

# BPP Gender Pay Gap Report 2023

We believe an inclusive culture and fair access to opportunities means prosperity for all, and we have two strategic priorities for our people: Inclusive Culture, and Equity and Fairness for All.

As a training and education provider we actively encourage career progression based on results and talent, and creating a culture where everyone can thrive. We strive to embrace change and celebrate diversity, bringing together people from different backgrounds, skill sets, and perspectives to create an energising and dynamic community of students, learners, clients, and employees.

In 2023, our workforce consisted of 60% female employees, to 40% 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, but we have put several long-term initiatives in place which are intended to reduce the gap over time; these are detailed later in the report. As a business we will continue to focus on inclusive culture, 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. This year, due to the growth within the Group, we will also be reporting for **BPP Professional Education Ltd**. We have taken the decision to voluntarily provide data for the **BPP Group** as a whole.

The information we are required to publish includes:

- The differences in mean/median pay between men and women calculated based on 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 bonus pay 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

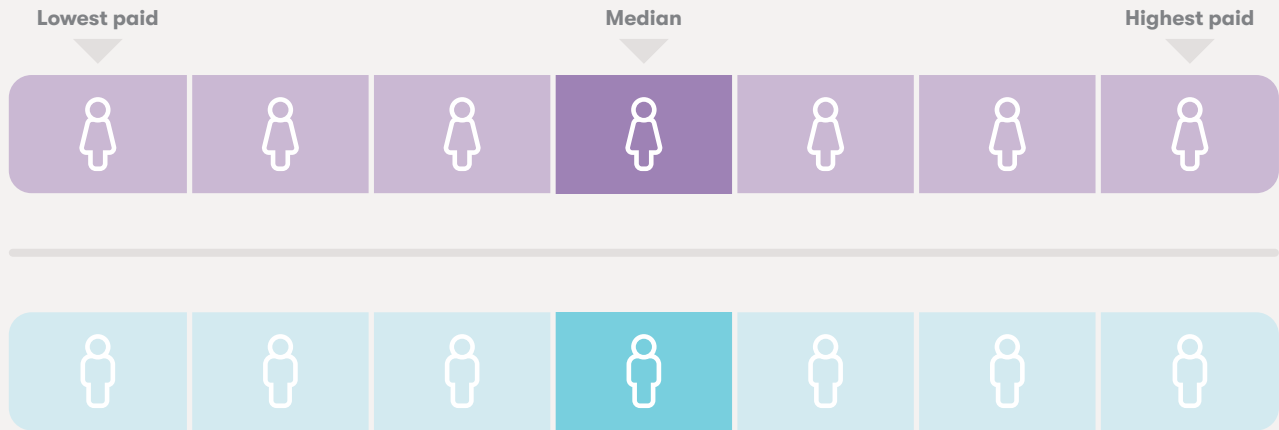
We are required to report both the mean and median figures for this report.

These metrics are complementary and illustrate different aspects on the distribution of pay across an organisation.



## Distinguishing between median and mean

### Median 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 the 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 calculation

Sum of **women's** hourly rate of pay



Sum of **men's** hourly rate of pay



**VS**

Total number of **women**

Total number of **men**

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 female pay and mean male 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 Base Pay Gap Statistics

BPP recognises the Office for National Statistics (ONS) figures, which report the national median base pay gap in 2023 was **14.3%**. The industry average for higher education providers is 15.4%.

BPP University Ltd, which employs most of our employees, has a 0.0% mean gender pay gap which is a major success story, however, there are still improvements to be made across the other entities.

### Bonus Payments

A relatively small proportion of employees receive bonuses, and they are often only provided to senior positions within the company (which are predominately occupied by males). Therefore, bonuses are only paid to positions which have a major impact to the overall results of BPP.



### Base pay gap difference statistics for BPP Group

	Mean	Median
<b>BPP Group</b>	12.1%	13.4%
<b>BPP University Ltd</b>	0.0%	3.8%
<b>BPP Holdings Ltd</b>	22.0%	11.3%
<b>BPP Professional Education Ltd</b>	12.8%	8.8%



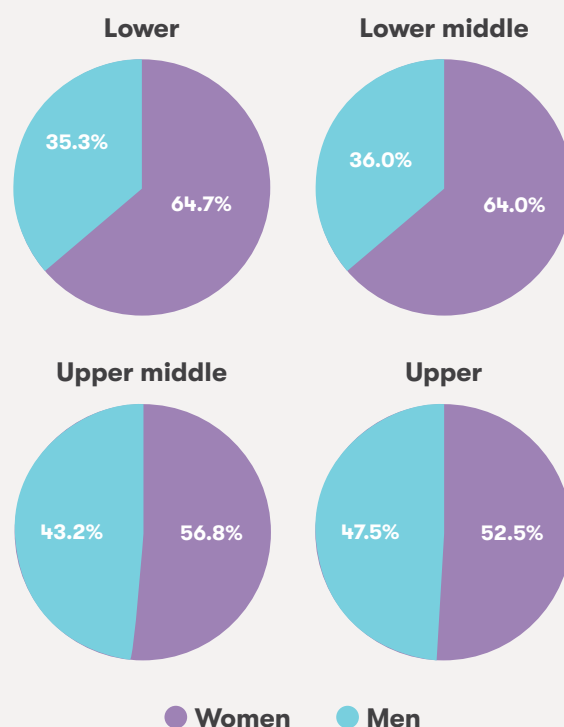
### Pay and bonus difference between women and men at BPP Group

Overall, the **BPP Group** median pay gap has increased slightly from 11.1% to 13.4% and our mean base pay gap has also increased from 11.8% to 12.1%.

	Mean		Median	
	2023	2022	2023	2022
<b>Hourly pay</b>	12.1%	11.8%	13.4%	11.1%
<b>Bonus pay</b>	51.5%	89.9%	32.6%	16.4%

	Women		Men	
	2023	2022	2023	2022
<b>Proportion receiving a bonus</b>	15.2%	17.8%	19.0%	23.1%

### Pay quartiles across BPP Group





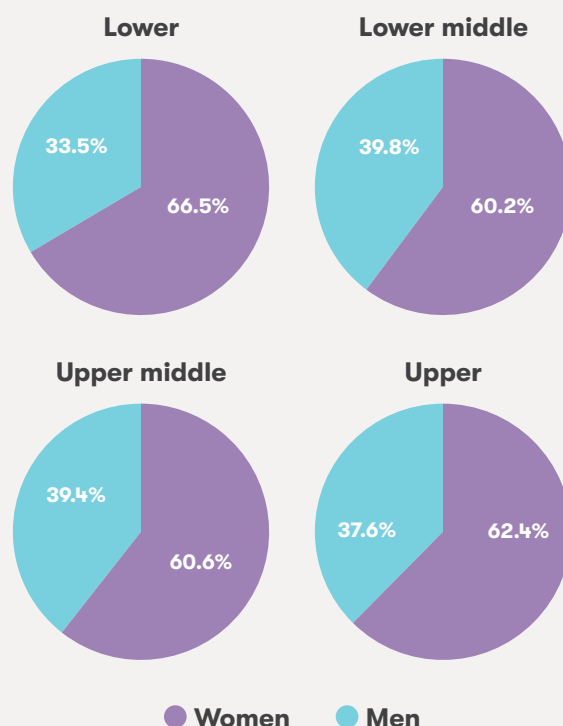
### Pay and bonus difference between women and men at BPP University Ltd

BPP University Ltd is our academic business area and includes roles such as tutors and lecturers, as well as support staff and managers. BPP University Ltd has a median pay gap of 3.8% and a mean pay gap of 0.0%.

	Mean		Median	
	2023	2022	2023	2022
Hourly pay	0.0%	3.9%	3.8%	6.7%
Bonus pay	-11.7%	60.2%	37.5%	32.7%

	Women		Men	
	2023	2022	2023	2022
Proportion receiving a bonus	12.1%	14.4%	10.2%	12.7%

### Pay quartiles across BPP University Ltd



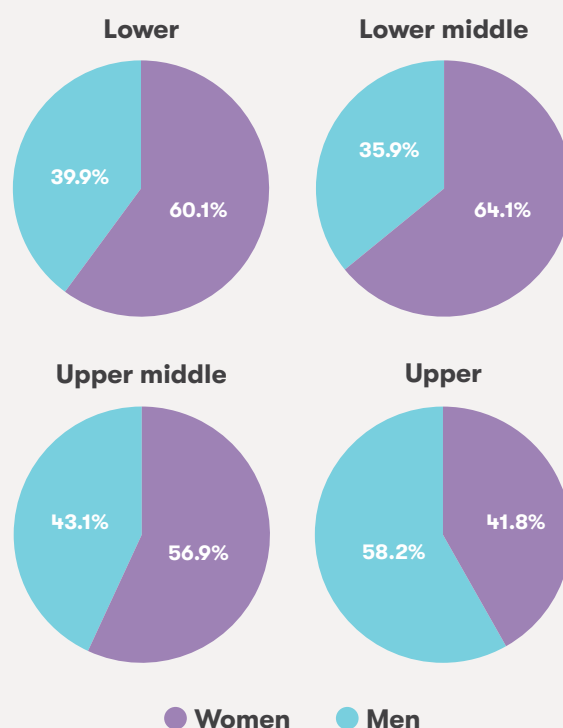
### Pay and bonus difference between women and men at BPP Holdings Ltd

BPP Holdings Ltd includes most of our executive team along with employees in support roles such as Client Services, HR, Finance, IT, and Marketing. As a result, there is a very wide range of salaries within Holdings, with a high number of senior male leaders which will influence the pay gap. BPP Holdings Ltd has a median pay gap of 11.3% and a mean pay gap of 22.0%.

	Mean		Median	
	2023	2022	2023	2022
Hourly pay	22.0%	21.8%	11.3%	12.6%
Bonus pay	63.5%	95.7%	39.6%	16.7%

	Women		Men	
	2023	2022	2023	2022
Proportion receiving a bonus	19.6%	25.0%	26.7%	32.5%

### Pay quartiles across BPP Holdings Ltd





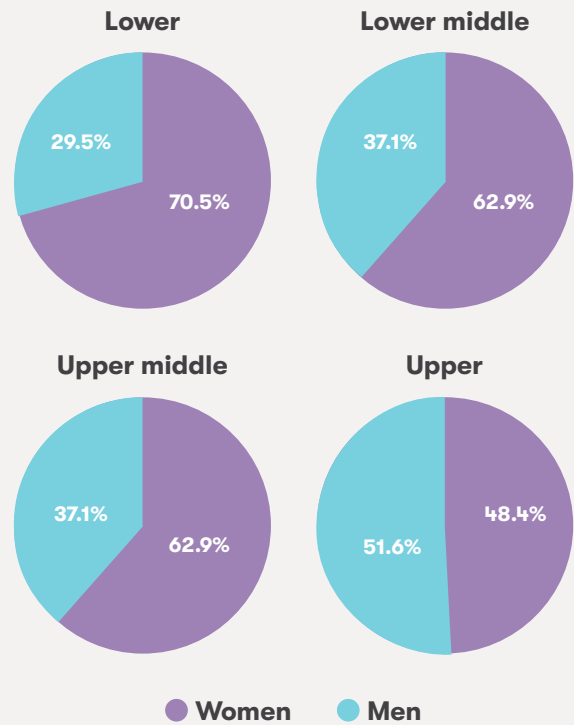
### Pay and bonus difference between **women** and **men** at Professional Education Ltd

BPP Professional Education Ltd includes our professional accounting and actuary qualifications, Professional Development, and School of Financial Services teams. This is the first time since 2018 that we are reporting for BPP Professional Education Ltd. BPP Professional Education Ltd has a median pay gap of 8.8% and a mean pay gap of 12.8%.

	Mean	Median
Hourly pay	12.8%	8.8%
Bonus pay	48.5%	55.6%

	Women	Men
Proportion receiving a bonus	13.1%	8.2%

### Pay quartiles across BPP Professional Education 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 recent 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-focused career development conversations.

### Activity currently underway

- i. **Real Living Wage accreditation** – Since 2018, BPP has committed to paying the voluntary Real Living Wage. The Real Living Wage is higher than the statutory national living wage.
- ii. **Working Families' 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 an active and successful affiliate group.
- iii. **Women's Network** – We have a Women's Network to give employees a platform to discuss topics like women's health and career development. There is also the opportunity to network and attend events which educate and inspire.
- iv. **Leading with Purpose** – A thought-provoking and empowering programme which has been designed to support the professional growth of experienced leaders who are looking to further progress in their roles at BPP, and deliver in line with BPP's strategic agenda. Within this programme, topics include Leading for the Future, Leading Self, Leading Performance, and Leading Change. This programme has been created to further develop our current experienced leaders and promote peer networking. 29 employees enrolled with a 38:62 split, Male:Female
- v. **Elevate** – Elevate has been designed specifically to support those who are new to people management. This is a blended programme which consists of live webinars on core areas of management, face-to-face sessions putting into practice components, and a selection of curated digital learning. This programme is designed for current people managers with less than 12 months management experience. 96 employees enrolled with a 34:66 split, Male:Female.
- vi. **Aspire** – A new programme for aspiring managers is available, Aspire, for individuals who are poised to take their first step into the world of people management. Aspire runs over four months and includes two face-to-face days, and three live online sessions, plus online curated content to support ongoing development. Participants will delve into vital topics such as stepping into the role of people manager, developing management skills, team building and engagement, and creating a high-performing team. 23 employees enrolled with a 30:70 split, Male:Female.
- vii. **Recruiting for Brilliance** – We have rolled out a new training programme to all people managers. The course addresses the need for fairness, balance, and transparency in recruitment practice, and aims to increase competence at interview skills and identifying talent.
- viii. **Leadership Competencies and Core Competencies** – We have incorporated Leadership Competencies and Core Competencies into our 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 employed a dedicated Head of Inclusion and Organisational Culture to focus on employee initiatives across a wide range of issues that will create a more inclusive workforce.
- x. **Flexible Working** – We have a flexible working policy that ensures all employees have the flexibility where possible to work around their need to either care for children or other family members.
- xi. **Gender-neutral Language** – Research indicates that jobseekers (particularly those that are female) can be put off 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 within our job descriptions.
- xii. **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-position paths.
- xiii. **Apprenticeships** – An apprenticeship strategy to give more development opportunities to internal employees to assist career progression and development.
- xiv. **Menopause Policy** – Newly-launched policy setting out the rights of those experiencing menopausal symptoms and explains the support available to them.



## Future initiatives

- i. **Emerging Talent programme** – We are currently designing an intervention for our emerging talent to ensure that high-potential employees get exposure to 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.
- iii. **Inclusive Leadership** – We are currently designing an inclusive-leadership programme for all our leaders and managers to drive an inclusive culture and understand how critical diverse teams are to success.
- iv. **Succession Planning** – We are looking to create visibility of successors to senior leadership roles, building inclusive-talent pipelines, and supporting individuals to have bespoke development plans tailored to their individual development needs, including coaching and mentoring. This will provide insights into the demographics of our future leaders and how we can support people to progress, ensuring we have a diverse Board.

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## 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

