

Gender Pay Gap

Report 2017

Foreword



Inclusivity is one of BSI's three core values. We are driven by the belief that successful businesses are those that harness the benefits of a truly diverse and inclusive culture.

Our ambition is to make BSI a great place to work for all and enable each person to fulfil their potential in an environment of openness and trust. We believe in creating a diverse company that reflects the clients we support and the communities of which we are part.

This report has been an opportunity for us to take stock of what we do already and to focus our energies on initiatives that will enable our colleagues to feel valued, recognized and supported to be their best. Our ambition is to be open and honest in our approach. We are glad to be reminded that we can, and we must, continually challenge ourselves to do more.

Angela Paradise
Group HR Director

Declaration

We confirm the information and data reported is accurate as of the snapshot date of 5 April 2017.

A handwritten signature in black ink, appearing to read 'Howard Kerr'.

Howard Kerr
Chief Executive

A handwritten signature in black ink, appearing to read 'Angela Paradise'.

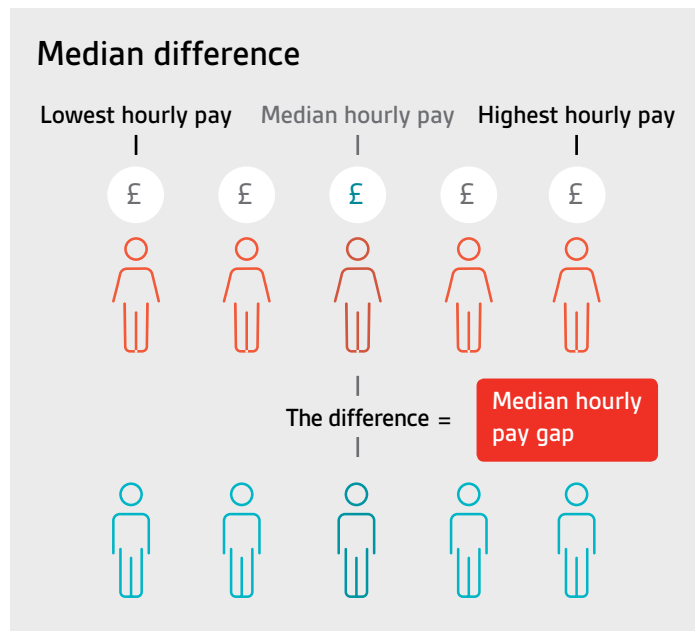
Angela Paradise
Group HR Director

Measuring the gender pay gap

How are the median and mean pay gaps calculated?

Calculating the median gap

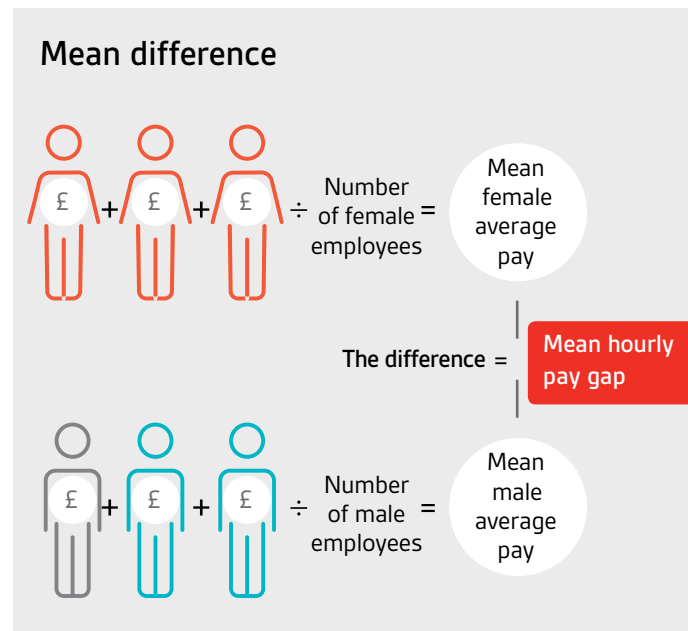
If we put all the hourly rates* of pay of our female employees in a line, starting with the lowest hourly rate of pay on the left and ending with the highest on the right, the median would be the hourly rate in the middle of the line. If we then do the same with the hourly rate of pay of our male employees to find the median, then the pay gap is the difference in pay between the female median hourly rate and the male median hourly rate.



Calculating the mean gap

The other measure is the mean gender pay gap, which simply shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

We also carry out these median and mean calculations when comparing bonus pay over a twelve month period.



The gender pay gap shows the difference in average 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.

It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs, or work of equal value.

*Hourly rate is based on the salary divided by the number of contracted hours

Our UK gender pay numbers

BSI's UK median pay gap is better than the national median pay gap of 18.4% reported by the Office for National Statistics.

One of the main reasons for our gender pay gap is that we have more men in senior roles than women. Our ambition is to continue to encourage and promote all our colleagues equally and fairly and to introduce further transparency into our pay decisions.

We are committed to proactively working to close the gap and to providing fair and competitive rewards to all our people, irrespective of gender.

Pay – hourly rate

Difference between men and women for all BSI employees in the UK

	UK
Median	15.2%
Mean	21.0%

This data includes many different roles that earn a variety of rates of pay.

Fast facts

Group executive

20%

of those based in the UK are women



UK Senior leadership

26%

of our senior leadership team are women



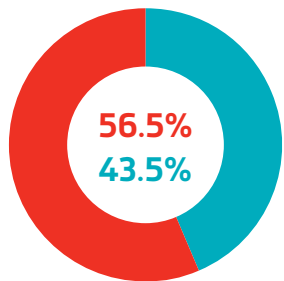
Number of colleagues in the UK

1,365

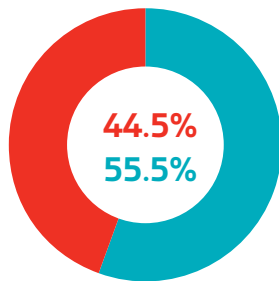


Pay Quartiles

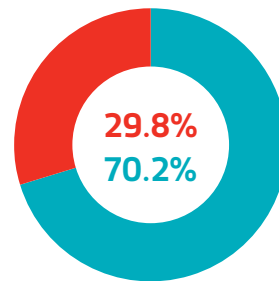
Percentage of male and female employees according to quartile pay bands



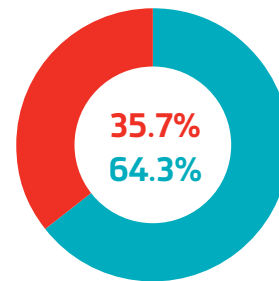
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



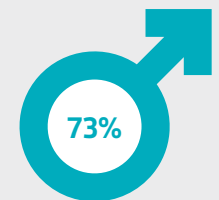
Upper Quartile

Female Male

Bonus pay



of women receive a bonus



of men receive a bonus

Bonus pay difference between men and women

Median -27.2%

Mean 45.1%

Our commitment

How will we close the gap? We are committed to understanding the reasons for the gap and to developing new solutions or improving current ones to ensure that we support, develop and reward all BSI colleagues in a truly inclusive way. We also recognize that none of our actions will succeed without the right culture and a working environment where we encourage all our people to play an active part. Reporting on our gender pay gap can help us to measure the progress we make to effect meaningful change.



Leadership development opportunities

We offer a range of opportunities to develop our BSI leaders. Our aim is that those opportunities are available equally to men and women. In 2018, we will review and refresh our nomination process to ensure that we are inclusive in our programmes and encourage managers to consider more broadly when nominating to ensure that women who may not put themselves forward are considered.



Access for all to career opportunities

We are keen to support colleagues in furthering their career aspirations at BSI. We have an online internal job vacancy platform where we commit to advertising all opportunities available globally. We are also setting up interview support mechanisms for any colleague who requires practice and guidance on how to put forward their skills and achievements as well as interviewing skills training. Everyone has the opportunity to agree their personal development plan with their manager as part of our appraisal process.



Flexible working

Research shows that flexible working is key to supporting the progression of women in the workplace, particularly those with caring responsibilities. We have a flexible working policy and will be raising awareness of it in 2018. We are developing more flexible role options, which includes working from home, job shares, term time working, sabbaticals, career breaks and part-time working.



Coaching and mentoring

We believe in helping our people to learn and grow in their role. We encourage colleagues, and particularly our managers, to learn coaching skills. In addition, in 2018, we aim to offer coaching and a support network for all parents, which includes support before, during and after maternity, parental or adoption leave.

Our commitment



Encouraging STEM students

We aim to inspire and inform young people about the widest range of career options, as well as continuing to encourage women to take STEM subjects and careers. Twenty BSI colleagues in the UK have become STEM Ambassadors and we are developing a partnership with STEM Learning to encourage girls in particular to be motivated to choose STEM subjects. We hold student days at our sites – the 2017 event welcomed 60 Year 9 students to our Testing Centre of Excellence in Hemel Hempstead.



Diversity and Inclusion training

During 2018, we will take all our people managers in the UK through an inclusion development programme – this will also be available to any member of their teams. This will be rolled out globally in due course. We will also ensure that our policies, procedures and manager guidance encourages inclusive ways of working. To ensure that everyone's voice can be heard we will be developing the next phase of our Diversity and Inclusion strategy with colleagues throughout the business.



Diverse recruitment and talent development

We continue to take action to ensure that our search for talented people is diverse, inclusive and wide reaching. We seek to actively build diverse selection pools and succession plans for our management roles. By having policies that go beyond the statutory requirements, for example with regards to maternity leave, we aim to retain our talented women.



Fair pay

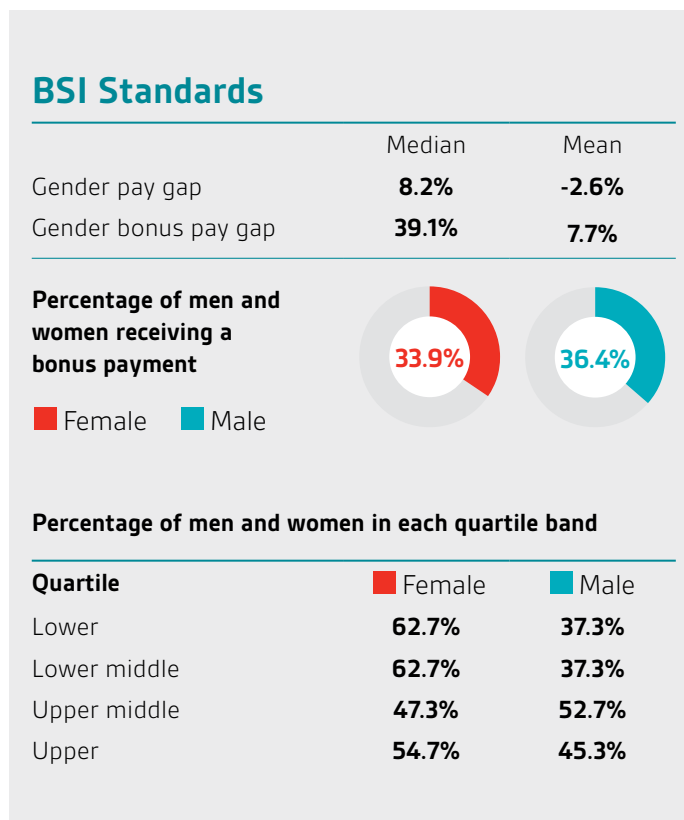
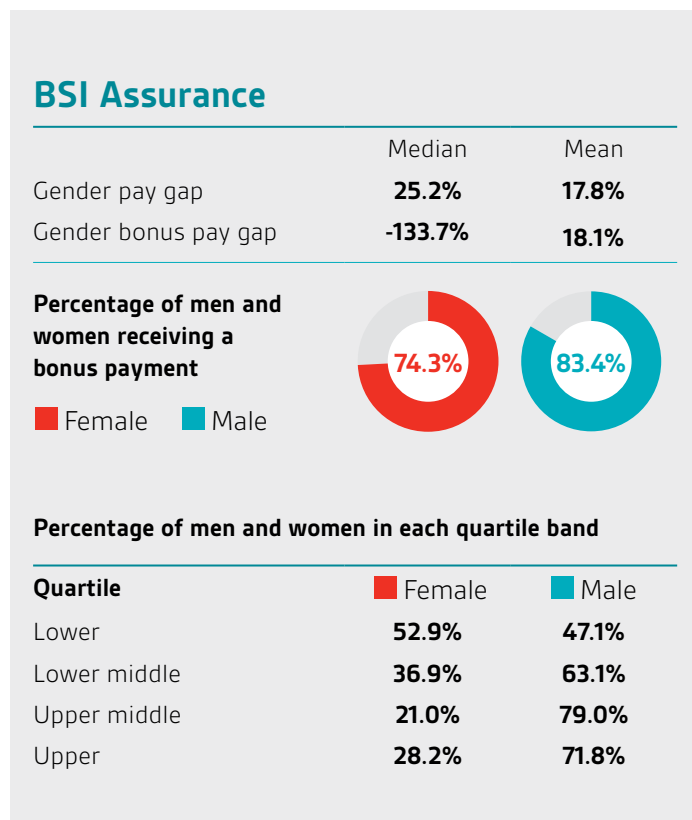
We are committed to providing fair and competitive rewards to all our people and to introducing further transparency into our pay decisions. To ensure equal access to career development opportunities we are developing a system of standardized 'job families' and simplifying our grading structure. This will provide greater clarity on career pathways and facilitate succession planning. We are committed to monitoring our pay practices regularly.

Understanding our pay gap

Our pay gap results from the proportion of men and women in different roles. Overall we have more men in roles with higher pay bands and in technical (STEM) roles, and more women in 'lower pay band roles, however there are differences between our business entities which contribute towards the gap.

Statutory disclosures

We have two UK legal entities with at least 250 employees for which we are required to report our gender pay gap data:



How are the pay gaps expressed?

Pay gaps are expressed as a percentage of male pay, so where the difference is negative this means that female pay is higher than male pay.

What is 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 2017.

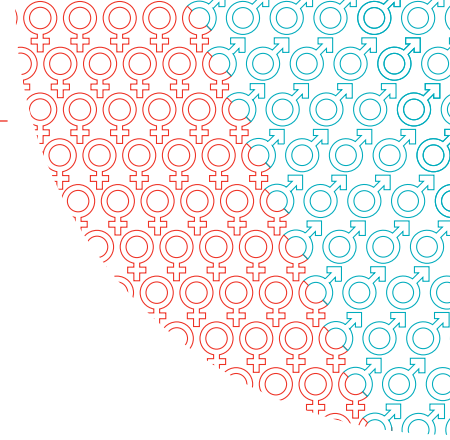
Our calculations use the conventions set out by the UK government's Gender Pay Gap reporting regulations. Our data covers 1,365 people working in our UK business.

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 2017.

Bonus pay includes pay relating to bonuses, incentives, recognition or performance.

How are pay quartiles calculated?

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 males and females in each.



BSI Group

389 Chiswick High Road

London W4 4AL, UK

www.bsigroup.com

© BSI 2018

bsi.

...making excellence a habit.™