



**BMT**

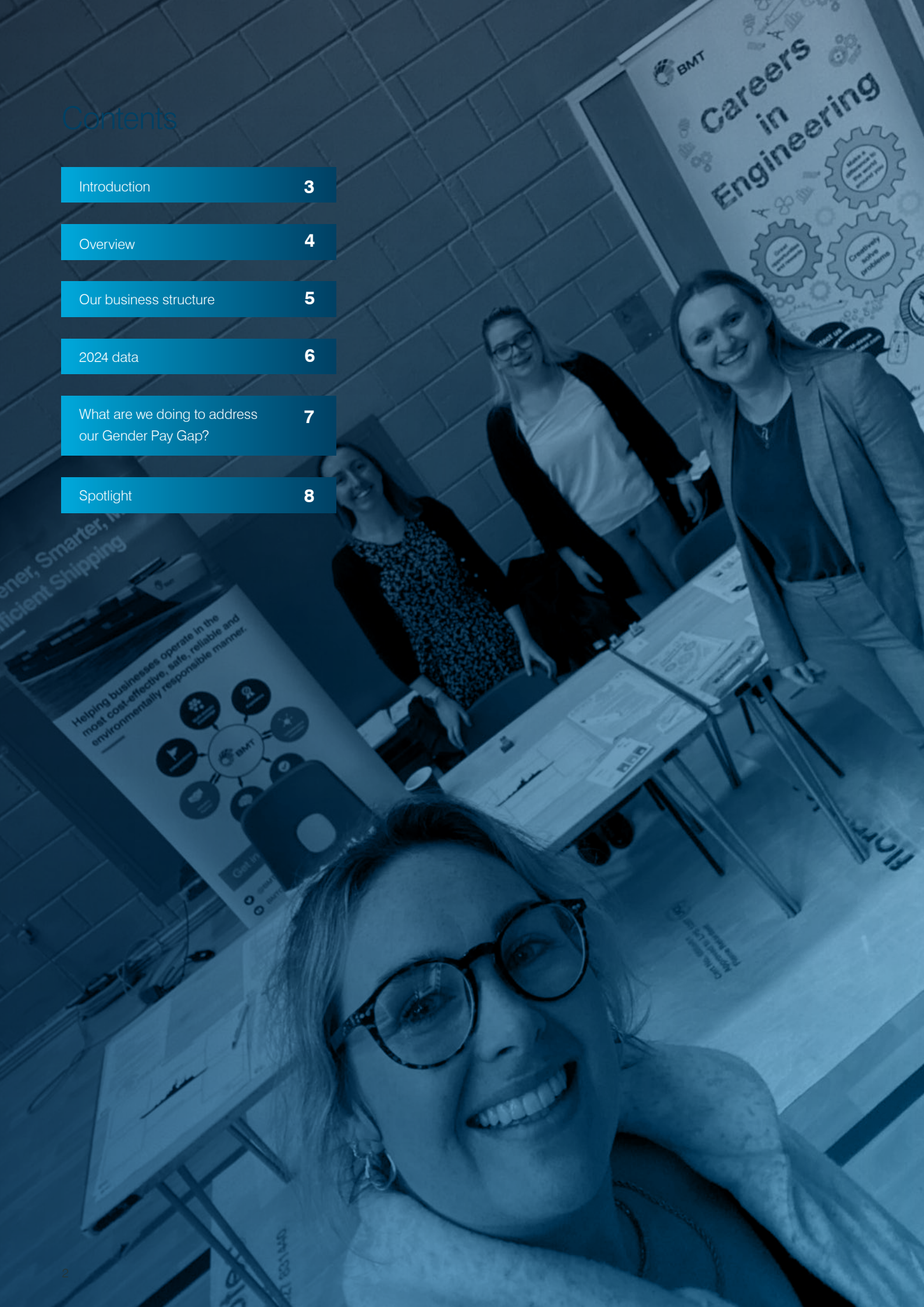
# 2024 Gender Pay Gap Report





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## Introduction

Our purpose is 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 are acutely aware that to live up to this mission, we need a diverse, engaged and empowered team where every single person feels respected for their unique strengths and can pursue their aspirations.

We are committed to deliver on our ambitious diversity, equity and inclusion (DEI) strategy and have taken essential steps in the last year to lend rigour and transparency to this matter and to enable an even stronger leadership culture. The pillars of our strategy are

- 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 am pleased to say that we have made significant progress in all these areas in the last year and that our recent DEI survey of all employees confirmed they appreciate BMT as an inclusive employer.

That said, and despite our efforts, our gender pay gap has slightly increased year on year. The prevalent reason for this is that the overall increase in the percentage of female employees from 29.6% to 31.4% across the UK was mostly driven by female new hires into the lower pay quartiles due lack of availability of senior women in the market.

We strongly believe that this was the right thing to do and puts us in the best possible position to improve our gender pay gap in the long term as these new hires develop their careers in BMT, even though it adversely affects our numbers in the short term.

This report will lay out what our plans are to reduce the gender pay gap going forward.

Our commitment to being an inclusive enterprise remains unwavering, where every aspect of diversity is cherished and contributes to a sense of belonging among all employees, aligning with our core organisational purpose and values.

### **Gudrun Neumann**

Global People Director



**'We are committed to deliver on our ambitious diversity, equity and inclusion (DEI) strategy and have taken essential steps in the last year to lend rigour and transparency to this matter and to enable an even stronger leadership culture.'**



## Overview

To enhance consciousness and foster pay parity, the UK mandated that from April 2018, organisations with a workforce of 250 or more must report their gender pay gap. The preferred metric for this gap is the median hourly wage difference between genders, which represents the middle value of a data set and is not influenced by extremely low or high salaries as much as the average or mean.

However, since men often occupy the highest-paying positions while women are more prevalent in lower-paying roles, the mean or average also provides a critical perspective on the pay gap, highlighting this disparity. Thus, both the mean and median are essential for a comprehensive analysis and reporting of the gender pay gap.

It's important to note that the gender pay gap is distinct from equal pay. Equal pay is a legal requirement under the Equality Act 2010, ensuring that men and women performing the same job are paid equally. On the other hand, the gender pay gap measures the median earnings difference between men and women across an organisation or the labour market, expressed as a percentage of men's earnings.

In the UK, the overall gender pay gap is more pronounced when considering all employees compared to just full-time or part-time employees separately. This is attributed to the higher proportion of women in part-time roles, which typically offer lower median hourly wages. As of 2023, the gender pay gap stood at 11.28% across all professions, indicating that the median male employee earns 18.30% more than his female counterpart, based on sample data.

Pay distribution among employees is often skewed, with the top earners receiving substantially more than those at the bottom, resulting in a mean that is considerably higher than the median. This effect is even more pronounced within BMT's STEM workforce, where a larger number of men occupy STEM roles and tend to hold more senior and higher-paying positions.



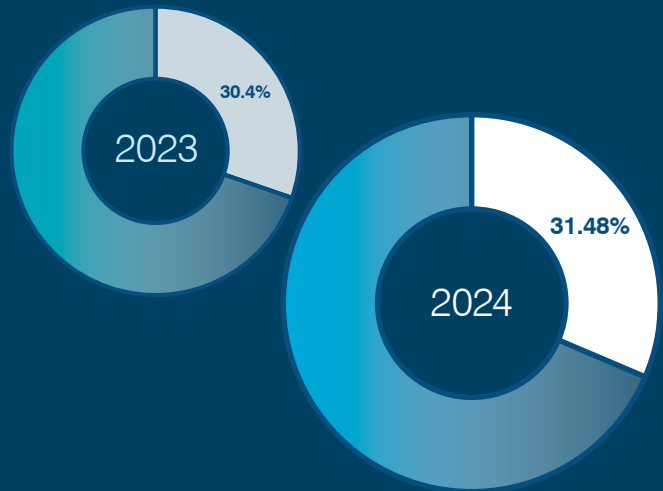
## Our business structure

BMT's organisational framework includes two primary legal entities in the UK: BMT Ltd, which handles all client projects within the UK, and BMT Group Ltd, the overarching parent company of all global BMT entities. While we're only required to disclose the Gender Pay Gap (GPG) for BMT Ltd due to employee count, we've chosen to also present the aggregate figures for all UK-based BMT employees this year to accurately reflect the gender pay balance within our UK workforce.

BMT Ltd - Women constitute 29.3% of our workforce, with a gender pay gap of 20.6% due to the unequal distribution across pay quartiles. This number has increased from 19.85% in 2023, and whilst we know that some of this is due to a focused recruitment drive to get more young women into STEM careers, we are working hard to understand other insights and ramifications.

Our data-driven strategy to understand this and prioritise initiatives will help foster the advancement of women into higher roles in the short, medium, and long term, as well as attract experienced women to our company.

Combined UK - BMT Ltd and BMT Group Ltd. When considering both UK-based legal entities together, women represent 31.48% of our total employee base with a gender pay gap of 14.1%. This significantly better scenario arises from a higher percentage of women in BMT Group Ltd roles, many of whom hold senior positions, including more than half of our Executive Committee and our CEO, Sarah Kenny.



Women now represent **31.48%** of our total employee base, up from 30.4% in 2023.

Last year (2023) women represented 30.4% and the mean gender pay gap was 11.28% for the UK.

These figures underscore BMT's dedication to creating senior-level opportunities for women. They suggest that the challenge of achieving this within our technically driven UK operation lies more in the scarcity of senior technical women in the job market rather than an inherent structural issue at BMT.



## 2024 data

### BMT Ltd April 2024 – Gender Pay Gap Statistics

**No. of employees:**

**Total 744:**  
29.30% (218) female  
and 70.70% (526) male

Pay Quartiles	Female %	Male %
Lower	47.49	52.51
Lower middle	30.56	69.44
Upper middle quartile	23.33	76.67
Upper quartile	13.74	86.26

<b>BMT Ltd</b> Mean Pay Gap: <b>20.60%</b>  Median Pay Gap: <b>22.84%</b>	<b>Bonus</b> Mean Pay Gap: <b>24.08%</b> Median Pay Gap: <b>29.12%</b>	
	Proportion of males and females receiving bonus: <b>85.33%</b> female <b>84.23%</b> male	

### BMT Combined (Group and Ltd) April 2024 – Gender Pay Gap Statistics (whole of UK)

**No. of employees:**

**Total 826:**  
31.5% (260) female  
and 68.52% (566) male

Pay Quartiles	Female %	Male %
Lower	47.26	52.74
Lower middle	35.50	64.50
Upper middle quartile	20.50	79.50
Upper quartile	20.00	80.00

<b>BMT Combined</b> Mean Pay Gap: <b>14.10%</b>  Median Pay Gap: <b>20.31%</b>	<b>Bonus</b> Mean Pay Gap: <b>15.94%</b> Median Pay Gap: <b>22.63%</b>	
	Proportion of males and females receiving bonus: <b>88.02%</b> female <b>84.12%</b> male	

## What are we doing to address our Gender Pay Gap?

In our last report, we introduced our new gender diversity action group (GDAG) which was launched in November 2023 to create a data led plan around increasing representation of women at BMT with a short to medium term impact. The group's focus this financial year has been the data and understanding where BMT-specific challenges are as a prelude to creating our Gender Pay Gap action plan:

### Our UK Gender Pay Gap Action Plan

Whilst the focus of our GDAG has initially been the UK Gender Pay Gap, our overall work to address this requires global scalability to ensure consistency and maximum impact. In our other regions, the work has begun to expand our plans for specific regional suitability.

As part of our GDAG work, we used a combination of gender data from across our employee journey and a predictive analytics method to identify our BMT-specific opportunities. The data shows that in general, the proportion of women who apply to us versus those that are hired (our 'hiring funnel') is equal to that of men. There are some pockets of the business where we need to drill down further to understand and address any gender discrepancies in hiring funnel percentages and make any changes to our selection process to ensure we are maintaining maximum objectivity. Our recruitment process will be included in our equity audit with Inclusive Employers this financial year.

Our biggest opportunity is attracting more women in STEM related areas. This is no surprise and is not unique to BMT, but is a particular challenge we will be focused on.

Our predictive modelling data tells us that we are making good progress on increasing gender diversity across the business, and if we continue as we are, our overall gender diversity will be 43% by 2040. The data also tells us that the impact on our gender pay gap would not be significant, despite the increased diversity, because of the early career levels where many women are being recruited.

We therefore need to focus on attracting more senior female applicants as well as retaining and promoting our talented mid-level and more senior women from within the business.

Our three-point plan to 2026 includes the following and has been crafted using insight from all available gender qualitative and quantitative data:



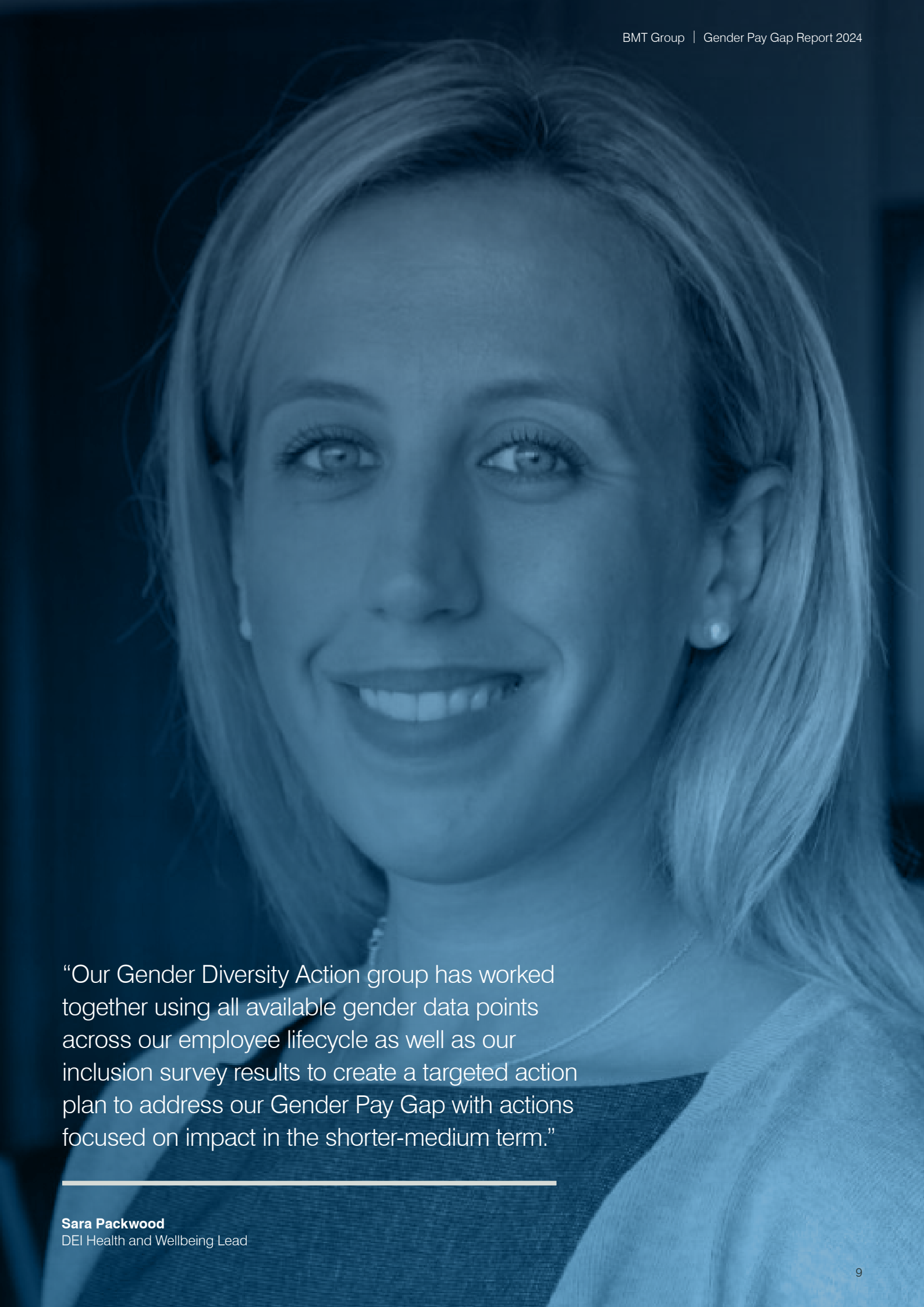
# Gender Pay Gap – FY 24-26: 3 Point Plan

<p><b>Attract</b></p> <p>Making BMT stand out as an employer for all – exciting, supportive and truly flexible.</p>	<p><b>Select</b></p> <p>Ensure a fair and equitable selection process which sets everyone up for success and ensures the best person for the role.</p>	<p><b>Develop and empower (retain)</b></p> <p>Empower our women and under-represented talent and give everyone what they need to succeed at BMT.</p>
<p><b>1. Family friendly offerings – full review and enhancement</b></p> <ul style="list-style-type: none"> <li>Including but not limited to our Maternity, Paternity, Shared Parental, returners, Parent/Carer, special leave offerings.</li> </ul> <p><b>2. Job shares and flexibility</b></p> <ul style="list-style-type: none"> <li>Kick start project to understand if/ how job shares and other types of flex could work practically within different areas of BMT.</li> </ul> <p><b>3. External presence / BMT website</b></p> <ul style="list-style-type: none"> <li>Fully update our website as a family friendly, flexible employer of choice, add employee voices / stories, blogs / LinkedIn pages.</li> </ul> <p><b>4. Job advertising and events</b></p> <ul style="list-style-type: none"> <li>Invest in a gender de-coder.</li> <li>Advertise specific flex for each job.</li> <li>Advertise specifics of family friendly policies on job ads e.g. carers leave, weeks of maternity and eligibility.</li> <li>Diversify job boards adverts.</li> <li>Research programmatic adverts.</li> </ul>	<p><b>1. Deep dive into BMT end to end recruitment selection process</b></p> <ul style="list-style-type: none"> <li>Through our DEI audit with Inclusive Employers (including templates feedback and questions).</li> </ul> <p><b>2. Trial amended interview record form (in two areas) and add questions which set everyone up for success (not historical focused questions)</b></p> <ul style="list-style-type: none"> <li>Include mediators in interviews for 1-2 areas to ensure smooth transition to new style of interviewing (e.g. strengths or skills based).</li> <li>Add an inclusive leadership competency question.</li> </ul> <p><b>3. Robust feedback form with bias checks and ratings</b></p> <ul style="list-style-type: none"> <li>Example: Was there one attribute about this candidate which clouded my judgement of them overall?</li> </ul>	<p><b>1. Establish BMT wide Women's Network</b></p> <p><b>2. Promotions transparency comms campaign</b></p> <ul style="list-style-type: none"> <li>Provide clarity on our promotions process, types of promotion and consolidate and signpost support available for empowerment/career development.</li> </ul> <p><b>3. Talent Development programme for CL 3-5</b></p> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Enhance Family Friendly policies (as per attraction)</li> <li>Inclusive Leadership Programme (not just focused on gender diversity but all areas of diversity).</li> </ul>

The plan demonstrates specific and targeted action towards closing our gender pay gap and balancing our gender diversity, however there is much more activity within the overall DEI space which will have a positive impact on our objectives including:

- Analysing current salary structure and will introduce a salary banding structure which incorporates market intelligence and best practice
- Employee response rate of nearly 40% for diversity demographic self-id collection, and 74% for our inclusion survey
- Job adverts enhanced to be more inclusive and attract a more diverse applicant pool
- Continuation of a DEI and wellbeing communications plan, raising employee awareness of important DEI topics and events in the annual calendar
- Working with an external partner, Inclusive Employers, to conduct a DEI audit and work towards a DEI and wellbeing accreditation
- Partnership with Inclusive Employers for ongoing support on strategy development, policy and process review and resources for our employees and DEI champions
- Building a DEI and wellbeing dashboard to increase transparency and have the insights to enable data-driven decision-making
- Internal analysis of our global gender pay gap to take a company-wide approach to tackling inequality, working with the other regions to scale our gender diversity work
- Inclusive leadership development
- Commitment to a flexible and inclusive work environment (Flexa).





“Our Gender Diversity Action group has worked together using all available gender data points across our employee lifecycle as well as our inclusion survey results to create a targeted action plan to address our Gender Pay Gap with actions focused on impact in the shorter-medium term.”

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**Sara Packwood**  
DEI Health and Wellbeing Lead

## Spotlight on ...

“Since returning to BMT last year in my role as Global DEI Lead we have seen some great momentum and engagement as well as increased strategic focus DEI overall and the journey towards making BMT an even more inclusive place to work. This financial year 23/24 we put in place some of the building blocks required to progress DEI such as our global Count Me In campaign, our global DEI Governance structure and establishing our new Gender Diversity Action group within the UK.

Our Gender Diversity Action group has worked together using all available gender data points across our employee lifecycle as well as our inclusion survey results to create a targeted action plan to address our Gender Pay Gap with actions focused on impact in the shorter-medium term.

For FY 24-26 our overall DEI plans are based on data and insight and in the coming months the insight from our DEI Audit results. As our focus and maturity as an organisation around DEI continues to grow and develop, we will adapt and pivot to ensure we are focusing on the right opportunities to make BMT a place where everyone can thrive.”

**Sara Packwood**

DEI Health and Wellbeing Lead



“A diverse, equitable and inclusive workforce strengthens our core values and is crucial for innovation and coming up with solutions to address global challenges. But achieving DEI takes time and sustained effort. As part of our sustainability agenda, we are fostering diversity by making volunteering and community collaboration more accessible, so that employees are increasingly exposed to a variety of cultures, experiences, and perspectives.”

**Laura Blake**

Sustainability Manager



“Diversity, Equity and Inclusion remains central to achieving our purpose as a business, where we depend on our brilliant people to help us navigate some of the most important and impactful engineering challenges of our time, creating a safer, more efficient, more effective, and sustainable future for everyone.

The UK Gender Diversity Action Group is making progress against our three-point action plan which focuses on the areas we can really make an impact in the short to medium term. We want to do everything we can to attract, select, develop, and empower the right people to increase diversity and inclusivity at BMT. Our people are our greatest asset – ensuring their wellbeing, engagement and sense of belonging is the only way we will achieve our objectives and succeed.”

**Phil Metcalfe**

Regional Business Director UK/Europe



“Our customers, our people and our sector all benefit from investments we make in progressing our diversity, equity and inclusion agenda. We have a long-term approach designed for long-term impacts, focusing on the things that we know will make a real, lasting difference.

The reality for our sector is that we must take a long-term approach in order to encourage more females into STEM-led careers. We are encouraged by the progress we’ve made, especially in our graduate intake, which shows the importance of initiatives in STEM, sustainability and social value to the long-term success in gender parity.”

**Georgina Powell**

People Director UK/Europe



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