



# Gender Pay Gap Reporting 2018

Bard Limited, a Becton Dickinson company



# Foreword

Bard Limited, a Becton Dickinson company, are proud of our overall ethos of driving inclusion and diversity. As a global organisation we have just been recognised by the Human Rights Campaign as one of the best companies to work for LGBT equality - inclusion really matters to us. Results also matter, but how they are achieved is important which is why we are driven by our value of doing what is right and also have a key competency to encourage all employees to promote an inclusive work environment. Managers are encouraged in annual goals to work on inclusion and diversity and we aim to provide a culture where we can leverage our differences to enhance our performance and working environment. We have a reward philosophy that focuses on performance and achievement of results, which in turn, drives 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 are committed to further developing a culturally inclusive organisation where all employees can flourish, irrespective of gender, belief or background. We drive a strong management development programme and ongoing development for all employees, to provide an opportunity to progress in a way that is meaningful for them.

We are pleased to have a strong record of employing diverse employees, with females making up the majority of the UK workforce. However, our gender pay gap data tells us fewer women than men are appointed into leadership, management and senior specialised roles. Whilst this is a common issue in our industry and in the UK in general, we are committed to strive for change.

We unreservedly support the Government’s introduction of gender pay gap reporting and the goals it sets out to achieve. It helps us to further an agenda we are already committed to progressing. Gender balance and fairness in the workplace are fundamental pillars 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 legislation and accompanying guidance.

*Note: C.R. Bard, Inc., the parent company of Bard Limited, was acquired by Becton, Dickinson and Company on 29 December 2017. Bard Limited has now joined BD, and BD fully endorses the commitments contained in this report.*



Helen Hardwick  
UK & Ireland Business Leader



Jennifer de Chickera  
Head of Human Resources



Nathan Royds-Jones  
Financial Controller, Director

# What is the Gender Pay Gap?

All UK companies with 250 or more employees are now required to publish gender pay and bonus gaps on 5th April each year.

## 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 UK 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 Bard UK, Inclusion and Diversity is one of our main cultural imperatives, and something that is embodied in all that we do. We have a European activity group driving the key messages around diversity, and in particular gender diversity. We monitor and analyse our employees' pay using external benchmark data, to ensure gender is not factored in when deciding on pay levels. We are confident we do not have equal pay issues.

Rather, our gender pay and bonus gaps reflect our organisational structure. We have proportionally more women than men in our customer service centre roles and proportionally more men in our senior leadership and senior specialist roles in functions such as Finance, Engineering and IT. Our organisational structure and industry wide gender bias to these roles is the main driving factor behind our gender pay gap.

# What is our current gender pay gap and bonus gap at Bard UK?

The UK Government has outlined how these 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 UK legislation and reflects all associates employed by the Bard Limited legal entity, who number approximately 263 in total.

## Gender Pay Gap

Mean gender pay gap (%)	Median gender pay gap (%)
31.7%	13.7%

## Bonus Pay Gap

Mean gender bonus gap (%)	Median bonus pay gap (%)
87.4%	41.4%

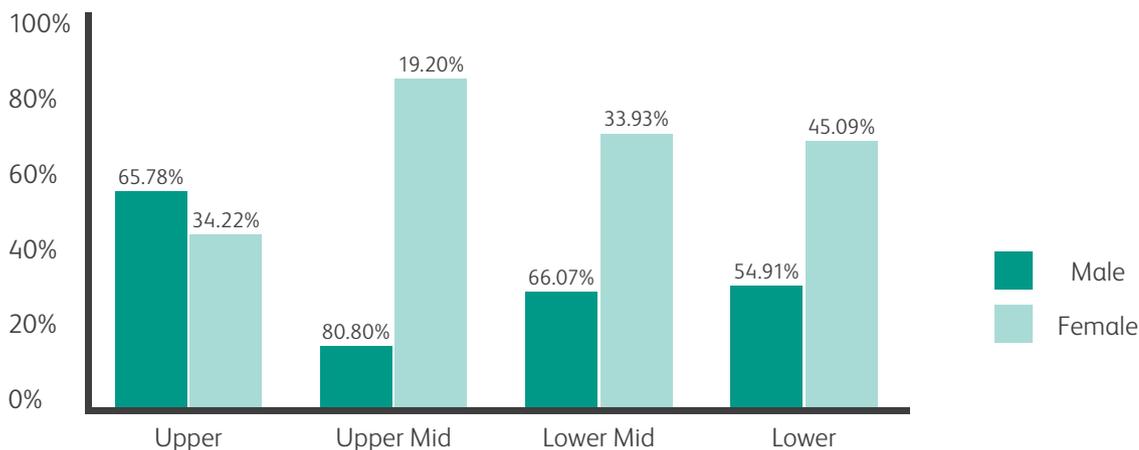
NB: A positive gap means men are paid more than women, whilst a negative gap means women are paid more than men.

## Proportion of males and females receiving a bonus payment

94.3% of all male employees received a bonus

87.2% of all female employees received a bonus

## Quartile Analysis



## Comparison with 2017 Gender Pay Gap Report

By comparison to the 2017 figures, the mean hourly pay gap has remained fairly similar to 2018 (31.7% compared to 30.6% in 2017), while we are pleased to see the median hourly pay gap has dropped by more than a third to 13.7% (down from 23.4% in 2017).

This is a combination of talent acquisition, promotions of succession planning and development strategies of women into more senior positions. This is demonstrated through a shift in the make-up of the workforce, which is shown through the changes to the proportion of men and women in the relevant quartiles. There is now a higher proportion of females in the upper middle quartile pay band (83.3% up from 66.2%). We also see a decrease in females in the lower middle quartile (68.1% down from 81.8%).

A higher proportion of both males and females received bonuses in 2018 compared to the 2017 figures due to improved company financial performance. The biggest change came in the mean bonus pay figure, with the gap demonstrating men receiving an average bonus of 87.4% more than women compared to 67.2% in 2017. However, the median bonus gap has remained fairly constant, slightly decreasing to 41.4% in 2018 compared to 43.4% in 2017.

The reason for the increase in mean bonus gap is that our most senior roles are entitled to convert their bonus into company stock. The legislation stipulates to only include stock value once stock options are exercised. In 2018, several senior male leaders chose to exercise multiple years' worth of bonus stock, which drove up the mean bonus gap significantly.

# Understanding the gap

Bard Limited, a Becton Dickinson (BD) company, operates as an EMEA Regional hub for BD Interventional Segment as well as across the BD Interventional UK commercial business, customer care and distribution.

## Gender pay gap

There are a number of reasons contributing to our gender pay gap. However, the most significant factors are:

- We have a higher proportion of women than men in junior roles
- Fewer women than men in our senior leadership, management and senior functional roles such as Finance, Engineering and IT

## Gender split by level

Due to the nature of our product portfolio and business support structure, we tend to generally hire a higher proportion of females across the company. However, senior leadership roles for EMEA region, as well as the UK commercial board, are still predominately male. These positions attract a higher salary and bonus earning potential. In addition, there is a much higher representation of women in customer care support roles, which tend to be at a more junior level with a lower bonus earning potential when compared with sales or senior leadership positions. Finally, the sales bonus scheme is paid quarterly and these payments were included in the April snapshot for the pay reporting, which drove up the hourly earnings for individuals in these roles who achieved a bonus. Ultimately the unequal distribution of men and women at both ends of the organisation is the key driver for both the pay and bonus gap.

## Gender bonus gap

Overall we have a higher than average bonus gap; this is somewhat higher than our gender pay gap. The reasons for this are:

- Our most senior roles (which are represented with more men than women) have a significantly higher overall bonus potential.
- The majority of employees who work part time or who did not work the full year are women. Where bonuses are paid, they are prorated to reflect reduced hours. The bonus pay gap regulations do not allow the calculations to illustrate full time equivalents.
- Our most senior roles are entitled to convert their bonus into company stock. The legislation stipulates to only include stock value once stock options are exercised. In 2018, several senior male leaders chose to exercise multiple years' worth of bonus stock, which drove up the mean bonus gap significantly.
- We have a generous referral award scheme for employees who successfully refer someone who is appointed into a permanent role, which is included in the calculations. The level of referral award can be higher than some annual bonus entitlements, and can therefore influence bonus gap figures depending on whether a male or female received the award.

## How we are improving gender balance

We believe our pursuit to encourage diversity in all aspects of our workforce, and enable our colleagues to be supported by an inclusive culture, will improve our gender balance, and be core to our continued success. We respect diverse backgrounds and opinions and encourage all our colleagues to forge careers that are right for them.

### **Wellness initiative**

We have been told a recurring cause of losing key talent relates to work/life balance and what can feel to some as a demanding culture. Whilst we make no apologies for our ambition to advance the world of health, we recognise we can do more to make our working environment more inclusive and sustainable for all. We delivered a programme with a thought leader in this area to help our employees develop healthy habits to achieve true health and happiness at work and at home. The programme features four elements: Eat, Sweat, Think, Connect. We believe this programme better enables us to retain and develop all diverse talent in the organisation, as we provide each individual with a personalised strategy to suit their lifestyle.

### **Gender neutral policies**

Our reward approach is gender neutral and designed to ensure our pay is market competitive, and factored on role type, equal pay for equal roles, experience and ability.

To define equal roles, we aligned our sales roles to an external job architecture framework, based on scope, responsibility and complexity. We have mapped all our roles across the company into the BD global job structure, and this process is a multi-tiered validation by both Bard and BD, to ensure the analysis is objective and consistent before appropriate job grades are assigned. 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 to monitor diversity metrics in talent development and succession planning, and increase the level of scrutiny on the recruitment process for all roles to ensure we are objective when making key appointments and eliminate unconscious bias.

### **Flexible working policies**

We harmonised policies across our companies to adjust Bard policies to the flexible workplace policies at BD. We now have a policy that encourages flexible working, such as part-time jobs, job sharing arrangements, compressed or staggered hours and working from home to accommodate alternative working patterns.

We believe that by being continually open to agreeing mutually workable solutions which accommodate the diverse needs of our employees' personal lives, we will increase our ability to attract and retain key diverse talent, as well as increase productivity and inspire commitment.

**Recruiting for gender balance**

We have a target in place to ensure there is female representation for senior management and leadership positions in all final shortlists. Senior HR are directly involved in the process for senior roles to help provide a balanced and unbiased view.

**Developing female leaders**

We are already working on improving the gender balance in senior roles. Female talent will be targeted with individual development plans to ensure their abilities and aspirations are encouraged. We have seen the success of executive coaching to help women overcome their own internal barriers to development, identify strategies to promote their personal brand and maximise their strengths to help enable success and grow their career. We will continue to invest in coaching for high potential future female leaders.

We participate in BD talent development programmes and ensure there is a solid pipeline of female talent nominated to participate in these highly stretching and developing internal programmes. The programmes not only help increase self-awareness and build capabilities appropriate to level, but also provide a great networking opportunity with talented peers as well as accessibility and visibility to senior leadership.

# Moving forward

We will continue to participate in industry forums and assess best practice opportunities. We will continue to listen to the needs of our employees, understand root causes for barriers to change, and work tirelessly to progress our inclusion and diversity agenda.

We all collectively have a role to play to make a difference. The management board of Bard Limited, a BD company, is committed to investing the time and resources necessary to make improvements and monitor progress.



Forest House, Tilgate Forest Business Park, Brighton Road, Crawley, West Sussex RH11 9BP

[bd.com/uk](https://bd.com/uk) • [crbard.co.uk](https://crbard.co.uk)

© 2019 BD. BD and the BD Logo are trademarks of Becton, Dickinson and Company

