

Gender Pay Gap

Report 2020

bsi.

Inspiring trust for a more resilient world.

Foreword



“I deeply believe in creating a truly inclusive environment where everyone can bring their whole selves to work because being a more diverse organization leads us to better decision making, being more innovative, ultimately delivering better solutions for clients. Being inclusive, is both a moral obligation as well as a business imperative, because fundamentally our diversity strengthens us”.

Inclusion and diversity are at the heart of what we do and the way we work. We are committed to fostering a diverse workforce that reflects the societies we work in and brings diversity of thought and innovation to all that we do. We believe that the creation of an inclusive culture is integral to our success as a business and our future as a great place to work.

Our diversity and inclusion actions are aimed at ‘Creating Human Connections’. In 2020, we launched the first of a series of inclusive initiatives under the heading of ‘Creating Human Connections’ with the aim of broadening our perspectives and deepening our understanding of different ways of thinking and being – it is only by understanding, supporting and celebrating difference that we can drive increased inclusion and enable people to be their best and true selves.

Our 2020 figures show that our gender pay gap continues to decrease and I’m delighted that our actions are making a difference. However, we know that we still have much to do. We are determined to continue to implement meaningful actions that provide all our colleagues with opportunities to develop and succeed at BSI.

Building an inclusive culture is everyone’s responsibility – wherever we work, whatever our role. We have made significant progress, but sustained change takes time and the courage to experiment with new ways of doing things. With the support and commitment of the entire Group Leadership Team, we will continue to close our gender pay gap and create a more inclusive BSI.

Susan Taylor Martin
Chief Executive

Declaration

We confirm the information and data reported is accurate as of the snapshot date of 5 April 2020.



Susan Taylor Martin
Chief Executive



Alison Sharp
Group Human Resources Director

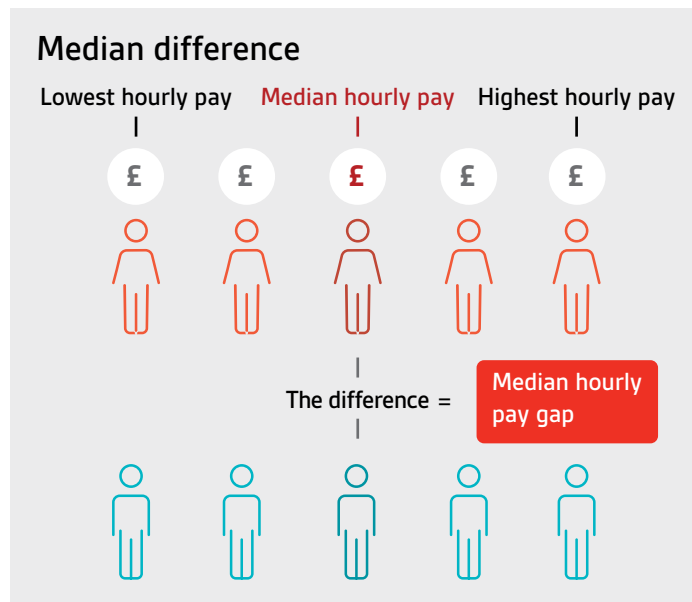
Measuring the gender pay gap

How are the median and mean pay gaps calculated?

Calculating the median gap

The median is the figure that falls in the middle of a range when the hourly pay of all relevant employees are 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.

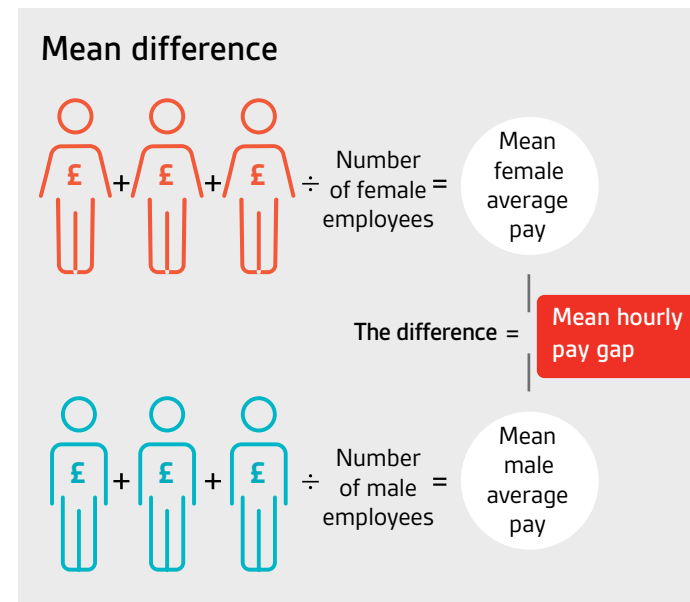
The gender pay gap shows the difference in average hourly pay between women and men – regardless of the nature of their work – across the entire organization. It is expressed as a percentage of men's pay.



Calculating the mean gap

The other measure is the mean gender pay gap, which is calculated by adding up the pay of all relevant employees and dividing the figure by the number of employees. The mean gender gap is calculated based on the difference between mean men's pay and mean women's pay.

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



How are the pay gaps expressed?

Pay gaps are expressed as a percentage of men's pay, so where the difference is negative this means that women's pay is higher than men's 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 2020.

Our calculations use the conventions set out by the UK government's Gender Pay Gap reporting regulations. Our data covers 1,748 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 2020.

Bonus pay includes any payment related to profit sharing, productivity, performance, recognition, incentive or commission.

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 men and women in each.

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

Our UK gender pay numbers

Our 2020 data shows an overall decrease in both the mean and median pay gap.

The table below shows the median and mean gender pay gap for 2020.

This is based on the hourly rate as at 5 April 2020.

Pay gap

All UK BSI (eligible)

	Mean	Median
2020	15.4%	15.4%
2019	17.9%	17.6%
2018	22.1%	22.0%

The main factor driving this improvement is a higher mean and median base salary for women compared to 2019.

The latest official UK figures from the Office for National Statistics (2020)* Annual Survey for Hours and Earnings report a figure of 15.5% as median gap. BSI continues to be close to the national median. As with the UK figures the BSI gap continues to decrease.

*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020>

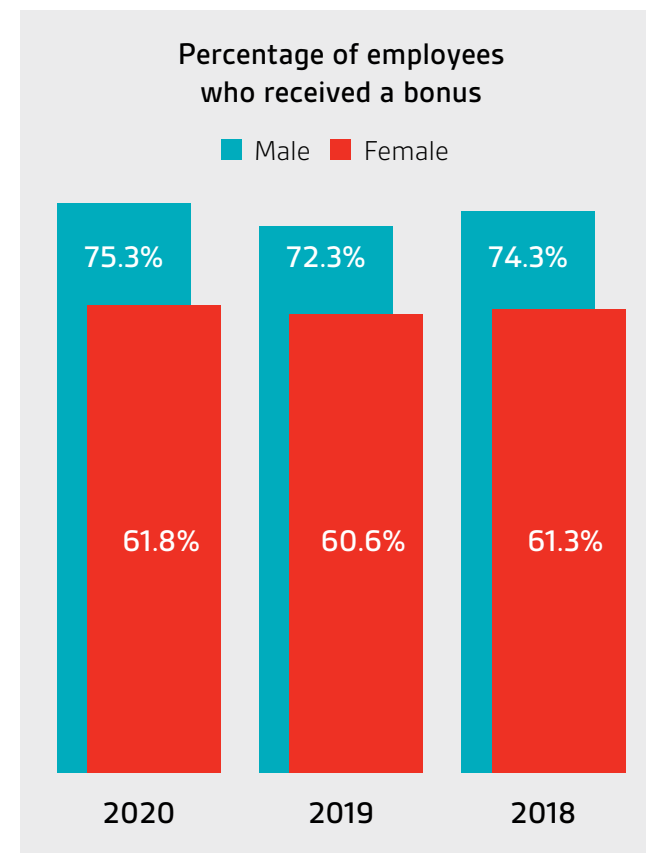
Bonus pay gap

All UK BSI (eligible)

	Mean	Median
2020	34.5%	36.1%
2019	41.8%	25.3%
2018	51.8%	13.7%

The overall percentage of employees receiving a bonus has increased. The percentage of women receiving a bonus has increased by just over 1% and percentage of men receiving a bonus has increased by 3%.

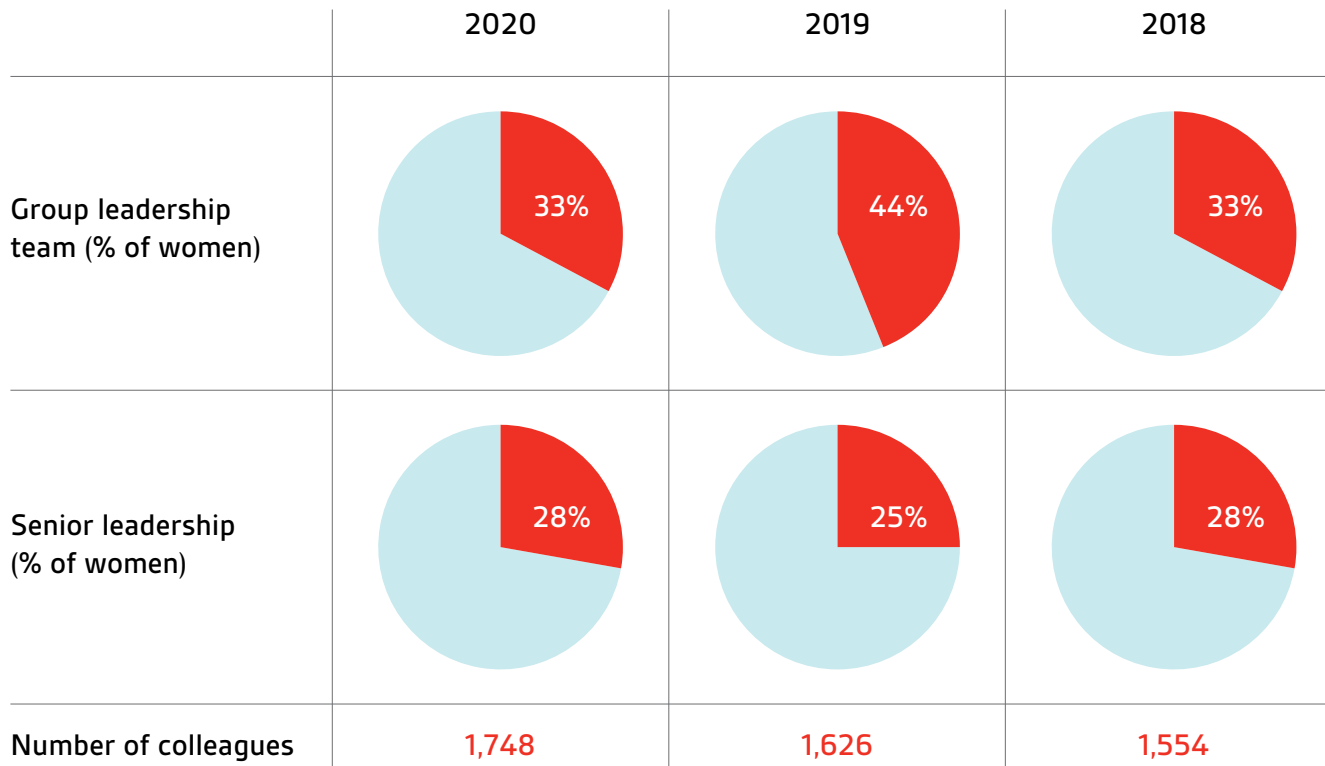
The bonus median pay gap has increased. The number of women who did not receive an annual bonus is higher than the number of men, which means not as many women were eligible for a bonus. There are not as many women at senior levels and as a result women tend to receive lower bonus payments, or receive recognition awards that are significantly lower than an annual bonus.



Our UK gender pay numbers

Our 2020 data shows an overall decrease in both the mean and median pay gap.

Fast Facts



There has been a 7.5% headcount increase since April 2019. The decrease in women at our Group Leadership level is due to our Group HR Director role being filled on an interim basis by a man. We appointed a female Group HR Director who joined in April 2020. In addition, we appointed a Female Chief Executive who joined in January 2021.

2019 saw a decrease of women in our Senior Leadership Group due to the promotion of a woman to the Group Leadership level. 2020 has seen an increase in the number of women in the Senior Leadership group.

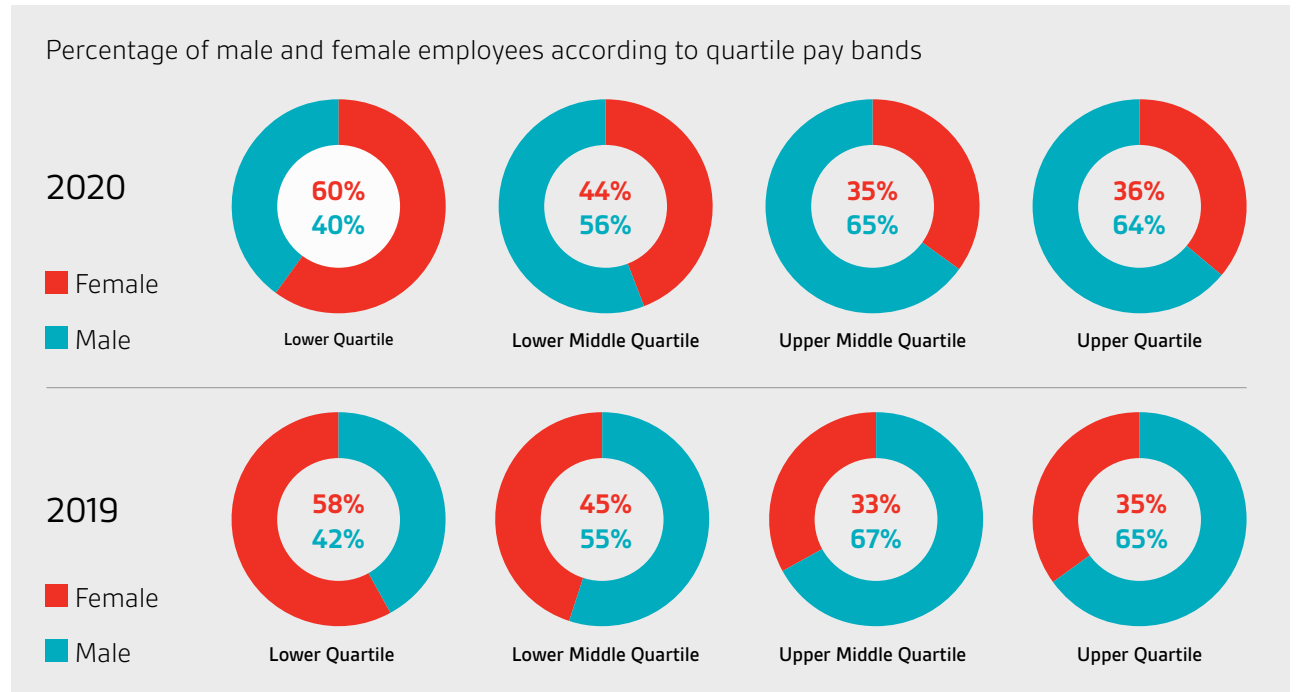
Understanding our pay gap

We employ more men (56%) than women (44%). Our 2020 data shows a decrease in both our median and mean pay gaps which builds on the decrease observed since 2018. Although the gap is lessening there is still work to be done to close the gap further.

We attribute the gender pay gap in 2020 in part to the following factors:

- Women hold fewer senior positions within our business than men, including those within the Group Leadership team and at UK Senior Leadership level. We have made progress more recently and in 2021, 50% of the Group Leadership team are women and 34% of the Senior Leadership team are women.
- Our highly technical STEM (science, technology, engineering and mathematics) roles attract a pay premium and it is in these roles that we have significantly more men than women.
- Our bonus gap is impacted by fewer women in senior positions where higher bonuses are paid. We employ more women in our lower pay quartiles and more men in the upper quartiles. Improvements overall in the UK have been made in the two upper quartiles compared to 2019.

Pay Quartiles



There are fewer women in the lower middle quartile than in 2019, although more are in the lower quartile. There is an increase of 2% of females in the upper middle quartile and a 1% increase in the upper quartile.

Closing the gap

Although we are pleased that progress has been made, we have not yet closed the gender pay gap, but remain committed to doing so. 2020 was a challenging year worldwide and there is data to show that it has been particularly difficult for women. This gives us the impetus to double our efforts to compensate for these challenges and support our talented women.

“When much of the world has been in lockdown, we know that women have been particularly badly affected. The UN Women’s Deputy Executive Director, Anita Bhatia said recently that everything we have worked for that has taken 25 years could be lost in a year.”

Susan Taylor Martin on International Women’s Day 2021

We are committed to understanding the reasons for the gender pay gap and to developing new solutions, or improving existing ones, to ensure that we support, develop and reward all BSI colleagues in a truly inclusive way. We recognize the criticality of the right culture and a working environment where all our people can use their strengths and be their best selves.



Career opportunity and new working patterns

We continue with our commitment to advertise all opportunities internally and flexible working arrangements are an integral part of our approach to work. In 2021 we launched 'Imagine BSI' which is our approach to designing a more agile and flexible way of working. Work is what you do not a place to go to. We have a collaborative and inclusive approach to this design which involves our colleagues co-defining how we balance flexibility and client responsiveness.



Diverse recruitment and talent development

We actively seek gender balance in our candidate shortlists, spanning all roles and levels. We have made a great deal of progress in this area and during the last two years we have significantly improved our opportunity to appoint women to senior roles. We are now building on the success of this approach to ensure our processes are without bias.



Leadership development opportunities

Our global Senior Leadership Programme has 57% female participants which includes six women from the UK.

We are working on a 'Women in Leadership' programme to run alongside our existing leadership programmes. 2021 saw the launch of our global Women’s Network and members of the Affinity Group are actively involved as we develop this programme for launch in 2022.

Closing the gap

“Before I came back to work I thought I would just be expected to get on with it, but having a mentor, and having the business recognise the difficulty of this transition, was very comforting”

“Talking to my mentor gave me the confidence to introduce new routines that worked for my daughter and create focused time to complete my daily tasks and projects. Thank you to my mentor for guiding me through this eventful year.”

“Thank you BSI for setting up this programme”

Quotes from Parent Mentees



Parent Mentoring

We started our first Parent Mentoring Programme in the UK in 2019. We offer mentoring support to parents after maternity, adoption or shared parental leave with the aim to support a return to work and to aid the retention of talented colleagues. The programme has proved successful in the UK and this initiative has now been rolled out globally.

During 2020 this programme became invaluable in supporting parents during challenging times when usual childcare arrangements were often not available and our colleagues were balancing work, home life, home-schooling and new additions to their family.

“Helping my mentee in her journey was really rewarding for me”

“Watching my mentee’s confidence grow was amazing – she’s now fully fledged and grown”

Quotes from Parent Mentors



Diversity Mentoring

We have set up a Diversity Mentoring Programme where each member of the Group Leadership Team is matched with a colleague who shares their own perspectives as an under-represented group. Our Diversity Mentors include women which helps to raise the challenges that women face in their career. This programme is in its pilot phase and we intend to extend it to other senior leaders in time.



Creating Human Connections

This exciting initiative has been a powerful means of creating awareness of different perspectives. ‘Creating Human Connections’ was launched in 2020 and has enabled colleagues to share their stories and foster a greater sense of belonging. Our colleagues have openly discussed a range of sensitive questions, including gender and race.

These discussions have resulted in the creation of a ‘Women’s Network Affinity Group’ which now has a global membership of 236 people, including many men. The group has run well-attended workshops on topics such as the ‘Imposter Syndrome’, ‘Women’s Safety’ and the ‘Menopause’.

Closing the gap



Flexible and Agile Working

Over the last few years, we have increased access to more flexible working formats, both formally and informally. Clearly 2020 was a year that changed the way we work and BSI, like many other organizations, is evolving future ways of working. We are seeking to find solutions that will support our people to balance their professional and personal lives.



Pronouns

To create an environment where everyone can share their true identity, we have provided colleagues with the option to include pronouns in their email signatures and help build an inclusive environment for all.



Fair pay and benefits

We are committed to providing fair and competitive rewards for all our colleagues.

From 2021, all colleagues have eligibility to variable pay, this will have a positive impact for those in the lower pay quartiles previously not included in variable pay schemes. This significant change will ensure a more consistent approach to our bonus structure and will help, in time and alongside other actions, to improve our bonus pay gap.

It continues to be our ambition to ensure we encourage and promote all our colleagues equally and fairly and to provide fair and competitive rewards to all our people, irrespective of gender.



Wellbeing days

Following the challenges of 2020, we awarded three additional paid Wellbeing Days to all colleagues globally in recognition of their efforts and the challenges of the pandemic. These three days are in addition to existing annual leave and can be taken at any time during 2021 and used in a way that helps colleagues with their wellbeing.

Statutory disclosures

We track gender pay gap data for the three UK legal entities with at least 250 employees for which we are required to report our gender pay gap data in line with UK government regulations first launched in 2017. We have published this data on the UK government website and in this report. We have also calculated the gender pay gap across all UK employees.

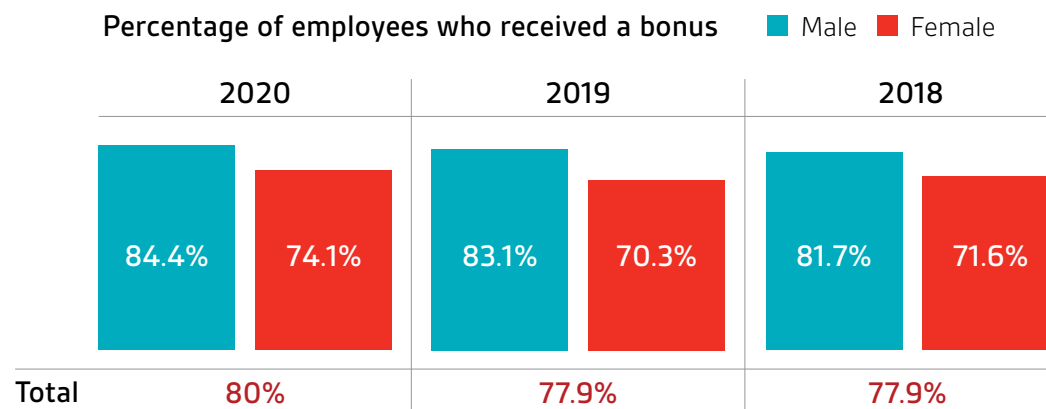
BSI Assurance

Gender pay gap

BSI Assurance			Male	Female	Male	Female	Male	Female	Male	Female	
	Mean	Median	Entity / Quartile		Lower	Lower Middle	Upper Middle	Upper			
2020	16.5%	23.3%	BSI Assurance 2020	32.2%	67.8%	67.8%	32.2%	64.0%	36.0%	69.6%	30.4%
2019	15.8%	25.6%	2019	34.3%	65.7%	69.4%	30.6%	68.0%	32.0%	70.9%	29.1%
2018	19.4%	29.9%	2018	40.6%	59.4%	56.8%	43.2%	78.6%	21.4%	71.5%	28.5%

Gender bonus pay gap

BSI Assurance		
	Mean	Median
2020	18.4%	3.5%
2019	26.7%	0.2%
2018	31.9%	-8.1%



Statutory disclosures

BSI Standards

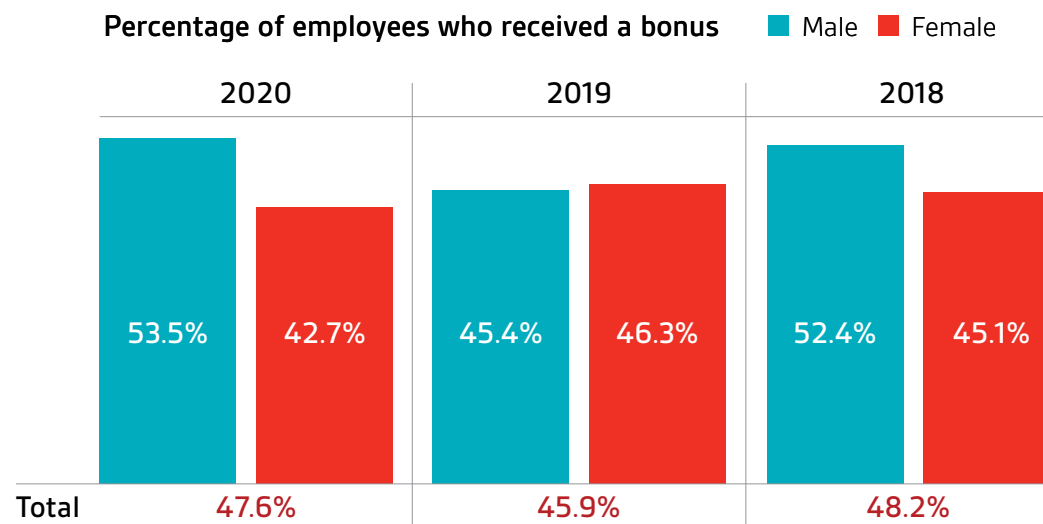
Gender pay gap

BSI Standards	Mean	Median
2020	9.1%	17%
2019	3.3%	4.6%
2018	16.6%	8.5%

Entity / Quartile	Lower		Lower Middle		Upper Middle		Upper	
	Male	Female	Male	Female	Male	Female	Male	Female
BSI Standards 2020	44.0%	56.0%	37.3%	62.7%	36.1%	63.9%	68.7%	31.3%
2019	45.3%	54.7%	40.0%	60.0%	45.9%	54.1%	52.0%	48.0%
2018	27.3%	72.7%	38.2%	61.8%	50.7%	49.3%	52.6%	47.4%

Gender bonus pay gap

BSI Standards	Mean	Median
2020	-1.5%	53.4%
2019	4.2%	71.4%
2018	11.3%	54.5%



Statutory disclosures

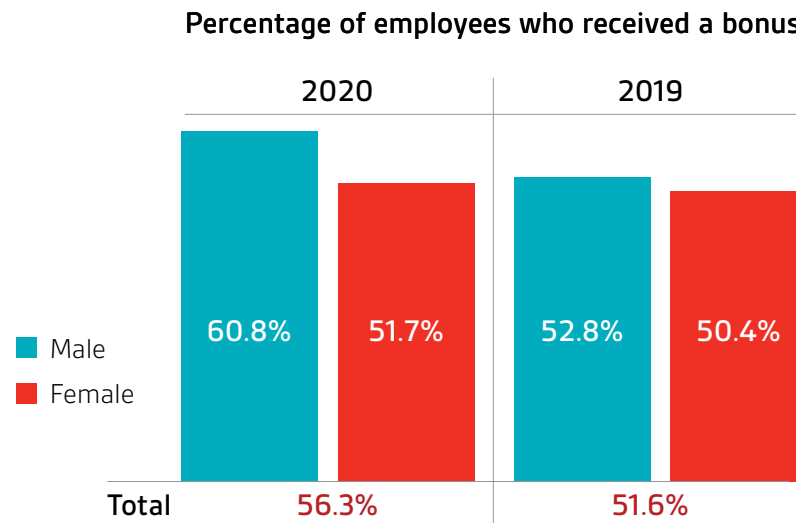
BSI Standards Institution

Gender pay gap

BSI Standards Institution			Male	Female	Male	Female	Male	Female	Male	Female
	Mean	Median	Lower		Lower Middle		Upper Middle		Upper	
2020	20.7%	17%	44%	56%	52%	48%	49%	51%	59%	41%
2019	30.4%	13.5%	40%	60%	53%	47%	57%	43%	59%	41%

Gender bonus pay gap

BSI Standards Institution		
	Mean	Median
2020	61.6%	-2.8%
2019	78.6%	14%



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. 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.

BSI Group

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