

## GENDER PAY GAP REPORT FOR BW INTERIORS LTD

**This report sets out the gender pay gap for BW: Workplace Experts as at 5 April 2025.**

We are a specialist fit out and refurbishment firm delivering office and higher education spaces in London and the UK. Since 2000, we've done things differently, built on collaboration, straight talking and a belief that when workplaces are done right, everything else works better. That same approach shapes how we run our business and support our people.

This is our first gender pay gap report. As part of the construction industry, we operate in a sector that has historically been male dominated, particularly at senior levels. Our data reflects that. As at the snapshot date, our gender pay gap is 35.52% (mean) and 34.6% (median), with a clear imbalance in representation at the upper end of the business.

Our data reflects a broader industry challenge, but we also recognise that our representation at senior level is lower than where we want it to be. We are clear that this gap is driven by representation, not pay inequality. The challenge, and the opportunity, sits in how we attract, retain and progress more women into senior roles.

That is where our focus sits. We are taking steps to build a stronger, more balanced pipeline, improve progression and ensure our processes support fair, consistent outcomes across the business.

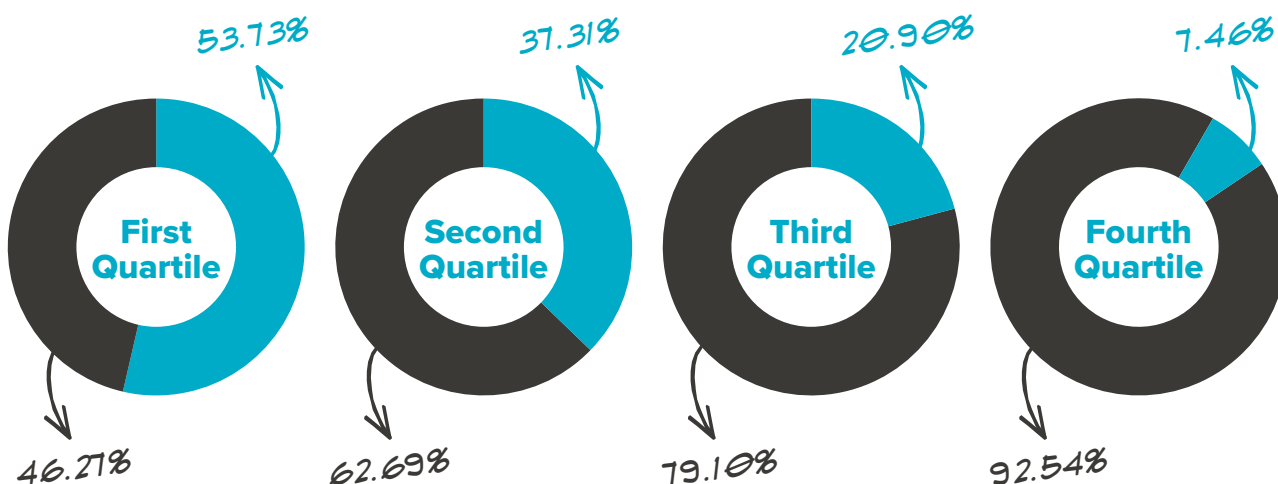
This report is our starting point. We know where we are, and we know what needs to change and we are committed to reducing the gap.

### Understanding our Gender Pay Gap

We had 268 relevant employees, all of whom were full-pay relevant employees, as at 5 April 2025. Our gender pay gap is set out below:

	MEAN	MEDIAN
<b>GENDER PAY GAP</b>	35.52%	34.6%

### Proportion of women and men in each pay quartile



Our data shows a clear pattern. Representation drops at each pay quartile. Women make up 54% of the lower quartile, 37% of the second, 21% of the third and 7.46% of the upper quartile.

That is what's driving our gender pay gap.

Our focus is on the top two quartiles, where the imbalance is most pronounced.

We are targeting 20-30% female representation in senior leadership roles by 2026, with a clear ambition to go further by 2030. These are stretching targets, and they need to be. The current position requires it.

We are taking action across the full employee lifecycle, from how we attract talent to how we support progression into senior roles.

This will take time. But we are clear on where the gap sits, and what needs to change.

## Bonus Pay Gap

2025	MEAN	MEDIAN
<b>GENDER PAY GAP</b>	64%	60%

Our mean bonus pay gap is 64% and our median bonus pay gap is 60%.

Bonus structures across the business are not one size-fits-all. They reflect the nature of each role and how performance is measured.

In some roles, bonuses are fixed. In others, particularly operational and commercial roles, bonus outcomes are linked to project delivery, with greater opportunity for variable reward.

These roles are currently more male-dominated. As a result, a higher proportion of women are in roles with fixed bonus structures and that is what's driving this gap.

This is not about how individuals are rewarded within the same role. Employees in comparable roles are eligible for the same bonus structures and are assessed consistently.

Closing the gap means changing the shape of our workforce, particularly at senior and operational levels. That is where our focus sits

## What we are doing

We are taking practical steps to improve representation and reduce our gender pay gap.

We have rolled out mandatory EDI training across the business, alongside bespoke unconscious bias training. This is applied at every stage of the employee lifecycle, from recruitment and promotion to performance and reward, so decisions are consistent, fair and based on merit.

We have introduced a Women's Forum to create space for open discussion, support career development and strengthen our pipeline of future female leaders. The focus is simple: connection, progression and visibility.

We have invested in long-term capability through a leadership and development programme developed internally to reflect how we work, with a clear focus on progression into senior roles.

Alongside this, we offer career coaching to support development at all stages, including supporting employees returning from maternity leave to reintegrate and continue their career progression.

We are also working beyond our business. Through our partnership with the Construction Youth Trust, we support early careers initiatives aimed at inspiring and encouraging young people, particularly young women, to consider a future in construction. Building a more balanced industry starts early, and we are committed to playing our part.

Our approach to recruitment is simple. We hire based on capability, potential and performance, nothing else. The focus is on getting the right people into the right roles and creating the conditions for them to succeed.

We will continue to track our progress and take action where it matters most.

We know this will take time. But we are clear on the challenge and committed to closing the gap.