



# Gender Pay Gap Reporting 2018

Becton, Dickinson U.K. Limited



# Foreword

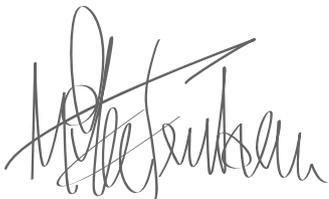
Becton, Dickinson U.K Limited is proud of our overall ethos of driving inclusion and diversity. As a global organisation we have just been recognised by the Human Rights Campaign as one of the best companies to work for in terms of LGBT equality; inclusion overall really matters to us. Results also matter, 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 do 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 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 two U.K. sites and a small difference in the bonuses paid.

We 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  
UK & Ireland



John Neat  
Finance Director



Tracey Clarke  
HR 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 Becton, Dickinson U.K Limited, Inclusion and Diversity is one of main cultural imperatives and something that is engendered in all that we do. BD has a European activity group driving the key messages around diversity and in particular gender diversity. This has led us to introduce training and awareness to all levels of staff on unconscious bias. We monitor and analyse our employee's pay using external benchmark data, to ensure gender is not factored in when deciding on pay levels.

Our data shows that we do have a gap between male and female pay and also a gap in bonuses awarded that has changed in the last 12 months. In comparison to the 2017 figures, the hourly pay gap has increased from 0.6% to 7.7% but the median hourly pay gap has more than halved to 6%, down from 12.9% in 2017. There was a slightly lower proportion of females in the upper quartiles in 2018 compared to 2017 but a larger increase in females in the upper middle quartiles in 2018 (30.29%) compared to 2017 (19.2%). We are pleased to confirm that our commercial leadership team, where most of our upper quartile leaders are, is now completely equal in terms of gender diversity.

A higher proportion of both males and females received a bonus in 2018 compared to 2017. The mean bonus pay gap increased from -35.4% to +18.4% in 2018 when compared to 2017 with the median bonus pay gap increasing from -15.7% to +3.6% in the same period. So whilst women received more bonus than men in 2017, this has changed in 2018 with men receiving slightly more in terms of bonus at a median level.

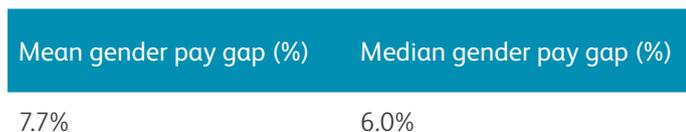
This does reflect our organisational structure. Overall we have fewer females in the organisation than males. Males almost double females in the organisation, mainly in the manufacturing plant where organisational structure and industry wide gender bias to these roles is the main driving factor behind 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 more men in our overall senior leadership and senior specialist roles in functions such as Finance, Engineering and IT.

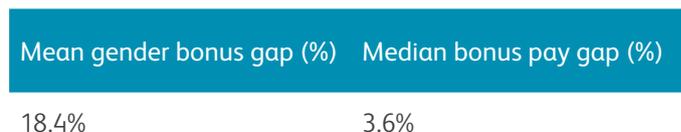
# What is our current gender pay gap and bonus gap at Becton, Dickinson U.K Limited?

The UK 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 UK legislation and reflects all employees employed by the Becton, Dickinson U.K Limited legal entity, which employs approximately 1,163 employees.

## Gender Pay Gap



## Bonus Pay Gap

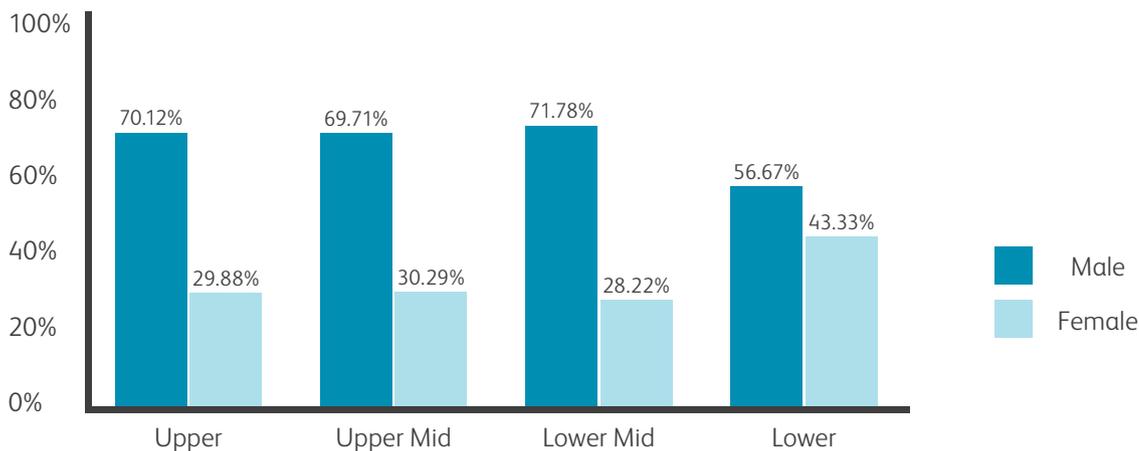


NB: A positive gap means men are paid more than women, whilst a negative gap means women are paid more than men.

## Proportion of males and females receiving a bonus payment

90.2% of all male employees received a bonus  
88.4% of all female employees received a bonus

## Quartile Analysis



# Understanding the gap

Within Becton, Dickinson U.K. Limited, we have more than 1,100 employees. The UK is an important location for us and home to one of our largest manufacturing sites in Plymouth and our Commercial organisation in Winnersh.

## **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 Plymouth Plant is significantly larger than the commercial operation and focuses on manufacturing operations and engineering. The Winnersh site is home to the commercial organisation where there is an equal split between male and female employees 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.

We still do have a fewer number of women in our senior job groups and leadership roles which does impact the gap. We are pleased that we have remained constant with the percentage of promotions afforded to women in 2018. This remains at 43% in the commercial organisation and we are pleased to confirm that there has been an increase in the number of moves into more senior job roles, that has increased to 33% for 2018 from 28.5% in 2017.

## **Gender bonus gap**

Our commercial operation employs more women with a higher bonus earning opportunity. Indeed there has been a slight increase in the amount of women receiving a bonus compared to last year, even if the amount of bonus has decreased from the previous year.

We are currently working on understanding the results in more detail.

# Our commitment moving forward

With a core leadership competency around promoting an inclusive and diverse workforce, this is a strong commitment to achieving gender balance and truly focusing on inclusion of all. We have senior level metrics in place to increase the amount of women in senior leadership roles. We continue to explore the use of software to help us ensure our job adverts are gender neutral.

We have begun various STEM initiatives to promote and ideally increase the amount of women we have in engineering type roles both in our manufacturing plant and in the commercial organisation.

We have implemented a 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.

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. This has seen us introduce personal branding workshops particularly to help women apply for promotions and articulate themselves well during the process. These workshops focus on self-esteem and confidence for women, an area that has been shown to be lacking and preventing women apply for roles in comparison with men.

Our reward philosophy is gender neutral and is designed to ensure our pay is market competitive, and factored on role type, equal pay for equal roles, experience and ability. We clearly have more work to do and will continue to explore the key areas affected to ensure resolutions are in place to address the difference and ensure that comparisons are made to external and internal benchmarks to ensure equity. 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.**



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