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in progress

# Gender Pay Gap

2024 Report  
April 2025

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Section One

# Introduction







**Susan Taylor Martin**  
Chief Executive Officer  
BSI



**Alison Sharp**  
Chief People Officer  
BSI

Welcome to BSI's 2024 UK Gender Pay Gap report. Our mission as an organization is to accelerate progress toward a fair society and a more sustainable world, and investing in our people is key to driving that progress. We are dedicated to ensuring a diversity and inclusion lens is applied to all areas of our organization, which includes taking relevant action, and investing for long-term impact.

Alongside continued growth and availability in internal development opportunities, our global diversity and inclusion initiatives enable us to support our people. Last year, we introduced an Diversity, Equity, and Inclusion strategy, setting a clear organisational DEI ethos and tangible goals. This combination of focus areas has supported the improvement in gender parity both in pay and the recruitment of new and senior roles.

This year we are pleased to report our lowest pay gap since the publication of our first report. We have reduced our mean pay gap by 2.6 percent and the median pay gap by 1.7 percent. Last year our bonus pay gap declined, with an increased number of women receiving bonus payments including an exceptional cost of living payment.





This reporting year, without the exceptional payment, fewer colleagues received a bonus payment, and we are reporting an increase in the gender bonus gap, albeit halved in comparison to 2022 figures.

Over the last year we have recruited more women overall and a greater number of those have been appointed into senior roles, which is expected to improve both the pay and bonus gap in the coming year. There is always more work to do, and we remain committed to attracting, retaining, and nurturing diverse talent at every level of our organization, and making BSI an employer of choice for diverse talent.

A fair society is one in which everyone has an equitable chance to live a safe, healthy life and reach their goals, whatever those may be. BSI is dedicated to championing those voices that do not always get heard. We make this possible by setting standards, and providing guidance, information, and support to help our own organization, as well as those we work with, promote and demonstrate equity.

### **Declaration.**

We confirm the information and data reported is accurate as of the 05/04/2024.

**Susan Taylor Martin**

Chief Executive

**Alison Sharp**

Chief People Officer



Section Two

# Gender Pay Gap reporting explained







The Gender Pay Gap shows the difference in average hourly pay between women and men, regardless of the nature of their work, across the entire organization. It is expressed as a percentage of men's pay. The hourly rate is based on ordinary and bonus pay divided by the number of contracted hours.

#### Median and Mean Calculations

1, 3, 3, 6, 7, 8, 9

**Median = 6**

**Mean = 5.3 (average) =  $\frac{\text{Sum} = 37}{\text{Count} = 7}$**

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

#### The median gap

The median gap 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 hourly pay.

#### The mean gap

The mean Gender Pay Gap 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 12-month period.





### **How are the pay gaps expressed?**

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

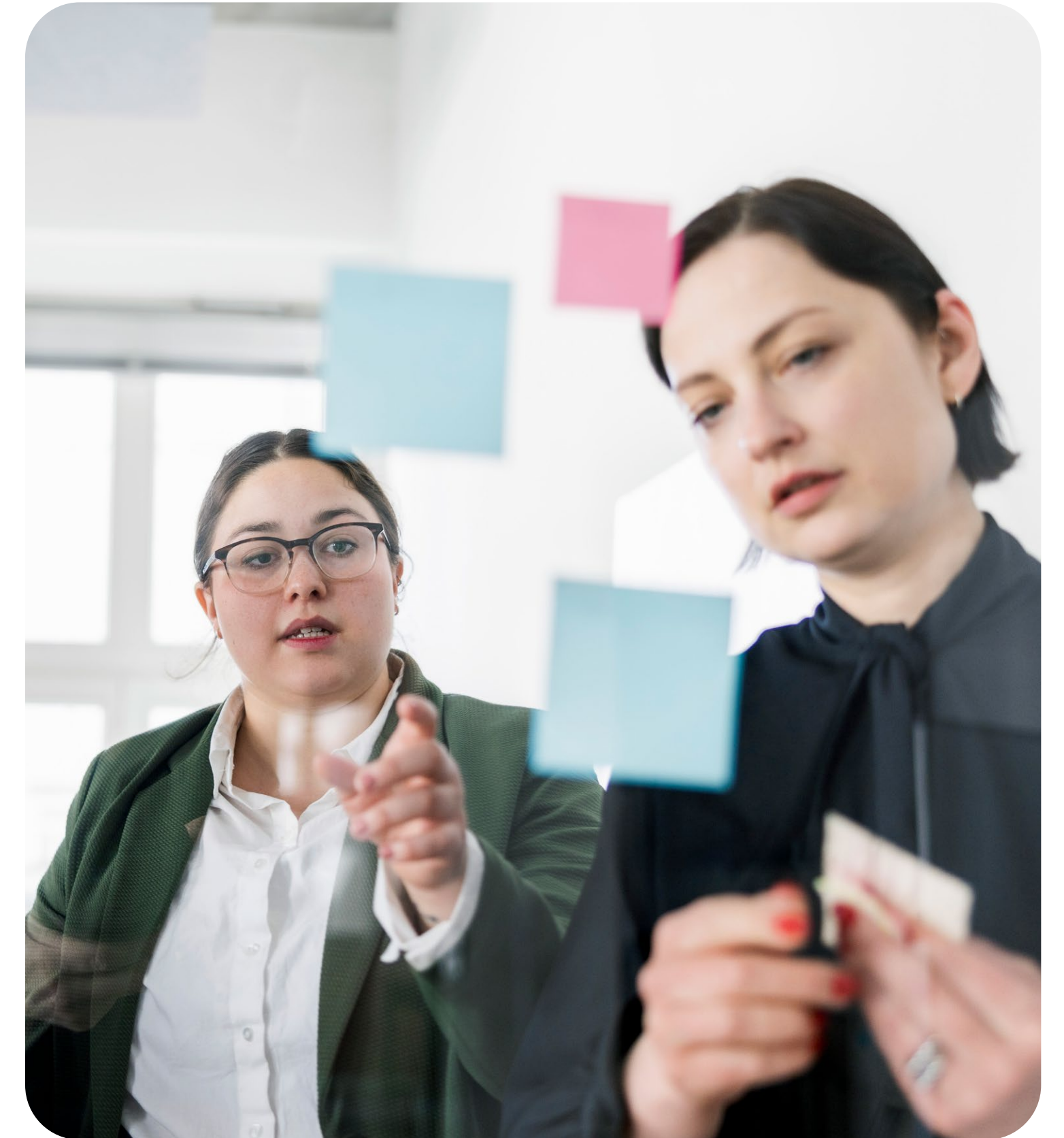


## What's included in our calculation?

Calculations of mean and median pay and of quartile pay bands are based only on data from the snapshot date of 05/04/2024. Our calculations use the conventions set out by the UK government's Gender Pay Gap reporting regulations. Our data covers 2,229 people working in our UK businesses that are relevant for UK reporting requirements. The pay used to calculate the mean and median Gender Pay Gaps includes basic pay as well as allowances and variable pay less any relevant salary sacrifice amounts.

## 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. Since BSI has more women in the lower quartile of the organization and more men in the upper quartile, the Gender Pay Gap remains positive.





Section Three

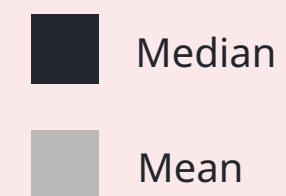
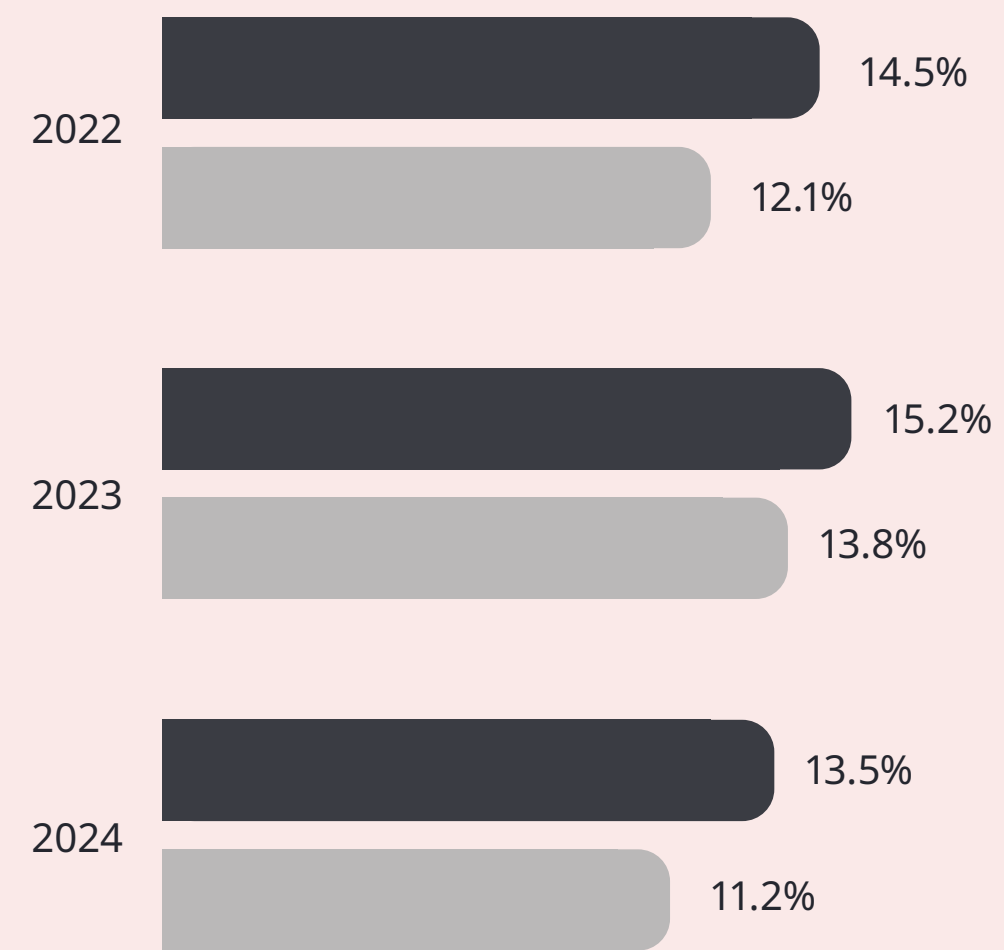
# Our journey





For the first time since we started participating in UK Gender Pay Gap reporting, last year's mean Gender Pay Gap increased. This year, we are pleased to report that we have once again reduced the mean gap by 2.6 percent and the median gap by 1.7 percent, which are now both at their lowest figure since reporting started. 2023-24 saw even greater investment in our recruitment processes as well as other DEI initiatives to ensure we maintain this trend. In this report you can explore the various policies, services and systems we continue to fund and develop to create a fair and inclusive organisation.

## Gender Pay Gap





For the purposes of reporting, we divide our workforce into quartiles. These are calculated by listing the rates of pay for each UK employee across BSI from lowest to highest, splitting that list into four equal-sized groups and calculating the percentage of males and females in each. We continue to benefit from the work we have been doing to increase female representation at more senior levels.

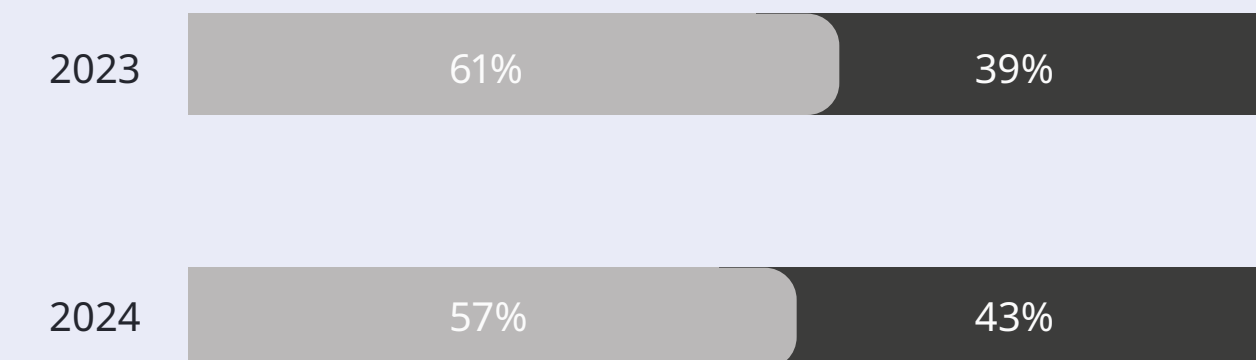
Whilst we continue to have a higher percentage of females working in lower grade roles, 73 percent of senior leadership new hires in the last year were female, with an increase of 9 percent of women in senior leadership positions in the UK. Overall, 54 percent of new hires were female which, coupled with promotions, has resulted in increased female representation in the higher quartiles, including a 1 percent increase in the upper quartile and 4 percent in the upper middle quartile.

## Quartile Split

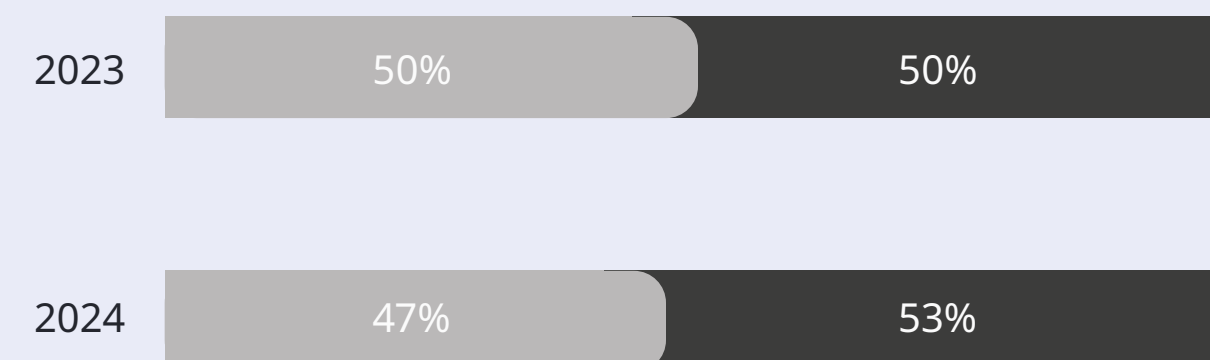
### Lower



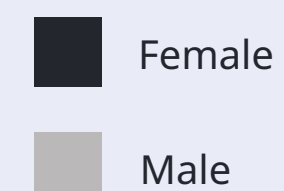
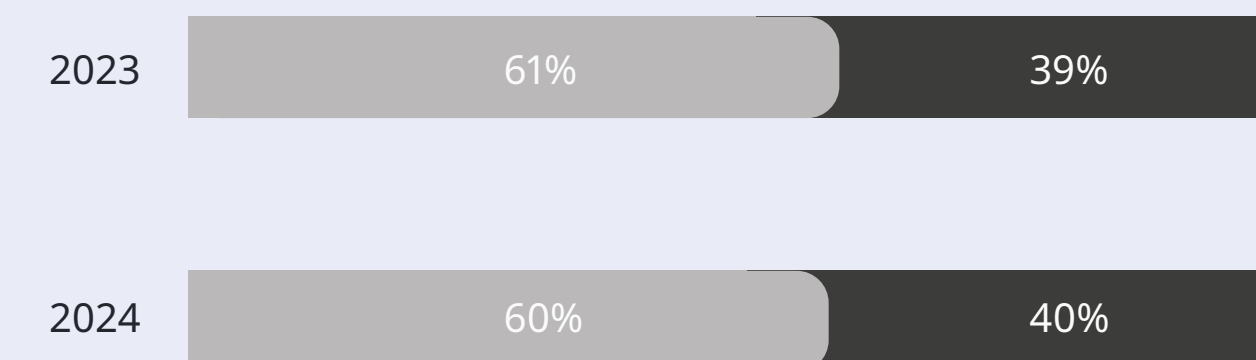
### Upper Middle



### Lower Middle

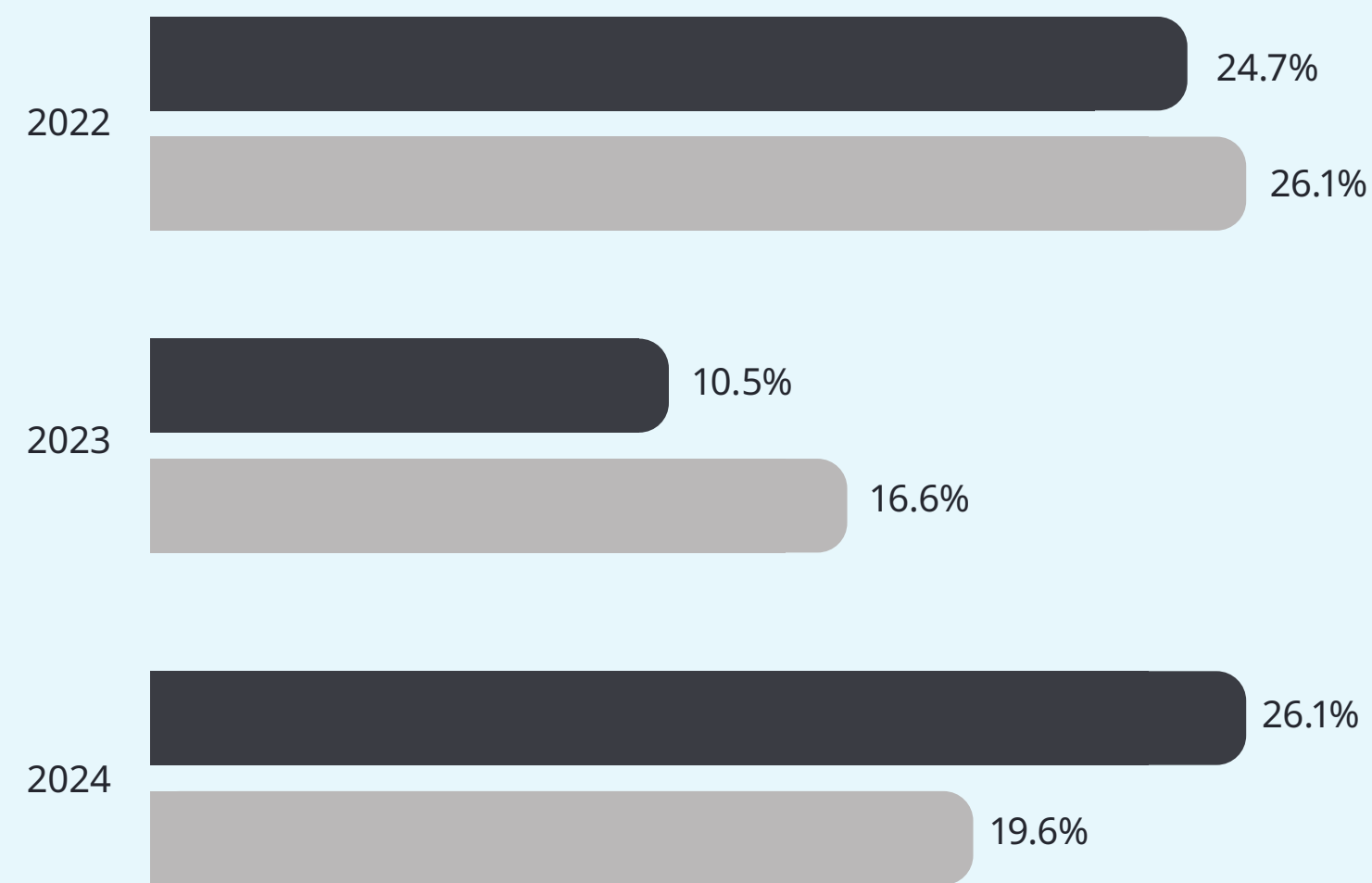


### Upper





## Bonus Pay Gap



■ Median  
■ Mean



Overall bonus payouts to UK colleagues reduced by 2.2 percent and both men and women received less than the previous reporting period. The bonus pay gap between men and women widened by 3 percent. Whilst our bonus gap has increased in 2024, it should be considered that bonus earnings were skewed in 2023 compared to typical years due to a limited one-off lump sum support payment during the cost-of-living crisis. Of those eligible for this payment, 60% were female whilst 40% were male. This one-time payment contributed to reducing the gap reported in 2023. When instead comparing the median bonus gap in 2024 to that reported in 2022, there is a small increase of 1.4%. Whilst there is still a gap in the mean bonus, it is encouraging to see this halve in comparison to 2022 figures. The increased numbers of women in senior roles achieved over the last year is expected to influence a more positive shift in the bonus figure in the next 12 months.





## Proportion of males/females receiving bonuses





Section Four

# Looking at our Data





Our UK headcount increased by 6.4 percent this year, with more female new hires.

Group Leadership Team (% Women)



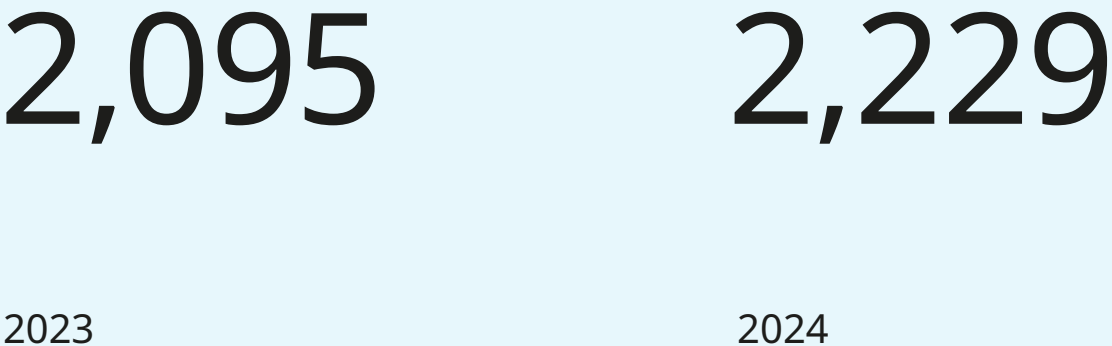
■ Percentage of Women in Group Leadership Team

Senior Leadership (% Women)



■ Percentage of Women in Senior Leadership

Total Number of Full-Pay Relevant BSI Employees (UK)







## How is our Gender Pay Gap explained?

**1** Despite recent improvements, women hold fewer senior positions within our business than men. Our senior leadership team is small enough for one person to make a sizable difference.

**2** Our highly technical STEM (science, technology, engineering and mathematics) roles historically attract more men than women, as is the case across the wider economy. These are the roles where a pay premium has been applied, given the competitive market and shortage of available skills. We are working at evolving how some of these roles are performed and, whilst change will take time, we believe we will see an increase in female candidates in the coming years.

**3** Although we are working to change this, currently we employ more women in our lower organizational quartiles and more men in the upper organizational quartiles. Through 2023-4, we made progress increasing female representation in the lower middle, middle and upper quartile, and we have increased the number of women in senior leadership positions by 9 percent, all contributing factors in the pay gap reduction.



Section Five

# Looking to the Future





## Attracting Diverse Talent

Building on our successes in 2023, we continued to drive specific action to attract diverse candidate slates for all open roles. We invested in a Diversity in Recruitment development programme for hiring managers and our talent acquisition partners and partnered with two new DEI job boards, widening our reach to a more inclusive community of global talent.

This focus and upskilling contributed to the increase in female representation in our upper, upper middle and middle quartiles. In the coming years we plan to continue to expand our relationships with groups and institutions that have direct contact with diverse populations, as well as review our approach to early careers to identify ways to grow our own talent, particularly in STEM areas where women are underrepresented.





## Retaining Diverse Talent

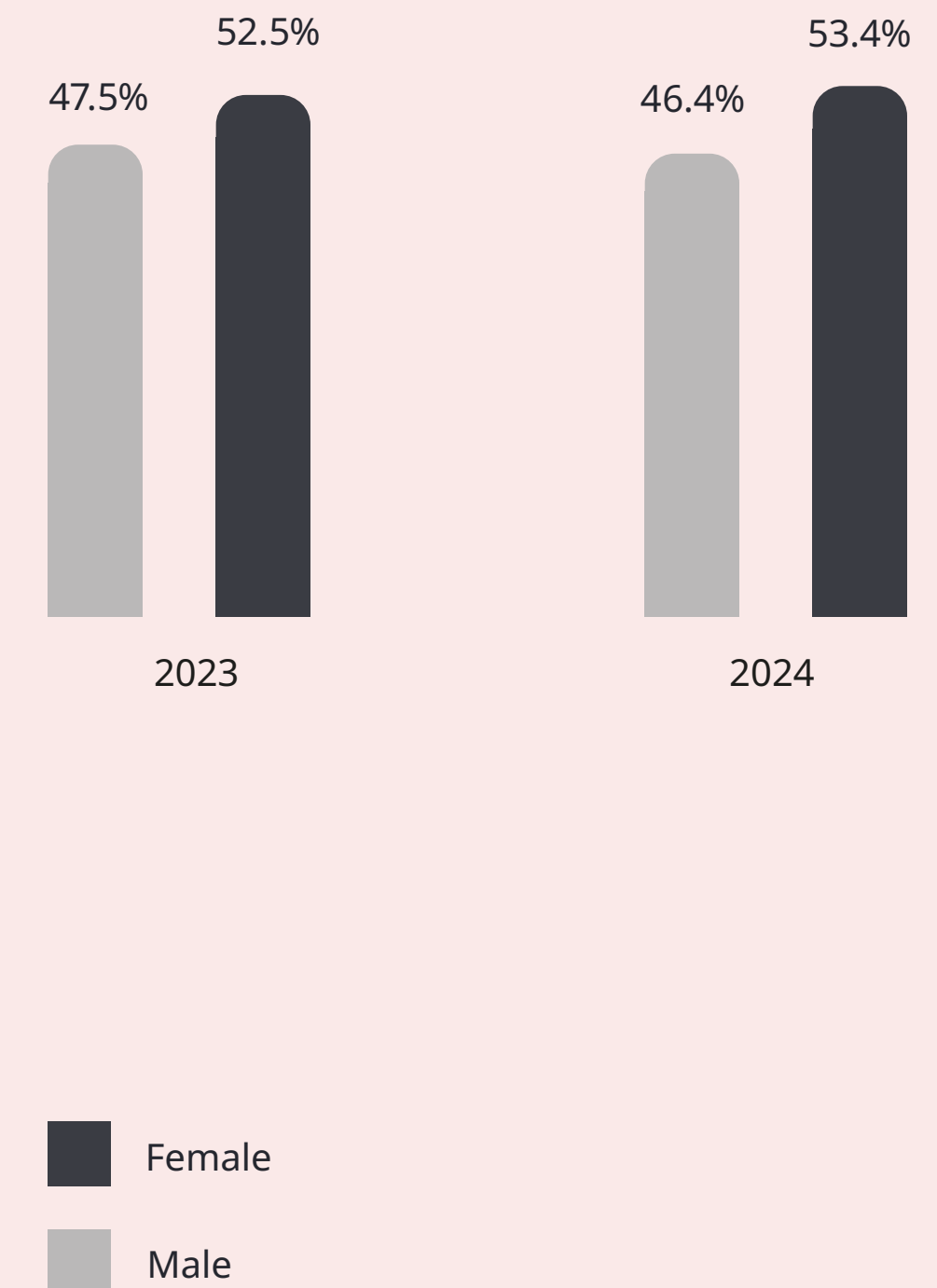
In the UK, 365 colleagues were identified as top talent in 2024. Of those, 46.6 percent were male, reflecting a 0.9 percent decrease compared to 2023. Meanwhile, 53.4 percent were female, showing a +0.9 percent increase compared to 2023.

We are seeing a year-on-year increase in the identification of top talent, with the trend continuing to favour females with a 1.8 percent increased gap between male and female colleagues. Globally, 17.1 percent of the female population were identified as top talent versus 15.5 percent male. Our opportunity is to translate this into career progression.

Last year, we improved our talent management practices to identify, develop, and progress talent at a greater scale and pace. Globally, 15.5 percent of the male population and 17.1 percent of the female population were identified as top talent and given access to additional learning resources and tools to accelerate their development. We launched our first Parent Mentoring Programme for UK employees in 2019 to support retention of our talented women, however, we have seen a decline in take-up in the last year from both women and men.

BSI launched its groundbreaking standard “Menstruation, menstrual health and menopause in the workplace” in 2023, and menopause support continues to be a priority in maintaining women in line with our Second Glass Ceiling Campaign, with over 1,000 colleagues now registered with our global service provided by Maven, the world’s largest virtual clinic supporting women’s health. Alison Sharp, our Chief People Officer, signed the Menopause Workplace Pledge, partnering with Wellbeing of Women and our 600-strong Women’s Network have established the popular ‘M-Word’ menopause support group.

## Top Talent Gender 2024 vs 2023







## Nurturing Diverse Talent

Our people development opportunities are wide and diverse, catering for all learning styles. On the whole, a greater proportion of our female colleagues engage with learning products and services than their male counterparts. Out of a total of 4,223 training attendees in the UK, 54 percent were female, 34 percent were male (12 percent no gender specified). For unique attendees in the UK, we had 1,342 unique learners; 48 percent of this number were female, and 38 percent were males (14 percent had no gender specified).

Our successful internal coaching programme saw 51 females matched to coaches in 2024, 23 of which were for career coaching. Females made up 66 percent of coaching requests and 74 percent of career coaching requests. Almost triple the number of females requested coaching, and the proportion of females requesting coaching compared to males rose from 56 percent to 66 percent.



More success in women's development was achieved through our Empowering Leader programme, with 16 females completing this in 2024 and a further 28 accepted onto our 2025 programme. Females made up 34 percent of our attendees in 2024 and since then we have seen a significant uplift with 58 percent of women accepted for the 2025 the cohort.

Our BSI Women's Network continues to influence change and represent women within the organization, creating safe spaces for honest conversation and networking. The Women's Network now boasts a global membership of more than 600 colleagues, several regional chapters and recently expanded to include a subgroup specific to BSI technology.

### **Improving policy**

We continue to see value in our Smart Working policy, launched in 2022, and the flexibility it offers our employees. Seventy-six percent of women surveyed across Australia, Japan, UK, China and the US for our Second Glass Ceiling poll said flexibility with where or when they work would keep women in the workplace longer, which can ultimately support the advancement of greater numbers of women to senior roles.

In 2024 we updated several policies in line with changes to UK legislation. This included increased Carers Leave allowance, improved focus on the prevention of sexual harassment in line with amendments to the Equality Act, changes to Paternity Leave and Flexible working and enhanced redundancy protections for employees taking or who have taken family leave.







## **Inclusion & Wellbeing**

Late 2023 saw the development and launch of our internal Diversity, Equity, and Inclusion (DEI) strategy. Our new strategy sets out our DEI ambitions and explains how we can move towards them. It specifies a common set of definitions and principles that leaders can embed into strategic goals and business as usual. This publicly demonstrates a commitment to our sentiment in improving equity and diversity as well as clear and explicit aspirations in this area.

Designed and developed by the Inclusion and Wellbeing team, this new DEI strategy was rolled out to the divisional leadership teams throughout 2024, simultaneously sharing gender-related data to influence positive change in the hiring and promotion of women.

International Women's Day remains a well-attended annual global event at BSI and in 2024 a week-long campaign delivered panel discussions, webinars and an interview with BBC Broadcaster Victoria Derbyshire, sharing her professional experiences and advocacy for women in senior careers.

Our commitment to colleague-led support communities and influencers continues to grow through our Employee Resource Groups (ERGs). The development and launch of the Employee Resource Groups Guiding Principles will allow us to widen the reach of our existing ERGs whilst supporting the advent of new Groups. We plan to have an annual Board DEI discussion including presentations from the ERGs.



Section Six

# Statutory disclosures





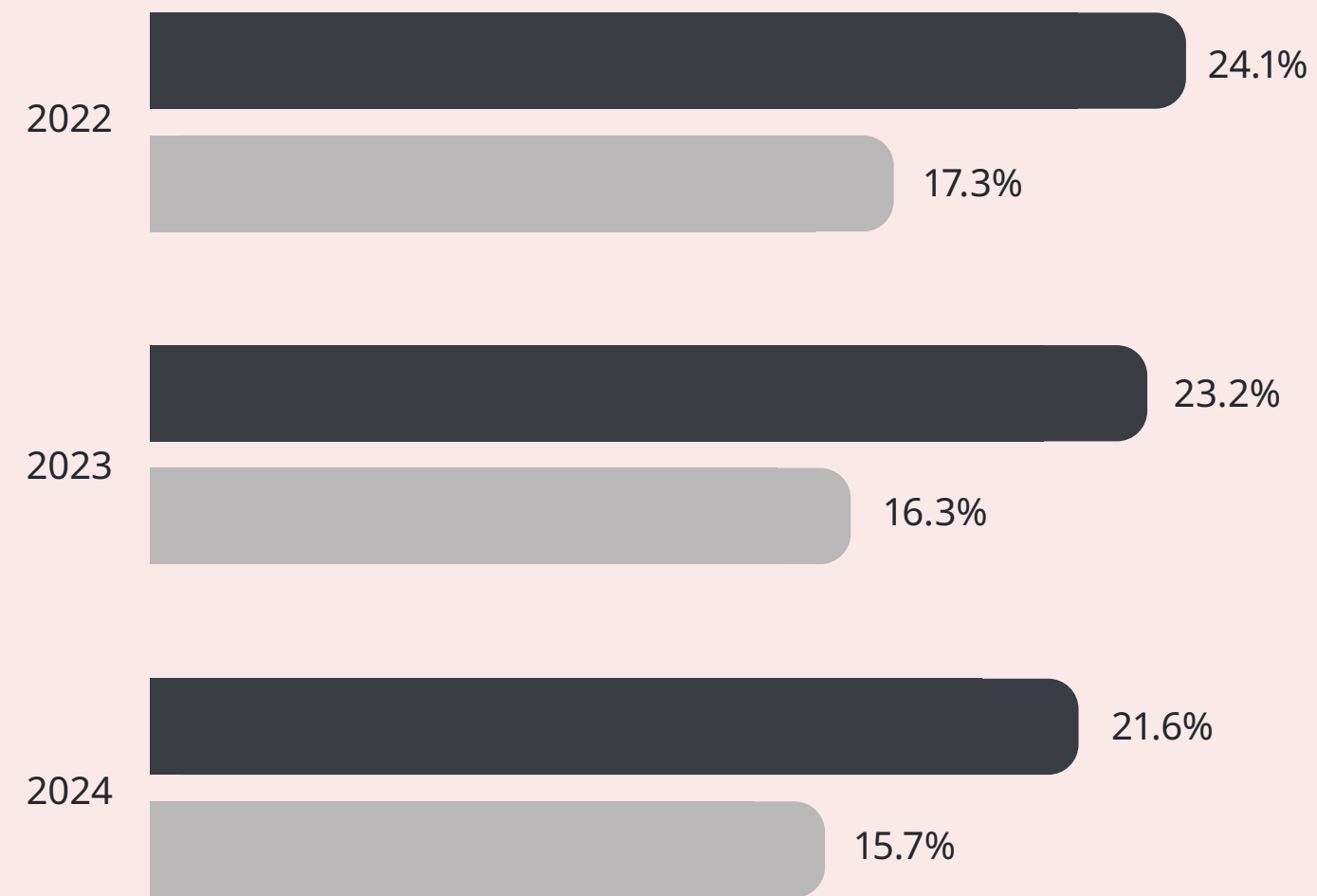
We track Gender Pay Gap data for our UK legal entities with at least 250 employees. At BSI there are three entities that meet this requirement. Reporting of our data is in line with UK government regulations first launched in 2017. We have published this data for BSI Assurance UK Ltd, BSI Standards Ltd and The British Standards Institution on the government website and within this report. We have calculated the Gender Pay Gap across all full-pay relevant UK employees at 05/04/2024.





# BSI Assurance UK Ltd

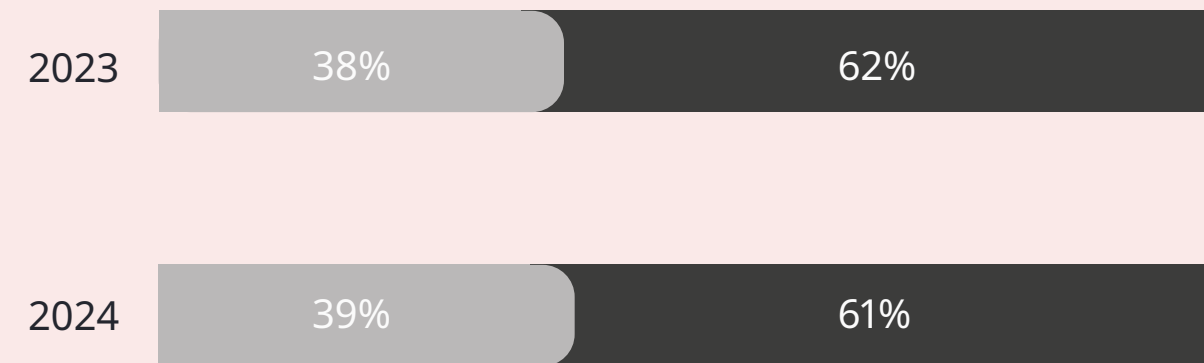
## Gender Pay Gap



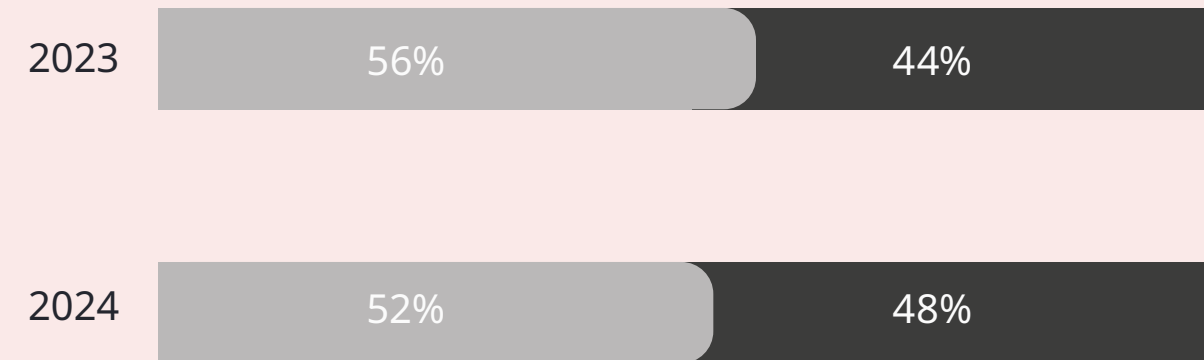
Median  
 Mean

## Quartile Splits

### Lower

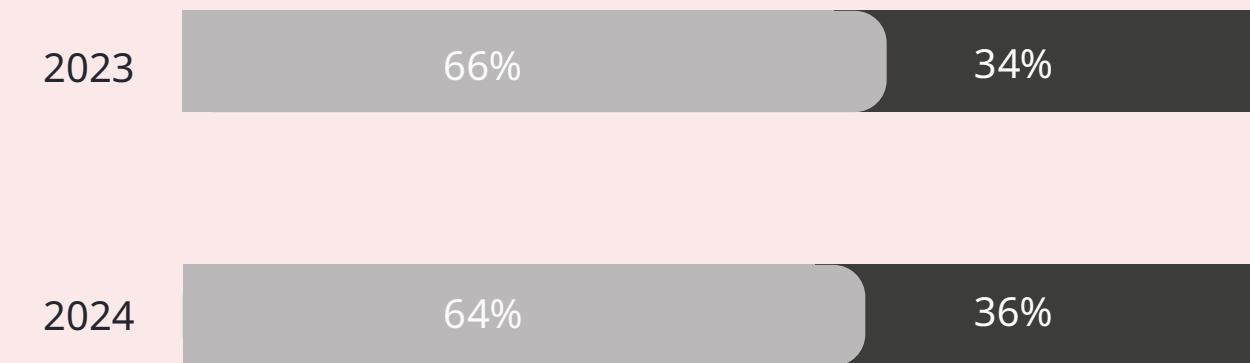


### Lower Middle

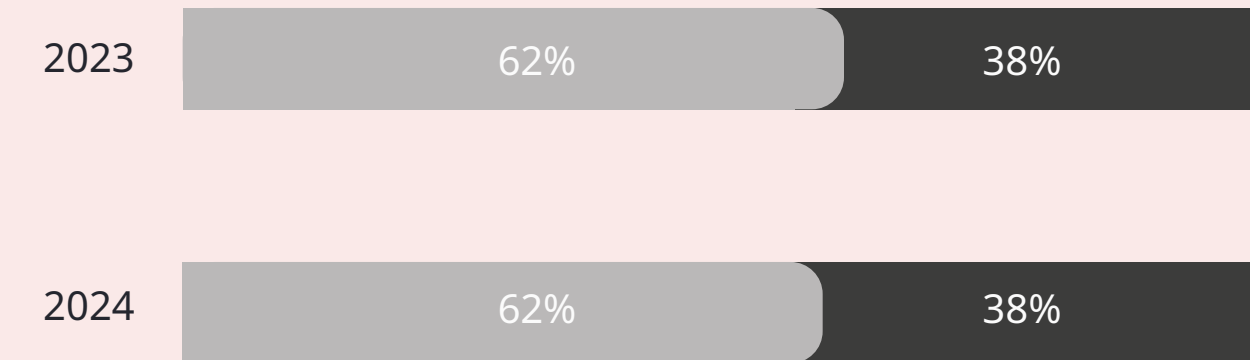


Female  
 Male

### Upper Middle



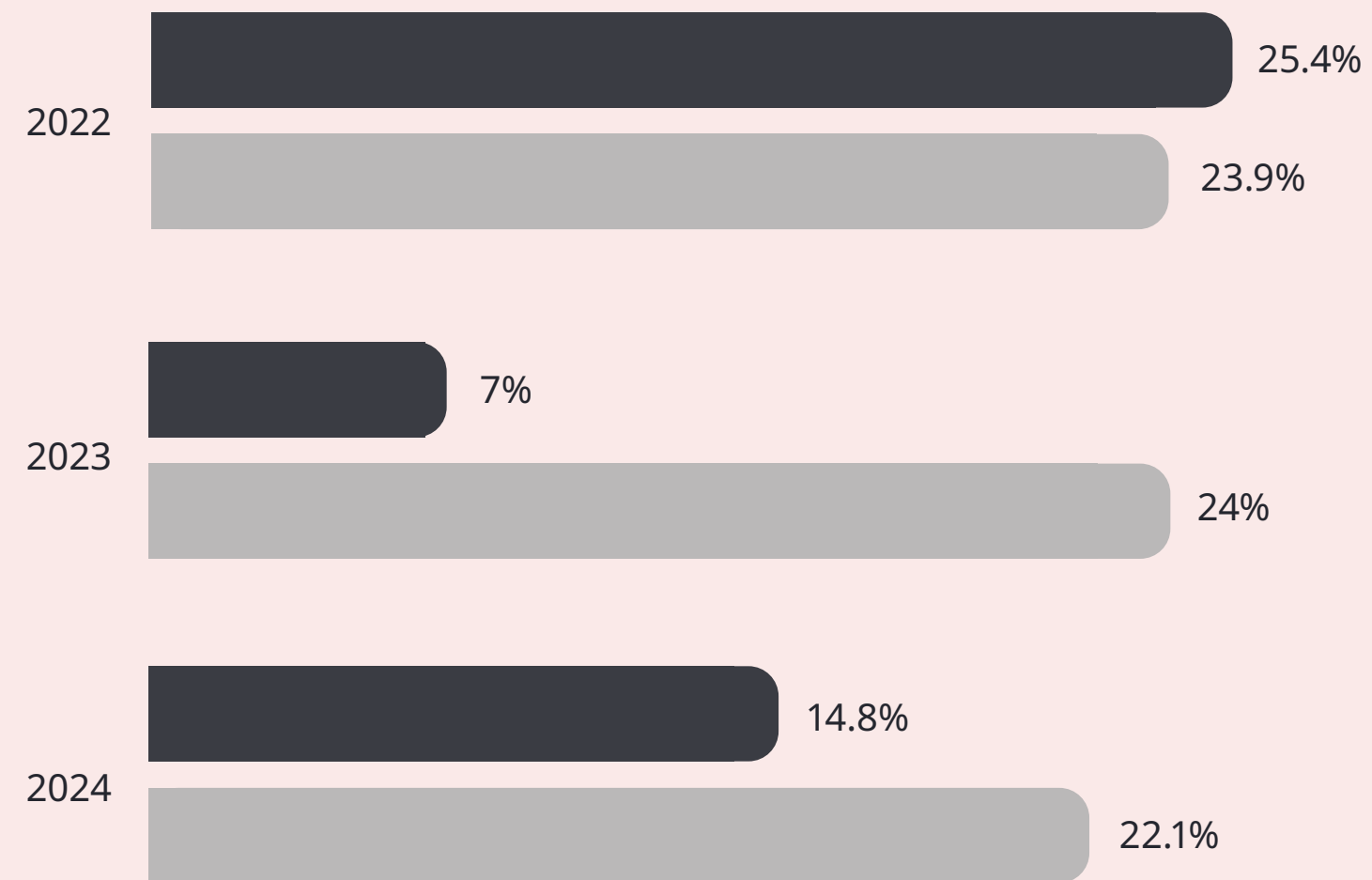
### Upper



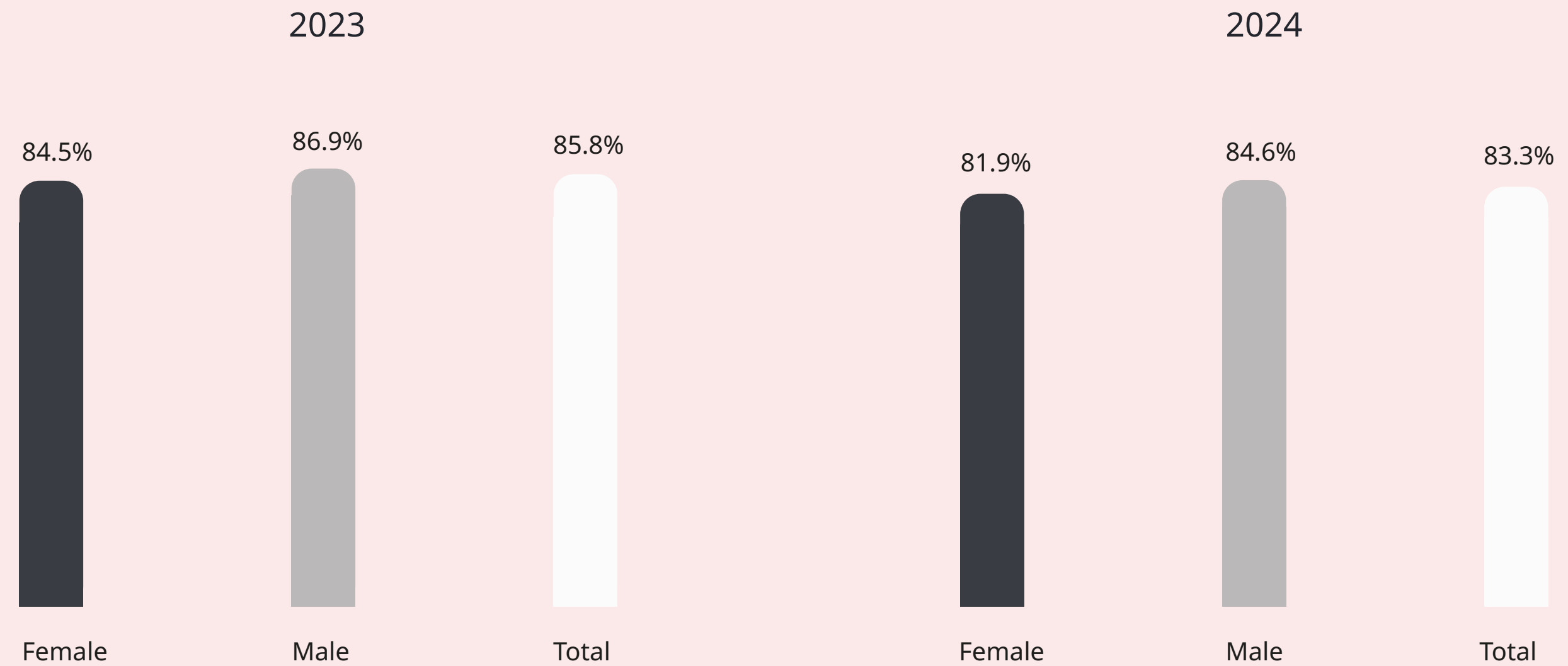


# BSI Assurance UK Ltd

## Bonus Pay Gap



## Proportion of males/females receiving bonuses



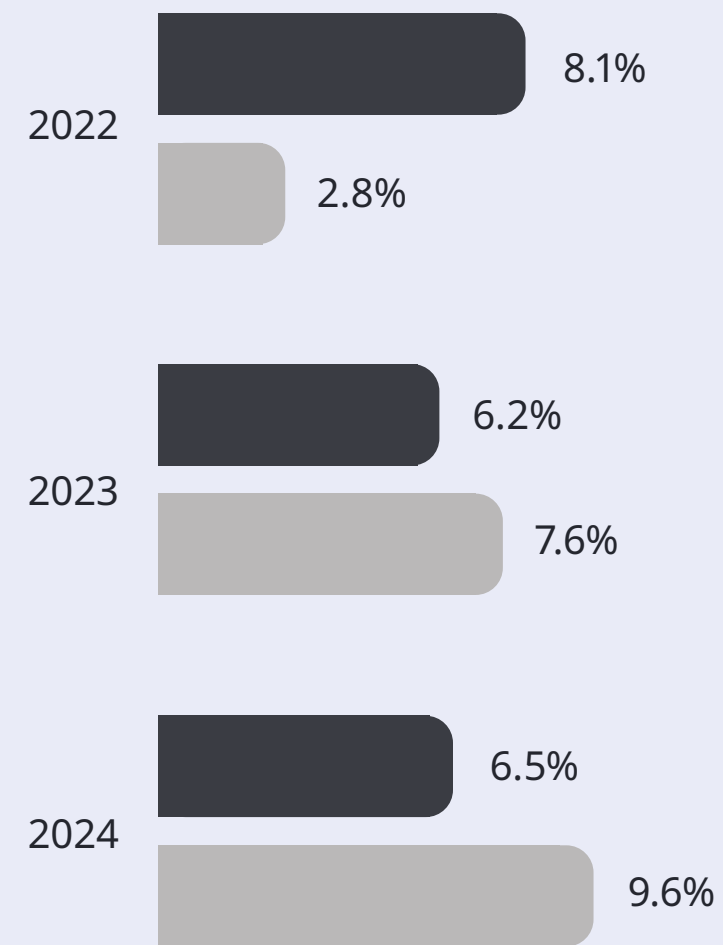
■ Median  
■ Mean

■ Female  
■ Male



# BSI Standards Ltd

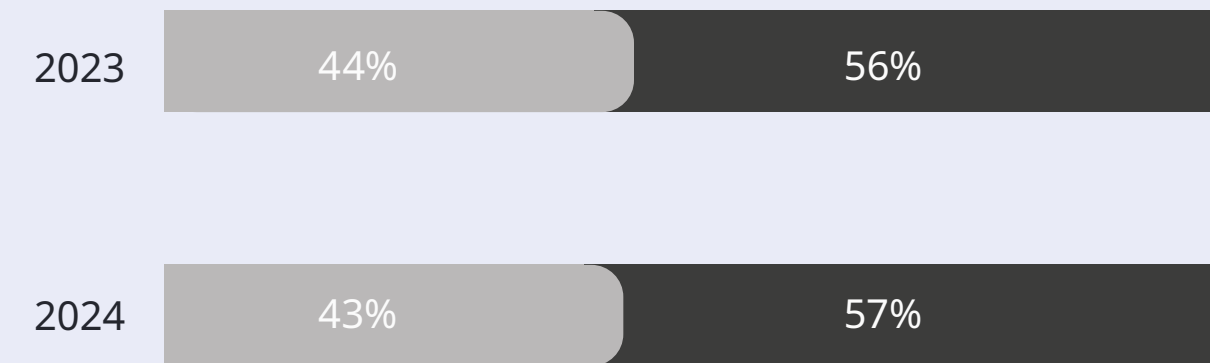
## Gender Pay Gap



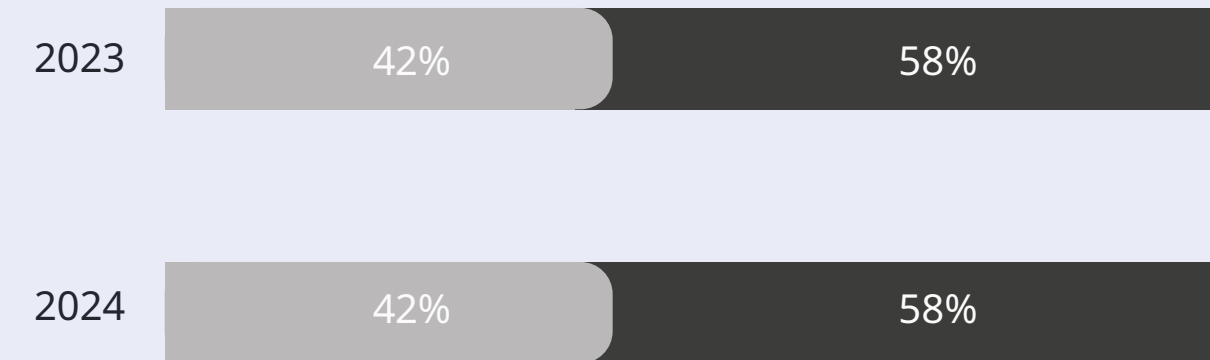
■ Median  
■ Mean

## Quartile Splits

### Lower

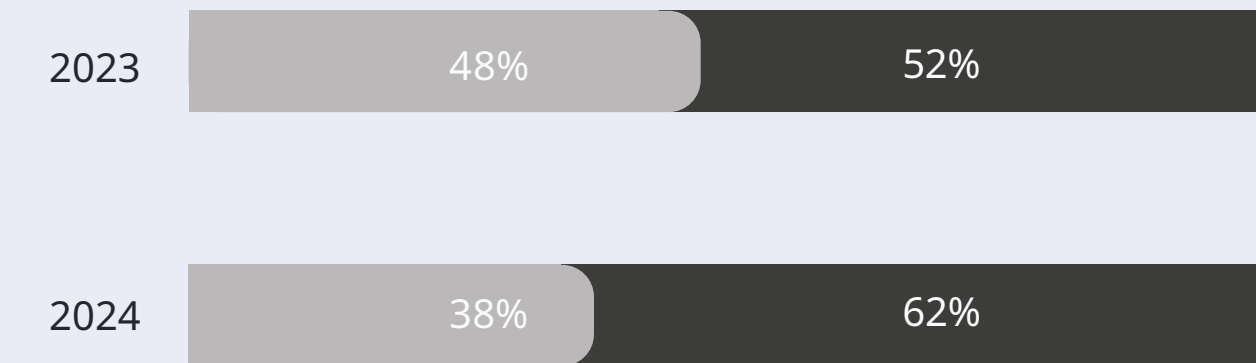


### Lower Middle

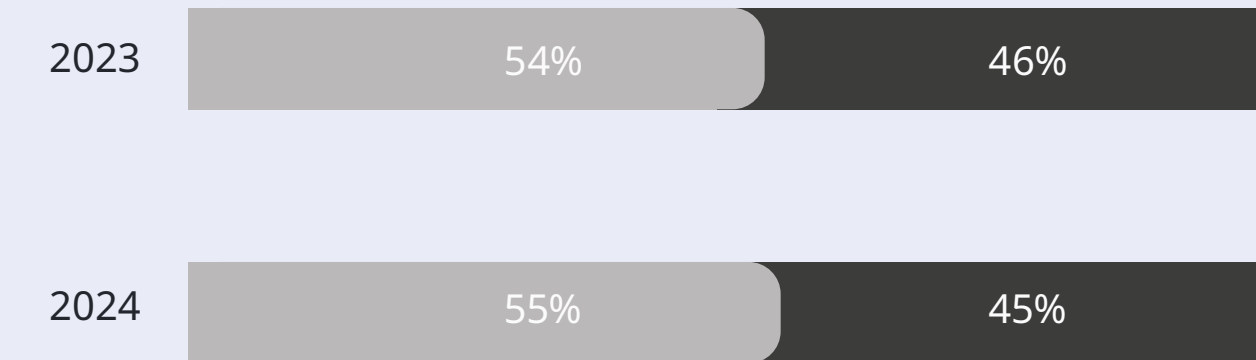


■ Female  
■ Male

### Upper Middle



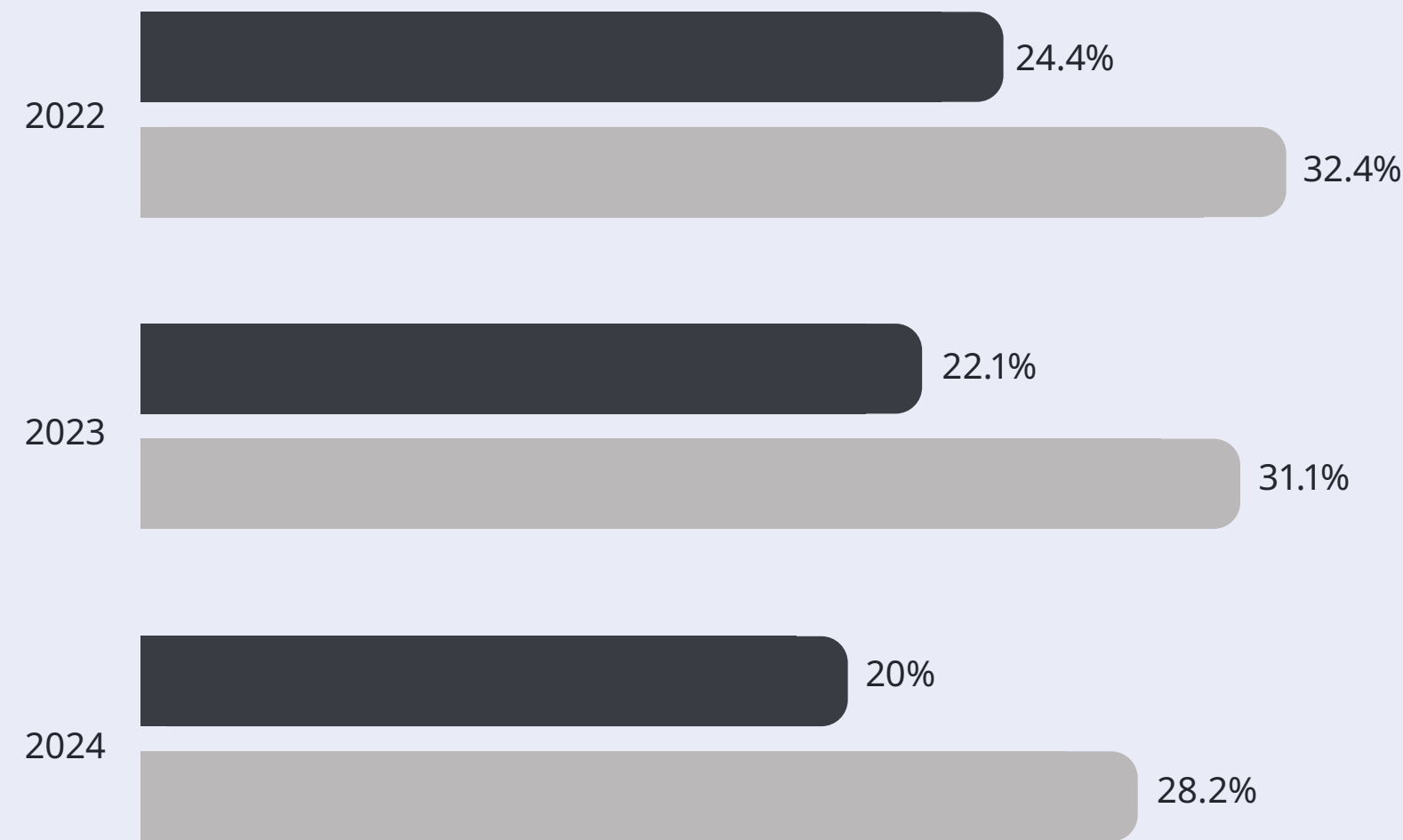
### Upper



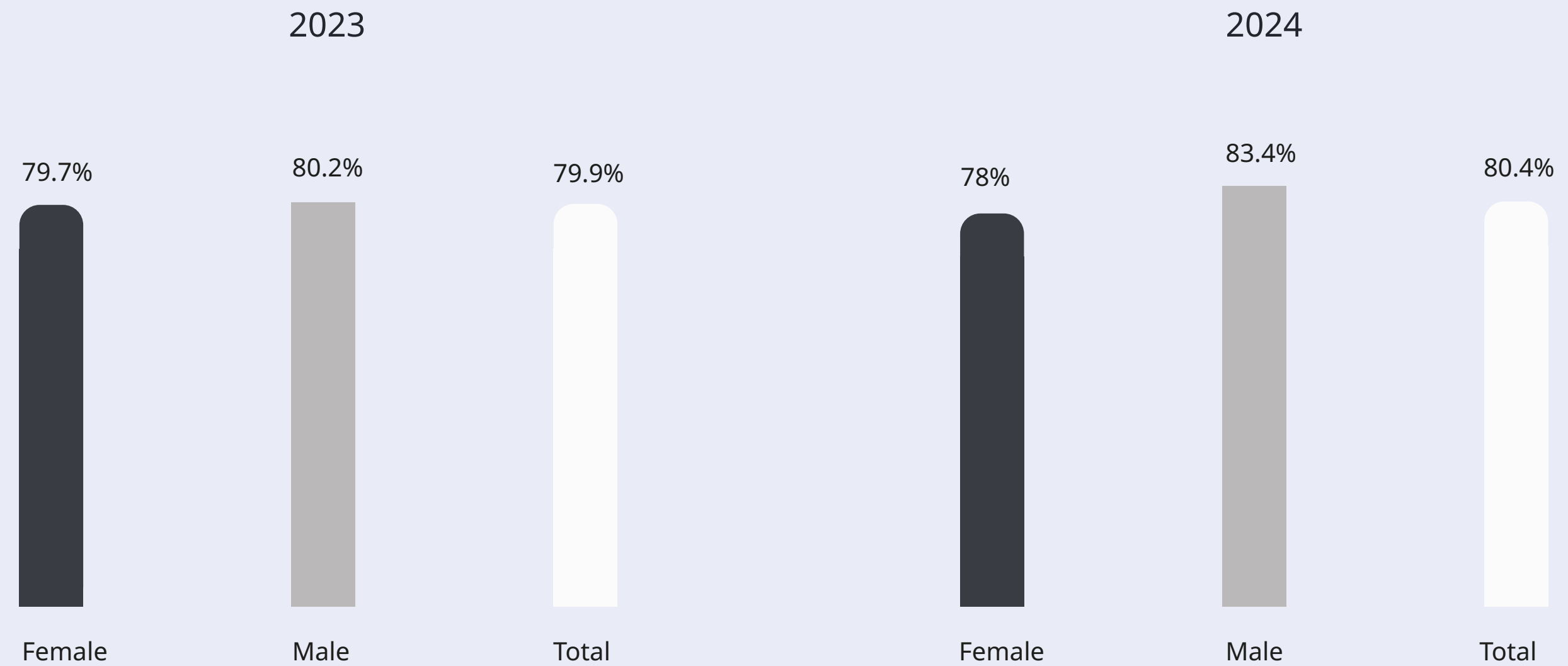


# BSI Standards Ltd

## Bonus Pay Gap



## Proportion of males/females receiving bonuses



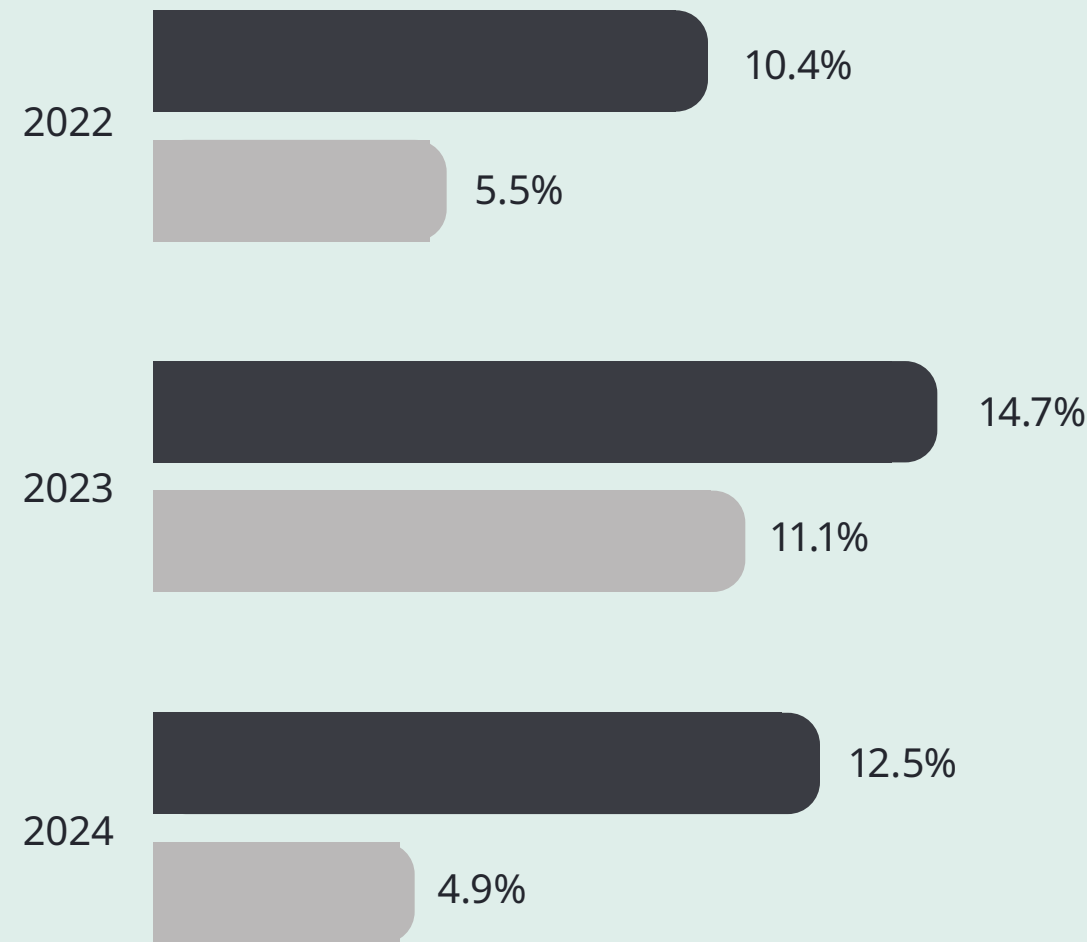
Median  
 Mean

Female  
 Male



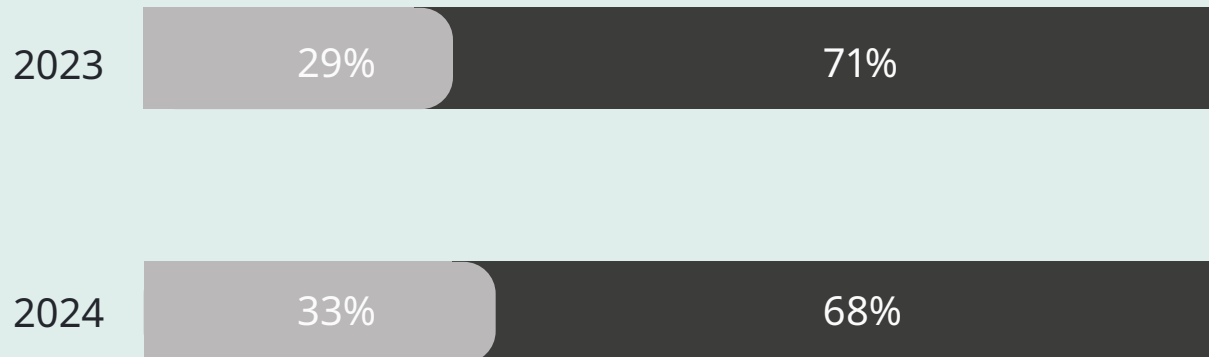
# The British Standards Institution

## Gender Pay Gap

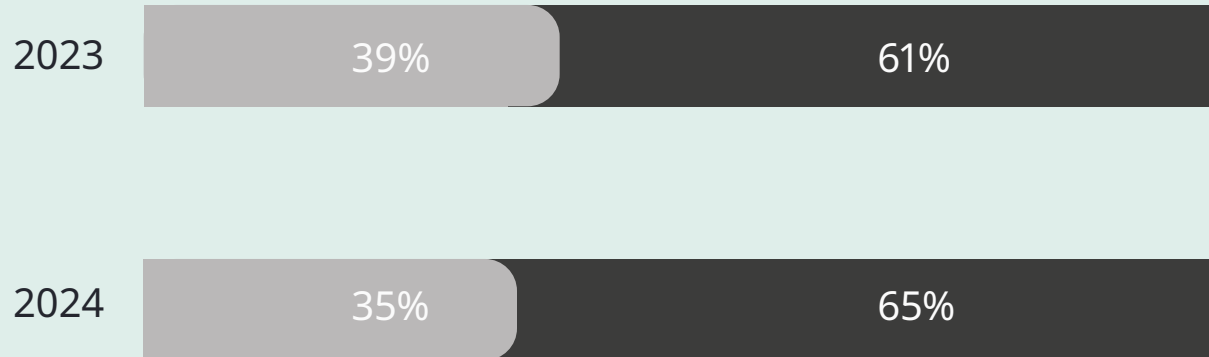


Median  
 Mean

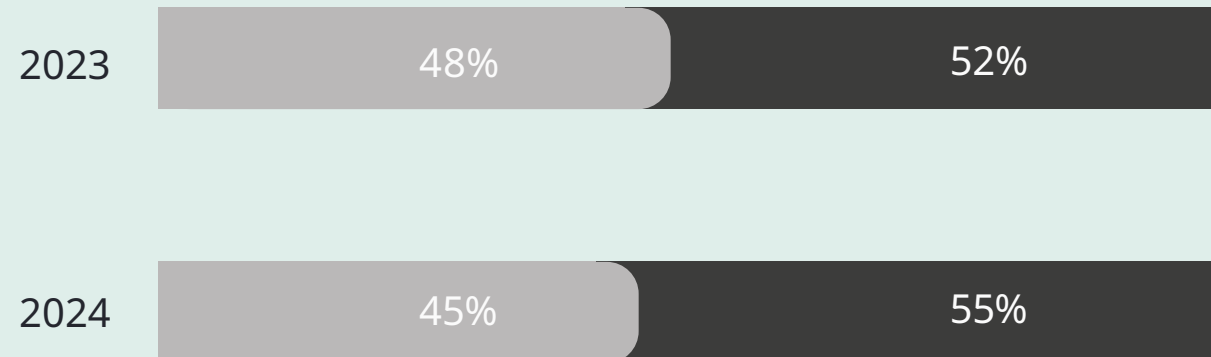
## Quartile Splits



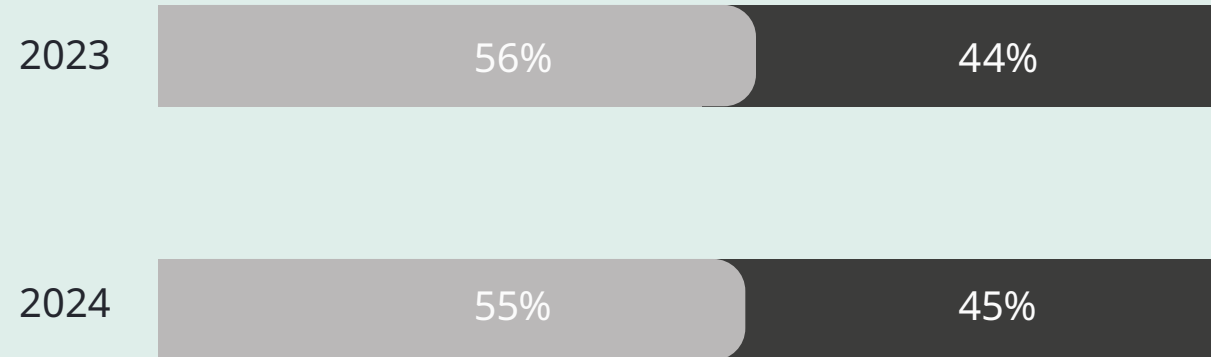
## Lower Middle



Female  
 Male



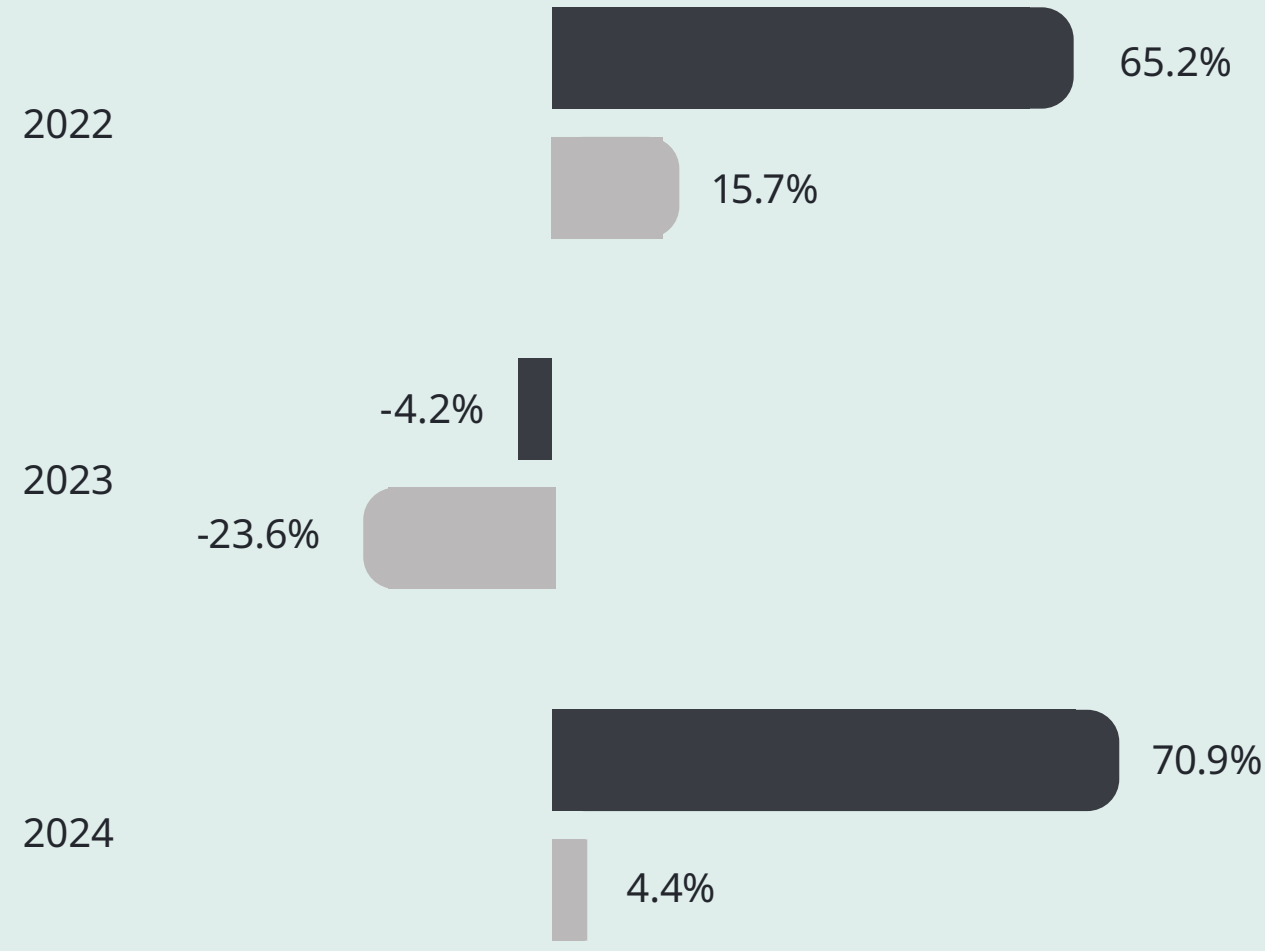
## Upper



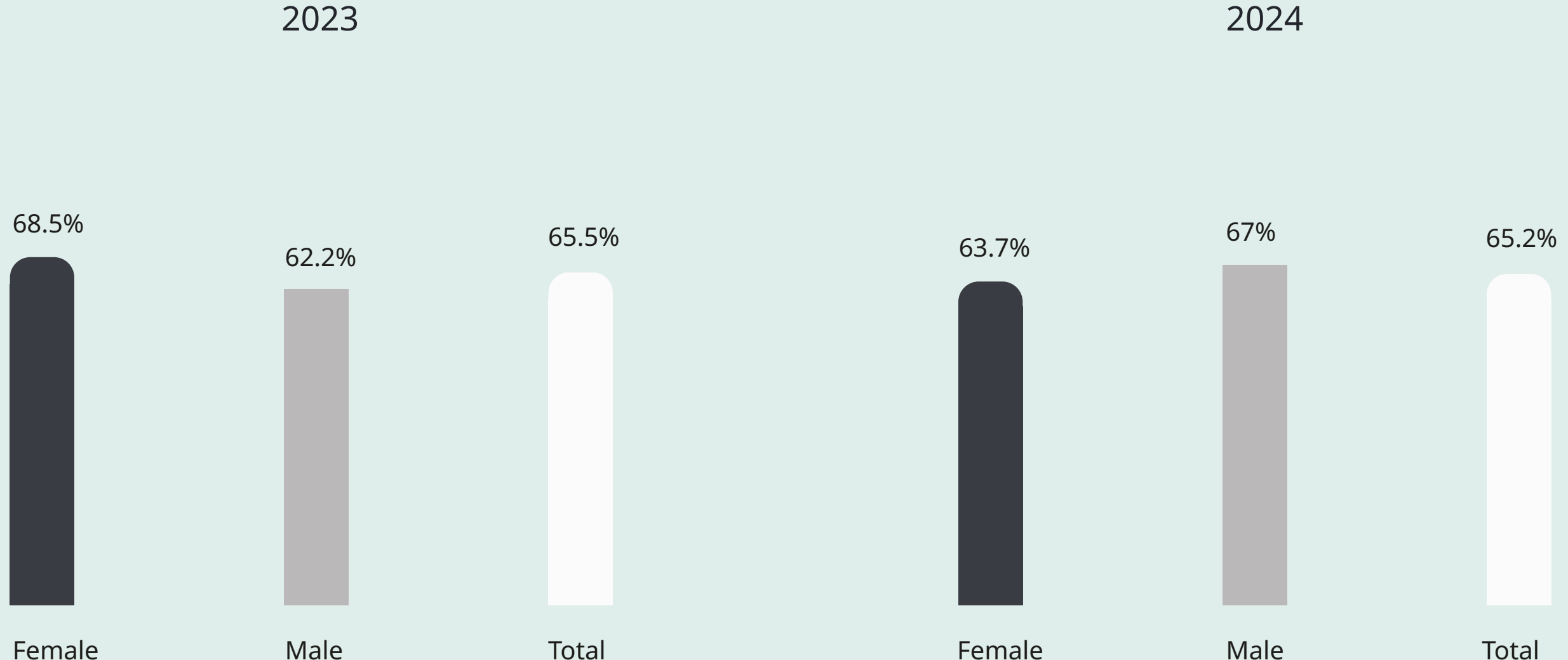


# The British Standards Institution

Bonus Pay Gap



Proportion of males/females receiving bonuses



Median  
 Mean

Female  
 Male







Your partner  
in progress

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