



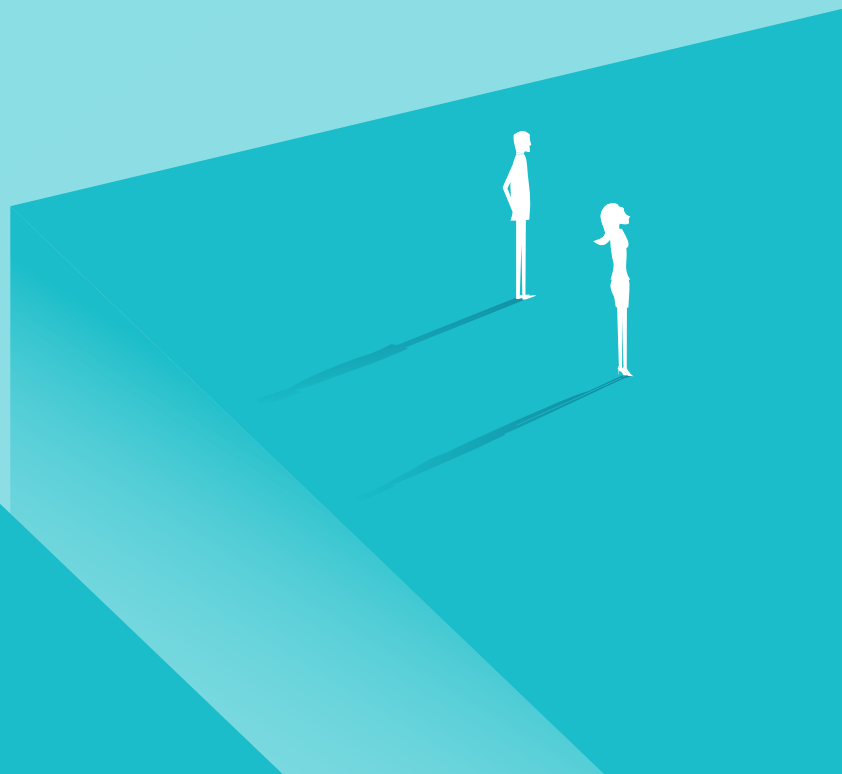
Gender Pay Gap Report

Drive and deliver improvements in talent attraction and recruitment, employee retention and engagement.



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Global People Director's Message

It is clear that the Gender Pay Gap in BMT – as in many similar organisations – is driven by the unequal representation of women across the hierarchy levels. We strive to ensure through our annual salary review process, that women earn the same salary as men in the same roles. This is the easier part.

Changing the issues that really drive the gender pay gap requires perseverance, so we are committed to using our gender diversity data at a granular level to target the areas which will drive faster progress and deliver greater impact in the shorter term. With this in mind, we launched our first Gender Diversity Action Group with a view to implementing tangible solutions, and we continue to raise awareness and build allyship through events such as International Women's Day.

Our ambition is to attract and retain more women at senior career levels; equally, we support the progression of women into increasingly senior positions at BMT with targeted training and mentoring,

We have mapped out some important milestones this financial year, including gathering rich quantitative and qualitative DEI data for our existing employees; building our analytical capability; growing our inclusive leadership capability; partnering with an inclusion organisation to scrutinise our policies and processes with an equity lens; and launching our new STEM Returners programme which aims to attract women and other under-represented groups back into the workforce.

We want to see our gender pay gap close, and we will remain transparent with our employees, customers, and stakeholders as we navigate the path to doing so.

We are committed to being an inclusive organisation, where diversity in all its dimensions is sought-after and valued, fostering a sense of belonging for all employees in line with our core company values.

Gudrun Neumann
Global People Director



Overview

To increase awareness and improve pay equality, the UK government introduced compulsory gender pay gap reporting for organisations with 250 or more employees in April 2018.

The preferred gender pay gap measure is defined as the difference in median hourly pay between men and women - the value separating the higher half from the lower half of a data population. It may be thought of as the 'middle' value. The median is considered a more accurate measure than the mean as it is not skewed by very low or very high values.

However, we are also interested in the mean. We know the very highly paid employees tend to be men, with a higher percentage of women in roles with lower pay. The mean or 'average' paints a useful picture of this gender pay gap issue. We therefore use both the mean and the median when trying to understand and report on the gender pay gap.

Equality and Human Rights Commission

Gender pay gap is not about equal pay. Whilst both equal pay and the gender pay gap deal with the difference in pay women receive in the workplace, they are two different issues, as defined by the Equality and Human Rights Commission:

Equal pay means that men and women in the same employment performing equal work must receive equal pay. That's already a legal obligation as set out in the Equality Act 2010.

The gender pay gap is a measure of the difference between men's and women's median earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

In the UK, the gender pay gap is higher when we look at a calculation based on all employees than it is when we look at full-time employees or part-time employees in isolation. This is because women fill more part-time jobs, which in comparison with full-time jobs have lower hourly median pay.

In the UK in 2023, there was a gender pay gap of 18.3% across all professions, meaning the median man earns 18.3% more than the median woman* based on sample data.

The distribution of pay among employees is usually very skewed. The highest-paid employees earn significantly more than the lowest paid, so the mean, or average, tends to be much higher than the median.

STEM

This is amplified in our STEM population in BMT where there are a greater number of males employed in STEM roles, and with males in more senior and more highly paid roles (see BMT UK Limited quartile data as an example).



The BMT structure

BMT has two legal entities in the UK: BMT Ltd, our operating entity through which all client projects are delivered for the UK, and BMT Group Ltd, which is the umbrella company for all BMT entities worldwide. Based on the number of employees, we are only obliged to report on the GPG for BMT Ltd.

This year, though, we have decided to also show the combined numbers for all UK-based employees in BMT, to ensure we report a true representation of the gender pay balance across our UK based population.

BMT Ltd

Women make up

25%

of the employee population and on **average are paid 20% less than men.**

Our focus is to understand with granularity why there is a greater proportion of females in lower paid roles, and to take a data led approach through our gender diversity action group to prioritise the work that will deliver short, medium and long-term progress on the internal promotion of women into more senior roles as well as the attraction of experienced women to the business.

Combined UK: BMT Ltd plus BMT Group Ltd.

Looking at both our UK based legal entities combined, women make up 30% of the employee population overall and are on average paid 11% less than men. This drastically improved picture stems from the fact that there is a greater proportion of females in BMT Group Ltd roles, and proportionately more of these women are in senior roles, up to and including our CEO, Sarah Kenny.

24%

of female workforce in the combined UK business work in a group role which tends to have a higher hourly pay, **whereas only 6% of the combined UK population of men is employed by Group.**



Data 2023

BMT Combined

(Group and Ltd) April 2023 – Gender Pay Gap Statistics (whole of UK)

No. of employees: 760 (29.6% (225) female and 70.4% (535) Males)

Pay Quartiles	Female %	Male %
Lower	42.11	57.89
Lower middle	34.74	65.26
Upper middle quartile	21.5	78.42
Upper quartile	20	80

11.28%
Mean Pay Gap
18.30%
Median Pay Gap

BMT Ltd April 2023

Gender Pay Gap Statistics

No. of employees: 671 (25% (170) female and 75% (501) Males)

Pay Quartiles	Female %	Male %
Lower	39.52	60.48
Lower middle	27.98	72.02
Upper middle quartile	19.64	80.36
Upper quartile	14.29	85.71

Salary

	2023	2022	2021	2020	2019	2018
Mean salary gap	19.85	21	18	16	20	30
Median salary gap	21	23	16	15	19	31

Bonus

	2023	2022	2021	2020*	2019*	2018
Mean gender bonus gap	24.08%	27.3%	0.5%	78.6%	-38.1%	14%
			<small>*women's mean is 0.5% lower</small>	<small>*women's mean is 78.6% lower</small>	<small>*women's mean is 38.1% higher</small>	<small>*women's mean is 14% lower</small>
Median gender bonus gap	29.12%	14.7%	0%	-69.1%	3.6%	25%
			<small>*women's median is the same as men's</small>	<small>*women's median is 69.1% higher</small>	<small>*women's median is 3.6% lower</small>	<small>*women's median is 25% lower</small>

Proportion of Males and Females receiving bonus;

85.33% Female

84.23% Male



What are we doing to address our Gender Pay Gap?

1 A gender diversity action group was launched in November 2023 to create a data led action plan around increasing representation of female and non-binary employees with a view to impact in the short-medium term.

2 Expanded DEI data collection at application stage to include countries outside of the UK increasing our insight globally and potential for impact.

3 Analysed current salary structure and will introduce a salary banding structure which incorporates market intelligence and best practice.

4 Continuing to grow our STEM Returners programme which launched in October 2023.

5 Launch DEI data collection for existing employees.

6 Amended our job adverts to become more inclusive and attract a more diverse applicant pool.

7 Continue the execution of a DEI and Wellbeing comms plan recognising, empowering, educating, and raising awareness for our employees on important DEI topics and events across the year.

8 Launch DEI pulse survey to understand feelings of inclusion and belonging across the organisation by under represented groups.

9 Work with an external partner to conduct a DEI audit and work towards a DEI and Wellbeing accreditation.

10 Sign a membership with a DEI partner organisation for ongoing support on strategy development, policy and process review and resources/webinars for our employees and DEI champions.

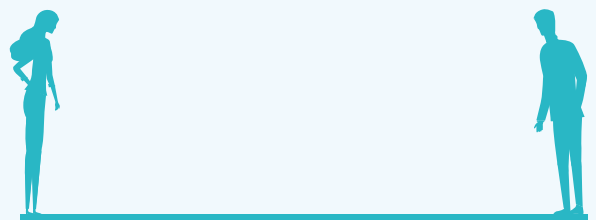
11 Build a DEI and Wellbeing dashboard to increase transparency and have the necessary insights to drive DEI forward in a data driven manner.

12 Conducted internal analysis of our global Gender Pay Gap to take a company-wide approach to tackling inequality.

13 Commence work on inclusive leadership development.

14 BMT has become accredited to improve access a more diverse talent pool.

15 BMT is committed to a flexible and inclusive work environment (Flexa).



Spotlight on...

“I joined BMT a year ago now and was initially unaware of the true ethos of this company, over the past year I have come to learn first hand about the hard work that goes in to making BMT great. I recently took part in the IDPD panel which opened the gateway for employee engagement in understanding what steps need to be taken to lift stereotypes and stigmas attached with disability and leading the way to be more inclusive regardless of disability, gender, race, and religion within BMT. I have seen many projects over the last year which are a testament to this work, embracing religious culture, knowledge sharing, collaboration with other BMT offices around the globe to understand geographical differences and how we can use this for contribution on the journey of being an inclusive employer. I look forward to the year ahead, watching BMT grow, influence, and encourage current and future employees on the path of diversity and inclusion within this workforce.”

Demi Howell

People Coordinator



“Working in a company where I can be myself and talk openly and comfortably with my colleagues contributes greatly to my workplace satisfaction and happiness. When I joined BMT I was pleased to hear that an LGBTQ+ network existed and not only did a network exist, but also direct colleagues of mine were part of the network. I am now committee co-chair of the company’s LGBTQ+ network, PRISM, where I contribute to maintaining the company’s positive attitude towards the LGBTQ+ community and provide a welcoming and supportive network for those that identify as members of the community and allies. In the spirit of continuous development and closing the gender pay gap there’s lots more that needs to be done, and I look forward to driving change fully supporting and working with an intersectional lens on progress against gender diversity with BMT and the PRISM network members.”

Will Fennelly

Co-Chair of PRISM



“Through our regional DEI forum, we continue to focus on engaging people across the business to deliver positive changes and make BMT even more inclusive. We will focus on a data led approach to increasing diversity in our recruitment and collaborating with local and national organisations to encourage under represented groups to pursue careers at BMT. I’m proud of what we stand for and of what we’ve achieved at BMT but recognise there’s more we can do to help every person at BMT to fulfil their full potential.”

Simon Gould

DEI UK and Europe Forum Chair



“Closing the gender pay gap is more than achieving equal pay; it is ensuring our female workforce have equal opportunities at all grades and are better equipped to progress into senior roles. By providing development opportunities through for example establishing a dedicated Women’s network; we can support, champion and enable our women to take on positions of leadership and use their voice”

Laura Star

Naval Architect



“Leading the People function for the UK business (BMT Ltd) is incredibly busy and exciting as we bed in a new organisation design and focus on new ways of working, our purpose, our culture and our values. Working as part of the People team that is 90% female, I am very conscious of the gender balance across the UK business. The fact that BMT is focused on attracting, retaining and promoting more women through its various programmes is hugely positive for the business, and if we are able to reduce the gender pay gap in the process, then we will be making a huge impact on the diversity, equity and inclusion that our employees experience working at BMT.”

Georgina Powell

Head of People, UK/EU



“I am excited to have returned to BMT in the role as Global DEI Lead to continue the journey towards making BMT an even more inclusive place to work. I have taken the time to really understand the priorities for DEI at BMT and have co-created with my key BMT stakeholders a strategy which is action orientated and prioritises the work which will set BMT up for success in building out a long-term DEI Strategy with a clear data led and strategic vision. We are fortunate at BMT to have many passionate employees and champions of this important work and I look forward to working together on some key milestones such as understanding our baseline at BMT for DEI through data, audit of our policies and systems and solidifying this into a multi-year plan which presents a clear way forward for BMT in not only closing our gender pay gap but increasing equity in all strands of diversity over time with an intersectional focus.”

Sara Packwood

Global DEI Lead







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