



# **GENDER PAY GAP 2022**

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# FOREWORD

As CEO at BW Legal, I have always been passionate about creating a truly inclusive workplace for all colleagues and have actively committed to promoting a culture that appreciates every colleague for their unique abilities, strengths and differences.

Our company values are at the heart of everything we do and are woven into the daily way we operate through our company policies & procedures which guide the decisions we all make. Our BW Way sets out our genuine commitment to a diverse and inclusive BW family; by recruiting, training and supporting all colleagues, using bespoke individual approaches, which allows everyone to flourish and be the best they can be which ensures BW delivers a consistent best in class service to our clients and customers.

In our third year of reporting we are delighted that again our 2022 figures have improved! This demonstrates that our BW Way approach to diversity is continuing to deliver positive change as demonstrated by closing the pay gap present in our business.

Making a positive impact on the local community is a fundamental part of working at BW. Ensuring that our workforce is representative of the local population is something we are really proud to report, and for another year our gender ratio closely represents the Leeds gender demographic.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Rachael Withers**  
Chief Executive Officer





# UNDERSTANDING GENDER PAY GAP

It is possible to have a gender pay gap and to pay men and women fairly. Equal pay is ensuring that there are no differences in men and women's pay for the same work. Whereas, gender pay gap measures the average hourly pay of men and women and doesn't consider any other characteristics that may affect pay, such as length of service, experience or performance in the role.

For gender pay gap reporting we look at both the mean (average) and median number (middle).

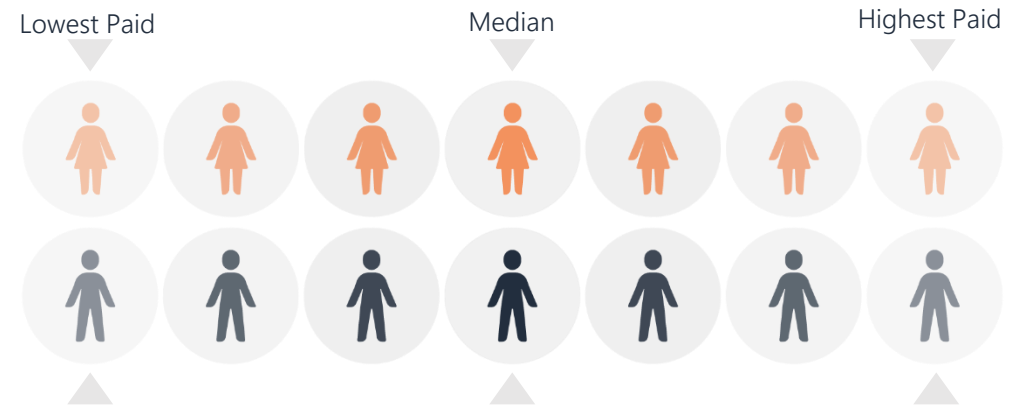
## MEAN

The mean pay gap is the difference between the average hourly rate of pay for a woman, compared to the average hourly rate of pay for a man.



## MEDIAN

The median pay gap represents the middle point. If you lined up all the men and women in a company, the median pay gap is the difference between the middle paid male colleague and middle paid female colleague.



# OUR GENDER PAY GAP FIGURES

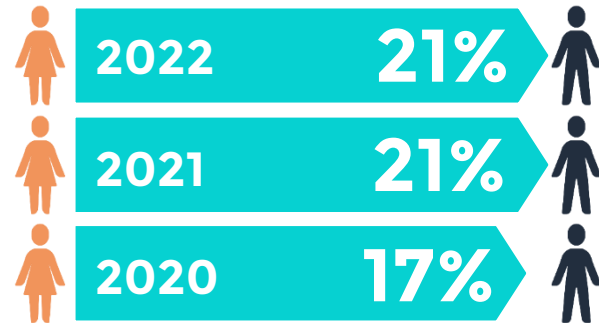
This is our third year publishing our Gender Pay Gap data and it reflects:-

- The mean and median Gender Pay Gap at 5 April 2021.
- The mean and median Gender Bonus Pay Gap 12 months prior to 5 April 2021.

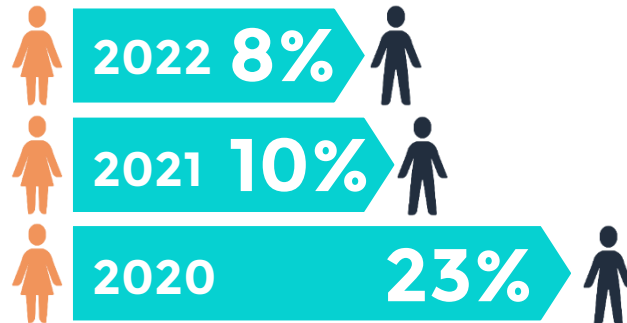
We are delighted to have seen an improvement in our figures for 2022 demonstrating that our people inclusive approach is continuing to have a positive impact and is helping to close the pay gap present within the business.

## GENDER PAY GAP

### BW MEAN PAY GAP

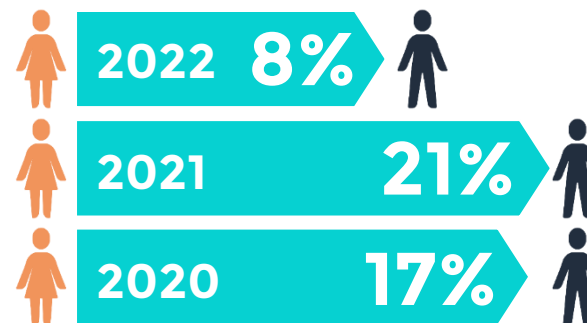


### BW MEDIAN PAY GAP

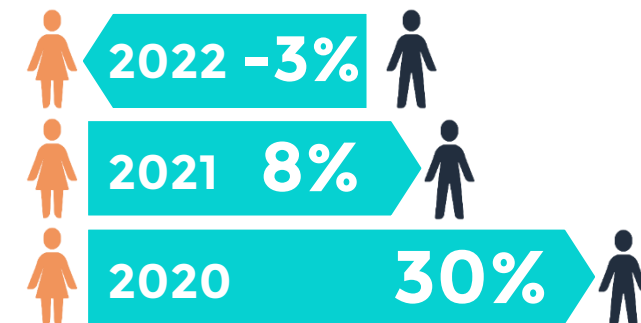


## GENDER BONUS PAY GAP

### BW MEAN PAY GAP



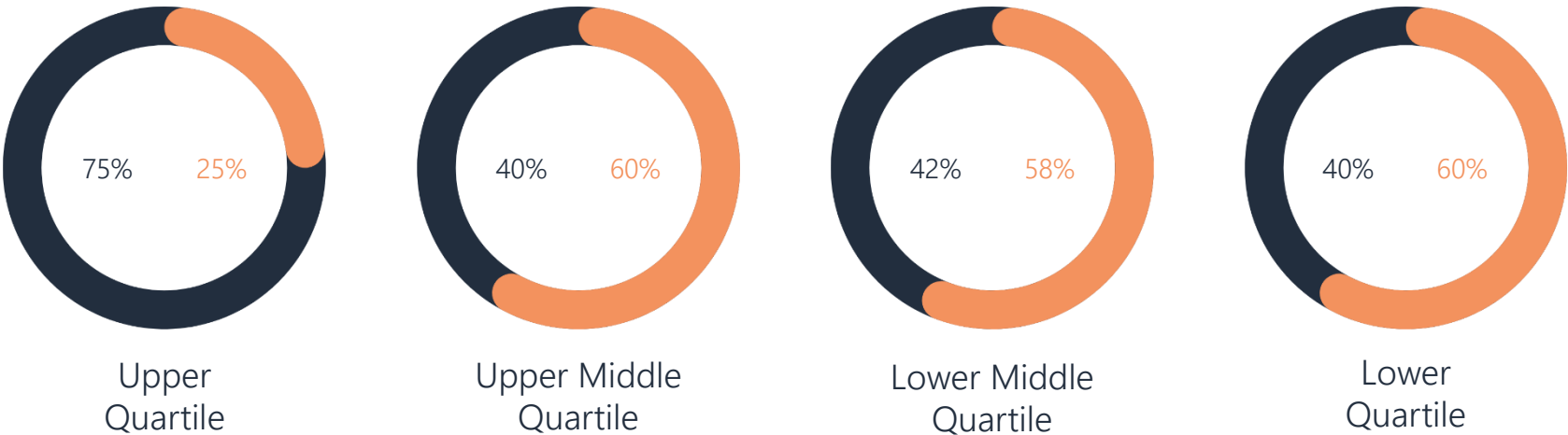
### BW MEDIAN PAY GAP



The median figure is the preferable figure to compare as it is not affected by extreme high or low values and we are delighted that our median pay gap has significantly reduced over the last 3 years and sits well below the UK median figure (14.9%).

# UNDERSTANDING OUR QUARTILE PAY GAP

MALE TO FEMALE PERCENTAGE PER QUARTILE



Our quartile male to female percentages have remained the same compared to last year with a few fluctuations in the middle quartiles.

Our lower quartile has improved from last year. It is still dominated by our females colleagues and on analysis of our lower quartile we found that just under 50% are in trainee / apprentice roles and 60% of those were females.

Our upper quartile is impacted by our business investment in technology and ongoing commitment to developing our own software solutions. Recruitment for skilled colleagues in the IT sector is dominated heavily by males and at BW Legal is no different. 49% of our upper quartile is made up of our IT team and 82% of those are males.

AVERAGE LENGTH OF SERVICE PER QUARTILE

	Male	Female
Upper	4.6	4.4
Upper Middle	4.8	4.3
Lower Middle	3.2	2.8
Lower	1.8	1.8

AVERAGE AGE PER QUARTILE

	Male	Female
Upper	40	38
Upper Middle	33	34
Lower Middle	33	29
Lower	26	29

# UNDERSTANDING OUR BONUS PAY GAP

We have three bonus structures that are used to calculate our gender bonus pay gap figures and these are:-

- **Collections Quality Bonus** – Paid monthly and makes up 86% of the data used in our bonus pay gap calculations.
- **Recruitment Referral Bonus** – Paid when a colleague makes a successful recruitment referral. Total is awarded in 4 separate payments over 12 months.
- **Apprenticeship Bonus** – Paid to apprentices on successful passing of the course. This bonus is paid once to the colleague.

All our bonus structures are based on clear gender neutral criteria.

Both men and women have an equal opportunities to earn the same bonus through clear transparent criteria.

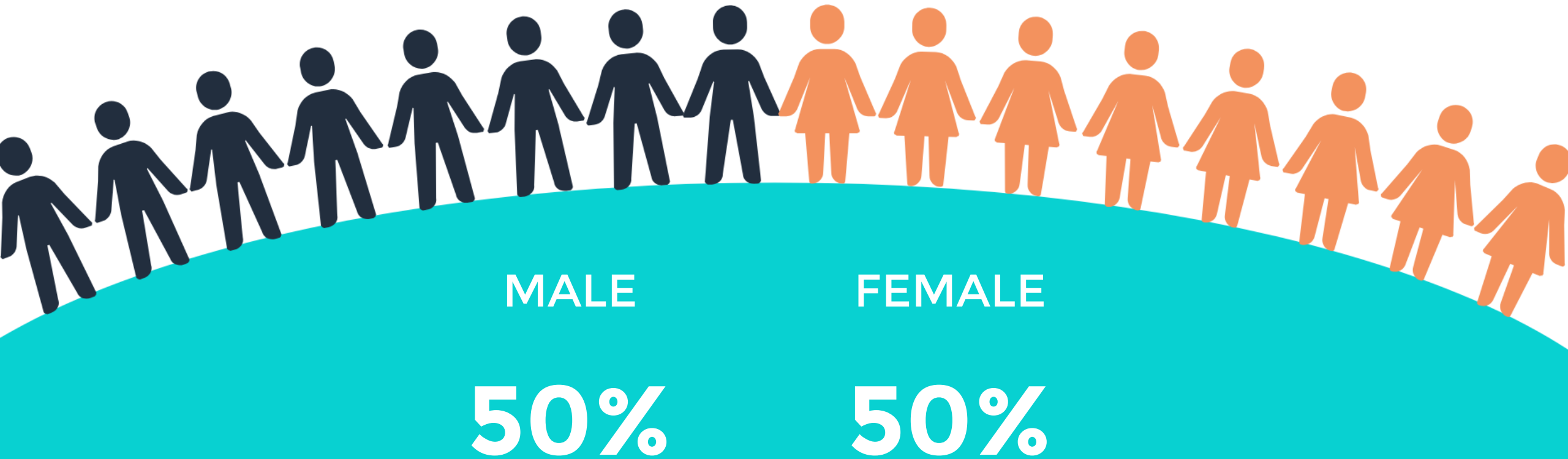
Our mean and median bonus figures this year have significantly improved. Our median bonus gap is -3% meaning that on average females received a higher bonus than males.

## MALE TO FEMALE RATIO RECEIVING A BONUS



# GENDER RATIO AT BW LEGAL

We are proud that the gender ratio at BW Legal reflects the gender ratio of Leeds and as an employer, it's important that our workforce is representative of our local population. By doing this, we continue to provide employment opportunities to all regardless of their gender or ethnicity.



\* Source: ONS, Census 2021 –

Population by sex for Leeds. Female = 51%. Male = 49%

# OUR COMMITMENT

Our BW approach to diversity and inclusion is making year on year improvements on our gender pay gap figures and reducing our overall median gender pay gap by:-



**Raising Awareness** - We continually update and evolve the training and activities we deliver to all colleagues to increase awareness of Diversity & Inclusion across the entire business. We include specific training for all our line managers to help support our inclusive culture and create bespoke development where required for individuals.



**Balanced Recruitment** - Using diverse interview panels and objective assessment tools for roles at all levels of seniority, for both external and internal recruitment. Ensuring that we assess skills competence and not focussing on where they have been gained. Skills gained on career breaks are equal to those developed in the workplace.



**Pay & Reward** - We take a holistic approach when we design our pay and reward packages, looking at both external and internal factors, recognising the work that our colleagues put in and having transparent department pay structures which are based on performance and commitment.



**Management Development** – We continue to develop a self directed Leadership Programme to nurture our line managers and support them to be leaders in the future. Creating additional junior management positions in some of our larger departments facilitate internal growth opportunities for all.



# OUR COMMITMENT



**Colleague Feedback** - We have introduced L&D Champions across the business to provide colleague feedback allowing us to calibrate the learning and development delivered against the desired objectives. We are nurturing inclusion by inviting feedback and genuinely caring and valuing everyone's opinions and making impactful changes from this.



**Work Life Balance** - Continuation and enhancement of our progressive 30 hour contracts (WTE) for 80% of our workforce to ensure we actively support male and female colleagues achieve a good work life balance.



**Progression / Development** - Clear career pathways for all colleagues and bespoke development plans to help achieve these.



**Rewards** – Equality to all of our 'BW Rewards Benefits' package. We continually review and enhance our rewards package which is the same for all our BW family regardless of their seniority in the business or their protected characteristic make up.