



# 2025 Gender Pay Gap Report







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## Introduction from BMT Global People Director - **Gudrun Neumann**

Our purpose remains unchanged: to help navigate some of the most important and impactful engineering challenges of our time, creating an environment where people with outstanding technical knowledge strive to deliver a safer, more efficient, more effective, and sustainable future. We continue to recognise that to live up to this mission, we need a diverse, engaged, and empowered team—where every individual feels respected for their unique strengths and supported in pursuing their aspirations.

Over the past year, we have continued to deliver on our four-pillared Diversity, Equity and Inclusion (DEI) strategy - Culture, Education and Awareness, Data, and Equity. We've strengthened our foundations through a focus on:

- A diverse and inclusive culture
- Ongoing efforts to increase awareness and understanding
- Data and KPIs to create transparency, focus efforts and measure progress
- Equitable processes, policies and procedures.

I'm pleased to report that we've made meaningful progress. Our most recent Inclusion Matters survey confirmed that our people continue to view BMT as an inclusive employer, showing strong progress in the open discussion of diversity and inclusion in the workplace, and highlighting some areas for action.

This year, we've also seen a significant improvement in our gender pay gap metrics. In BMT UK, the mean gender pay gap has reduced from **14.10%** to **13.16%**, and the median from **20.31%** to **18.87%**. Female representation has increased by **4.2%**, and more women are progressing into senior roles - **with 38% of women now in the upper two pay quartiles, up from 33% last year.**

These improvements reflect the impact of our Gender Diversity Action Group and our ongoing Gender Diversity Action Plan, which focuses on three key areas:

1. **Attracting diverse talent:** Enhancing family-friendly policies, promoting flexible working options, and ensuring our recruitment practices reflect our inclusive culture. We want BMT to be seen-and experienced-as a place where everyone feels supported and valued.
2. **Fair and inclusive selection:** Redesigning our hiring processes to reduce bias and ensure equity. This includes piloting new interview formats, inclusive job ads, advertising part-time and flexible roles, embedding inclusive leadership competencies, and introducing structured feedback tools.
3. **Developing and empowering talent:** Investing in the growth and retention of women and underrepresented groups through initiatives such as a company-wide Women's Network, transparent promotion pathways, mentoring, and targeted development programmes.

This plan is supported by quarterly data reviews and oversight from our Gender Diversity Action Group (GDAG), ensuring we remain accountable and focused on progress.

While we are encouraged by this momentum, we know there is more to do. Our commitment to being an inclusive place to work remains strong—despite a challenging landscape—and this meaningfully aligns with our values and our purpose.

**Gudrun Neumann**

Global People Director



# Overview

## Gender pay gap headlines

For the whole of the BMT UK business (comprising BMT Ltd and BMT Group Ltd), we are pleased to report that the mean pay gap has decreased from **14.10% in 2024** to **13.16% in 2025**, while the median pay gap decreased from **20.31% to 18.87%**.

And for BMT Ltd, the mean pay gap closed even further, down from **20.60%** to **17.54%**, and the median pay gap decreased from **22.84%** to **19.47%**.

This is positive news that represents the hard work being done across the salary review process and ‘levelling up’ exercise in the UK over the past two years.

## Women in the business

When looking at gender distribution, for the whole of the BMT UK business, the percentage for females employed increased from 30.84% to 32.68% (an increase of 19 employees), and for BMT Ltd, the percentage increased from 28.71% to 30.51% (an increase of 13 female employees).

This is in part thanks to the focus of our small, in-house, award-winning Talent Acquisition team on recruiting women into STEM roles across all pay grades and job families in the business.

These gains were supported by initiatives such as the use of gender-neutral language in job adverts, flexible job postings, and an updated external profile that highlights BMT as a family-friendly employer.

Mean and median		2024	2025
BMT UK	Mean	14.10%	13.16%
	Median	20.31%	18.87%
BMT Ltd	Mean	20.60%	17.54%
	Median	22.84%	19.47%
			Mean -0.94%
			Median -1.44%
			Mean -3.06%
			Median -3.37%





Pay increases

In a detailed comparison of mean and median hourly pay increases for both genders across BMT UK and BMT Ltd, we noted that females experienced a greater percentage of pay increase than their male counterparts – and up to 4% greater in BMT Ltd. This is again a healthy symptom of our levelling up exercise in the UK business.

BMT UK	<b>Females</b> Mean hourly pay rate increased by <b>£1.59 per hour</b> (5.5%)  <b>Males</b> Mean hourly pay rate increased by <b>£1.47 per hour</b> (4.4%)	 Median hourly pay increased by <b>£1.97 per hour</b> (8%)   Median hourly pay increased by <b>£1.88 per hour</b> (6%)
BMT Ltd	<b>Females</b> Mean hourly pay rate increased by <b>£2.04 per hour</b> (7.9%)  <b>Males</b> Mean hourly pay rate increased by <b>£1.28 per hour</b> (3.9%)	 Median hourly pay increased by <b>£2.45 per hour</b> (10%)   Median hourly pay increased by <b>£1.77 per hour</b> (6%)



## 2025 data

### Where are they working in the business?

This year, quartile analysis for BMT Ltd showed fewer women sitting in the lower / middle quartiles than either of the last two years of reporting (compared to more males now appearing in those same quartiles); and it also showed that, on the whole, there are more women now sitting in the middle / upper quartiles (compared to fewer males sitting in those same quartiles).

**62% of females sit in LQ/LMQ**  
(67% 2024, 64% 2023)

**38% of females sit in UMQ/UQ**  
(33% 2024, 36% 2023)

**44% of males sit in LQ/LMQ**  
(42% 2024, 43% 2023)

**56% of males sit in UMQ/UQ**  
(58% 2024, 57% 2023)

Pay Quartiles	No. in quartile	% Gender in quartile
Upper quartile		
Female	43	21.18%
Male	160	78.82%
Upper middle quartile		
Female	58	28.43%
Male	146	71.57%
Lower middle quartile		
Female	66	32.51%
Male	137	67.49%
Lower quartile		
Female	99	48.53%
Male	105	51.47%

This indicates that we are being successful in recruiting more women into senior roles, and promoting them from within the business. This shift is supported by refreshed mentoring programmes like Connex, the launch of the Global Women’s Network, and flexible working focus groups that help retain and promote women into senior roles.

### Gender bonus gap

Further analysis showed that the gender bonus gap has closed considerably in the last 12 months, with more women and fewer men receiving bonuses in 2025 than 2024, across both BMT

UK and BMT Ltd. This is due to increased representation of women in senior roles and performance recognition reviews.

2024				2025			
BMT UK	Mean	Median		Mean	Median		
	15.94%	22.63%		-1.04%	13.20%		
	Females receiving bonus	Males receiving bonus		Females receiving bonus	Males receiving bonus		
	85.33%	84.12%		88.93%	82.86%		
BMT Ltd	Mean	Median		Mean	Median		
	24.08%	29.12%		14.51%	13.21%		
	Females receiving bonus	Males receiving bonus		Females receiving bonus	Males receiving bonus		
	85.33%	84.23%		88.84%	82.81%		

## Summary

We are delighted with the progress that is being made by our team in this area, and would like to thank everyone for their efforts in closing the gap.

In summary, we achieved:

- a decrease in the gender pay gap
- an increase in the female population
- an increase in average hourly rates for women
- a significant rise in the percentage of females in the top half of the workforce
- a decrease in the percentage gap of male vs. female promotions in the last 12 months.

These results reflect the positive impact of the UK Gender Diversity Action Plan, which is closely aligned with our global DEI strategy. The co-ordinated efforts across recruitment and development have contributed to measurable improvements in gender equity. Targeted actions such as inclusive hiring practices, mentoring programmes, and equitable pay reviews have supported the progress seen in our gender pay gap metrics.





# What is being done to close our Gender Pay Gap?

Under the umbrella of our UK Gender Diversity Action Plan, we are committed to working on:

## Recruitment

Our Talent Acquisition team has standardised the interview template built into our new recruitment system PinPoint to ensure consistent questions for all candidates. These include new diversity questions to ensure we are building inclusivity into our initial data capture, and to help us better understand the make-up of our candidates within our hiring funnel.

We are also focused on feedback scoring and decision making that helps mitigate bias at the interview stage of our recruitment process.

We now make sure that advertisements use gender neutral language and are individually reviewed to include only essential requirements, and offer specific flexibility for each role. Many roles are now advertised as either full time or part time across duplicate adverts to widen the pool of possible candidates and increase applications.

## Public profile

BMT's external profile on the website and social media now prioritises showing BMT as a family friendly, flexible employer of choice, adding employee voices, stories, and blogs.

## Employee engagement networks

Our UK Diversity, Equity and Inclusion Committee is planning focus groups to unravel perceptions on flexible working, and discuss what might facilitate and encourage more women into leadership roles (or just stay in their careers) whilst balancing family, caring responsibilities and reproductive health challenges.

We also launched our Global Women's Network that creates a community of empowerment and allyship for all of our women at BMT, and refreshed the BMT mentoring programme, Connex, to encourage knowledge transfer and professional development across the business.

## Policies

Finally, we reviewed and benchmarked our family friendly and special leave policies globally, generating a number of proposals for enhancements and an increasingly progressive approach.









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