

# GENDER PAY GAP REPORT 2021

BBI Solutions OEM Limited

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## Introduction

We are committed to improving the diversity of representation across the BBI Group. We follow the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

Our aim is an inclusive workplace, an environment that enables our employees to thrive and to continue to serve our customers and their patients. We have made significant steps in our transition from a training to a talent culture, empowering talent, unlocking potential and encouraging 'self' ownership of learning and development. To do this we have provided a clear learning and development platform that demonstrates direct links to our performance management and people strategy. Our Career Pathways program continues to grow and has been enhanced to support our employee's career development in lower and middle salary positions. The ILM program has been a notable success in developing our current leaders and our leaders of the future.

During 2021, we looked to establish new ways of working, the increasing interest in flexible ways of working resulted in trialling different patterns of work using a combination of remote and office working. Lessons learnt will now shape our future plans, to bring greater home-life balance and to also attract a wider pool of talent to BBI.

In 2021, the BBI Group was acquired by Novo Holdings A/S, a leading global life sciences investor. We are delighted to be working with Novo Holdings, a team with a strong track record and a shared vision for growth and innovation.

Gender is just one part of the diversity we seek. Our fifth annual gender pay report demonstrates how we are reducing the gender pay gap in our lower and lower-middle pay quartiles where women are benefiting from our structured development programs

## Overview

Legislation requires all employers with 250 or more employees to publish their gender pay gap annually. This report covers the employees of BBI Solutions OEM Limited as at 5 April 2021. In preparing the statistics, we have followed the methodology required by the Government Equalities Office, which includes additional reporting on the distribution across pay quartiles and the proportion of men and women receiving a bonus.

The gender pay gap statistic measures the difference in the pay of men and women – regardless of the nature of their work. It can be affected by the proportion of men and women across all roles and seniority levels.

It is different from an equal-pay comparison, which directly compares people or groups who are carrying out the same, similar, or equivalent work.

The calculations at 5 April 2021 include:

- basic salary
- car and travel allowances
- additional responsibility allowances
- bonus pay for the year to 5 April 2021
- performance and productivity bonuses, other bonuses and incentive pay, and long-service recognition.

## Understanding the data

In complying with gender pay reporting, BBI publishes:

- the difference in the median hourly pay of men and women, expressed as a percentage
- the difference in the mean hourly pay of men and women, expressed as a percentage
- the difference in mean hourly bonus pay, expressed as a percentage
- the proportion of men and women who received bonus pay
- the percentage of men and women in each of four quartile pay bands.

To calculate the median gender pay gap, we identify the hourly rate of pay at the midpoint of all full-pay relevant male employees to give the median male hourly-pay rate, and the hourly rate of pay at the midpoint of all full-pay relevant female employees to give the median female hourly-pay rate.

The mean gender pay gap is our average pay and is calculated by adding up all hourly rates of pay and dividing by the number of employees.

To create pay quartiles, we listed the salary of every colleague in order and then split the list into four equal parts to give pay quartiles. Salaries increase from quartile 1 to quartile 4.

## BBI Solutions OEM gender pay gap

BBI Group has one employing entity, BBI Solutions OEM, that needs to report on gender pay at the [Government portal](#).

The Office of National Statistics (ONS) reported that among all employees in 2021, the gender pay gap increased to 15.4%, from 14.9% in 2020, but is still down from 17.4% in 2019. In 2021 whilst leavers were evenly split between male and females in BBI, males made up a higher proportion of new employees in the Upper Middle and Upper pay quartiles. The mean gender pay gap at BBI in 2021 rose from 9.39% to 13.65%

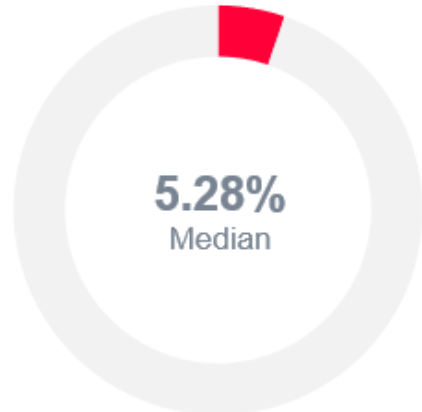
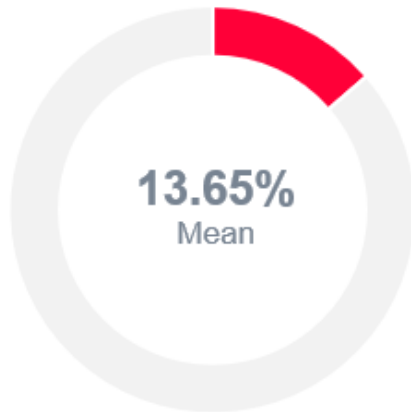
The ONS have stated that in this reporting period, “comparisons with 2020 need to be treated with caution”, that data for 2020 was affected by both the coronavirus (COVID-19) pandemic, in terms of wages and hours worked in the economy, and also disruption to the collection of data from businesses. **ONS are encouraging focus on the longer-term trends rather than year on year changes**

BBI’s government sponsored project to produce COVID tests triggered a high volume recruitment campaign that included some new specialist roles. 2021 also saw a re-shaping of our EMEA Commercial team. The impact of these resulted in a sharp shift in our Upper Middle pay quartile in 2021. Having reduced the pay gap in our Lower and Lower Middle pay quartiles, the median gender pay gap has moved from -4.41% in 2020 to 5.28%, slightly lower than 2019 (6.46%).

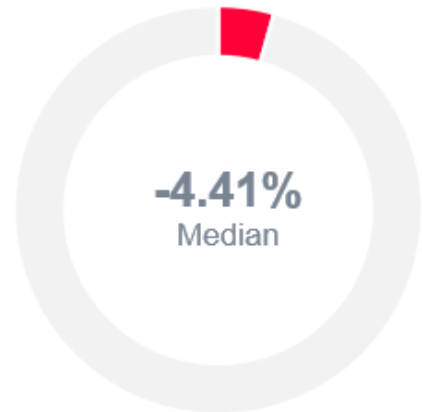
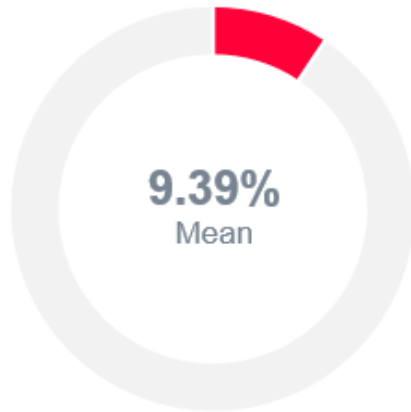


### BBI Solutions OEM Gender Pay Gap

2021

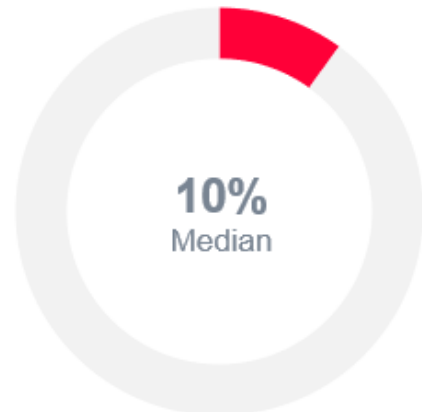
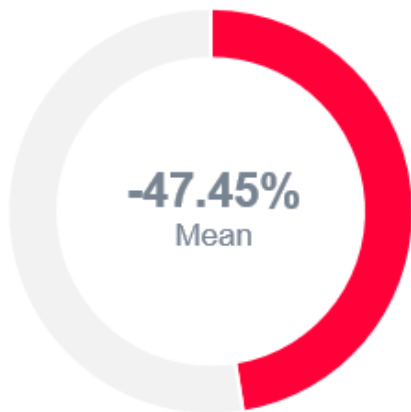


2020

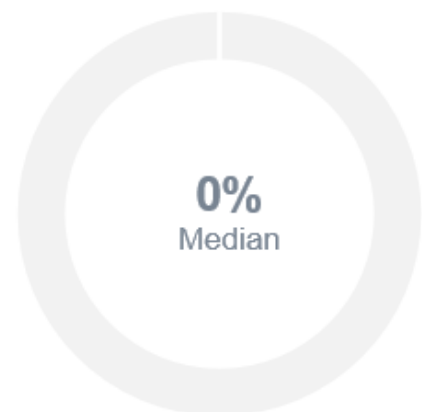
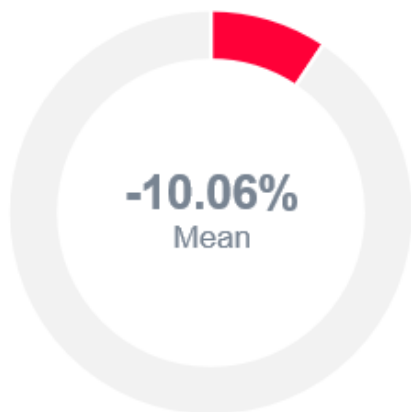


### BBI Solutions OEM Gender Bonus Gap

2021

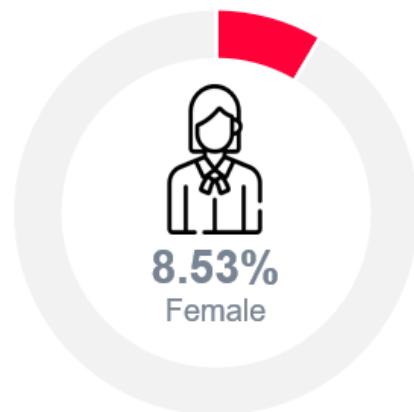
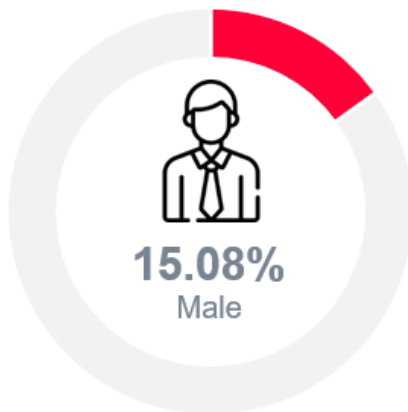


2020

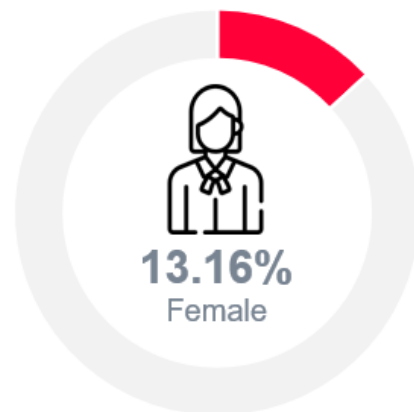
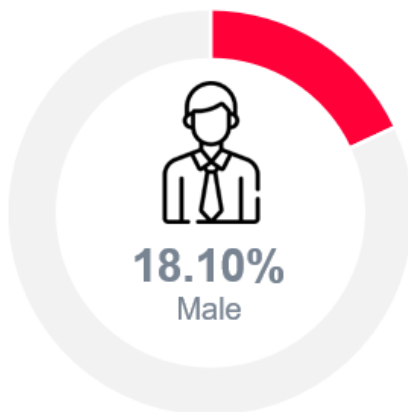


## BBI Solutions OEM proportion of male and female colleagues receiving a bonus

2021



2020



## BBI Solutions OEM distribution of male and female employees by pay quartile

2021



Lower pay quartile  
(lowest earners)

Male **35.00%**  
Female **65.00%**



Lower middle quartile  
Male **61.67%**  
Female **38.33%**

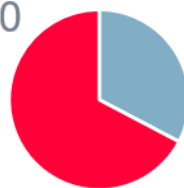


Upper middle quartile  
Male **45.00%**  
Female **55.00%**



Upper pay quartile  
(highest earners)  
Male **60.00%**  
Female **40.00%**

2020



Lower pay quartile  
(lowest earners)

Male **32.69%**  
Female **67.31%**



Lower middle quartile  
Male **67.31%**  
Female **32.69%**



Upper middle quartile  
Male **38.46%**  
Female **61.54%**



Upper pay quartile  
(highest earners)  
Male **57.69%**  
Female **42.31%**



## Understanding BBI gender pay gap

In 2021, of the employees in the BBI workforce that saw a change in their role as a result of a promotion, internal move, or an expansion of their responsibilities, 47% were women compared with 43% in 2020.

BBI's Career Pathways program continues to develop and support employees in the Lower and Lower Middle pay quartiles. In 2021, 51% of employees who received pay uplifts directly connected to their career progression in the program were women. Looking at our Lower pay quartile, a higher proportion of manual and entry-level production roles continue to be performed by women. In 2021, this decreased to 65% from 67.31% in 2020 (65.45% in 2019). There was a notable shift in the Lower-Middle pay quartile where the female population moved to 38.33% from 32.69%

In the same period, the proportion of new employees joining and leaving the company were closely aligned to 2020 levels. 51% females joining BBI (50% in 2020) and 59% leaving BBI (58% in 2020). However, in the Upper-Middle and Upper pay quartiles, women made up 11% of new employees joining BBI. The Upper Middle Quartile female population changed from 61.54% in 2020 to 45% in 2021 (58.18% in 2019). There was a marginal change in the Upper Quartile, where women made up 40% compared to 42.31% in 2020 (40% in 2019). In this reporting period, the population recruited to produce the government sponsored manufacture of COVID tests consisted of 61% new male employees.

The number of males and females receiving a bonus in 2021 and the relative size of the bonus pool received resulted in a further shift of the bonus mean to 2019 levels. In 2021, 19 males compared to 11 women received a bonus, some notable exceptional performances resulted in women receiving a higher proportion of the total bonus value: -47.45% in 2021, 10% in 2020, -52% in 2019.

The next section of this report describes where we continue to enhance existing programs and where we can have the greatest, longer-term impact.

## Closing the gap

The BBI Senior Leadership Team recognises and values a diverse workforce globally, we believe in the potential of innovation and our people. Our business is built on bringing out the best in people nurturing talent and fulfilling all our ambitions. We follow an inclusive approach to recruitment, talent management and development. In 2021, we set ourselves an ambitious target that 30% of our resource needs will be met internally and exceeded expectations with 36.31% by year end.

Secondments provide an important tool for career development and succession planning for women in BBI in leadership and technical roles. In this report period 55% of secondments were filled by women, the higher proportion of those opportunities sat within the Upper Middle and Upper pay quartiles.

BBI provides learners with a broad portfolio of accessible courses and workshops. Building on the successes of the Chwarae Teg's *Agile Nation 2 Women's Career Development Programme* aimed at busy working women to achieve an accredited Level 2 Leadership and Management qualification, BBI enrolled 31 employees in ILM Qualifications, Levels 2 to 5 in 2021 where 61% were women. Project Management courses have attracted 82% women, new course additions include Engineering and Finance. Further funded skills programs will be launched in 2022 to support computer-based skills and our Continuous Improvement strategies.

In its second year, Females made up 60% enrolled in the BBI Career Pathways program (57% in 2020). The program develops skills and knowledge to support career progression, whether in the same field of work or wider. On-the-job training forms a key part of the program, supported by coaching, shadowing, and mentoring. Development is structured into the working day to ensure our employees receive access, time and resources.

BBI's Talent Hub launched in November 2020 providing a suite of support materials and online platforms with an extensive offering of self-learning courses and geographically located qualified training and resources aligned to BBI's core competency framework. Retaining and attracting talent is critical to our success, we will be expanding the Hub in 2022 to include bespoke materials that support line management skills in recruitment and selection and handbooks that will enhance our candidate's experience.

The *Science of BBI* lecture series, launched in November 2020 has provided live and recorded content targeted at both scientific and non-scientific employees to develop their skills and knowledge in the methodologies and processes at the heart of what BBI does. In 2022 we will look to curate content to enhance the onboarding experience of new employees.

Looking at the wider Diversity and Inclusion agenda, recruitment and selection toolsets have been fully refreshed to reflect current thinking and trends.

We are committed to closing the gender pay gap. We believe by being open and transparent and confronting the challenges we face in a highly competitive market for talent, will make BBI a more diverse and inclusive place to work.

The data provided is accurate at 5 April 2021, in line with the UK Governments Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "M. Gualano".

**Mario Gualano**  
Chief Executive Officer

