



B&CE Gender Pay report 2017/18

Introduction

B&CE firmly believes that a diverse and inclusive culture is crucial to long term success of our business. A diverse workforce which brings together people with a wide range of backgrounds, expertise and skills creates a rich and dynamic business environment in which creation and innovation can thrive.

In B&CE's 2017 gender pay report, we published clear goals for increasing the number of women in leadership positions. Addressing this challenge is crucial to reducing the overall gender pay gap and we have been very clear in our aspiration to have a 60/40 split of men and women in leadership roles by 2020 and a 50/50 split by 2025.

We are pleased to report positive progress towards this goal. In the year to April 2018, the proportion of female leaders increased by 7 points, moving our ratio of male to female leaders from 73/27 to 66/34.

In 2018, our overall gender pay gap increased slightly - from 28.7% to 29.6%, largely due to hiring considerably more women than men into some junior roles. To put this in context, in 2017-18, our overall headcount grew by 48 staff – of whom 2 were men and 46 were women. This means that we have a higher proportion of women than men in lower pay quartiles, impacting on the overall pay gap.

We still do not have as many women in senior roles as we would like and unsurprisingly, this is dragging down the overall pay numbers for our female employees. However, we anticipate that this trend will reverse in 2018/19, when we include more recent female senior hires which are not accounted for in 2017/18's figures.

We have made progress in other important areas such as reducing our bonus pay gap considerably and increasing the number of employees who work flexibly, a key factor in attracting and retaining both male and female talent. We have rolled out unconscious bias training and a gender diversity network across the organisation and are proud to have had some of these efforts recognised in our shortlisting for the Workplace Savings & Benefits' Diversity and Inclusion Excellence Award.

These are all positive steps, however, our work in this area continues. We are a proud signatory and supporter of the Women in Finance Charter and the Association of British Insurers' Diversity and Inclusion Network. We have plans to further develop our Gender Balance Network, offering employees sessions on topics such as personal brand and influencing as well as networking events and peer to peer coaching sessions.

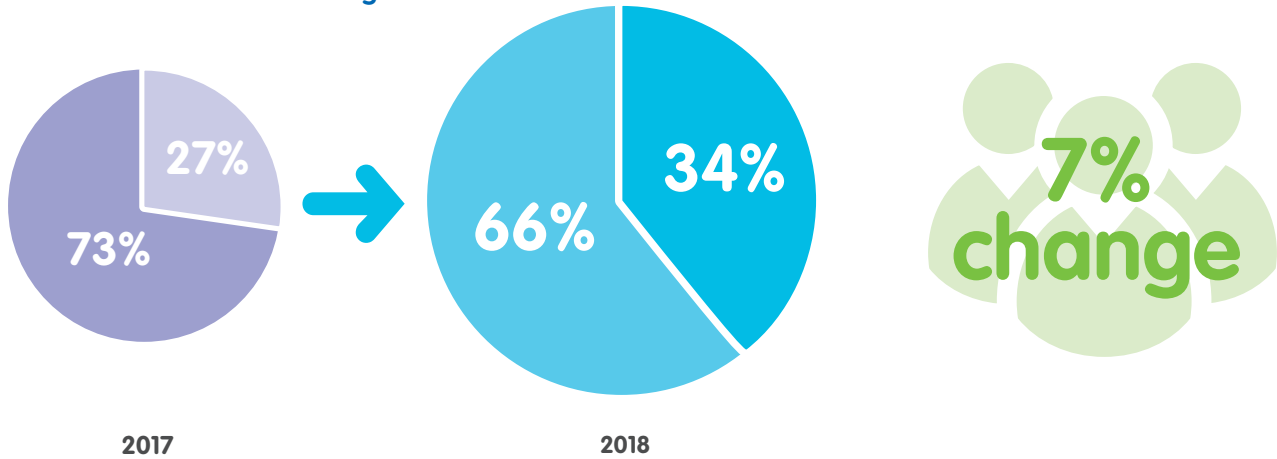
We remain committed to ensuring that we support all our employees as they strive to develop their careers at B&CE.

Patrick Heath-Lay
Chief Executive
B&CE



Gender Pay reporting summary:

1. Progress towards 60/40 and 50/50 goals



2. Difference in women's hourly rate

Mean Gender Pay Gap

2017	2018	Change
28.7%	29.6%	1.0%

Our gender pay gap for 2017/18 was 29.6% - meaning that the average male salary is 29.6% higher than the average female salary. This is not an issue of equal pay, it simply reflects the fact that we have fewer women in senior management roles than men. This has increased by 1% from 28.7% in 2017.

Median Gender Pay Gap

2017	2018	Change
22.4%	28.6%	6.2%

In 2017/18, B&CE's gender pay gap increased fractionally due to a much higher proportion of women being hired into some junior roles during this period. A key driver for this has been the work we have done to enhance our flexible working offering – just over 1 in 4 female employees currently work part-time.

It is important to note too that this does not yet include some notable hires of female leaders which will be reported in next year's figures.

3. Proportion of males and females in each pay quartile

Quartiles	2017		2018		Increase in female representation
	% Male	% Female	% Male	% Female	
Lower Quartile	47.7%	52.3%	30.0%	70.0%	17.7%
2nd quartile	23.4%	76.6%	32.8%	67.2%	-10.0%
3rd quartile	47.7%	52.3%	42.9%	57.1%	4.3%
Upper Quartile	69.4%	30.6%	65.5%	34.5%	3.6%

To put this in context, in 2017-18, our overall headcount grew by 48 staff – of whom 2 were men and 46 were women. This means that we have a higher proportion of women than men in lower pay quartiles, impacting on the overall pay gap.

4. The proportion of males and females receiving a bonus payment.

Mean Bonus Pay Gap

2017	2018	Change
69.8%	67.1%	-2.7%

Median Bonus Pay Gap

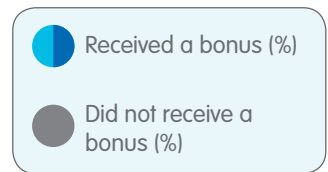
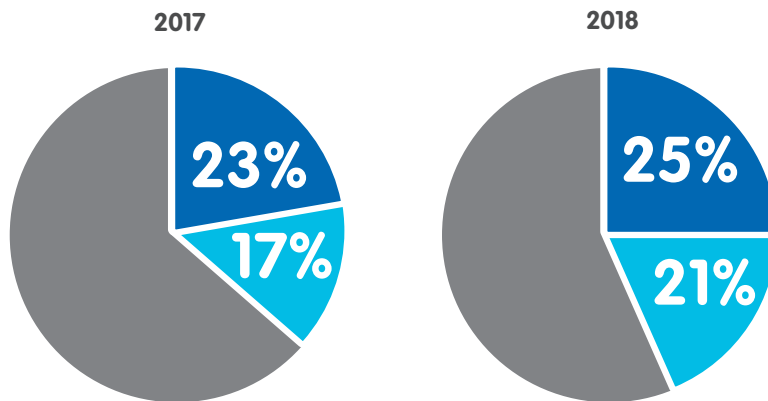
2017	2018	Change
46.0%	40.0%	-6.0%



Female



Male



Bonus Pay Gap

As a not-for-profit, B&CE does not typically have a significant bonus-paying culture, however this does form part of total compensation for some roles. Our bonus pay gap decreased by 2.7% compared to the previous year, partly thanks to a small increase in female staff in business development roles.

We are working hard to address gender balance at B&CE

Women in Finance Charter – We are proud signatories of the Women in Finance charter – a national best practice framework to address gender diversity in the workplace

Gender Balance Network – in 2017, we brought together a group of middle management level women in B&CE to build a program of activities that will help support women in mid-level roles as they work towards leadership roles. Since then, this has developed into a successful network of more than 80 active members that offers sessions on subjects such as public speaking, influencing and personal brand and peer-to-peer coaching.

Leading from the top on diversity – the remuneration of the senior leadership team is now linked to delivery against internal targets on gender diversity.

Enhanced flexible working arrangements – this year, we have further enhanced our flexible working options for all workers. We have introduced core hours working - which provides additional flexibility to employees at the start and end of the day – enhanced home working for employees and introduced opportunities for longer-serving employees to take career breaks.

Gender balanced shortlists for senior roles – our recruitment process seeks to ensure that, where possible, 50% of candidates put forward for senior roles are women.

Addressing unconscious bias – We have delivered unconscious bias training across the organisation and are planning for this to be included in the induction program for all new joiners. In addition, we are looking at how we integrate these topics into the ongoing training that our Board of Directors receive.

