

2025

GENDER PAY GAP REPORTING



Building a Business To Be Proud Of

BCMGlobal





OUR COMMITMENT

At BCMGlobal, we remain committed to fostering a diverse and inclusive workplace. Our 2025 Gender Pay Gap Report reflects continued progress across key metrics, supported by structural changes and targeted interventions. In line with statutory requirements, the report covers ROI-based colleagues only; one member of our Executive Committee is NI-based and therefore outside the dataset.

Our Executive Committee itself is 50/50 male and female, reflecting the balanced and inclusive leadership culture we continue to build. We believe that transparency, accountability and sustained action are essential to achieving gender equity, and we are proud to share the progress we've made this year.

KEY HIGHLIGHTS - 2025 PROGRESS

We are pleased to report improvements across all major gender pay gap indicators:

Pay Gap	Trend	2024	2025	Change
Mean Hourly Pay Gap	Reduced	From 14.49%	To 10.22%	29.5% 
Mean Bonus Pay Gap	Reduced	From 51.96%	To 30.46%	41.4% 
% of Women Receiving Bonus	Increased	From 67%	To 93.79%	40% 
Female Representative in Upper Pay Quartile	Increased	From 39.80%	To 47.06%	18.3% 

UNDERSTANDING THE DRIVERS OF CHANGE

Organisational Restructuring and Headcount Changes

Between June 2024 and June 2025, our overall headcount reduced from approximately 450 to 350 colleagues, reflecting a period of strategic realignment. As part of this transition, we saw departures across various levels, including a number of senior, higher-paid roles – many of which were previously held by male colleagues.

Importantly, where roles were retained, we prioritised internal mobility and were able to backfill several of these positions with talented female colleagues. This approach not only supported continuity and capability within the business but also contributed positively to our gender pay gap metrics by improving representation in key areas.

Workforce Evolution and Equity

While some of the improvements in our pay gap metrics are linked to workforce changes, it also reflects our evolving approach to equity and inclusion. We continue to embed fairness into every stage of the colleague lifecycle – from recruitment and development to succession planning – ensuring that progress on representation is both meaningful and sustainable.

REWARDING PERFORMANCE FAIRLY

In 2025, we introduced a new bonus scheme designed to more equitably recognise individual performance. This had a significant impact:

Bonus Participation	2024	2025
Bonus participation among Women	From 67%	To 93.79%
Bonus participation among Men	From 55%	To 90.18%

This improvement reflects not only the fairness of the scheme itself, but also the growing visibility and recognition of female talent across the business. By aligning reward mechanisms more closely with individual contribution, we are fostering a culture where performance is valued equitably.



PART-TIME PAY GAP

Our part-time pay gap metrics show a reversal in trend:

Pay Gap	2024	2025
Mean Part-Time Pay Gap	From 9.67	To -10.32%
Median Part-Time Pay Gap	From -13.36	To 0.56%

The part-time gender pay gap reflects the composition of our part-time workforce rather than differences in how we pay colleagues. A small number of male colleagues work part-time, and these roles tend to sit at earlier career levels. Our female part-time cohort includes colleagues with greater tenure and specialist experience. This structural mix influences the averages and is not an indicator of unequal pay.

PROMOTIONS AND PAY QUARTILES

In 2025, BCMGlobal recorded 17 internal promotions, of which 10 were awarded to female colleagues. These were primarily step-up opportunities across the business which has helped narrow the gap.

While this represents positive career progression, it also highlights the importance of continuing to support female advancement into higher-level roles to further reduce the gender pay gap.



GENDER REPRESENTATIVE IN HIGH-PAYING FUNCTIONS

In functions such as Asset Management and IT & Change, where roles typically offer higher base salaries, gender representation remains predominantly male:

- 70% of colleagues in Asset Management are male
- 73% of colleagues in Business Change and IT are male

These figures reflect the composition of long-standing teams with limited recruitment activity over the past year. While this presents a challenge, it also underscores the importance of inclusive development and succession planning to build diverse talent pipelines.



INCLUSIVE SUCCESSION PLANNING

In 2025 we strengthened how we identify and develop talent across BCMGlobal. Our approach ensures that succession decisions are transparent, structured and based on capability and readiness. This supports fair visibility of opportunities for all colleagues and reinforces our commitment to merit-based progression, supported by strong development pathways.

LOOKING AHEAD

While we are encouraged by the improvements in 2025, we recognise that further work is needed. We will continue to:

- Monitor our pay structures and reward systems
- Strengthen inclusive recruitment and promotion practices
- Build diverse talent pipelines across all functions
- Embed equity into every stage of the employee experience

We remain committed to closing the gender pay gap and creating a workplace where everyone can thrive.

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