

BPP Gender Pay Gap Report 2022

As a training and education provider we actively encourage career progression based on results and talent, regardless of gender or any other form of bias. We value diversity, and the knowledge and development of our workforce has a direct impact on the success of BPP.

We work hard to ensure there is consistency and transparency for our existing colleagues, as well as for potential employees.

In 2022, our workforce consisted of 59% female employees to 41% male.

There are a variety of factors to consider when addressing the challenge of a gender pay gap. We know that a pay gap will persist until there is equal or proportionate gender representation at every level in our organisation and that there is no quick fix for a gender pay gap.

However, we have put in place a number of long-term initiatives, which are intended to reduce the gap over time. These initiatives are detailed later in the report.

As a business we will continue to focus on talent acquisition, career development and retention, as well as how we pay and reward performance.

The responsibilities of this report

BPP is required by UK legislation to share the data of our legal entities employing over 250 staff. BPP must report for **BPP Holdings Ltd** and **BPP University Ltd** on the gov.uk website.

We have taken the decision to voluntarily provide data for the **BPP Group** as a whole in this report.

The information we are required to publish includes:

- The differences in mean/median pay between men and women calculated on the basis of equivalent hourly rates.
- The distribution of men and women between pay band quartiles, calculated using the range of hourly pay rates.
- The differences in mean and median bonus pay between men and women.
- The proportion of men and women receiving a bonus payment in a year.

What is the Gender Pay Gap?

Gender Pay vs Equal Pay

The **gender pay** gap is the difference between the hourly rate of pay of male and female employees (as set out in the regulations), expressed as a percentage of the hourly pay rate of male employees across the whole organisation. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.

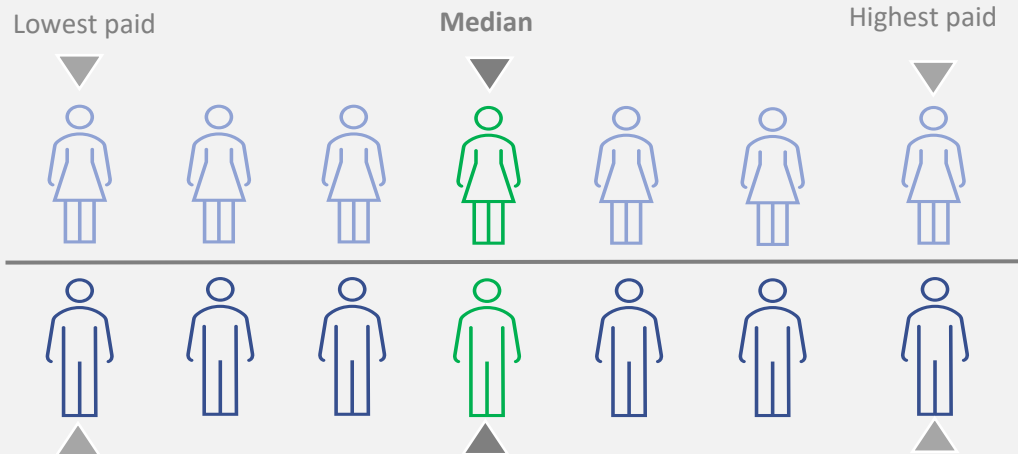
In terms of **equal pay**, UK law has prohibited paying different amounts to men and women doing 'like work', 'work of equal value' or 'work rated as equivalent' unless there is a 'genuine material factor' for the difference.

Mean vs Median figure reporting

We are required to report both the mean and median figures for this report. These metrics are complementary and illustrate different aspects on the distribution of pay across an organisation.

Distinguishing between Mean and Median

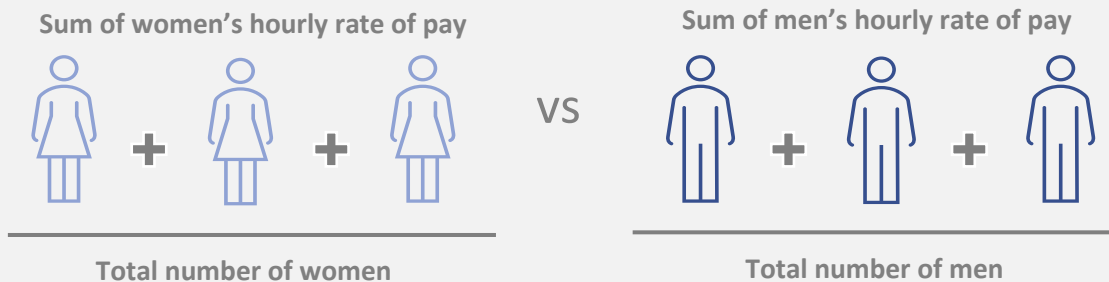
Median pay calculation



The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest.

The median gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

Mean pay calculation



The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

What might cause a Gender Pay Gap?

A gender pay gap is the result of a number of internal and external factors. External studies have shown that it may be a result of, but not exclusively due to, the following circumstances:

- a) A higher proportion of males in senior positions.
- b) A higher proportion of females in lower paid roles.
- c) Women are more likely to have breaks in service that might impact their career progression and long-term earnings.

BPP Statistics

In terms of comparison against these statistics, BPP recognises the Office for National Statistics (ONS) figures, which report that the national median base pay gap in 2022 was **14.9%**. The industry average for higher education providers is **14.7%**.

For 2022, BPP Group (11.1%), BPP University Ltd (6.7%) and BPP Holdings Ltd (12.6%) were all below both the ONS and industry averages.

Bonus Payments

There is a relatively small proportion of employees that receive bonuses, and they are often only provided to senior positions within BPP (that are mostly occupied by males).

The arrangements around bonuses, and those who receive them, has a major impact to the overall results of BPP.

One-off bonus payments following the sale of BPP

In April 2021, a number of one-off bonus payments were made following the sale of BPP. As a result, the **bonus pay gap** increased in 2022.

Given the unique nature of the sale, it is expected that the gap on bonus pay will reduce in 2023.

In order to provide an accurate comparison to previous years, we have not only detailed the actual figures for 2022, but also provided figures that **exclude** the one-off bonus payments (shown in brackets).

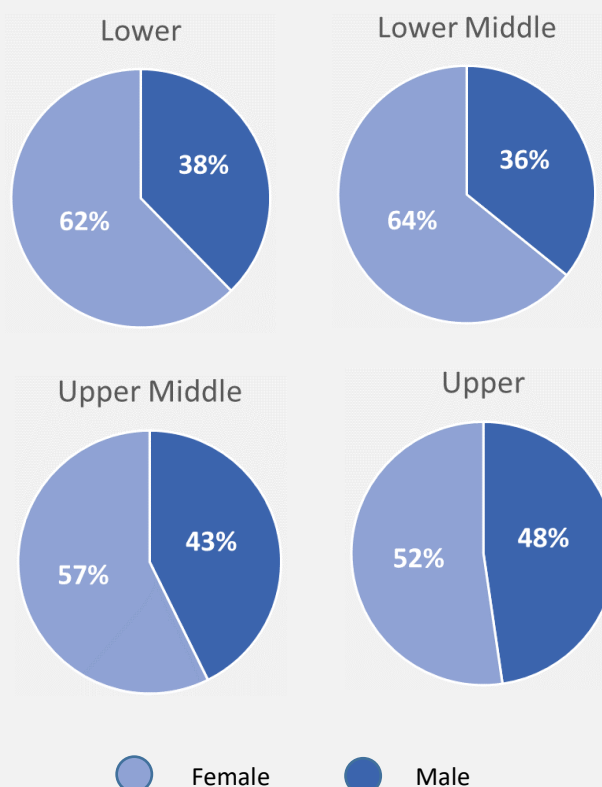
Pay and bonus difference between women and men at BPP Group

Overall, the **BPP Group** median pay gap has decreased from 15.1% to 11.1% and our mean base pay gap has decreased from 16.4% to 11.8%.

	Mean (excluding payments)	Median (excluding payments)
Hourly Pay	11.8%	11.1%
Bonus Pay	89.9% (46.2%)	16.4% (16.4%)

	Women	Men
Proportion receiving a bonus	17.8%	23.1%

Pay quartiles across BPP Group



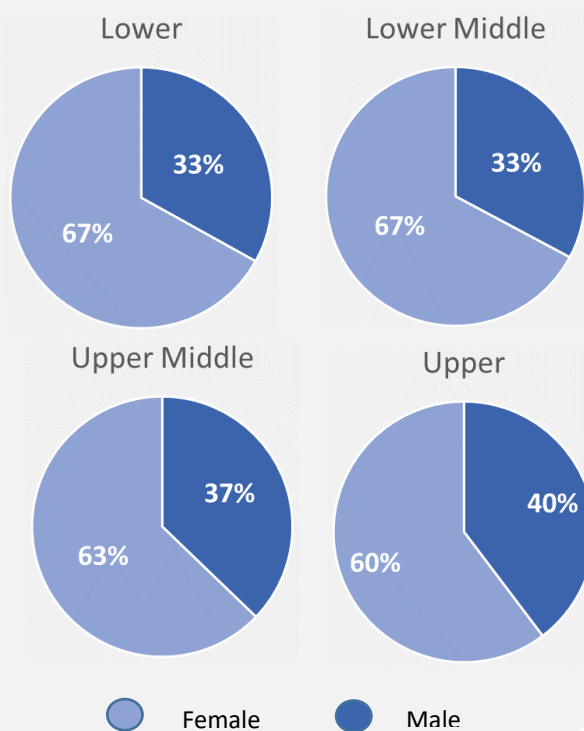
Pay and bonus difference between women and men at BPP University Limited

BPP University Ltd has a median pay gap of 6.7% and a mean pay gap of 3.9%.

	Mean (excluding payments)	Median (excluding payments)
Hourly Pay	3.9%	6.7%
Bonus Pay	60.2% (-2.7%)	32.7% (32.7%)

	Women	Men
Proportion receiving a bonus	14.4%	12.7%

Pay quartiles across BPP University Ltd



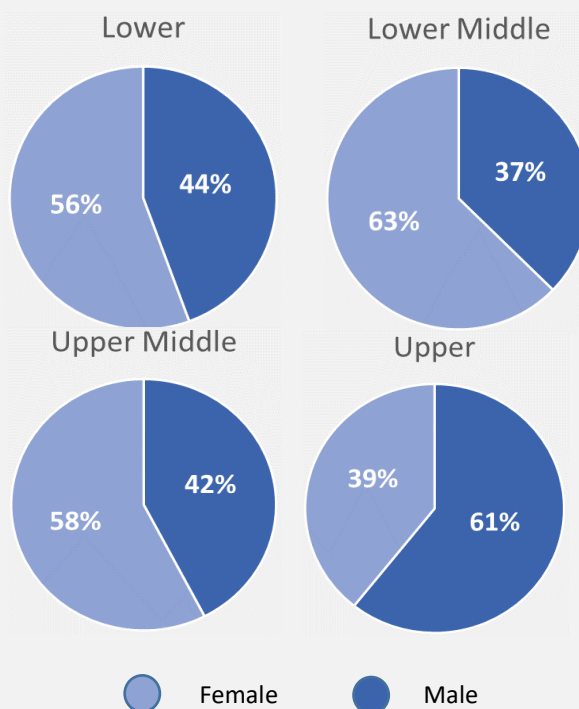
Pay and bonus difference between women and men at BPP Holdings Limited

BPP Holdings Ltd has a median pay gap of 12.6% and a mean pay gap of 21.8%.

	Mean (excluding payments)	Median (excluding payments)
Hourly Pay	21.8%	12.6%
Bonus Pay	95.7% (64.1%)	16.7% (16.7%)

	Women	Men
Proportion receiving a bonus	25.0%	32.5%

Pay quartiles across BPP Holdings Ltd



What are we doing about our Gender Pay Gap?

We continue to review our policies and practices to ensure they are fair, and this includes actively reviewing decisions around our annual performance, pay and bonuses.

Narrowing our gender pay gap is a long-term initiative. Over the past 2 years we have put in place significant people initiatives that will have a positive impact over time. BPP wants to ensure that we have fair and transparent processes and policies, a gender balanced culture and that we remove any obstacles currently influencing progression. We encourage a flexible and positive work environment and future focussed career development conversations.

Activity currently underway

- i. **Real Living Wage accreditation** – in 2022, BPP has committed to increasing its minimum wage to 5% above the voluntary Real Living Wage. The Real Living Wage is higher than the statutory national living wage.
- ii. **Working family's network** – we have created an internal support group for working families. The group offers support to those employees either going or returning from maternity/paternity leave. This is a really active and successful affiliate group.
- iii. **Flexible working** – we have a flexible working policy and operate a hybrid working model, allows some flexibility in respect of personal commitments.
- iv. **Apprenticeships** – an apprenticeship strategy to give more development opportunities to internal employees to assist career progression and development.
- v. **Senior talent programme** – we are currently taking a large group of our managers through a talent assessment and development process. This will give visibility of capability and aspirations leading to new development opportunities and succession plans based on robust and fair talent data. There is currently a 48:52 Male:Female split for delegates. Selection for this programme is driven by data to reduce bias and ensure decisions are fair and transparent.
- vi. **Leadership for Professionals Programme** – this course is aimed at developing leadership and people management skills. The programme has enrolled 45 employees over the last 12 months with a gender split of 30:70 Male:Female for delegates.
- vii. **Recruitment Essentials** – we have rolled out a new training programme to all people managers, which addresses the need for fairness, balance and transparency in recruitment processes and aims to increase competence at interview skills and identifying talent.
- viii. We have incorporated **Leadership Competencies and Core Competencies** into our Performance Management and Recruitment process to ensure that employees are clear on the competencies and capabilities required at BPP.
- ix. **Equality, Diversity and Inclusion (ED&I)** – we have a Group ED&I strategy to focus on employee initiatives across a wide range of issues that will create a more inclusive workforce.

- x. **Secondments** – a more formal approach to secondments at BPP to assist with talent mobility across the business and to enable employees to get the breadth of experience required to enable them to progress to more senior positions paths.
- xi. We have launched an employee led online **Women's Network** to give employees a platform to discuss women's health, career development and career success.
- xii. **Gender neutral language** within our job descriptions – research indicates that jobseekers (particularly females) can be discouraged from applying for jobs that are advertised with masculine-coded or feminine-coded language. Guidance is provided to hiring managers to encourage the use of gender-neutral language.

Future initiatives

- i. **Emerging Talent programme** – we are currently designing an intervention for our Emerging Talent to ensure that high potential employees get exposure and career development opportunities to ensure talent mobility and progression.
- ii. **Job Families** – we are creating a formal grading structure of all roles in BPP. This will give visibility of potential career paths within the business and encourage career progression and talent mobility.

Declaration

We confirm that the information provided is accurate and in line with mandatory reporting requirements.



Graham Gaddes
Chief Executive Officer



Will Lamprell
Group HR Director