

# BPP Gender Pay Gap Report 2025.

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, skillsets, and perspectives to create an energising and dynamic community of students, learners, clients, and employees.

In 2025, our workforce consisted of 59% female employees, to 41% male. Our Senior Leadership Team (Group Leadership Team – GLT; Business Unit Leaders – BUL) is currently comprised of 53% females which increased by 1% since 2024. Our Executive Committee is made up of up of 31% female employees.

## 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. At BPP we are committed to paying our male and females equally for work of equal value and to providing our colleagues across the Group with competitive total reward.

### Mean and 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.

### Language and gender identity:

In line with the current reporting requirements for the gender pay gap, we use the terms 'gender', 'male' and 'female', however, we acknowledge some individuals may not identify with either of these terms. We actively support our colleagues of all genders identities through our Diversity, Equity and Inclusion Strategy and policy, internal guidance and our Employee Resource Groups.

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 has previously reported for **BPP Holdings Ltd**, **BPP University Ltd** and **BPP Professional Education Ltd** on the gov.uk website. We have taken the decision to voluntarily provide data for the **BPP Group**. The Group also includes **BPP Actuarial Ltd** and **BPP Learning Media Ltd** employees.

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/median bonus pay between men and women
- The proportion of men and women receiving bonus pay in a year

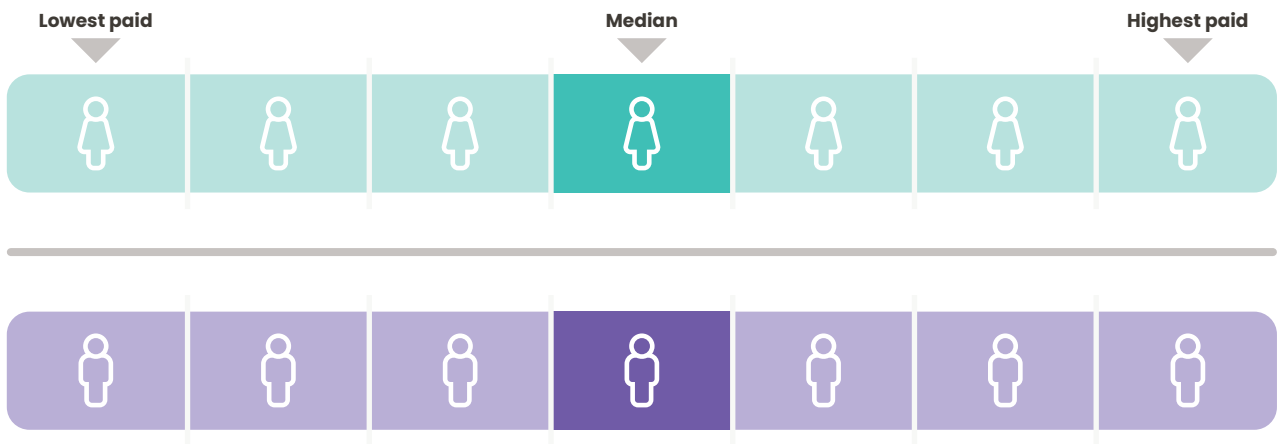


**BPP**

**LYCEUM EDUCATION GROUP**

## 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



Total number of **women**

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



Total number of **men**

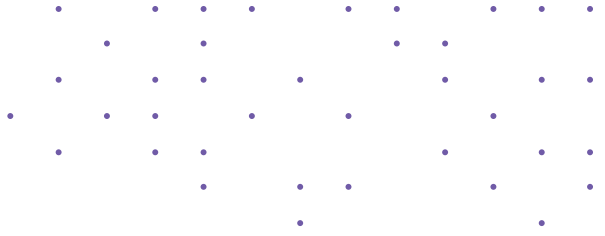
VS

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 several 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

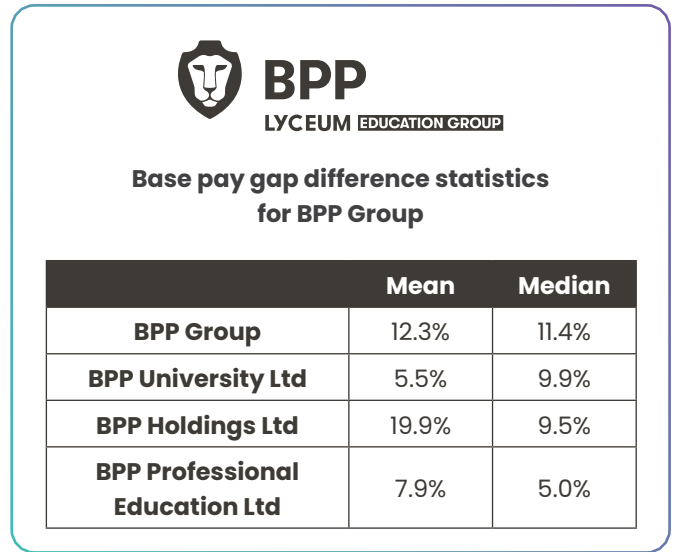
BPP recognises the Office for National Statistics (ONS) figures, which report the national median base pay gap in 2025 was **12.8%**.

Encouragingly, our results show a reduction in both the mean and median pay gaps compared with the previous year. The mean gap has reduced by approximately 1% overall however in BPP Holdings, the mean gap reduced by 4% and the median gap by 5%.

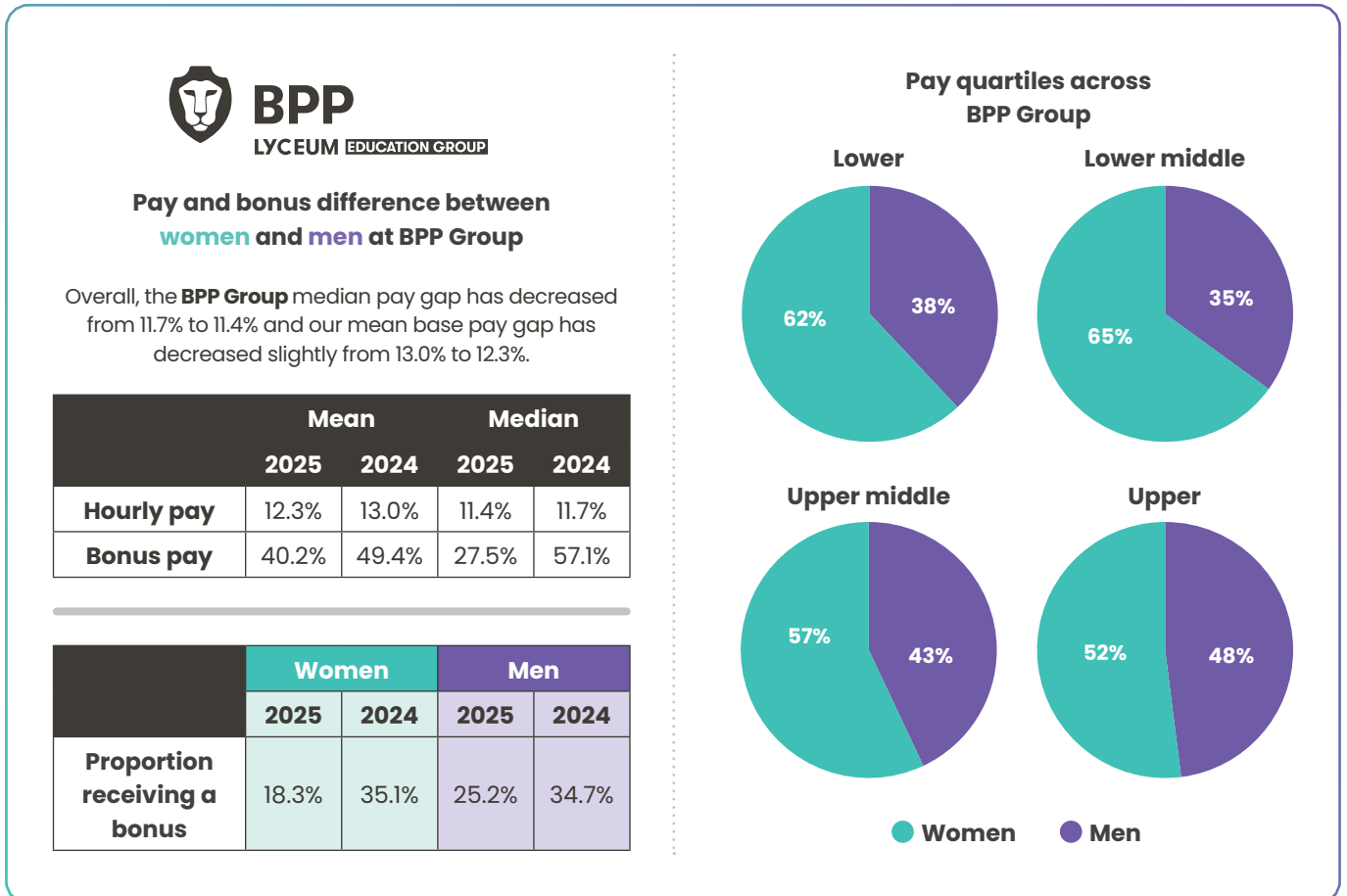
This suggests that recent actions and initiatives including fair pay practices, flexible working, and continued focus on development and progression are beginning to have a positive impact. While gaps remain and further action is required, this year's results demonstrate early progress in the right direction.

## 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.



In 2024, a higher proportion of employees received a bonus due to the one-off payments made to lower-paid staff regarding cost of living challenges. Therefore, in 2025, the proportion of employees receiving a bonus reduced.





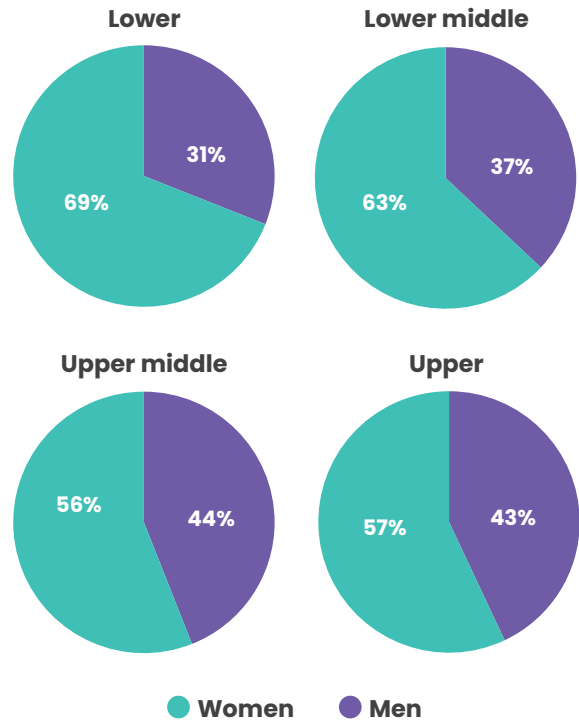
### Pay and bonus difference between women and men at BPP University Ltd

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 9.9% and a mean pay gap of 5.5%.

	Mean		Median	
	2025	2024	2025	2024
Hourly pay	5.5%	2.6%	9.9%	8.2%
Bonus pay	-30%	5.8%	0.0%	0.0%

	Women		Men	
	2025	2024	2025	2024
Proportion receiving a bonus	14.6%	26.8%	17.6%	25.4%

### Pay quartiles across BPP University Ltd



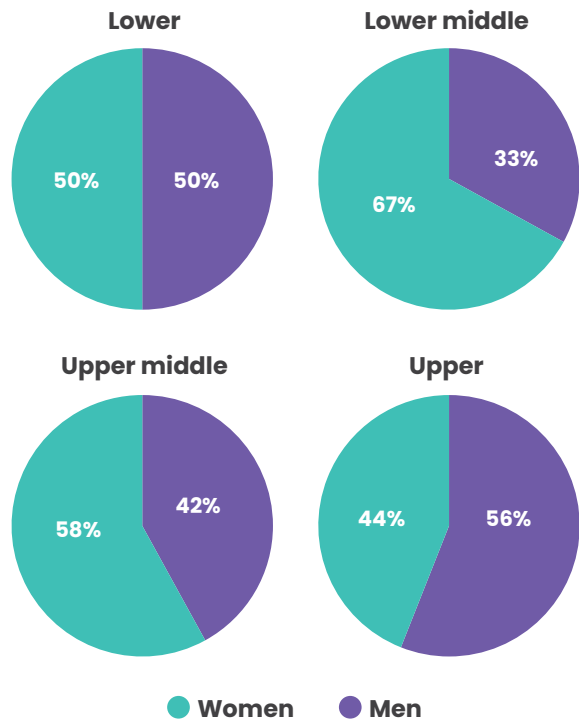
### Pay and bonus difference between women and men at BPP Holdings Ltd

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 9.5% and a mean pay gap of 19.9%.

	Mean		Median	
	2025	2024	2025	2024
Hourly pay	19.9%	23.8%	9.5%	14.5%
Bonus pay	52.9%	56.4%	26.5%	50.0%

	Women		Men	
	2025	2024	2025	2024
Proportion receiving a bonus	33.2%	45.6%	25.7%	43.4%

### Pay quartiles across BPP Holdings Ltd





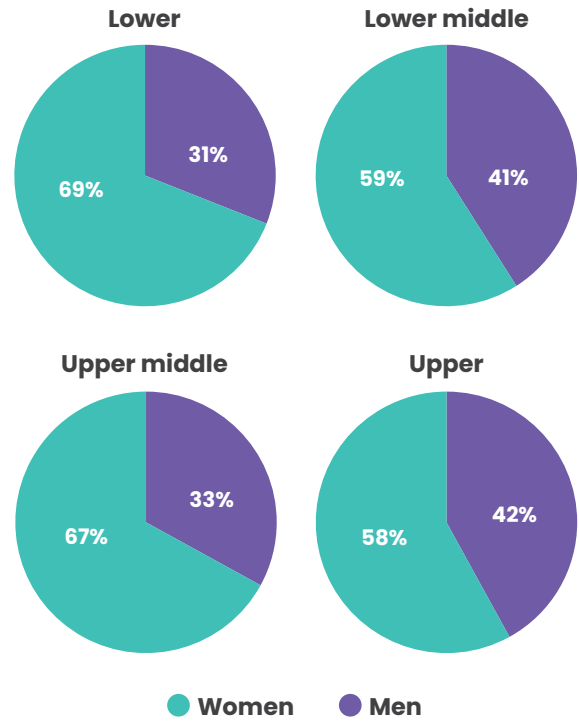
**Pay and bonus difference between women and men at Professional Education Ltd**

**BPP Professional Education Ltd** includes our professional accounting and actuary qualifications, Professional Development, and School of Financial Services teams. BPP Professional Education Ltd has a median pay gap of 5.0% and a mean pay gap of 7.0%.

	Mean		Median	
	2025	2024	2025	2024
<b>Hourly pay</b>	7.0%	9.3%	5.0%	7.6%
<b>Bonus pay</b>	30.4%	52.5%	8.3%	0.0%

	Women		Men	
	2025	2024	2025	2024
<b>Proportion receiving a bonus</b>	13.2%	31.5%	10.4%	21.6%

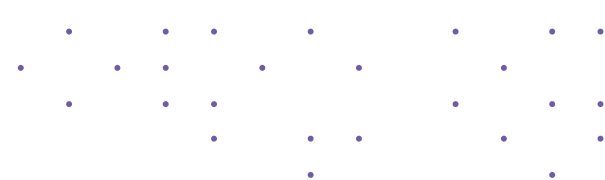
**Pay quartiles across BPP Professional Education Ltd**



**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 within the Group. We encourage a flexible and positive work environment, and future-focused career development conversations.



## Ongoing initiatives

- i. **Real Living Wage** – BPP has paid above the statutory minimum since 2018.
- ii. **Employee Networks** – Seven active groups including Working Families and the Women’s Network, fostering support, education and career development.
- iii. **Leadership Development**  
*Executive Readiness Programme* – A new offer for our most senior leaders launching in March ‘26; (4M:4F).  
*Leading with Purpose* – Supports experienced leaders; 65 participants (29M:36F).  
*Elevate* – Training new people managers; 177 participants (66M:111F).  
*Aspire* – Prepares future managers; 159 participants (43M:106F).
- iv. **Career Growth and Networking**  
*Virtual Talent Events* – Connects top performers with senior leaders.  
*Building Careers at BPP* – Quarterly sessions featuring leadership insights.  
*Career Conversations* – Now embedded in performance reviews.
- v. **Equitable Recruitment**  
*Recruiting for Brilliance* – e-Learning for managers on inclusive practices during the hiring process.  
*Skills and Behaviour Hiring* – Following a consistent process to assess skills and behaviours for the organisation.  
*Licence to Recruit* – currently launching new training for all recruiting managers to strengthen hiring capabilities, reduce bias and ensure equitable practices.

## vi. Diversity and Inclusion

*Strategic Five-Year Inclusion Plan* – To focus on employee initiatives across a wide range of issues that will create a more inclusive workforce.

*Flexible Working Policy* – 17% of employees on non-standard schedules and 24 % home based. The remainder of the workforce work hybrid or office based.

## vii. Talent Mobility and Development

Coaching initiative to prepare people for their next career move.

Creating opportunities for people to work on projects with senior leaders.

Career development sessions for Employee Network members.

## viii. Employee Wellbeing

Menopause policy introduced.

Job Communities project enhancing career progression and pay structures.

## Future initiatives

- i. **Emerging Talent Programme** – Developing high-potential employees.
- ii. **Inclusive Leadership** – New programme fostering diverse leadership.
- iii. **Succession Planning** – Enhancing leadership pipelines and diversity at senior levels.
- iv. **Anonymising CV Pilot** – Removing potential barriers within the recruitment process.
- v. **Stepping into Leadership** – New training programme that supports new leaders as they transition from managing tasks to leading people, impact and change.

## Declaration

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

**Graham Gaddes**  
Chief Executive Officer

**Garry Buick**  
Chief of Staff



**BPP**  
LYCEUM EDUCATION GROUP