

bwlegal®

GENDER PAY GAP 2025

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Foreword

At BW Legal, we are proud to have held the Investors in People Gold Accreditation since 2021 and were recognised further when we were awarded two national Investors in People Awards - Gold Employer of the Year and Award for L&D 2024. In November 2025, we achieved Platinum Investors in People Wellbeing accreditation. All these achievements recognise our ongoing commitment to creating an inclusive and supportive environment where every colleague is respected, supported and celebrated for their individual strengths.



Our culture, shaped by 'The BW Way', reflects our dedication to building a diverse and inclusive organisation. We are committed to attracting, developing, and empowering talented people from all backgrounds, ensuring that everyone has the opportunity to thrive. This inclusive approach strengthens our ability to deliver outstanding service to our clients, customers and colleagues alike.

Our Balance Within Framework is designed to promote fairness, transparency, and consistency. We operate gender-neutral pay structures and clearly defined salary bands ensuring equal pay for equal work. Colleagues are appointed within salary bands aligned to their skills, experience, and capability, providing structured and equitable approach to pay progression.

In addition, we offer three structured bonus schemes governed by clear and transparent criteria. These frameworks are communicated openly and provide all colleagues with the opportunity to enhance their earnings based on objective measures. This reflects our continued focus on diversity, equity, and inclusion, alongside a culture that values recognition and achievement.

We are pleased that our 2025 Gender Pay Gap report demonstrates continued progress in reducing the gap within our business, reinforcing the positive impact of our ongoing commitment to equality and inclusion.

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

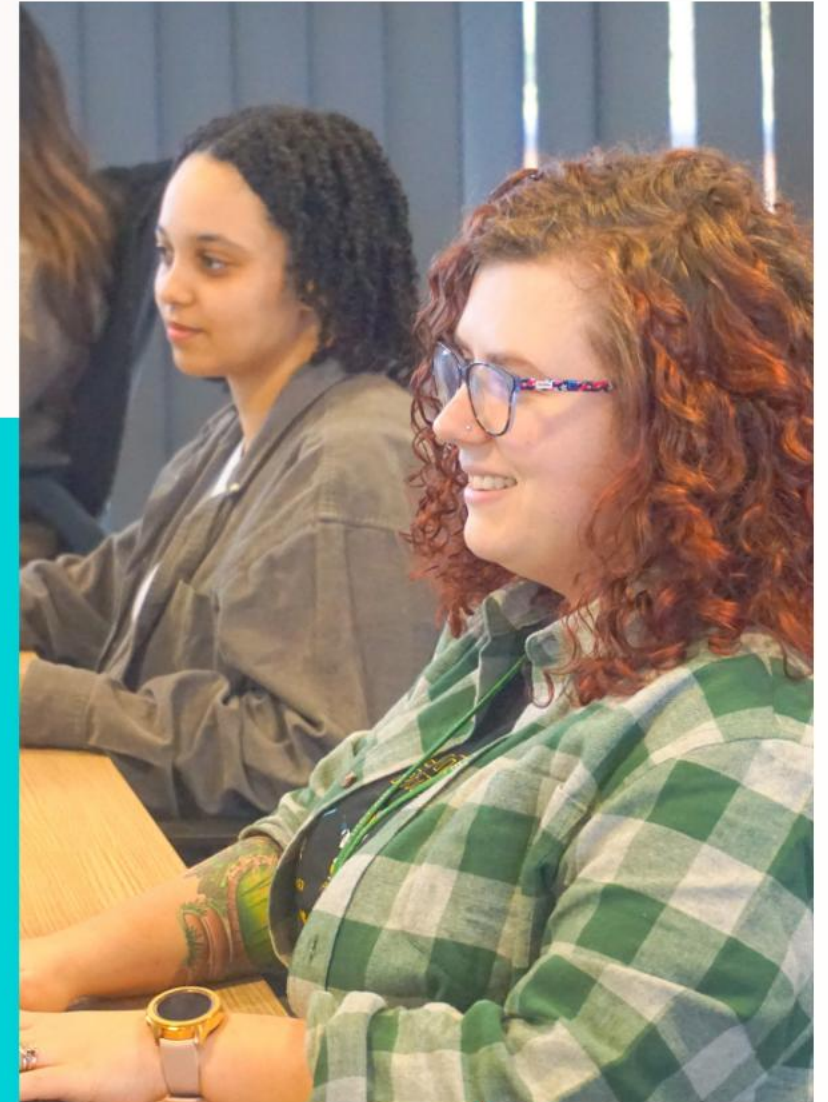
Rachael Withers
Chief Executive Officer

Gender Pay Gap Explained

The concepts of gender pay gap and equal pay are often mistaken for one another. While the two overlap, they are not the same.

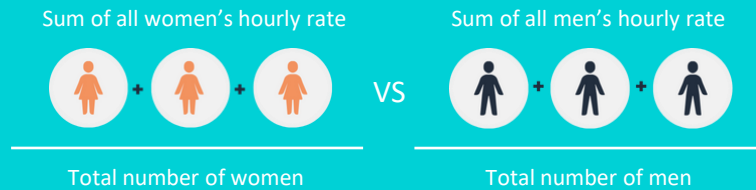
Equal pay is a legal requirement that ensures men and women receive the same pay when doing identical work or work of equal value. Whereas, gender pay gap reflects the difference in average hourly pay between men and women, without accounting for factors such as experience, length of service or job performance.

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 men's and women's average hourly pay.

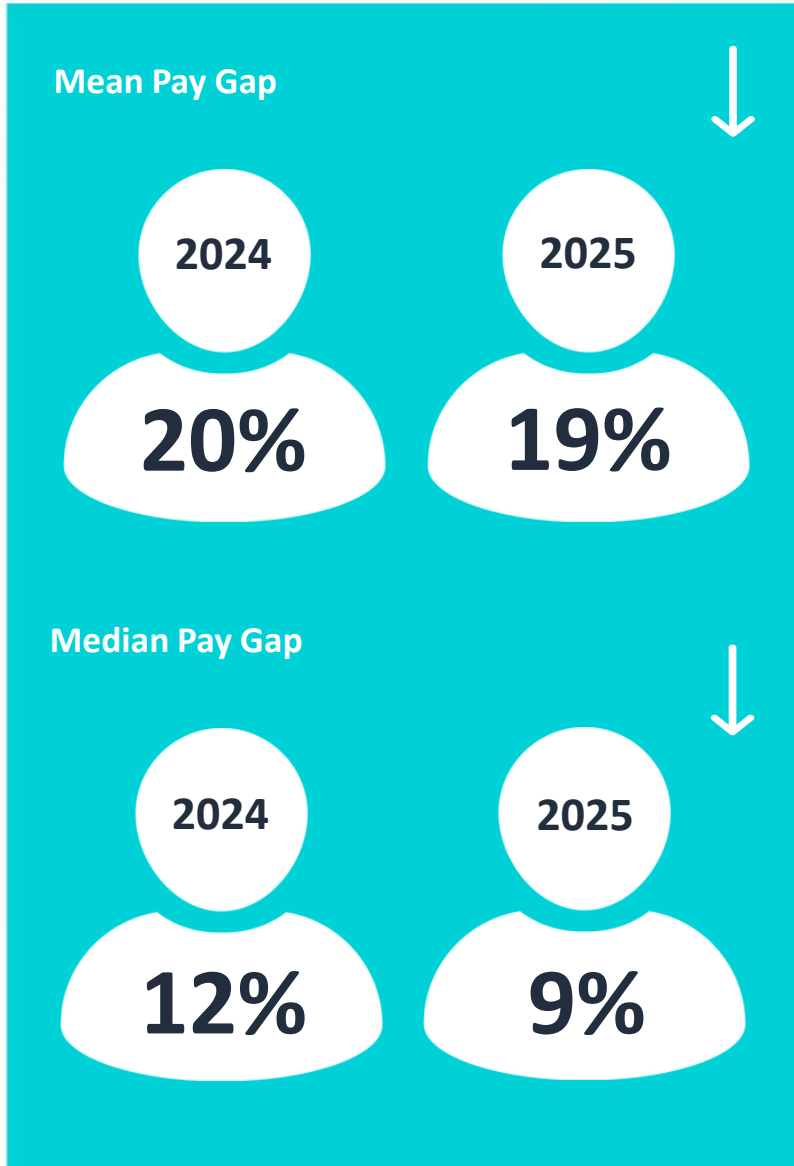
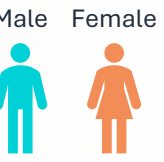


Median

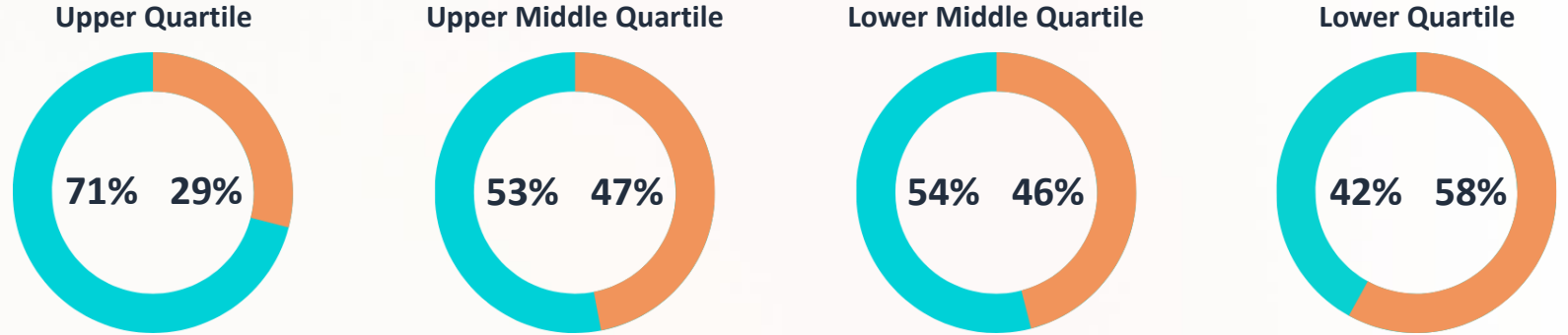
The median pay gap is the difference between the pay of the middle-earning man and woman in a company.



Our Gender Pay Gap



Male to Female Percentage Quartile



Our mean gender pay gap has reduced to 19%, and our median gap has decreased to 9%, reflecting continued progress to last year and a narrowing of the gap overall.

As in previous years, our figures are influenced by the distribution of colleagues across different roles and levels within the organisation, rather than differences in pay for the same work. We remain confident that colleagues are rewarded fairly and consistently for performing equivalent roles.

We have seen improved balance across our quartiles, particularly in the Upper Middle, Lower Middle and Lower quartiles. The Upper Quartile remains 71% male and 29% female, reflecting the current composition of senior roles and certain departments that have historically attracted a higher proportion of male colleagues.

The Upper Middle and Lower Middle quartiles are now more evenly represented, reflecting a combination of external recruitment and internal progression.

Our Lower Quartile has improved from 35% male / 65% female last year to 42% male / 58% female, demonstrating a more balanced gender profile at this level and continued progress.

Our Bonus Gender Pay Gap

We have three bonus schemes, each aimed at recognising performance, reliability and the positive impact our colleagues make to the business. Unlike traditional bonus schemes, our schemes are based on clearly defined measurable results and colleagues receive timely feedback and support from their managers, to ensure that they achieve the criteria. Two of the bonuses are paid monthly, meaning colleagues are rewarded quickly supporting their financial wellbeing, and can get back on track with their bonus if they don't meet the criteria for a month.

Collections Quality Assurance Bonus – Awarded monthly based on quality assurance scores and key performance indicators, ensuring a fair and measurable approach to rewarding excellence.

Be Here - Living Our Values – Awarded monthly, recognising attendance, punctuality and behaving in line with our company values to ensure everyone an inclusive culture is maintained. The bonus amount increases progressively throughout each calendar year, rewarding and encouraging sustained constructive behaviours and recognising the positive impact they have on the overall business.

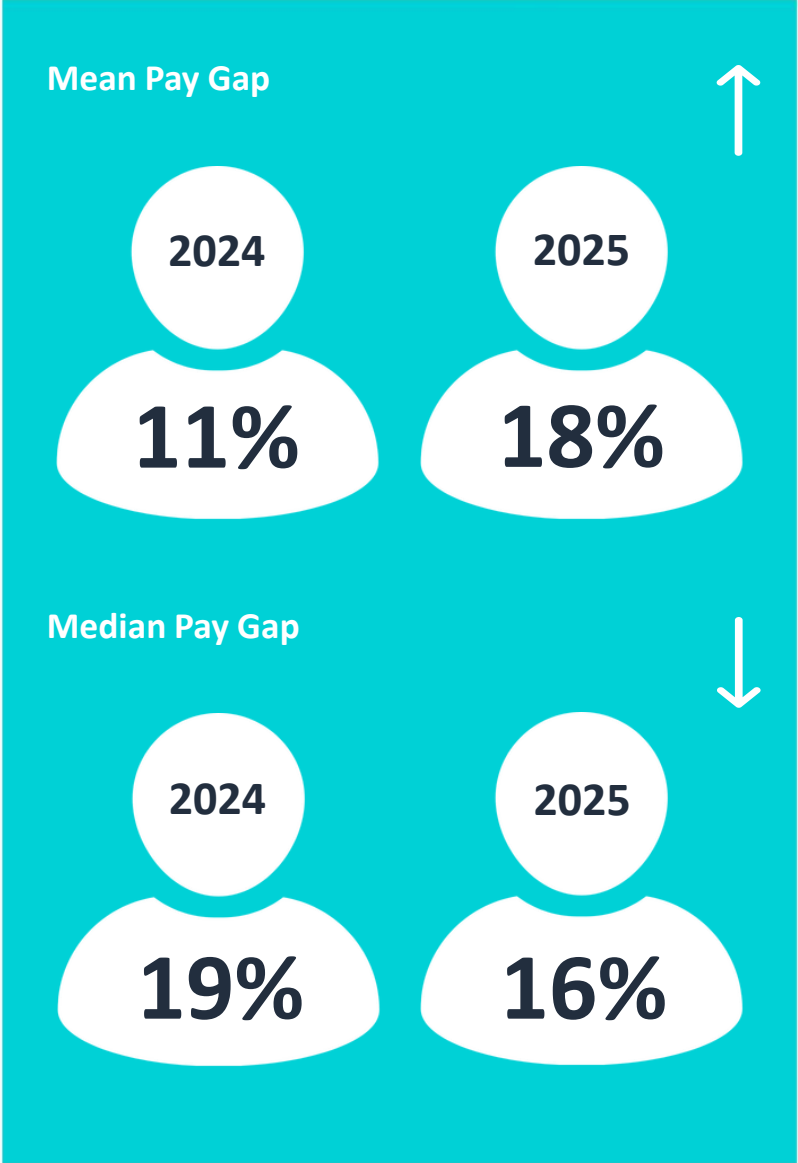
Recruitment Referral Bonus – Colleagues who successfully refer new starters receive a referral payment, issued in four instalments across a 12-month period.

All three schemes operate using transparent, objective and gender-neutral criteria, meaning every colleague, irrespective of gender, has equal access to bonus opportunities based purely on measurable performance and contribution.

This year, our mean bonus pay gap has increased to 18%, while our median bonus pay gap has reduced to 16%. The mean is more sensitive to higher bonus payments, which has contributed to the increase in the average figure. Encouragingly, the decrease in median (which reflects the midpoint of all bonus payments) indicates a narrowing gap across the business.

Percentage of Men & Women Receiving Bonus Pay

A high proportion of our colleagues benefit from our bonus structures, with 87% of male colleagues and 87% of female colleagues receiving bonus pay.



Our Commitment

We remain committed to building an inclusive workplace where everyone has equal opportunity to succeed. While our core actions remain consistent, our focus continues to be on strengthening impact, ensuring fairness, transparency, and support at every stage of the colleague journey.



Attraction & Hiring

We embed structured, objective recruitment practices and diverse interview panels to ensure selection decisions are based on capability and potential, fostering equal opportunity for all candidates



Reward & Recognition

Transparent pay frameworks and performance led reward systems ensure colleagues are recognised equitably for their contributions. We continuously review our benefits and support offerings to meet diverse needs across the business.



Growth & Development

Career progression remains central to our people-first approach. Through tailored learning, mentoring and leadership programmes, colleagues are empowered to develop their skills and advance their careers.



Culture & Awareness

We embed 'The BW Way' across all the business. Through targeted training and internal communications, we promote inclusive behaviours, celebrate diversity and ensure colleagues have access to resources and support they need to thrive.