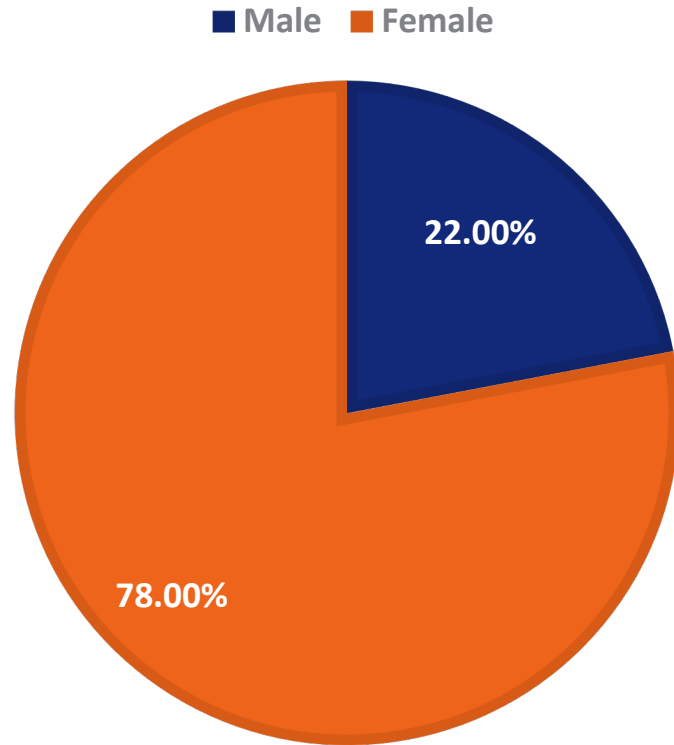


GENDER PAY GAP REPORT 2025



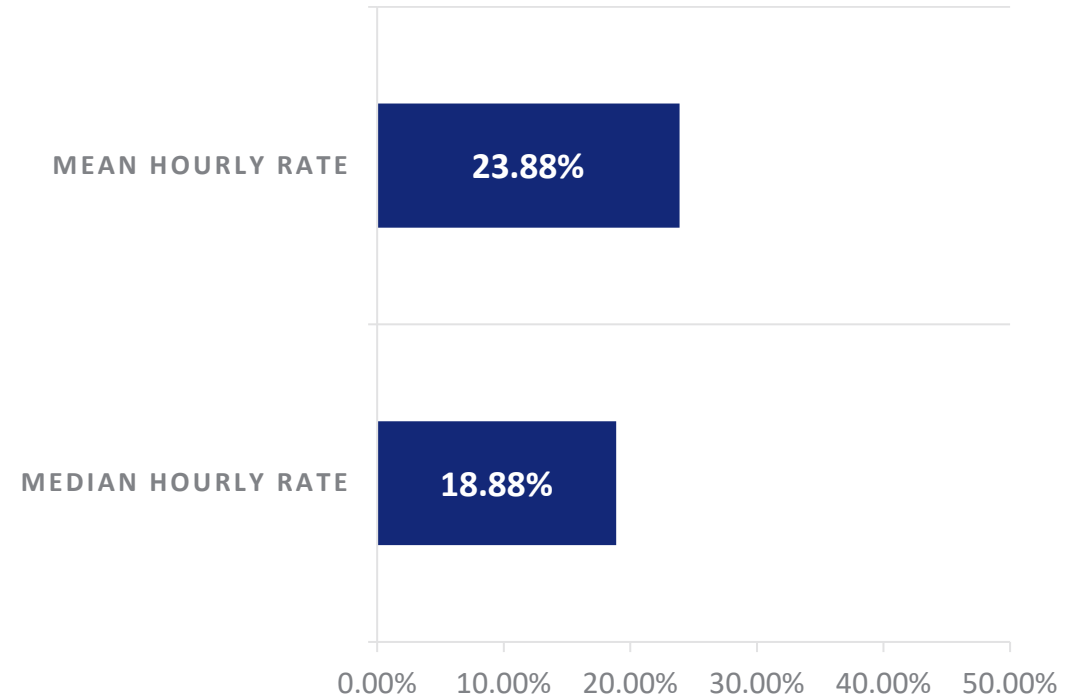
Gender Pay Gap

Number of BCD M&E (UK) Employees



Pay gap difference *

Between male and female UK employees



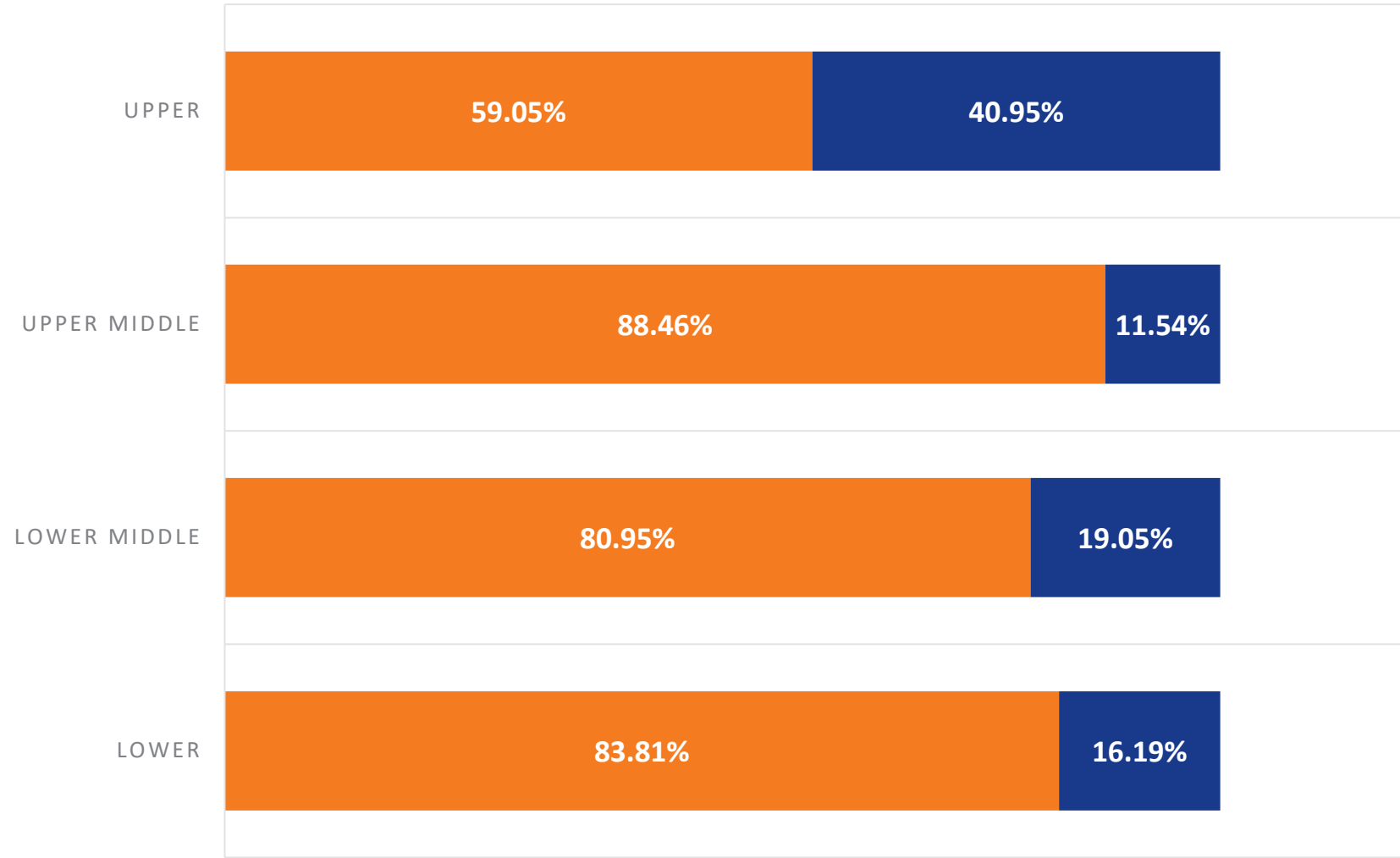
* Pay Gap Difference

- The **mean** gender pay gap is the difference between the **average** hourly earnings of men and women. The **median** pay gap is the difference between the **midpoints** in the ranges of hourly earnings of men and women.
- Employees not in scope were those not in receipt of normal pay in the snapshot period of 5 April 2025. Employees on maternity leave, mid month starters and leavers have not been included.

Proportion of male and female UK employees

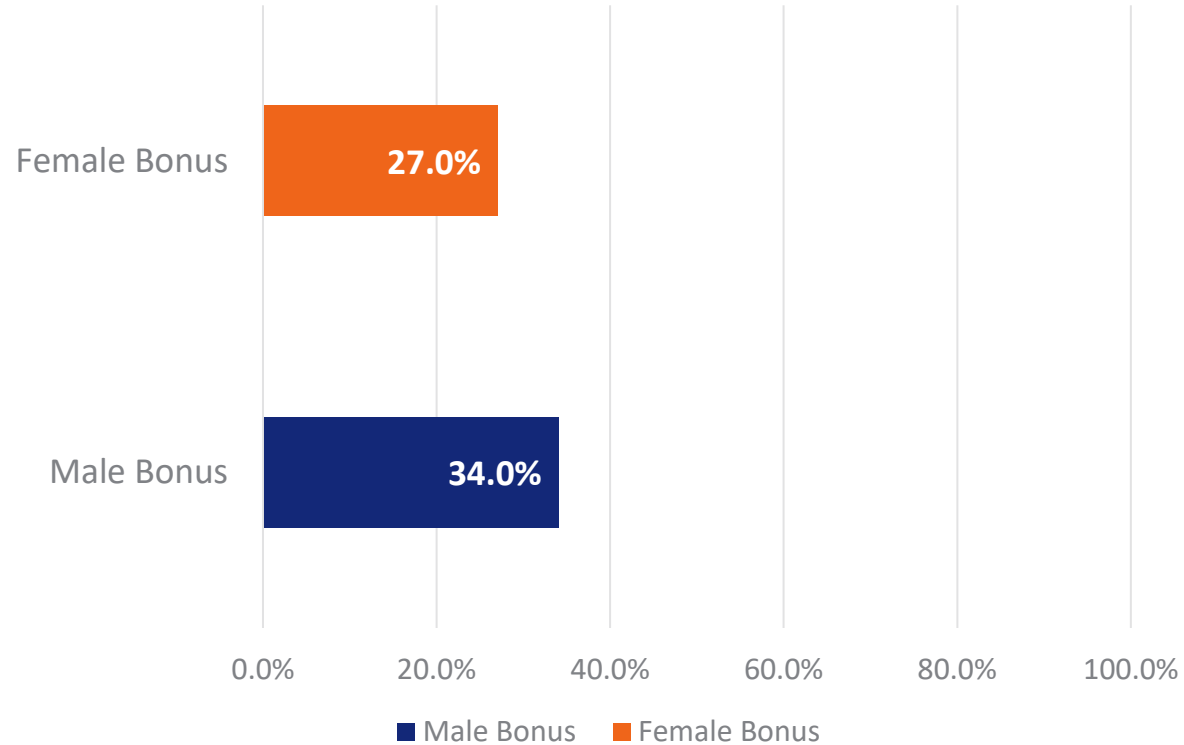
According to quartile pay bands

■ FEMALE ■ MALE



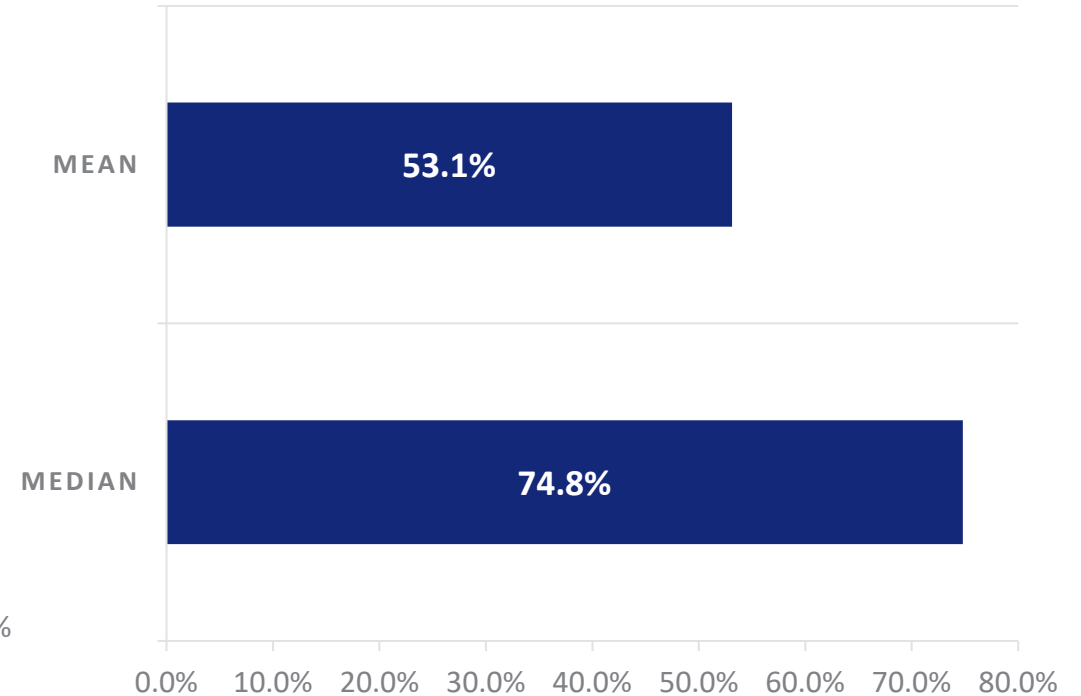
Bonus Data

Employees receiving bonus pay ^



Bonus value difference ^

Between male and female UK employees



^ Bonus Data

- Percentage of males or females receiving a bonus
- Bonus data relates to payments made from April 2024 to end March 2025.
- It's worth noting that our female population is much higher. 88/327 females received a bonus compared to 31/92 males
- Pay elements for bonus range from small flat fee target payments, long service and recognition awards to sales commissions, performance incentives and bonuses as a percentage of salary.

GENDER PAY GAP 2025

Our latest gender pay gap results show a slight increase in our mean and median pay gaps compared with last year. Women make up 78% of employees included in the reporting sample, reflecting the wider sector in which we operate and the overall gender profile of our workforce.

Women are well represented within our senior leadership team and the level below, and women make a strong contribution across the organisation. We remain committed to maintaining an inclusive environment where everyone has equal opportunity to develop and progress.

Across the wider workforce, our organisation is predominantly female, with many colleagues working in roles that fall within the lower pay quartiles. The distribution of roles across the organisation can therefore influence the overall gender pay gap. We continue to monitor our data and review trends over time to ensure we understand the factors influencing our results and inform our ongoing actions.

Actions and Ongoing Commitment

We are committed to ensuring that all employees have fair access to development opportunities and career progression. We already have a range of initiatives in place to support this, including a mentoring programme and a variety of professional development opportunities designed to help colleagues grow and progress in their careers. We also support flexible and family-friendly ways of working to help colleagues balance their careers with other commitments.

Alongside these initiatives, we will continue to:

- Monitor our pay and workforce data to ensure pay practices remain fair and equitable.
- Review recruitment and progression patterns across the organisation to support balanced outcomes across all pay quartiles.
- Support career development through mentoring, training and leadership development opportunities.
- Track gender balance across senior roles and pay quartiles to help inform our ongoing actions.

We remain committed to creating an inclusive workplace where colleagues are supported to develop, progress and succeed, and we will continue to review our progress to ensure we are taking meaningful steps to address our gender pay gap.

Declaration

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

In accordance with the Regulations, we have signed a written statement to confirm this published information is accurate.

Helen McCabe
Managing Director, UK

Alison Tobe
Senior Director, People &
Culture, UK