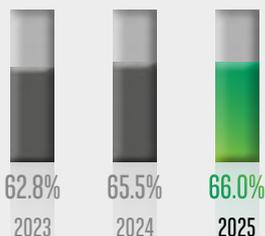
Our mean hourly pay gap



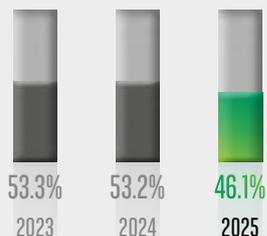
Our median hourly pay gap



Our mean bonus gap



Our median bonus gap



NOTE

The median hourly pay gap has significantly improved from 28.8% to 27.2%. The mean (average) hourly pay gap has slightly widened from 36.3% to 36.7%.

The median bonus gap has significantly improved from 53.2% to 46.1% while the mean (average) bonus gap has slightly widened from 65.5% to 66.0%.

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 (although slight increase in female employee headcount in more junior roles)
 - 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.

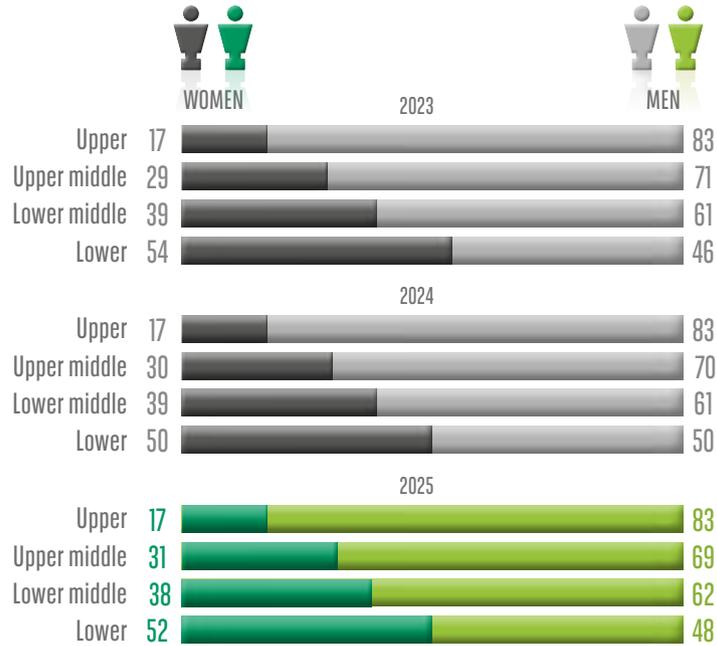
However, we see an improvement of the BNP Paribas London Branch gender pay gap (on a like-for-like basis: see note to table 1).

Gender bonus gap

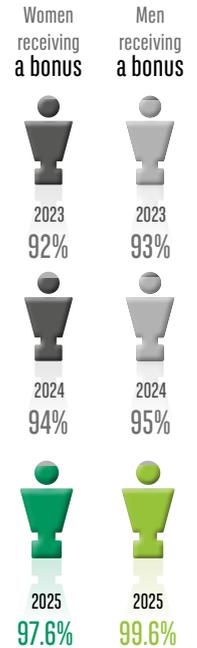
Overall, we have higher bonus gaps than hourly pay gaps. This is because:

- 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. The headcount of female employee slightly increased in pay in the lower, lower middle and upper middle quartiles.

Because the median ignores the extremes, genuine progress can be seen for the bulk of the workforce while the means tell something is happening at the top (or bottom) of the distribution that is widening the gap. In particular, hiring of more junior female employees in lower quartile and no change in the upper quartile (where the top earners are predominantly male).

DECLARATION

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

Emmanuelle Bury UK Country Head, BNP Paribas Group

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Our commitment to gender equality

A workplace where men and women have the same opportunities makes better decisions, has a broader range of choices, and is better placed to attract and retain top talent. The evidence that diverse teams outperform their peers is undeniable. Yet change of this scale does not happen overnight; it requires steady, measured effort and a clear, ongoing commitment from every part of the organisation and society at large.

We have already made meaningful strides. We have implemented concrete policies and practices to reduce bias, introduced gender focussed ambitions in senior managers' objectives and required that succession plans include women where they are qualified. Our network of support groups, mentoring and education programmes has helped both women and men across the bank. In this way we are pushing for equality in everything we do. To keep moving forward we must continue to monitor our decision making processes and proactively identify hidden biases.

We are seeing early signs of progress with more young women entering historically male dominated disciplines, and an increasing number of women returning to highly skilled positions after a career break. These steps are encouraging, but they also highlight how much further we have to go, especially at senior levels, particularly in expert roles in IT and Trading areas which represent a large portion of our UK workforce.

The latest Conduct & Inclusion survey offers an encouraging picture: 81 % of employees feel they can be themselves at work and 80 % believe that the bank promotes gender equality through its recruitment processes. Promotion processes, however, lag behind, with 69 % rating it as equitable. This gap reminds us that we must continue to ensure that the credentials and achievements of women are measured equally to men so that a representative pipeline of internal talent feed into senior management.

But the shadow of slow societal change remains. Caring for young families and, at the other end, elderly parents, still appears to fall squarely on the shoulders of women. At the same time, hybrid working, one of the many positives our employees quote in our engagement surveys, has been all but abandoned by many of our peers in the banking sector and not possible to implement in all front office roles where we need to drive gender balance the most. This increases the strain on employees with caregiving responsibilities who have to manage the combined pressure of professional and personal duties or even forces them to consider the hard choices between a career and the need for them to be in the home. It shouldn't be this way but it is.

For us, we will continue to do everything we can to support our colleagues, ensuring that the workplace is one where everyone can thrive, regardless of gender. Our focus will remain on transparent reporting, accountable leadership and the continual improvement of the programmes that help all staff achieve their potential.

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

Katalin Eross UK Head of Human Resources

WHAT WE ARE DOING TO ADDRESS THE GENDER PAY GAP

Governance and Accountability

- We have strengthened the accountability framework around the gender strategy and continue to ensure that the objectives for senior management require the development of departmental action plans to support departmental gender targets. This has led to clearer accountability, ownership, and better focus to drive progress on gender balance.
- Earlier this year we established our DEI Council to provide oversight and accountability in order to monitor and support the progress of departmental action plans. The Council serves as a useful forum for our business lines and functions to identify and create actions which are needed to drive progress, share best practice and highlight challenges and areas for improvement. More importantly it helps monitor and track progress centrally.
- The culture dashboard continues to support the Culture Committee, and to monitor progress on the culture strategy, which includes DEI. These metrics will ensure that there is appropriate oversight and attention given, especially to areas that require escalation. This work developed further in 2025 with further DEI metrics for senior management which we hope to implement in 2026.

Recruitment

- Continued 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.
- Aiming for 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.
- Developing reporting within our applicant tracking system to be able to review gender diversity at each stage of the recruitment process, in order to identify any trends or common challenges.

- Continued efforts to ensure that our job descriptions and job advertisements are gender neutral.

Career

- Our Corporate Title structure, in place since 2023, has served as a useful platform to drive many initiatives that support better transparency of career paths and more relevant development support. Examples include: aligning our talent development strategy to support the various career stages in our Career Framework and the development of an academy-style development offering in some business lines linked to this framework.
- 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 and related programmes such as Women in IT and Women in Ops, a mid-career curriculum for women to address retention and career development, with focus on intersectionality. This year we introduced a sponsorship stream, as we have recognised that importance of sponsorship in career progression. The programme continues to be impactful and will continue to run.
- Introduction of an additional level to our local talent programme, ELEVATE, to allow a greater focus on development for Director-level employees. 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. We continue to strive for a healthy gender balance in all ELEVATE cohorts.
- 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. Since 2019, the #JamaisSansElles community has been mobilizing for fair visibility of women's expertise. The charter is seen as an effective awareness-raising tool, as a recent survey revealed that a majority respondents have implemented concrete actions to raise awareness among their teams about the importance of gender diversity in the context of professional events.
BNP Paribas reinforced its commitment to progress on gender equality at Group level, with the announcement of a global Group target of 40% women on the Group Executive Committee and in the top 100 group of senior managers (G100) by 2025. As of 31 December 2023, we are at 42% on our Group Executive Committee, and 43% of members of the G100 list are women.
- Using corporate partnerships such as Women on Boards to encourage and equip female staff to seek and achieve board level roles to upskill and broaden their leadership experience.

Diverse and Inclusive Culture

- Our DEI data strategy has led to the establishment of DEI data dashboards for each of our departments. The dashboards allow senior leaders in real time to assess and review the demographics of their departments and to track progress against our female targets. The ambition is for the dashboards to provide oversight of employee life cycles, to allow measurement of progress and help identify areas for further focus and intervention.
- Our 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 initiatives aimed at raising awareness and supporting women at important points in their lives and careers. A key initiative this year were listening circles designed to gain insights regarding the priorities and concerns of our female staff.
- 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.
- Continue to provide a suite of 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. Additional services under our Private Health benefits and wellbeing offerings include 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. In addition, in 2025 we launched a Family Friendly project to further enhance the support and clarity for those taking leave to access relevant family services and benefits.
- 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.
- Continuation and strengthening of our Listening Strategy via leveraging employee voice channels such as the Employee Representative Committee, pulse surveys, and Open Door initiatives. These initiatives underpin our 'Speak up' culture and continue to provide essential feedback to improve our working environment for all.



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