



Gender Pay Gap Reporting 2025

Becton, Dickinson U.K. Limited



Foreword

In 2024 Becton, Dickinson U.K Limited continued to invest in our inclusion and diversity strategy, with a focus on creating a culture of belonging, a sense that we are accepted for who we are, that we have a place. Over the past 12 months, and with the embedding of this cultural vision, we have pivoted to recognise that the cultural environment enables us to drive high performance. We continue to communicate and embed the strategy into our company processes, ensuring we equip our managers with the skills and capabilities to create a psychological safety environment, allowing all employees to thrive and progress within the organisation. By recognising and using the power of our diverse workforce, and collaborating, we drive team success and our overarching purpose of “advancing the world of health”. Our diverse talent truly does make a difference to the business, our shareholders and the customers and patients we serve.

We continue the strong partnership between senior leadership and our Associate Resource Groups, supporting diversity and inclusion in terms of gender, ethnicity and race, disability, wellbeing and sexuality. Inclusion forms part of our overall company strategy and leaders are focused on goals to make this a reality. As a global organisation, we continue to be recognised by the Human Rights Campaign as one of the best companies to work for in terms of LGBTQ equality; inclusion overall really matters to us, not just from a gender point of view. Results also matter, but how they are achieved is important, which is why we are driven by our value of doing what is right. Managers are required in annual goals to work on inclusion and diversity. We have retained the Top Employer Award for the third consecutive year, further evidencing the best practice approach we take on all these subjects.

We remain committed to further developing a culturally inclusive organisation where all employees can flourish, irrespective of gender, belief or background. We drive strong cultural and management development programmes. We have internal teams of advocates to encourage this behaviour in all our employees. We provide ongoing development for all, to provide opportunity to progress in a way that is meaningful for them.

Becton, Dickinson U.K. Limited can confirm we have a small overall gender pay gap across our main four U.K. sites and a small difference in the bonuses paid (in favour of women).

We continue to unreservedly support the Government’s introduction of gender pay gap reporting and the goals it sets out to achieve. It helps us to progress an agenda we are already committed to progressing. Gender balance and fairness in the workplace is a fundamental pillar to achieving an inclusive and diverse company.

We confirm that the gender pay gap data contained in this report for Becton, Dickinson U.K. Limited is accurate and has been calculated in accordance with the gender pay gap reporting requirements as outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“The Regulations”) and accompanying guidance.



Mike Fairbourn
Vice President & General
Manager U.K. & Ireland



Glenn Thomas
Finance Director



Rebecca Skelton
HR Director

What is the Gender Pay Gap?

All U.K. companies with 250 or more employees are required to publish gender pay and bonus gaps annually. For this year all data has to be published by 4th April 2025.

It is important to clarify that the gender pay gap is not the same as unequal pay.

Equal pay relates to men and women being paid the same for the same jobs or for work of equal value. This has been a legal requirement in the U.K. since 1970. The gender pay gap is a measure of the difference between the average earnings of men and women for all roles across an entire organisation.

At Becton, Dickinson U.K. Limited, inclusion and diversity are among our main cultural imperatives and are embodied in all that we do. We have a European activity group driving the key messages around diversity, and in particular gender diversity, and since the last report an even stronger U.K.-based women's network that will drive initiatives linked to career progression for all genders, in addition to a number of women who are part of a European Healthcare Businesswomen's Association programme driving the initiatives yet further. BD continued in 2024 to invest in the HBA programme, with a cohort to be established this year.

We continue to invest in a leadership development programme targeted at women in middle manager level roles, and one at senior manager level. This is an annual programme, and in each year we ensure a cohort of U.K. females is represented. Women have confirmed that the sense of belief and self-worth they have gained through being part of the programmes has increased significantly, and more are applying for roles they would not have before. We also ensure that our wider development programmes are assessed to ensure balanced attendance for men and women.

We continue to support the Google initiative #iamremarkable, and have seen hundreds of our associates attend the programme to encourage self-belief and worth. We monitor and analyse our employees' pay using external benchmark data, to ensure gender is not factored in when deciding on pay levels. We also rigorously review pay levels, annually, across the world to ensure gender equity, and every year are becoming far more transparent in terms of pay as a subject area.

Our data shows that we do have a very slight gap between male and female pay. However, when we compare to previous years, we can see a continued decrease in this gap.

Since 2020 we have seen a consistent increase in the distribution of female representation across the upper quartiles, this year increasing again by 0.06% up from previous year.

When looking at our bonus scheme, we continue to see an increase in the number of bonuses awarded, as well as the payments being more favourable to women.

We do acknowledge that we have fewer females in the organisation than males, still operating on roughly a 60/40% split. More males are employed in our manufacturing plant overall, where organisational structure and industry wide gender bias to these roles is the main driving factor behind our gender pay gap. Our split in the commercial organisation is more equal, with more women in commercial roles with the potential of earning bonuses, whilst there are still slightly more men in our overall senior leadership and senior specialist roles in functions such as Finance, Engineering and IT.

What is our current gender pay gap and bonus gap at Becton, Dickinson U.K. Limited?

The U.K. Government has outlined how this data should be reported. The gender pay gap is calculated across all jobs, at all levels in an organisation. This data is compiled in accordance with U.K. legislation and reflects all associates employed by the Becton, Dickinson U.K. Limited legal entity, who number approximately 1,986.

Gender pay gap

Mean gender pay gap (%)	Median gender pay gap (%)
0.8%	-2.3%

Bonus pay gap

Mean gender bonus gap (%)	Median gender bonus pay gap (%)
-14.1%	-71.6%

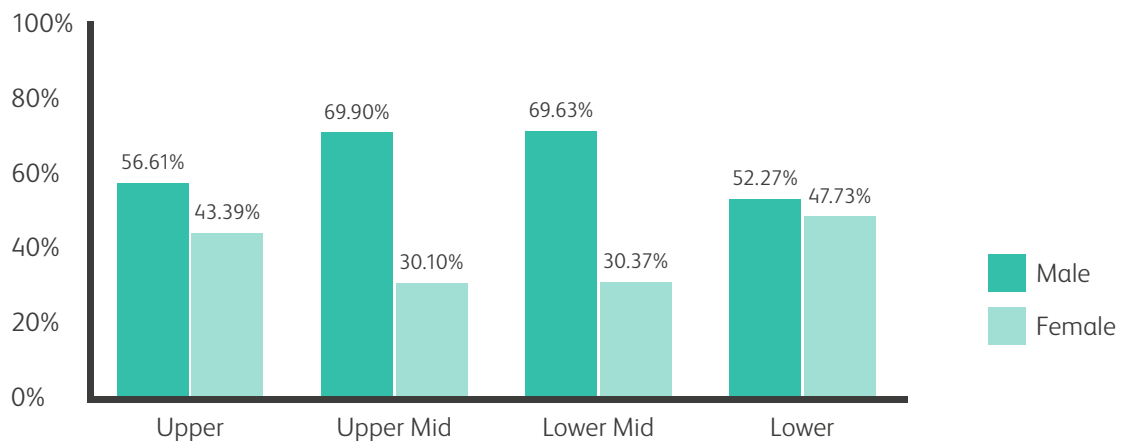
NB: A positive gap means men are paid more than women, whilst a negative gap means women are paid more than men.

Proportion of males and females receiving a bonus payment

98.8% of all male employees received a bonus

95.2% of all female employees received a bonus

Quartile analysis



Understanding the gap

Within Becton, Dickinson U.K. Limited, we have more than 1,900 employees. The U.K. is an important location for us and home to one of the largest manufacturing sites in Plymouth, as well as our commercial organisation, now split across three sites, Winnersh, Crawley and Worthing.

Gender pay gap

The demographics do differ across our different sites, mainly driven by the historical factors of occupations more traditionally performed by men than women. Our commercial business has grown with the legal entity integration and now is almost as large as our Plymouth plant. The plant focuses on manufacturing operations and engineering. The Plymouth plant continues to undergo expansion work. We have improved the overall balance in recent years but still have more males in the traditional manufacturing and engineering positions which has impacted the gap. The Winnersh, Crawley and Worthing sites are home to the commercial organisation where there are very slightly more female employees than males carrying out mainly Sales and Sales Support, Marketing, Finance, IT, HR and Customer Service roles, with some Engineering support and a Quality and Regulatory Affairs team and now a warehousing operation out of our Worthing site.

We are pleased to see a steadily increasing number of women in our senior job groups and leadership roles. We are particularly pleased to see the earnings levels have increased for women in the upper and upper mid quartiles. We have continued to see a pattern of female promotions.

Gender bonus gap

With a strong female representation in our commercial operation, who have high bonus earning potential, we have again seen women receiving a higher bonus payment than men.

Our commitment moving forward

With a core leadership competency around promoting an inclusive and diverse workforce, a high level strategy that has moved to creating a sense of belonging and a continued focus on this, we have an even stronger commitment to achieving gender balance and truly focusing on inclusion of all. We continue to have senior level metrics in place to increase the number of women in senior leadership roles. We continue to use software to help us ensure our job adverts are gender neutral. We have significantly changed our ways of working to attract talent no matter what gender people identify with.

Our WEMPOWER Women in Leadership programmes launched in 2022 and is growing in momentum. Since that time we have seen more women occupying roles in the upper quartiles, and are seeing more women being promoted internally. We will continue to encourage women to network and gain the feedback and behavioural changes to increase self-belief and encourage them to apply for more senior roles. We are growing the number of coaching and mentoring relationships available to support women even further into senior leadership roles and act as role models for others in the organisation. We continue to encourage wellbeing initiatives and focus on work-life balance and flexible working to enable all associates to juggle the modern norms of working and managing families and personal lives. We have created more male allies and have created the concept of shared contracting to educate our workforce to support each other outside of work, no matter what gender they identify as.

Our Women's Network has continued to gain strength and we continue to focus hugely on coaching women for career development, supporting menopause in the workplace and encouraging networking and support for all female workers. We include everyone and also work with inspiring dads to ensure they also feel supported and can make the same requests to flexible working to manage the same work-life balance challenges. We continue with various STEM initiatives to promote and ideally increase the number of women we have in engineering type roles both in our manufacturing plant and in the commercial organisation. Very strong local relationships continue with education partners in Plymouth to attract more women into manufacturing and onto apprenticeship programmes. Our apprenticeship schemes have focused on the women we have attracted into the business, and we have publicised this fact and shared campaigns on social media to drive awareness.

We continue to strengthen our approach to the 'BD way of working' to encourage flexibility and a culture where presenteeism is not a focus. We generate a culture of trust but focus on results and performance delivery, and hope this continues to attract a diverse workforce. We will continue to stay ahead of the game and focus on all we can to encourage this culture even further. We create a culture where associates feel they can speak up and challenge and are also supported no matter what they experience at work or in their personal lives.

Our senior leaders support the ongoing Inclusion and Diversity network and all that is done to develop the careers of women and of all our associates. The network activity seeks to communicate the success of women in senior roles but also look at the issue of unconscious bias, as well as self-esteem and assertiveness and how women can further improve success in the workplace.

Our reward philosophy is gender neutral and is designed to ensure our pay is market competitive and factored on role type, with equal pay for equal roles, experience and ability. We have seen significant progress here over the last four years and will continue to explore ways of improving this yet further. We use compensation survey data from leading and trusted providers and we have a thorough calibration process to ensure pay is properly benchmarked.

We will continue with all the above, and are fully aware we all collectively have a role to play to make a difference.

1030 Eskdale Rd, Winnersh, Wokingham RG41 5TS

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