

Gender Pay Gap Report 2025



Snapshot date: 5th April 2025



Overview

BCN is committed to fairness, equality and transparency.

This report sets out our gender pay gap data in line with UK Government requirements and provides context on the actions we are taking to address the gap within our organisation.

Employers of 250 or more employees are required to publish gender pay gap data annually. The snapshot date for this report is 5 April 2025, with a reporting deadline of 4 April 2026.



In April 2025, BCN employed 338 people across the UK.

The gender split for 2024/25 was as follows:

263 Male [78%]

75 Female [22%]

Understanding the gender pay gap

The gender pay gap is the difference between the average hourly earnings of men and women. It measures the difference between men's and women's average pay in a company, as a proportion of men's earnings. For example, a 10% gender pay gap shows that, on average, women earn 10% less per hour than men.

It is a legal requirement for all UK employers with more than 250 employees to report on their gender pay gap.

At BCN, we continue to review pay for colleagues in similar roles, considering factors such as experience and location.

In line with legislation, BCN reports six calculations:

1. Percentage of men and women in each quartile
2. Mean (average) gender pay gap
3. Median gender pay gap for hourly pay
4. Percentage of men and women receiving bonus pay
5. Mean gender pay gap for bonus pay
6. Median gender pay gap for bonus pay

The results illustrated on the following pages are based on **full pay relevant employees** only.

Glossary of terms

Relevant employees - all employees employed on the snapshot date.

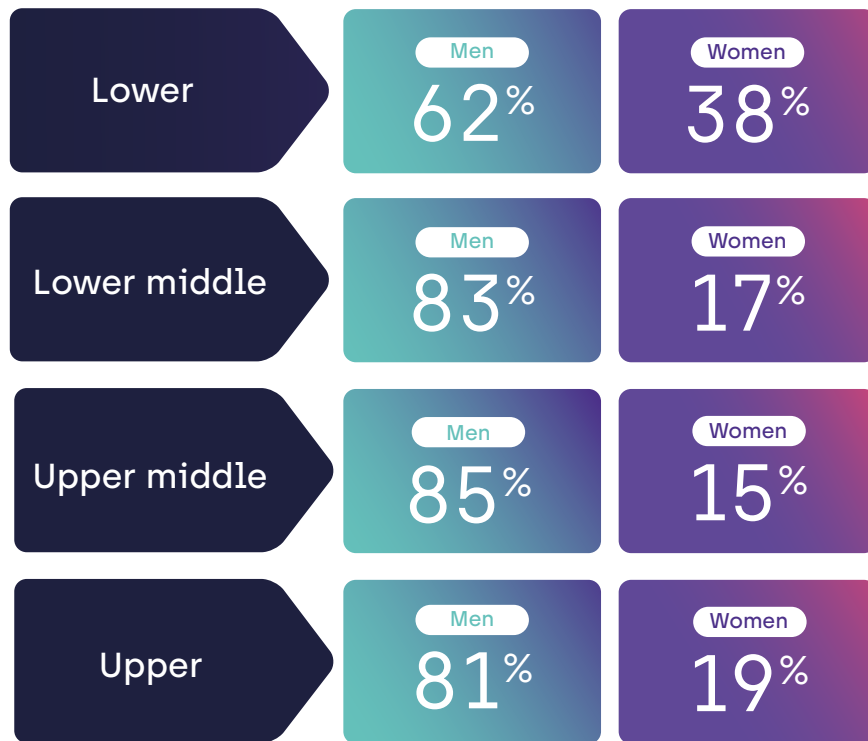
Full-pay relevant employees - all employees employed on the snapshot date that are paid their usual full basic pay (inc. paid leave). Anyone on unpaid sick leave, maternity leave or paternity leave, etc. (if not being paid normal pay) isn't included in this category.

Why we use Male and Female terms - we recognise that gender doesn't always refer to male or female. For the purpose of the Gender Pay Gap Report, the results have been calculated in the manner required and outlined by the regulations, which focuses solely on males and females.

BCN gender pay gap results

Pay quartiles

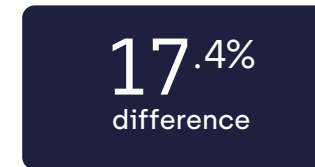
1. Percentage of men and women in each hourly pay quartile.



Pay quartiles in a gender pay gap report show how men and women are distributed across the organisation's pay range by dividing employees into four equal groups from lowest to highest hourly pay and reporting the gender split in each group.

Hourly pay

2. The mean gender pay gap per hour.



The Mean figure takes the sum of all female employee salaries or bonus earnings, then divides this figure by the total number of female employees. The following was then repeated for male employees, and the two figures are compared.

3. The median gender pay gap per hour.



The Median figure is calculated by listing all female employee salaries or bonus earnings in ascending order, then the middle figure in the list is identified. The following was then repeated for male employees, and the two figures are compared.

BCN gender pay gap results

Bonus pay

4. Percentage of men and women who received a bonus



5. Mean total bonus pay gap



6. Median total bonus pay gap



What we are doing to make a difference

This is the first year of reporting the Gender Pay Gap at BCN.

While progress has been made, we know there is more to do. Our focus remains on creating a fair and inclusive environment that supports progression, development and opportunity for everyone across the organisation.



Our ongoing actions include:

- **Reviewing recruitment approaches** to support inclusive attraction and shortlisting
- **Supporting career development and progression** into leadership roles
- **Delivering training** to build awareness and better understanding of menopause, gender and sexuality, supporting a more inclusive and respectful workplace culture
- **Strengthening onboarding** through a new starter buddy system, helping colleagues build confidence, connection and support from day one
- **Continuing to review** and strengthen family friendly policies, menopause support and family leave

Creating success

Positive actions already taken

Alongside our ongoing commitments, we have taken practical steps that are already delivering positive outcomes.

Inclusive recruitment

An increased proportion of women being attracted to, shortlisted for and appointed into roles across the business. This reflects improvements in how roles are promoted, candidates are engaged and talent is assessed.

Stronger gender representation

At exec level, Vic Jackson joined as CPO in 2025 and we welcomed Jo Seymour as CFO this year. These appointments bring greater balance to leadership and support a broader range of perspectives at decision making level.

Prioritised internal progression

Actively developing and promoting talent from within the organisation. By focusing on clear development pathways and leadership readiness, we aim to ensure progression is based on capability and performance.

"The Leadership apprenticeship is giving me the tools and theories I need to help me build my confidence, understand my strengths, and become a better leader for my team. I'm really enjoying the opportunity to grow and develop and make a real impact in my role."

Catherine Benn, Service Desk Team Leader



19% → 25%

BCN's workforce
now women in the
last 12 months

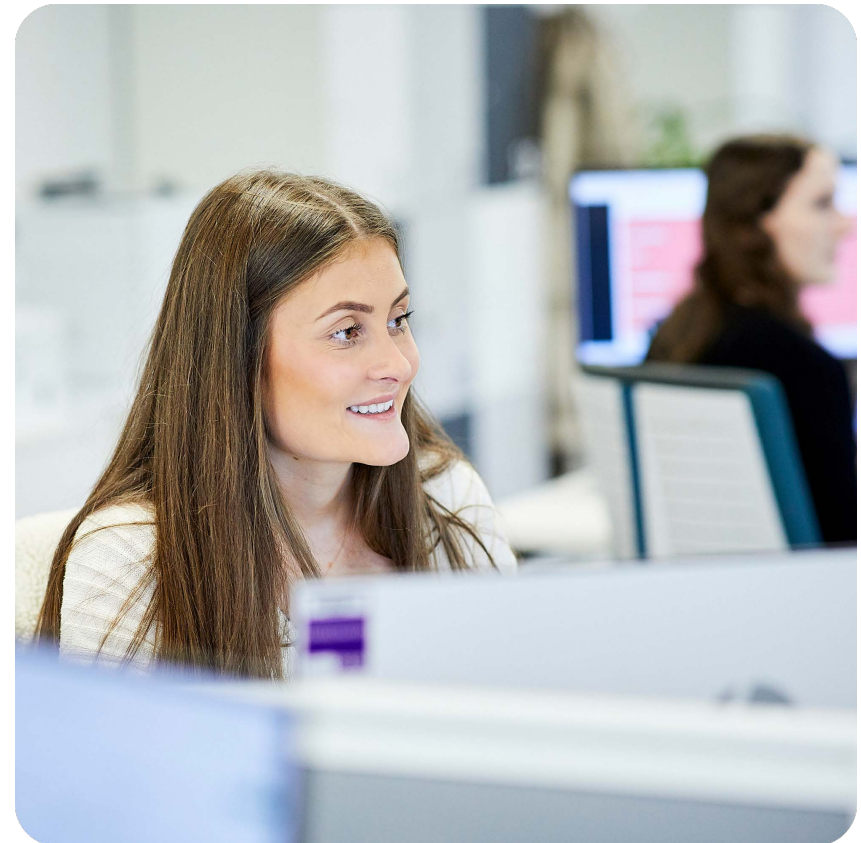
41%

Internal promotions
have gone to women

BCN benefits for all

A reminder of BCN employee benefits

- The opportunity to shape your own future with industry leading training and development, with access to our BCN Academy.
- Competitive salary with the ability to progress.
- Enhanced holiday allowance, increasing with length of service, plus bank holidays.
- An extra day off on your birthday and the option to buy more!
- Enhanced maternity leave
- Company pension scheme.
- 2 paid leave days per year to volunteer and support your local community – if it matters to you it matters to us.
- Health cash plan with free access to a confidential Employee Assistance Programme (EAP) supporting bereavement, financial, health and wellbeing, and much more.
- Life assurance.
- Cycle to work scheme, electric vehicle scheme, home and tech scheme, and retail discounts.
- Balancing work, life, and fitness can be challenging, so we offer a free on-site gym at our Manchester and Leeds locations to make it easier to stay active.
- Long service recognition to celebrate all the milestones.



A message from our CEO

At BCN, our values shape how we grow our business and support our people, and Creating Success means ensuring everyone has fair access to opportunity, development, and progression.

Our Gender Pay Gap data helps us understand where we are today and, importantly, where we can do more to open up pathways for success across the organisation. We are encouraged by the progress we are making and remain optimistic about the impact of the actions we are taking - from strengthening our talent pipelines to supporting progression at every level. We know meaningful change takes sustained focus, and we are committed to continuing this work so that opportunity at BCN is increasingly balanced, inclusive, and long-term.

We will continue to review our progress year on year and take meaningful action to build a more balanced and inclusive organisation to create success for all.

Rob Davies

Chief Executive Officer

