



**bsi.**

# Gender Pay Gap 2022 report

April 2023



# ● Introduction

Welcome to our 2022 UK Gender Pay Gap report. As a purpose-driven organisation with an ongoing focus on identifying and addressing imbalances in representation and remuneration, we are committed to acting on our findings to ensure fairness and equality for our people, and continued growth and success for our business.

BSI takes equality and diversity seriously. By using the talent and skills available in all groups and communities in the countries in which we operate, we can build the strong team required to accelerate progress for the long-term benefit of all.

Our people are the beating heart of our business and recognising and rewarding their value is crucial to our ongoing success.

To that end, our global diversity and inclusion initiatives help us to not only deliver our strategic priorities, but also drive positive change. Reducing disparity between the genders, and ensuring diversity is at the heart of our culture, enables us to look to the future and act as an agent for positive change towards a sustainable world.

For the fourth year in succession, our mean Gender Pay Gap has decreased, demonstrating continued progress in this area. We have also seen increased female representation at Senior Leadership level and, for the first time, there are more women

than men in our Group Leadership Team. Coupled with almost 15% more women receiving bonuses in 2022, the findings are encouraging.

We recognise there's still a way to go. We will continue to focus on attracting, retaining and nurturing diverse talent, including at a senior level, as well as on developing our support networks for women all across BSI.

And we will continue to do everything in our power to ensure BSI provides a truly inclusive working environment, where equality prevails and people thrive.

## Declaration

We confirm the information and data reported is accurate as of the snapshot date of 5 April 2022.



**Susan Taylor Martin**  
Chief Executive



**Alison Sharp**  
Chief People Officer

# ● Gender Pay Gap reporting explained

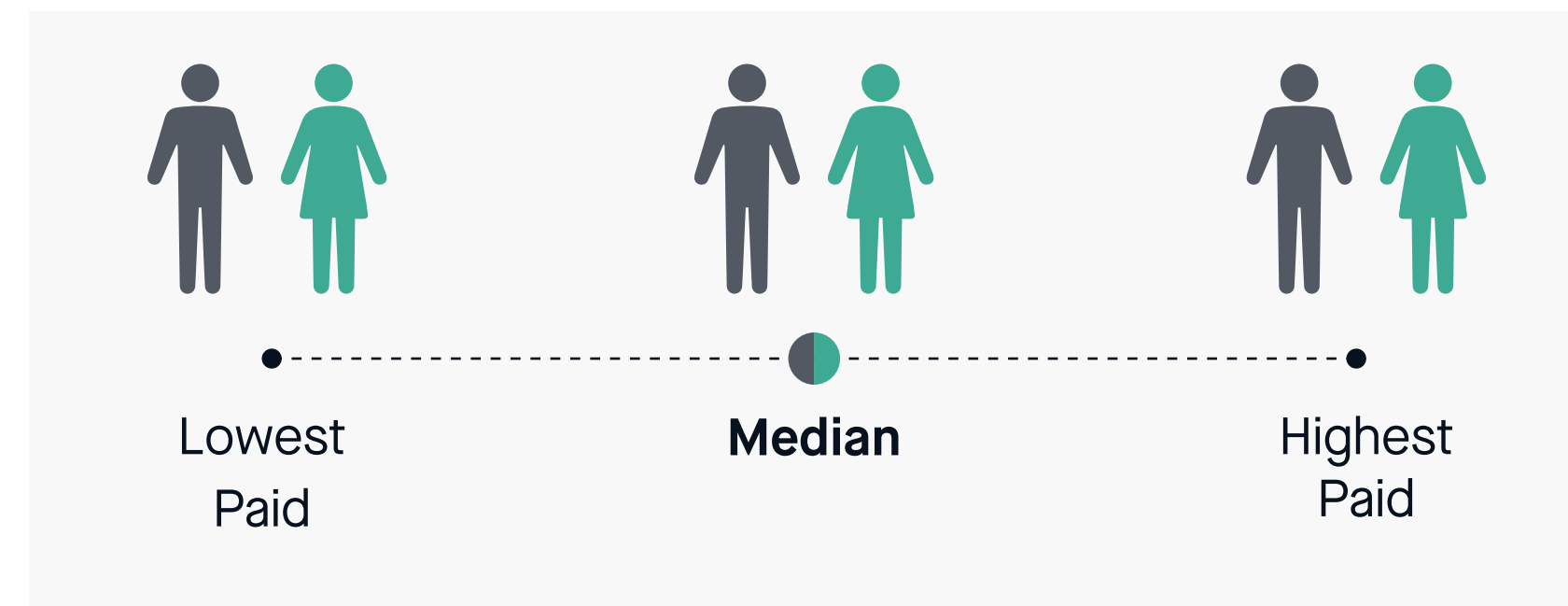
The Gender Pay Gap shows the difference in average hourly pay<sup>1</sup> between women and men – regardless of the nature of their work – across the entire organisation. It is expressed as a percentage of men’s pay.

## How do we calculate median and mean pay gaps?

### The median gap

The median is the figure that falls in the middle of a range when the hourly pay of all relevant employees is lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male hourly pay and the employee in the middle of the range of female pay.

### Median calculations

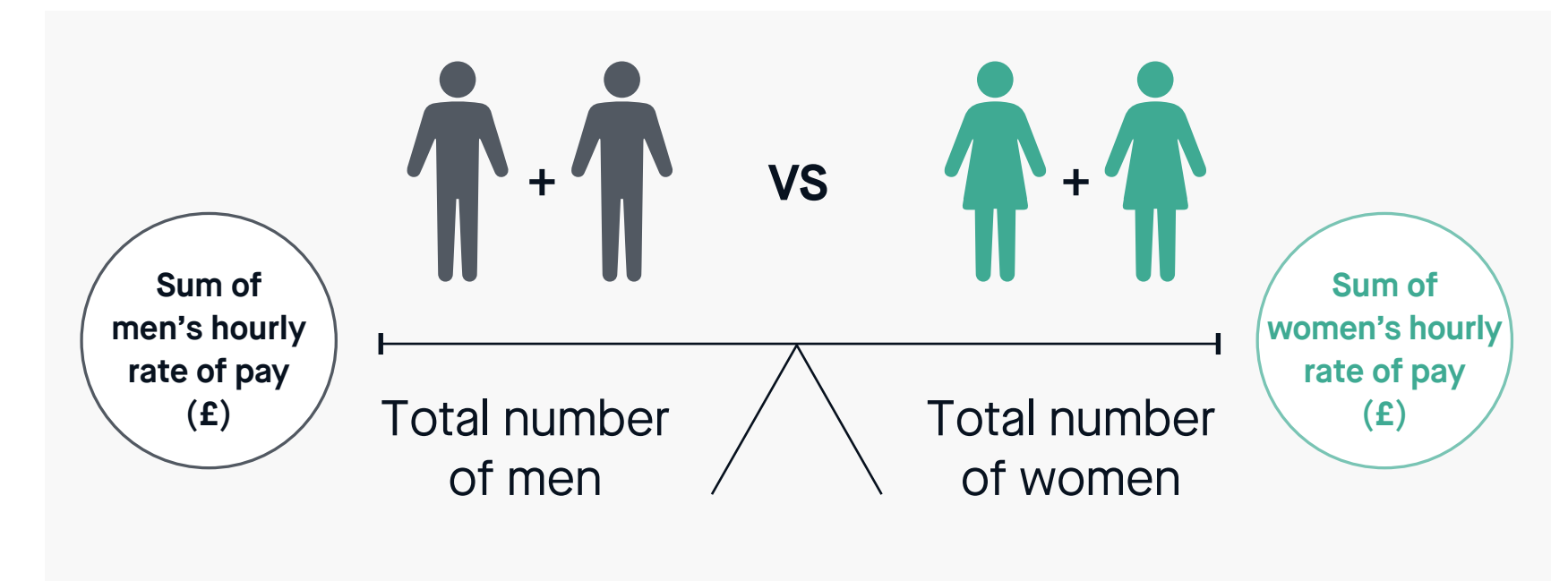


1. hourly rate is based on salary and bonus divided by the number of contracted hours

### The mean gap

The other measure is the mean Gender Pay Gap. This is the difference between mean men’s pay and mean women’s pay, and is calculated by adding up the pay of all relevant employees and dividing the figure by the number of relevant employees. We also carry out these median and mean calculations when comparing bonus pay over a twelve-month period.

### Mean calculations



# ● Gender Pay Gap reporting explained

## How are the pay gaps expressed?

Pay gaps are expressed as a percentage of men's pay. So where the difference is positive it means that men's pay is higher than women's, and where it is negative it means that women's pay is higher than men's.

## What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based only on data from the snapshot date of 5 April 2022. Our calculations use the conventions set out by the UK government's Gender Pay Gap reporting regulations. Our data covers 1,917 people, relevant for the UK reporting requirements, that are employed working in our UK businesses. The pay used to calculate the mean and median Gender Pay Gaps includes basic pay, as well as allowances and variable pay paid in April 2022.



## Equal pay

It is important to note that Gender Pay Gap reporting does not measure equal pay. Equal pay is men and women being paid the same for the same work or work of equal value. At BSI we pay men and women the same for the same work. The Gender Pay Gap is the difference between the gross hourly earnings of all men and gross hourly earnings of all women.

## Breaking down our results

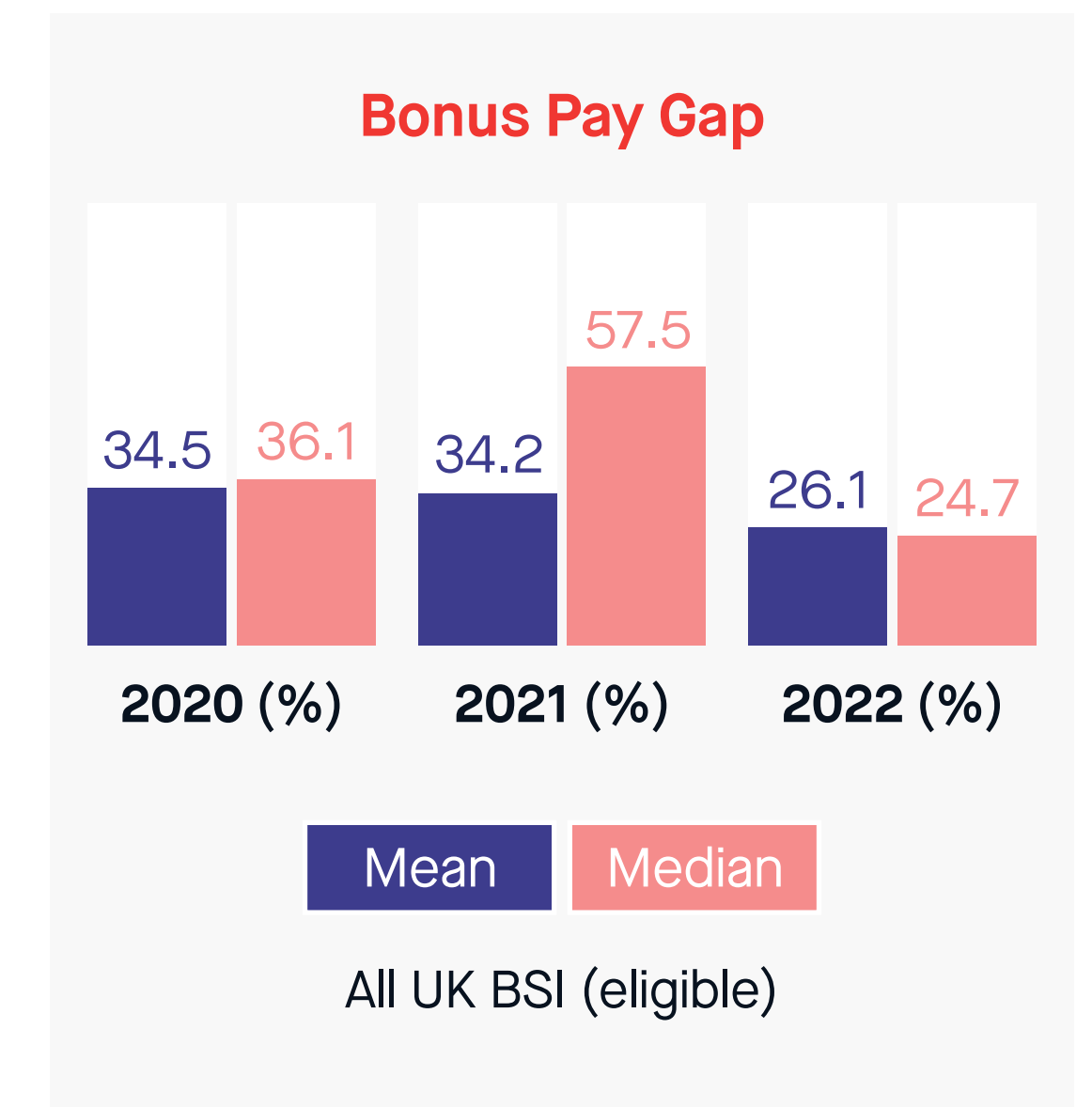
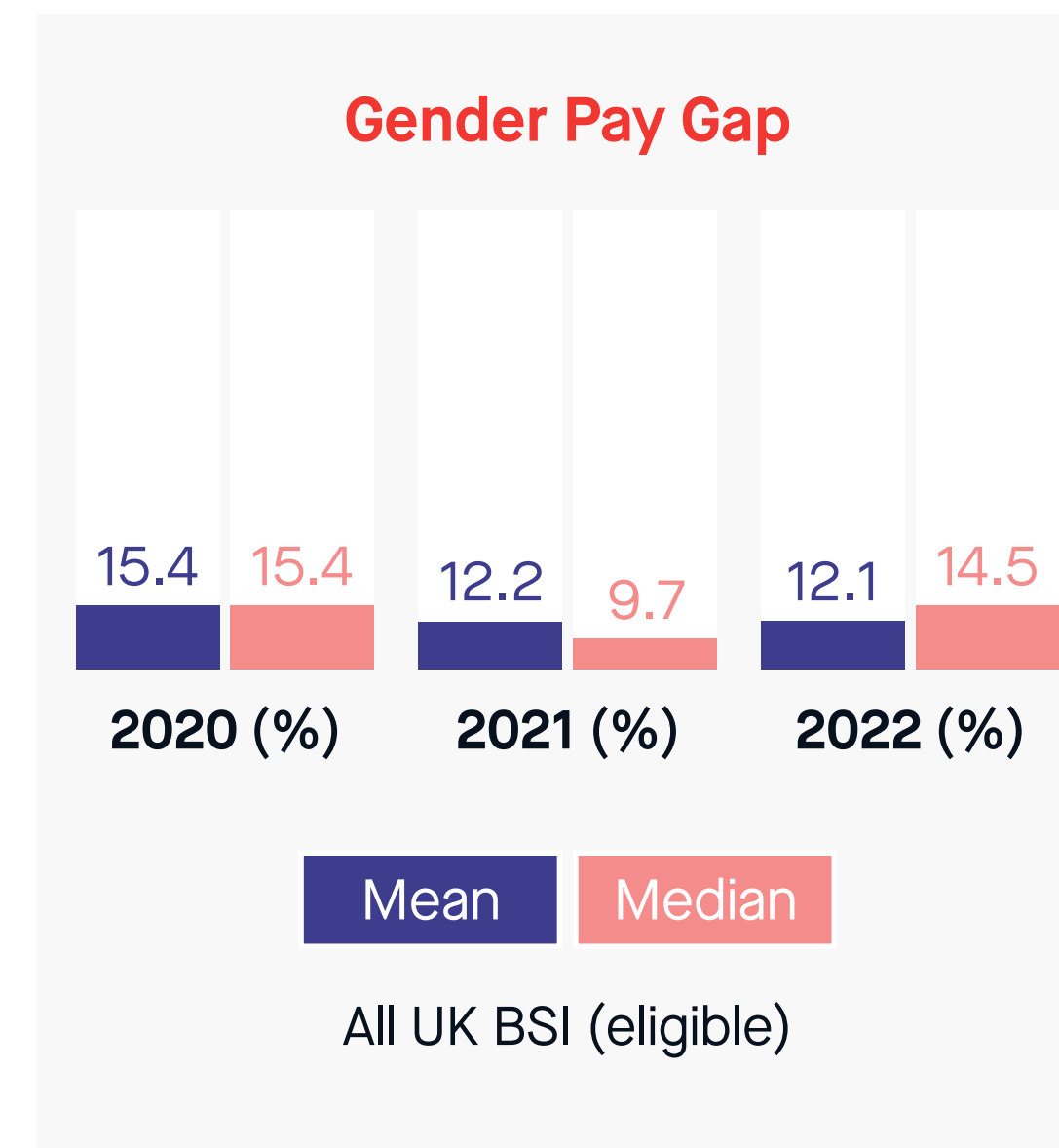
Our 2022 data shows an overall decrease in the mean pay gap but an increase in the median pay gap. The data is based on the hourly rate as of 5 April 2022.

# ● Our journey

Positive progress in reducing our Gender Pay Gap has been ongoing since our first Gender Pay Gap report for 2018. And this year's overall results continue to be encouraging.

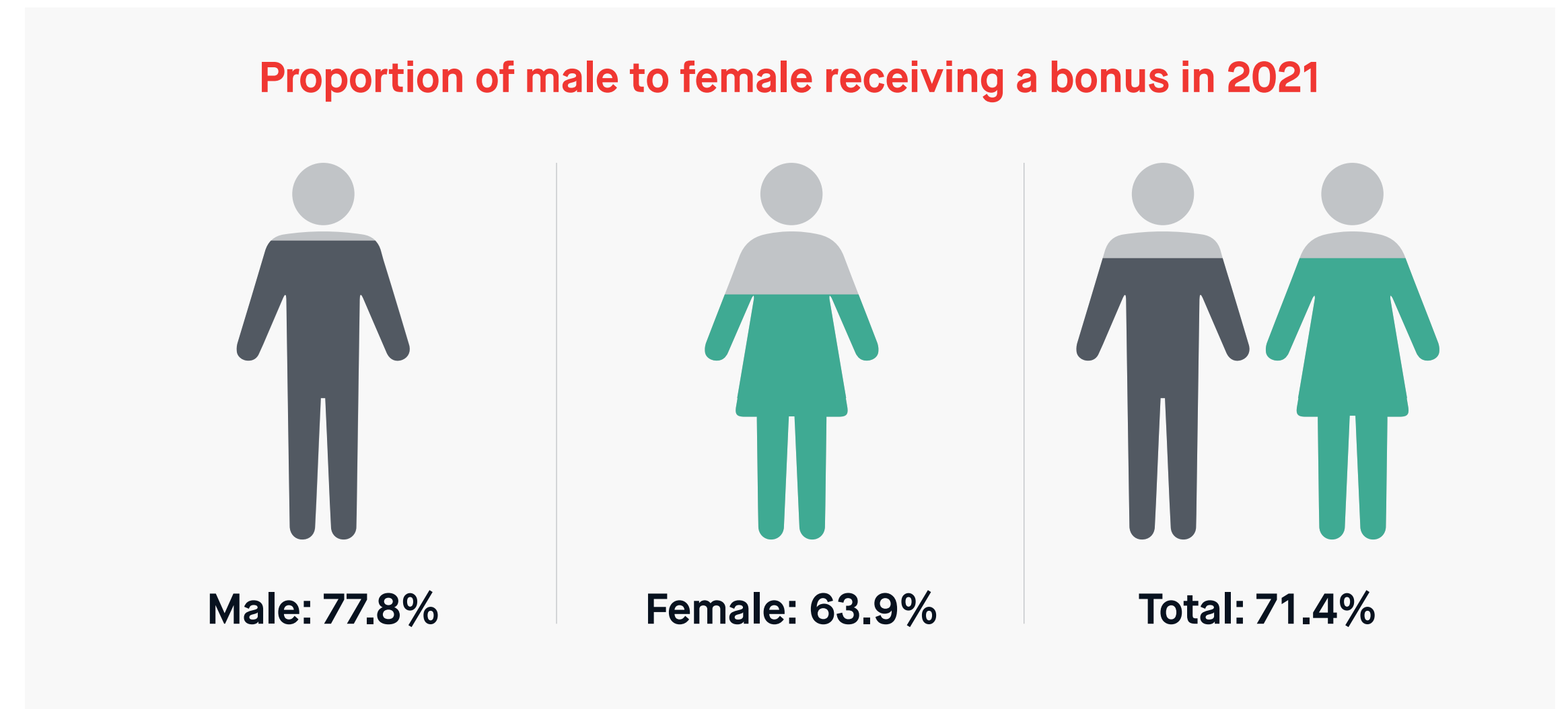
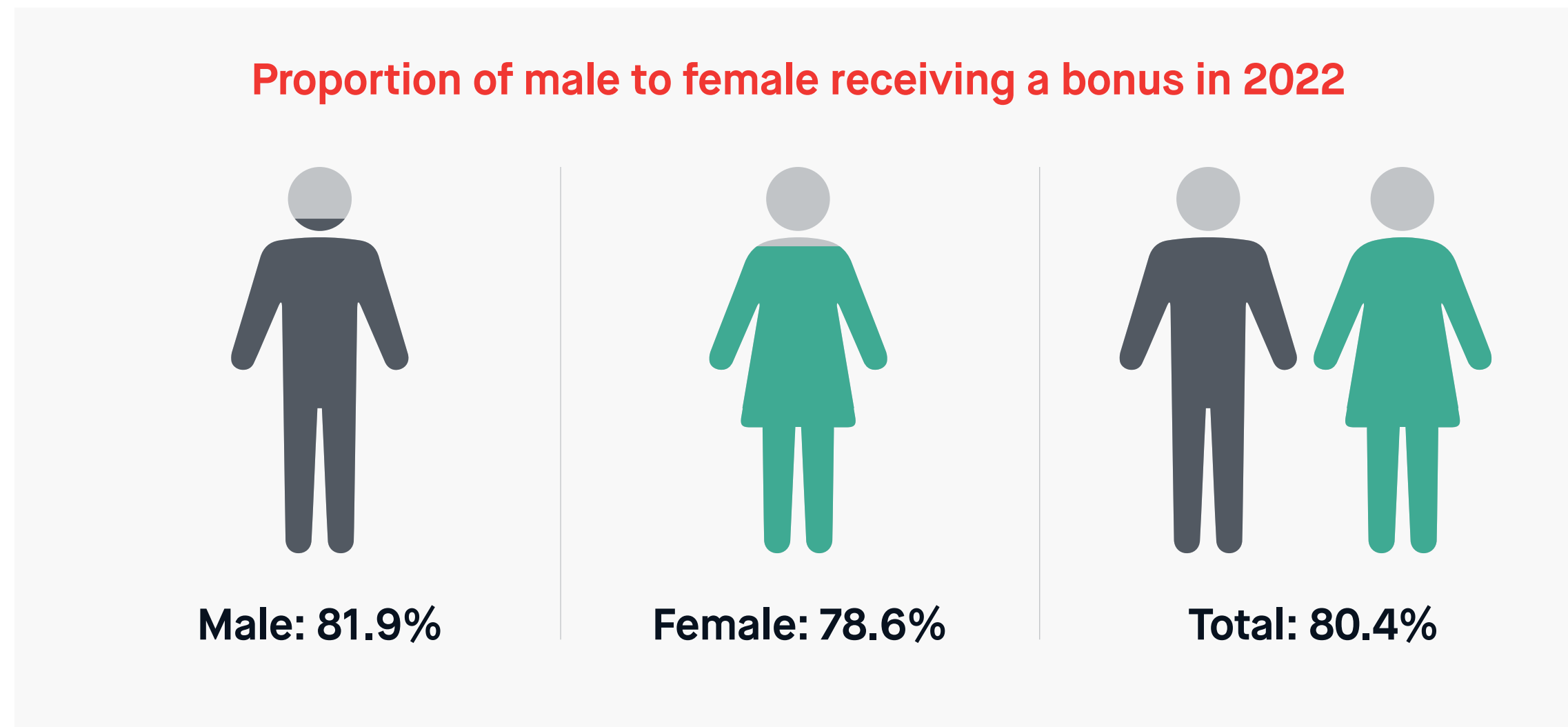
Improving female representation at Leadership level continues apace, with increased percentages in both Senior Leadership and Group Leadership Teams – the latter now above 50% for the first time.

On a broader level, our median pay gap figure of 14.5% continues to compare favourably with the national median figure of 14.9% as reported in the Office for National Statistics (ONS) 2022 Annual Survey for Hours and Earnings<sup>2</sup>.



2. [www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022)

# ● Our journey



Thanks to the steps we continue to take since Gender Pay Gap reporting began, in 2022 the overall percentage of employees receiving a bonus increased by 9%. The percentage of women receiving a bonus increased by almost 15%, while the percentage of men receiving a bonus increased by just over 4%.

The mean and median bonus pay gap has decreased significantly, which will have been influenced by an increase in women at both Group and Senior Leadership levels.

# ● Our journey

In 2022, we saw a 5% increase in women in our Group Leadership Team

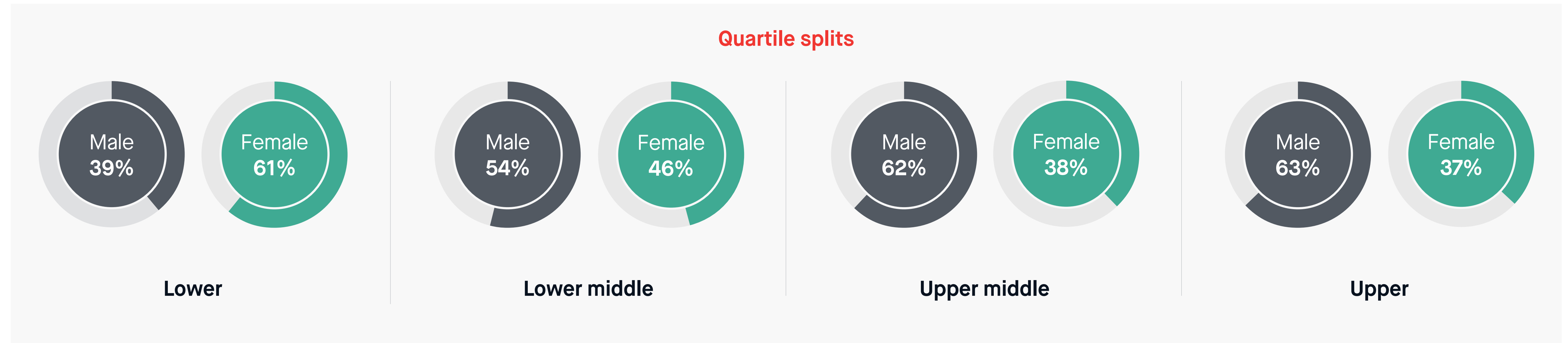
## Fast facts

	2022	2021
Group Leadership Team (% Women)	55%	50%
Senior Leadership (% Women)	34%	32%
<b>Number of colleagues</b>	<b>1917</b>	<b>1768</b>



# ● Our journey

## Quartile splits



Quartiles are calculated by listing the rates of pay for each UK employee across BSI, from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of men and women in each.

Our work to increase female representation in the most senior roles at BSI continues to be successful with 1% more women in the upper quartile. And while the upper middle quartile shows a 3% drop, this follows three years of consecutive increases – including a significant increase of 6% in 2021.



## ● Looking at our data

We employ more men (54%) than women (46%), although the percentage of women has increased by 1% from 2021. In 2022 we saw a further decrease in our mean pay gap, building on a continued decrease year-on-year since 2018, and demonstrating ongoing positive progress.



However, the median pay gap has increased. Although at first glance this may appear a backward step, 2021 was an unusual year, which saw two pay reviews and two annual bonus cycle payments included in our 2021 calculations due to COVID. Taking this atypical year into account, the median gap is actually continuing the desired downward trend following three years of consistent decrease.

## ● Looking at our data



### How is our Gender Pay Gap explained?

#### 01

Overall, women hold fewer senior positions within our business than men. However, 2022 saw female representation on the Group Leadership Team exceed male representation for the first time (55%/45%), and an increase at Senior Leadership level for the third year running.

#### 02

Our highly technical STEM (science, technology, engineering and mathematics) roles historically attract more men than women. These are the roles where a pay premium has applied given the competitive market and shortage of available skills.

#### 03

We employ more women in our lower pay quartiles and more men in the upper quartiles. Variable pay increases at more senior levels and our bonus gap is impacted by fewer women in senior positions where higher bonuses are paid. And despite continued improvement in the percentage of women in the upper quartile during 2022, the pay gap is also influenced by an increase of female representation in our lower quartiles.

# ● Looking to the future

With the challenges of the Covid pandemic largely behind us, 2022 marked an opportunity to re-group, re-focus, and look ahead to continued positive progress in our efforts to reduce the Gender Pay Gap.

## Smarter Working

Our top priority is to achieve impact in a way that best meets the needs of our clients, and the 2022 launch of our global Smart Working policy will help us achieve that.

Rather than a one-size-fits-all system for work location, hours or approach, this framework provides a flexible structure to help leaders, teams and employees consider where, when and how work best gets done. The policy invites teams to consider a set of practical principles, focusing on outputs and outcomes as well as supporting employee engagement.

Our ambition is that agile and flexible working will become a reality throughout BSI. And as women often have primary caregiving as well as professional responsibilities we believe that, where appropriate to their roles, this

flexibility will help them continue to realise their career and salary potential alongside commitments at home.

We know that flexible working is often particularly important for women and we will continue to be creative about how we balance the needs of all and provide a modern, engaging and motivating environment that enables our people to do their best work.

## Diverse recruitment and talent development

We now have more women in BSI than ever before, and we continue to seek gender balance in recruitment shortlists – particularly for senior roles. We have improved our ability to attract talented women into critical roles, and our most senior leadership team is now 55% female.

We have also focused significantly on diversity in our talent pipeline, and as a result have seen an increase in the number of women in the senior leadership group and other management levels.

## Parent mentoring

In response to our Gender Pay Gap report, we launched our first Parent Mentoring Programme for UK employees in 2019 to support retention of our talented women. We then offered this as a global programme in 2021. It has now become a regular part of our development offering, with a total of 51 mothers matched with BSI mentors since it began.

The programme is growing, with more mothers matched in the first two months of 2023 than the entire year of 2022. And while this was primarily focused on

## ● Looking to the future

female employees, we have also run a Father's Mentoring pilot with seven men matched so far.

### **Employee Resource Groups (ERG)**

In 2021, we launched the BSI Women's Network. This has now expanded to chapters in the UK, APAC, UAE, Turkey, India and South Africa and has successfully reached out to more than 400 women globally via the delivery of workshops on a range of topics.

Sessions have included Women's Health and Safety, Imposter Syndrome, Better Promote Yourself, Work-Life Balance for Parents and Caregivers, and Dealing with Stress. We sought feedback from members about what would be a benefit, and in response launched a course on Workday, our internal training platform, looking at 'Women's Empowerment Through Self-Defence'. In 2023 we plan to further grow the chapters and support our

members via workshops and networking events. In addition to the Women's Network, we've seen the introduction of an LGBTQ+ and Allies Affinity Group and a Black Colleague Alliance Group, which support female intersectional needs.

### **Inclusion and Wellbeing (I&W)**

In 2022 we established a Head of Inclusion and Wellbeing role to bring dedicated focus to these two key areas. This senior role is currently a job share position held by two women. We also launched a new I&W website, sharing accessible, global online resources to provide ongoing support for women and under-represented groups. Through a series of high-profile and well-attended celebration events, the I&W Team drives a visibly inclusive culture as a regular part of the BSI calendar, including a week of events and speakers in recognition of International Women's Day.

All parts of BSI regularly consult with this team to ensure inclusivity is at the heart of new and existing systems and processes. As a result, there has been an emphasis on identifying and addressing bias, and on-demand learning has helped to increase awareness and understanding of critical issues.

### **People development**

Heading into 2023 we have increased the promotion of our internal coaching pool. This support is available to all colleagues with manager approval, and we are already seeing a positive uptake. In the first two months of 2023 alone, we have matched four females to coaches, compared with a total of six matched in the whole of 2022.



## ● Statutory disclosures

We track Gender Pay Gap data for our UK legal entities with at least 250 employees. At BSI there are three entities which meet this requirement. Reporting of our data is in line with UK government regulations first launched in 2017. We have published this data for BSI Assurance, BSI Standards and BSI Standards Institution on the government website and within this report. We have calculated the Gender Pay Gap across all UK employees.



# ● Statutory disclosures: BSI Assurance

## Gender Pay Gap

Year	Mean	Median
2022	17.3%	24.1%
2021	15.4%	20.4%
2020	16.5%	23.3%

## Bonus Pay Gap

Year	Mean	Median
2022	23.9%	25.4%
2021	32.0%	32.4%
2020	18.4%	3.5%

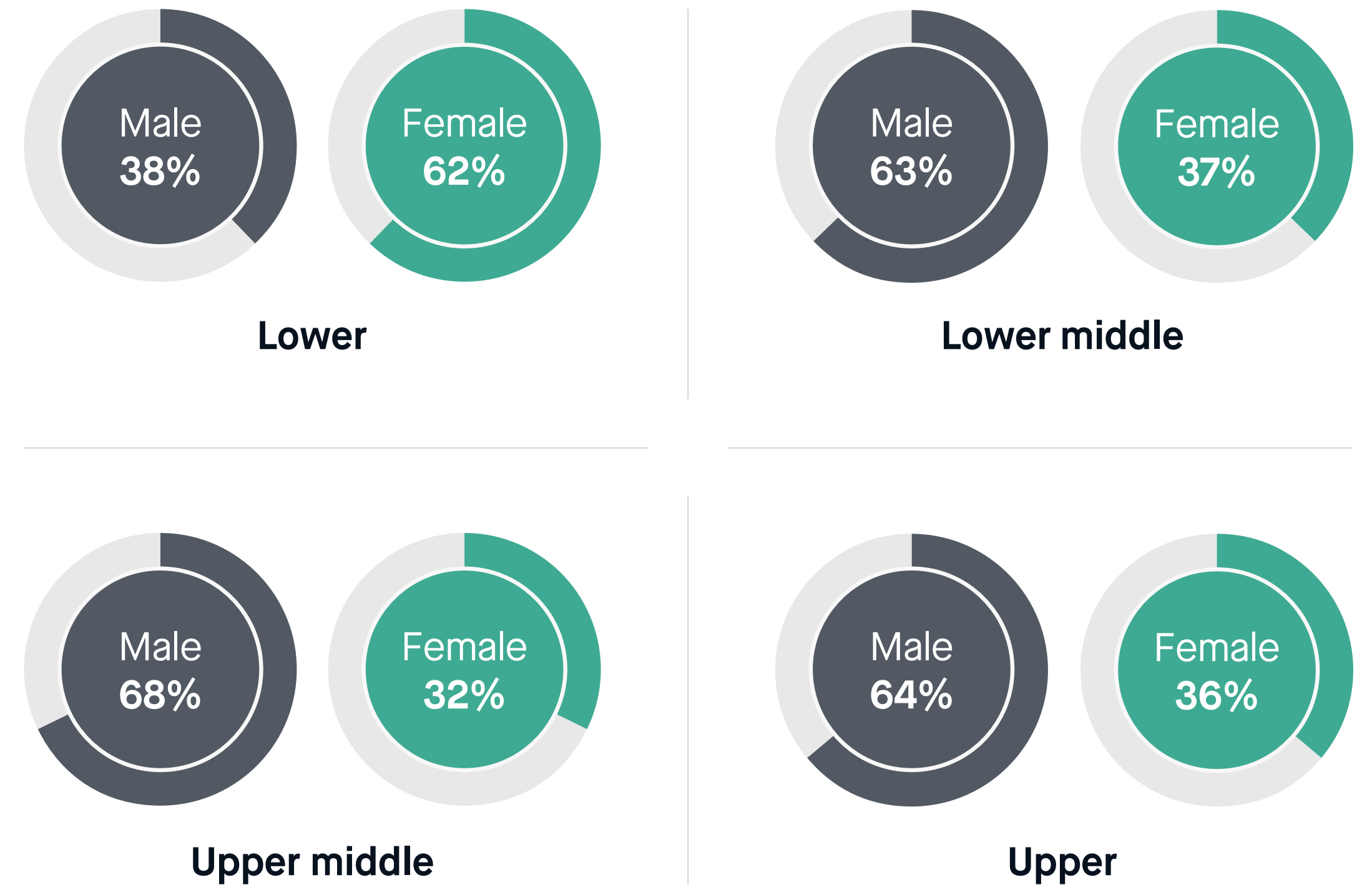
## Proportion of male/female receiving a bonus (2022)

Gender	Employees who received a bonus
Female	79.8%
Male	86.1%
<b>Total</b>	<b>83.3%</b>

## Proportion of male/female receiving a bonus in (2021)

Gender	Employees who received a bonus
Female	72.9%
Male	85.0%
<b>Total</b>	<b>79.8%</b>

## Quartile splits



# ● Statutory disclosures: BSI Standards

## Gender Pay Gap

Year	Mean	Median
2022	2.8%	8.1%
2021	4.9%	10.8%
2020	9.1%	17.0%

## Bonus Pay Gap

Year	Mean	Median
2022	32.4%	24.4%
2021	33.9%	100%
2020	-1.5%	53.4%

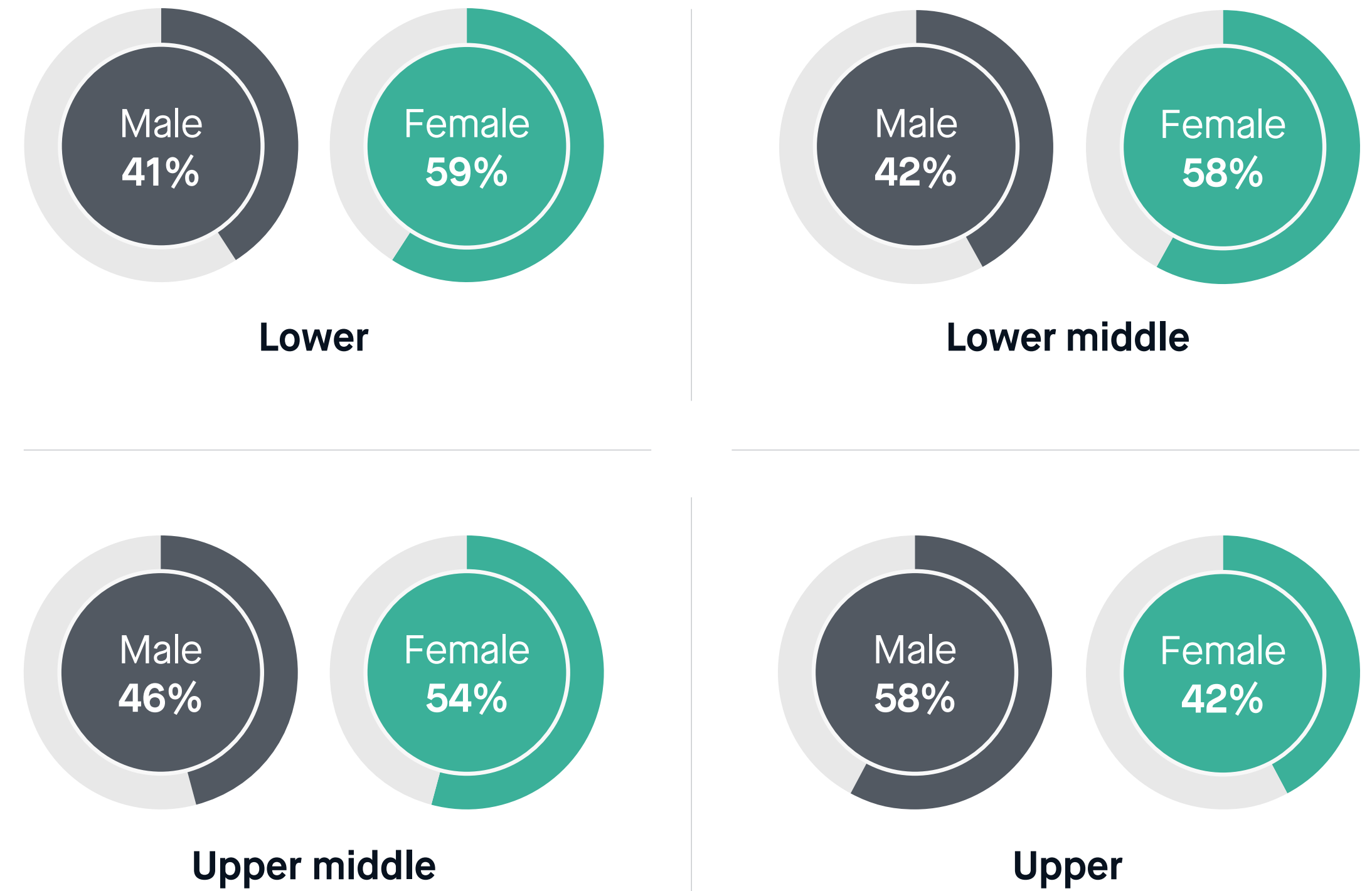
## Proportion of male/female receiving a bonus (2022)

Gender	Employees who received a bonus
Female	80.6%
Male	83.3%
<b>Total</b>	<b>81.8%</b>

## Proportion of male/female receiving a bonus in (2021)

Gender	Employees who received a bonus
Female	47.3%
Male	57.0%
<b>Total</b>	<b>51.8%</b>

## Quartile splits



# ● Statutory disclosures: BSI Standards Institution

## Gender Pay Gap

Year	Mean	Median
2022	5.5%	10.4%
2021	12.5%	10.0%
2020	20.0%	7.5%

## Bonus Pay Gap

Year	Mean	Median
2022	15.7%	65.2%
2021	35.5%	23.3%
2020	61.6%	-2.8%

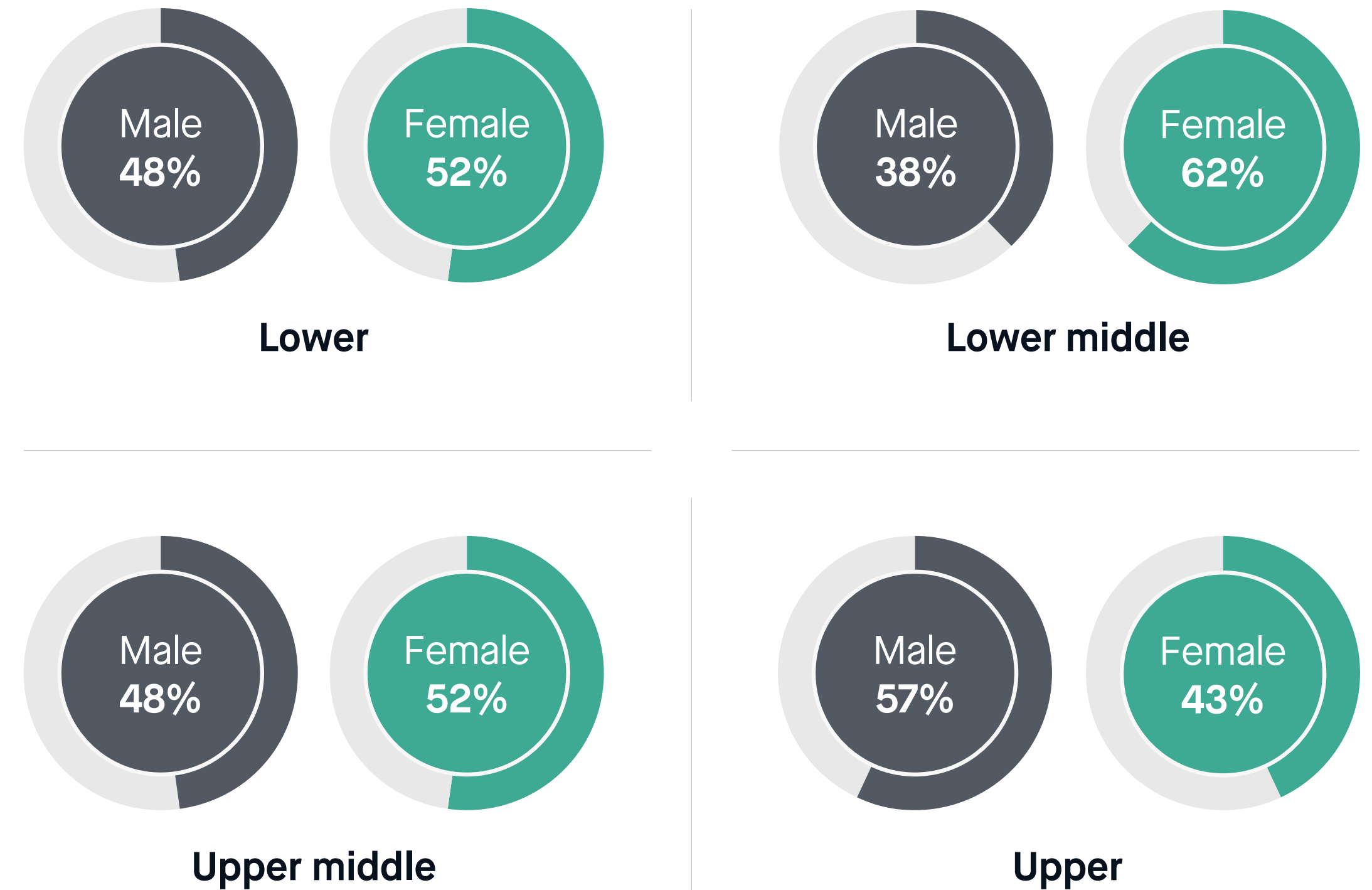
## Proportion of male/female receiving a bonus (2022)

Gender	Employees who received a bonus
Female	72.5%
Male	68.7%
<b>Total</b>	<b>70.6%</b>

## Proportion of male/female receiving a bonus in (2021)

Gender	Employees who received a bonus
Female	60.7%
Male	71.6%
<b>Total</b>	<b>66.0%</b>

## Quartile splits





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