



Your partner  
in progress

# Gender Pay Gap

2025 Report  
April 2026



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Section One

# Introduction





**Susan Taylor Martin**  
Chief Executive Officer  
BSI



**Alison Sharp**  
Chief People Officer  
BSI

Welcome to BSI's 2025 UK Gender Pay Gap report.

Our purpose as an organisation is to accelerate progress toward a fair society and a sustainable world. Investing in our people is central to that mission. We are committed to applying a strong diversity and inclusion lens across all areas of our business – ensuring meaningful action today and long-term sustainable impact for the future.

Alongside continued growth in internal development opportunities, our global diversity and inclusion initiatives enable us to support our people at every level. In 2023, we introduced our Diversity, Equity, and Inclusion (DEI) strategy, which established a clear organisational ethos and measurable goals. These combined efforts have contributed to continued progress in gender parity across pay and representation.

This year, we are pleased to report our lowest Gender Pay Gap since our first publication, with reductions in both mean and median pay gaps of 0.3 percentage points. This marks our second consecutive year of improvement. We have also reduced our mean bonus pay gap by 2.7 percentage points and our median bonus pay gap by 7.8 percentage points. During the reporting period, we increased the proportion of women in senior leadership roles by 2 percentage points.

While we are encouraged by this progress, we recognise there is more work to do. We remain fully committed to attracting, retaining and developing diverse talent at every level, and to making BSI an employer of choice for all. A fair society is one in which everyone has an equitable opportunity to thrive – something we champion through our standards work, our partnerships, and our support for colleagues.



## **Declaration.**

We confirm the information and data reported is accurate as of the 03/04/2025

**Susan Taylor Martin**

Chief Executive

**Alison Sharp**

Chief People Officer

Section Two

# Gender Pay Gap reporting





## How are the Gaps calculated?

### Median Pay Gap

The median represents the midpoint of hourly pay when all employees are listed from lowest to highest. The median Gender Pay Gap compares the midpoint male hourly rate with the midpoint female hourly rate.

### Mean Pay Gap

The mean represents the average hourly pay, calculated by summing all hourly pay for men and for women separately and dividing each by the number of employees. The Gender Pay Gap is the difference between these two averages.

Both median and mean calculations are applied to pay and to bonus outcomes over the relevant 12-month period.

The **Gender Pay Gap** shows the difference in average hourly pay between men and women across BSI regardless of the work they do. It is expressed as a percentage of men's pay and is calculated using ordinary and bonus pay, divided by contracted hours.

### Example

Values: 1, 3, 3, 6, 7, 8, 9

Median = 6

Mean = 5.3 (sum= 37 ÷ count =7)



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

Pay gaps are expressed as a percentage of men's pay. A positive figure indicates men's average pay is higher; a negative figure indicates women's average pay is higher.



### What's included in our calculation?

Our calculations follow UK Government Gender Pay Gap Regulations and are based on the snapshot date of 5 April 2024, covering 2,297 colleagues across our UK operations. Pay includes basic salary, allowances, variable pay, and salary-sacrifice adjustments.

2,297

colleagues across  
our UK operations

### Equal Pay

The Gender Pay Gap is not a measure of equal pay. Equal pay refers to men and women being paid the same for the same work or work of equal value – something BSI is committed to and maintains.

Our Gender Pay Gap reflects the distribution of men and women across the organisation.

Section Three

# Our journey



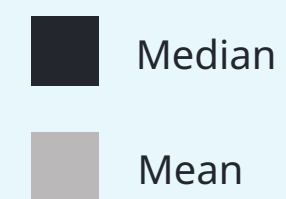
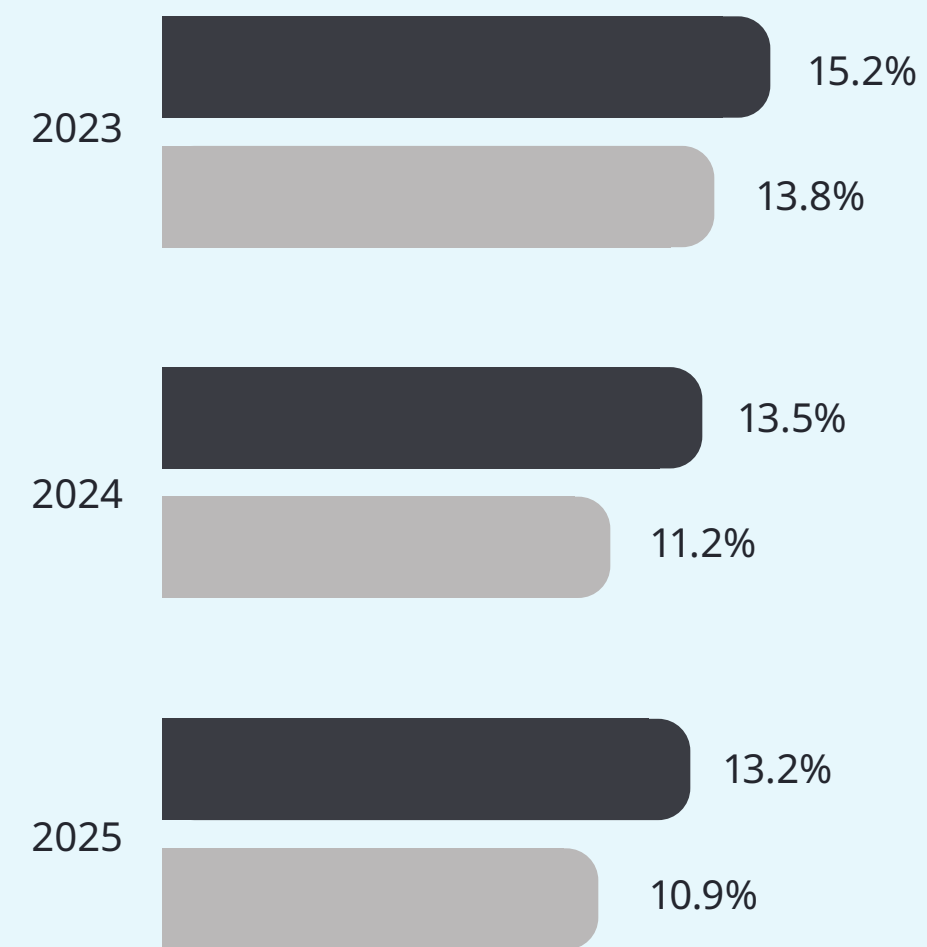
For the second consecutive year, both our mean and median Gender Pay Gaps decreased by 0.3 percentage points, bringing them to their lowest levels since reporting began.

We have also achieved:

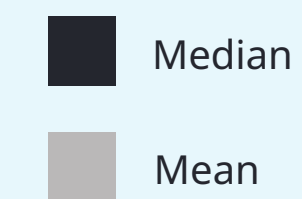
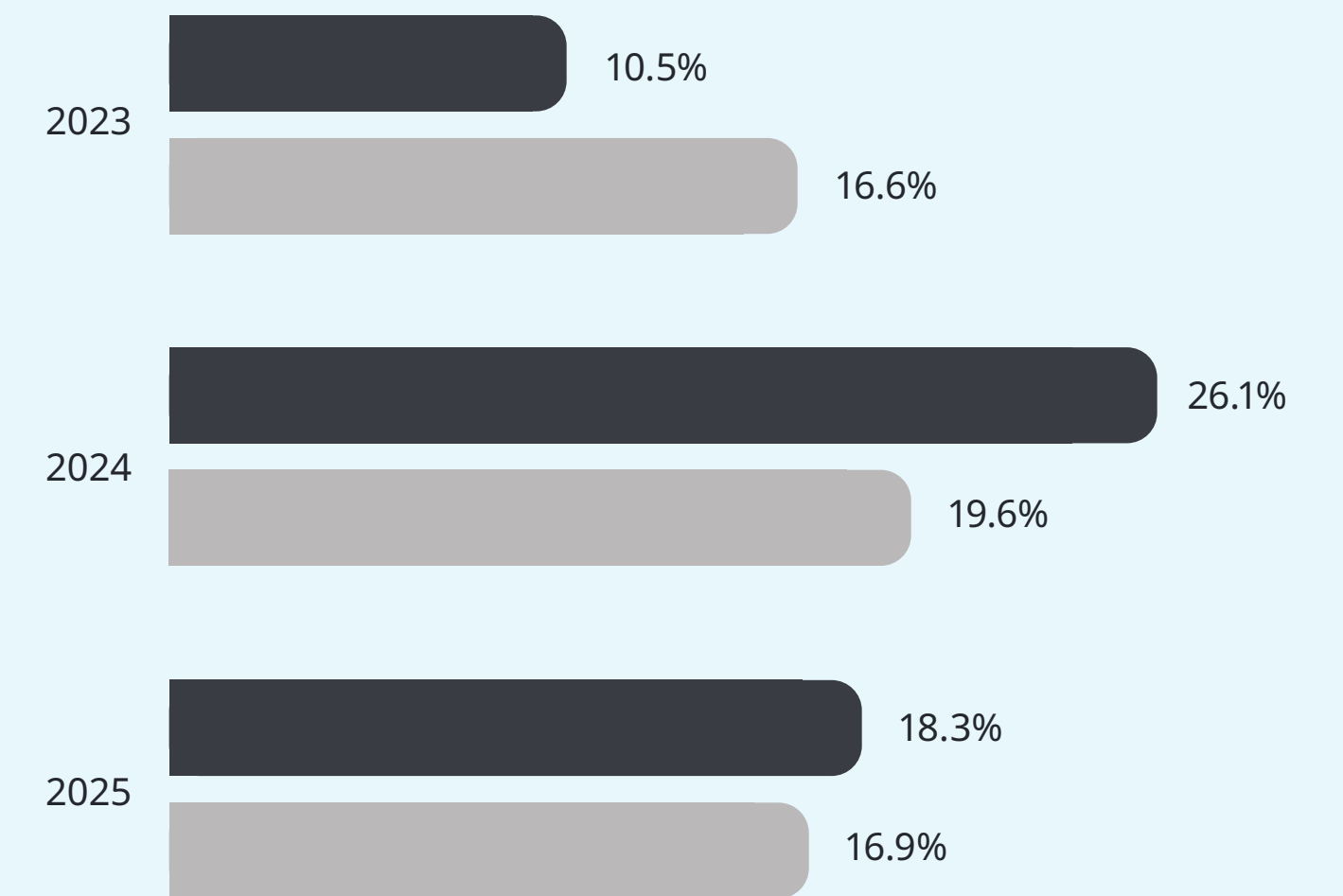
- 2.7 percentage-point reduction in our mean bonus pay gap
- 7.8 percentage-point reduction in the median bonus pay gap
- 2 percentage-point increase in women in senior leadership roles.

These improvements reflect targeted investment in recruitment, inclusive hiring and DEI initiatives.

### Gender Pay Gap



### Bonus Pay Gap



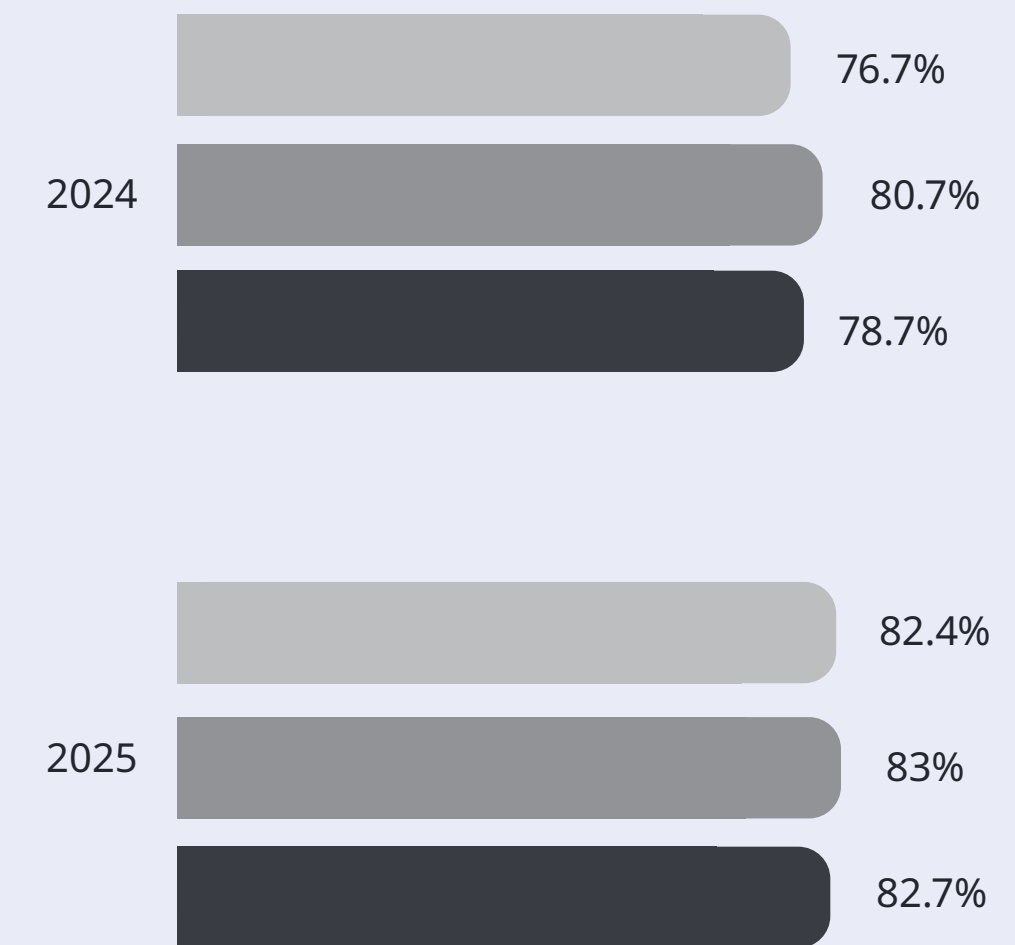


In 2025:

- 54% of senior leadership hires were women (13 new hires), above UK benchmarks
- 71 women joined BSI overall (43% of hires)
- Bonus participation increased for both men and women, with women’s participation rising 5.7% and the gender gap narrowing to 0.6 percentage points, the closest it has ever been.

These trends align with expectations following earlier increases in female hiring and promotion into higher-graded roles.

Proportion of male/female receiving a bonus ending with the snapshot period



Section Four

# Looking at our Data



## Our Gender Pay Gap reflects several structural factors:

### **Representation in Senior Roles**

While improving, women remain underrepresented in senior and upper-quartile roles. Because our senior population is relatively small, changes in a handful of roles can materially influence results.

### **STEM Roles and Market Premiums**

Many highly technical STEM roles—where market premiums are common due to specialist skill shortages—attract more men than women, consistent with wider labour-market patterns. We are redesigning certain roles and investing in STEM talent pathways to broaden female representation in the future.



## Quartile Distribution

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.

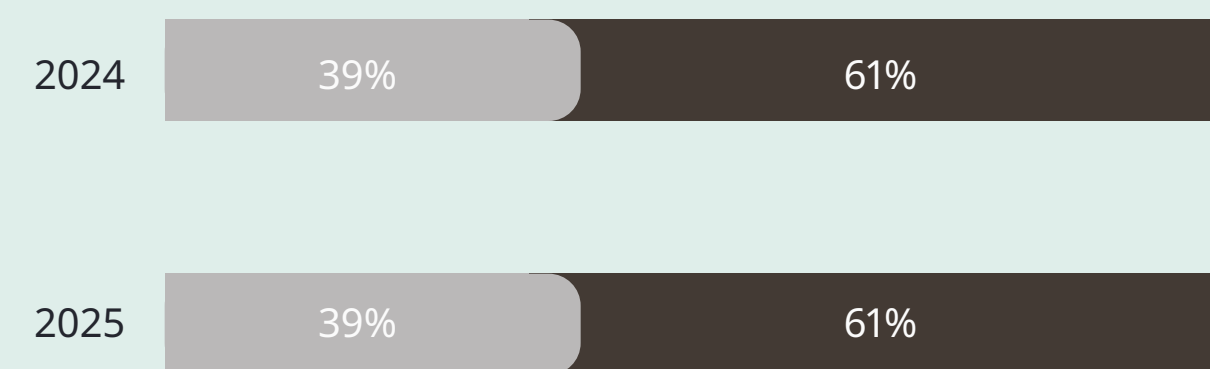
We continue to employ more women in lower quartiles and more men in upper quartiles. However, progress is clear:

- Female representation in the upper-middle quartile increased by 3 percentage points
- Women in senior leadership increased by 2 percentage points

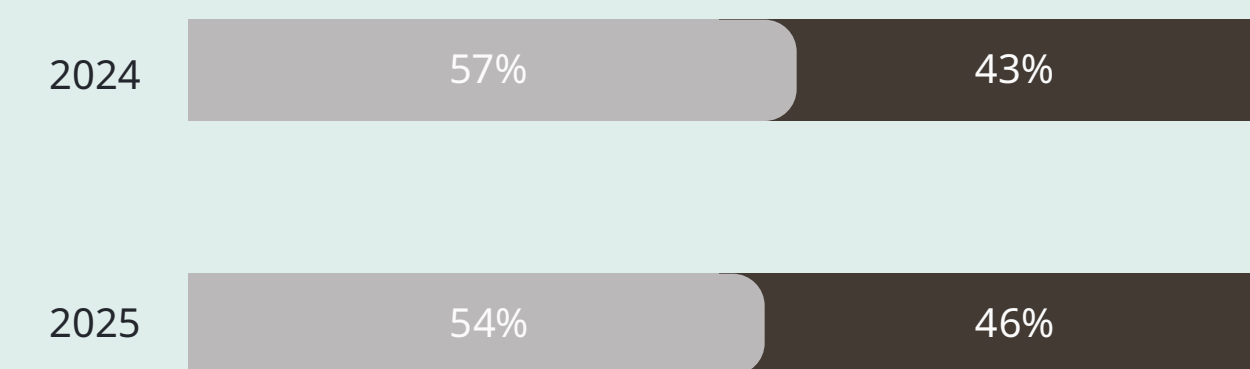
These shifts have directly contributed to reductions in pay and bonus gaps.

## Quartile Splits

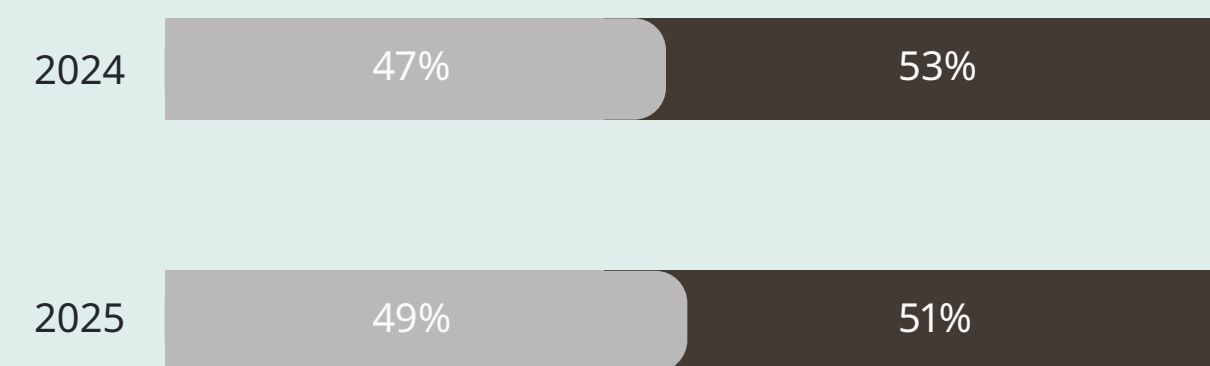
### Lower



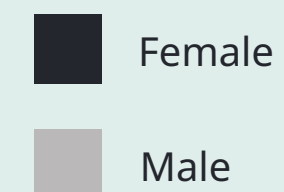
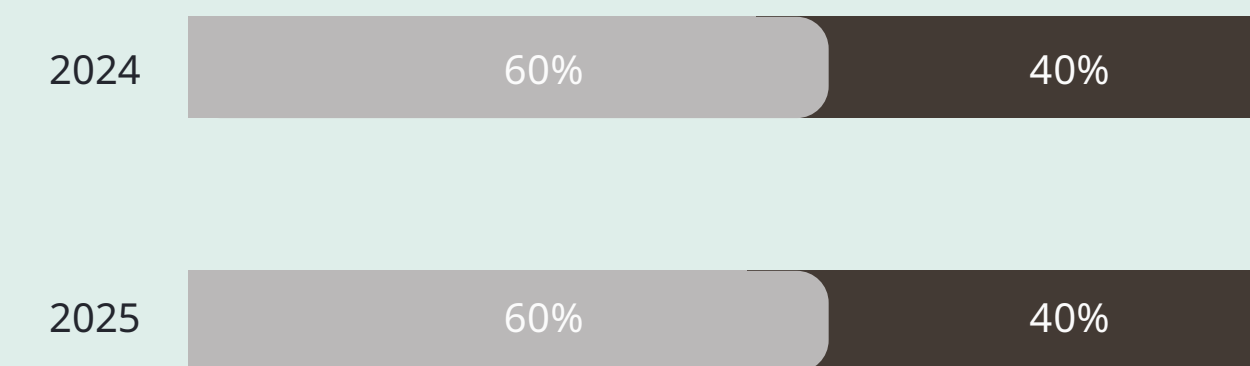
### Upper Middle



### Lower Middle



### Upper



Section Five

# Looking to the Future



## Attracting Female Talent

We continued to strengthen inclusive hiring by:

- Refreshing the hiring manager development programme
- Delivering a bespoke inclusion-focused programme for the Talent Acquisition team
- Expanding partnerships with inclusive job boards and talent networks

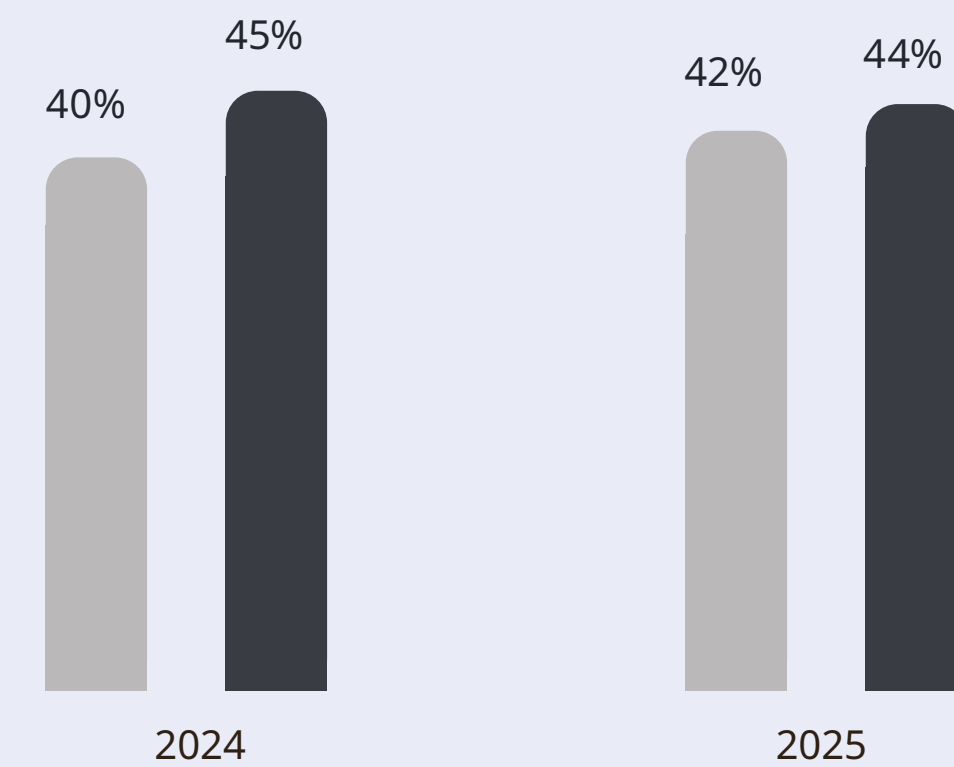
These investments supported increased female representation in the upper-middle quartile and will remain central to our hiring approach



## Leadership statistics (those considered in Gender Pay Gap)

No. Full Pay Relevant  
Employees: 2,229

No. Full Pay Relevant  
Employees: 2,297



- Senior Leadership (% women)
- CEO-1 (% women)



## Retaining Female Talent

Retention and progression remain core priorities:

- In 2025, 56% of female UK colleagues were identified as Top Talent rising from 53% in 2024
- 55% of internal moves were made by women, ahead of their representation in the UK workforce
- 47 apprentices joined BSI, 47% (22) of whom were women

These indicators show strong potential for sustained increases in female representation at senior levels.

## Nurturing Female Talent

Women continue to participate at higher rates in development and leadership programmes:

- 62% of all learning participants were women
- 60% of unique learners were women
- Women represented 65% of participants in our internal coaching program and 63% of our mentorship programme
- 80 women undertook Management Essentials training representing 66% of total attendees

These programmes strengthen progression pathways and readiness for senior roles.

## Improving Policy

Key policy updates in 2024 included:

- Enhanced Carer's Leave
- Strengthened measures to prevent sexual harassment
- Updates to Paternity Leave and Flexible Working
- Enhanced redundancy protections for colleagues returning from family leave

Our Smart Working policy continues to support flexibility and work-life balance.



## Inclusion & Wellbeing

Our Equity, Diversity and Inclusion strategy provides a shared framework for driving equity across BSI.

Highlights this year include:

- A week-long global programme for International Women's Day
- Growth of the BSI Women's Network to over 600 members
- Launch of ReThink Care, providing resources for wellbeing, neurodiversity, professional and parental support
- Expanded access to family-support pathways and parent mentoring

These programmes strengthen our culture of inclusion and support across all stages of working life.

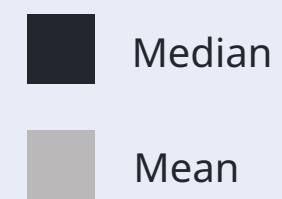
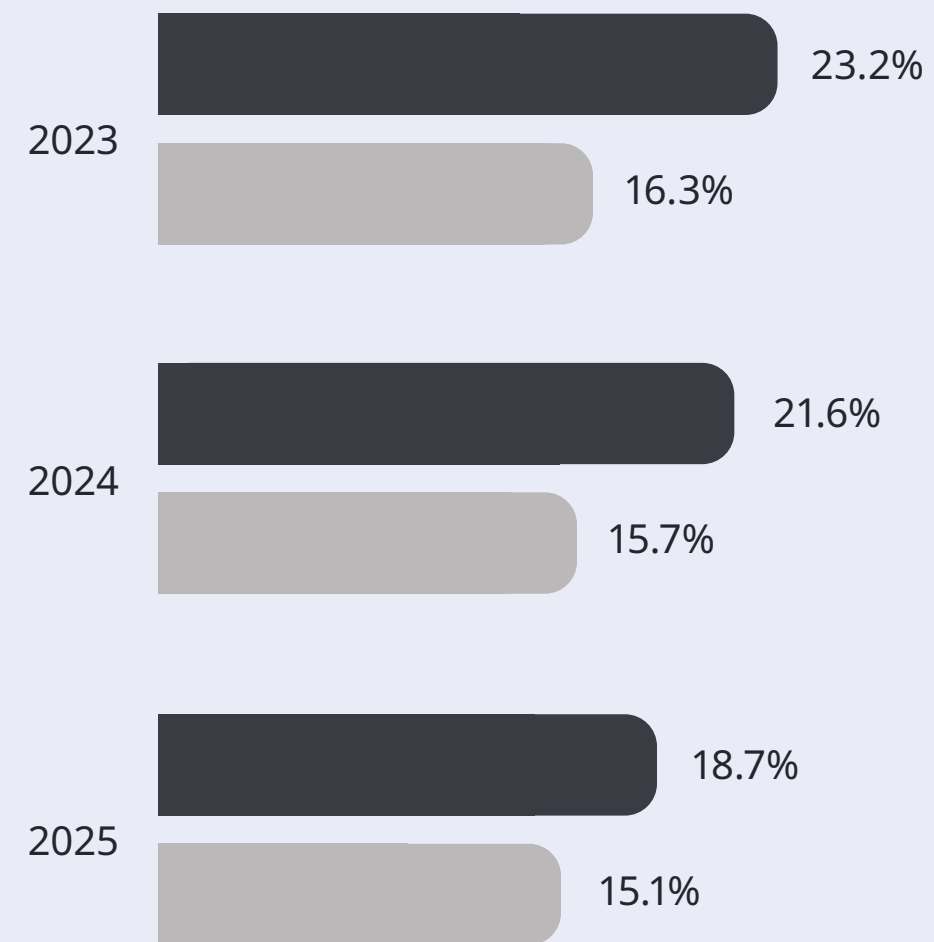
## Statutory Disclosures

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



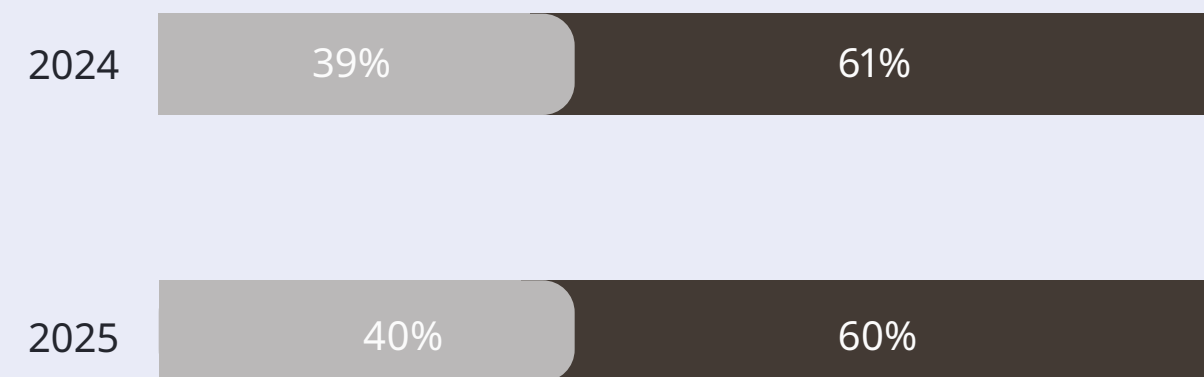
# BSI Assurance UK Ltd

## Gender Pay Gap

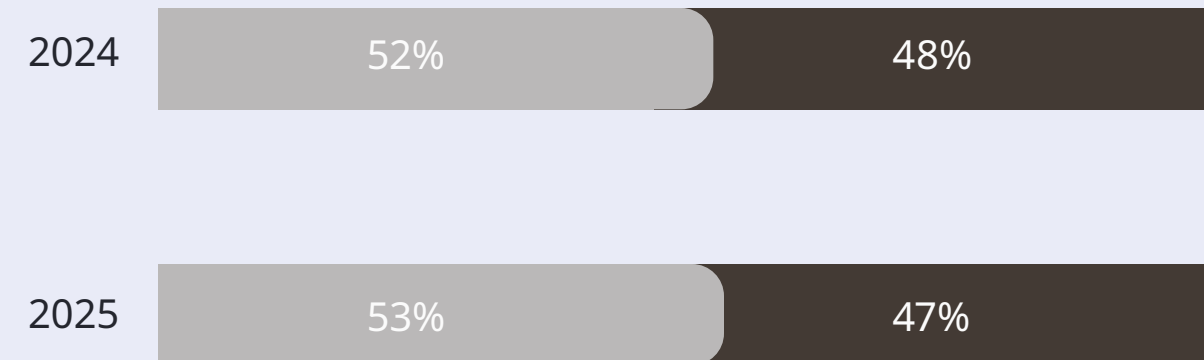


## Quartile Splits

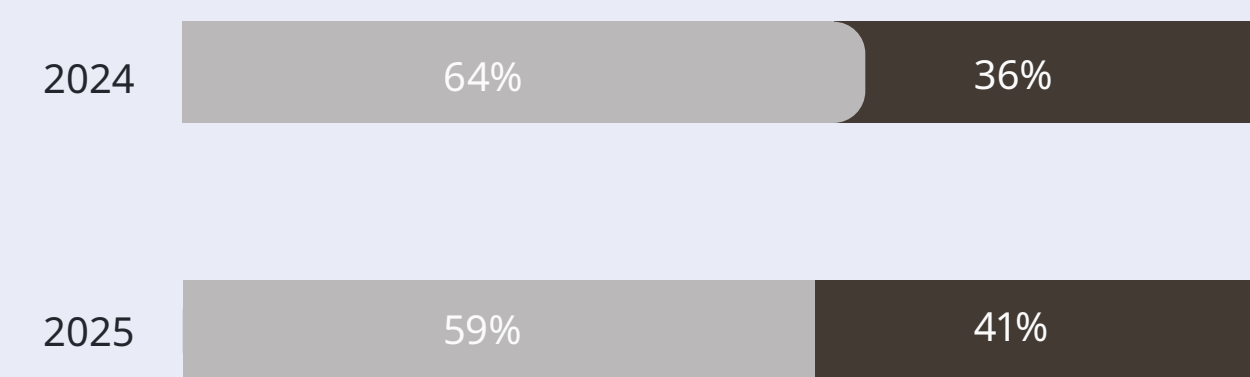
### Lower



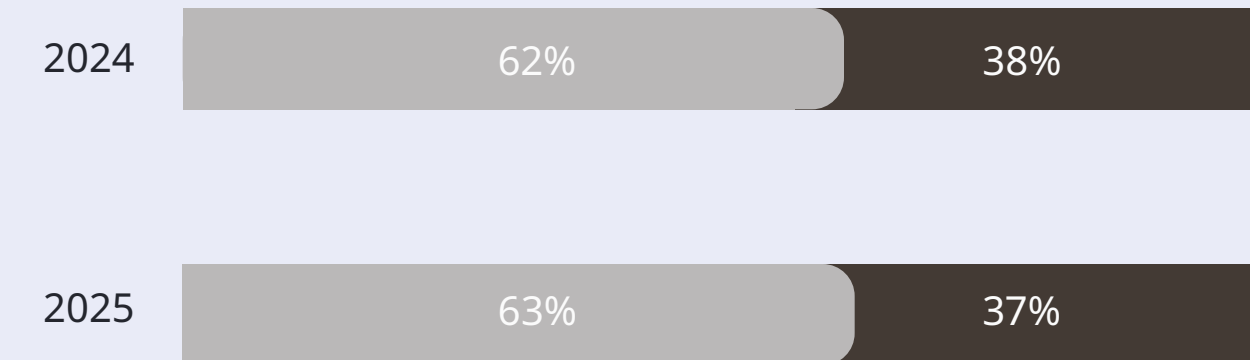
### Lower Middle



### Upper Middle

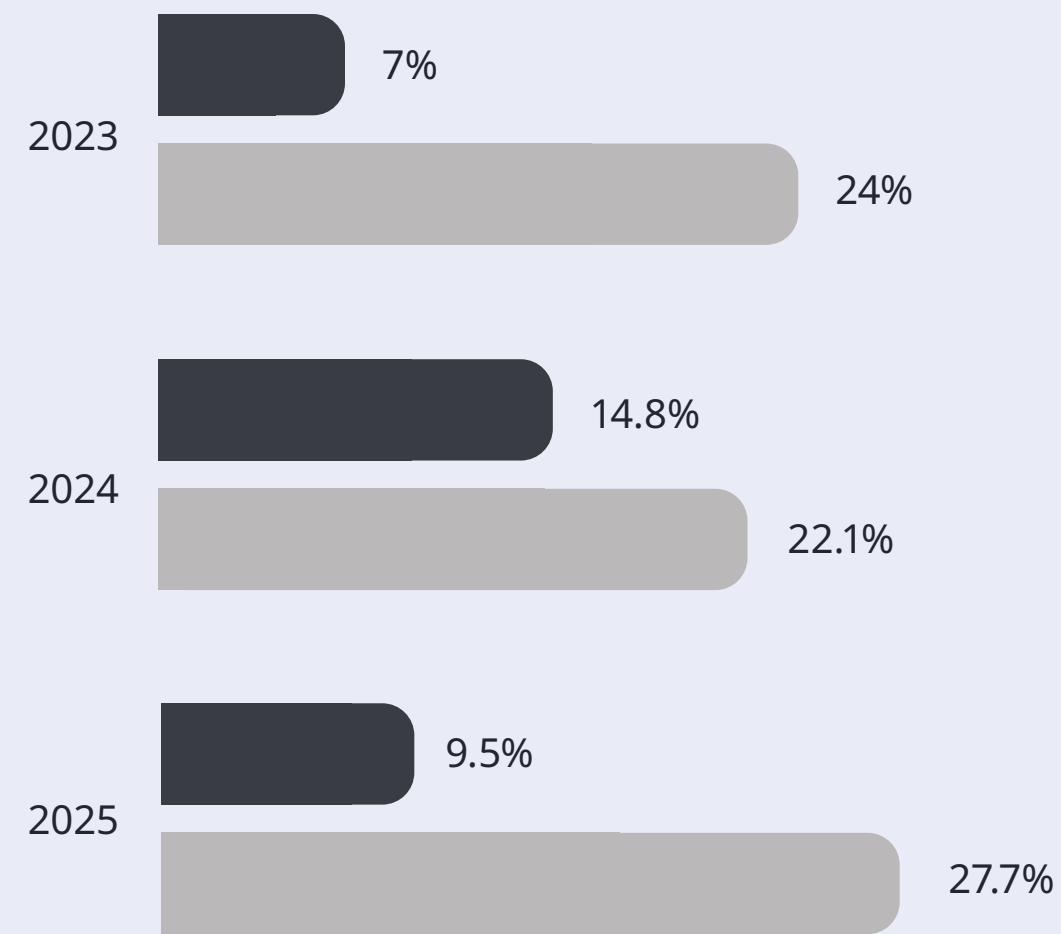


### Upper



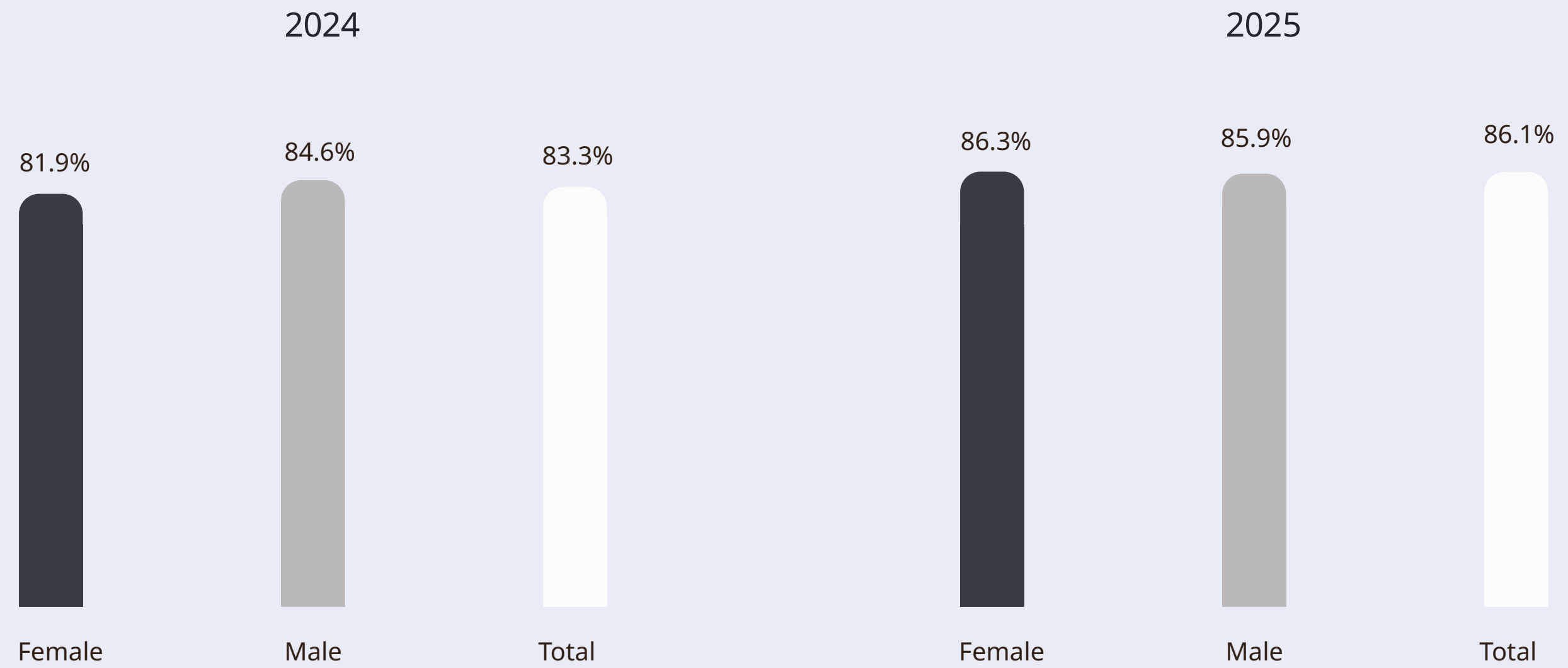
# BSI Assurance UK Ltd

Bonus Pay Gap



Median  
 Mean

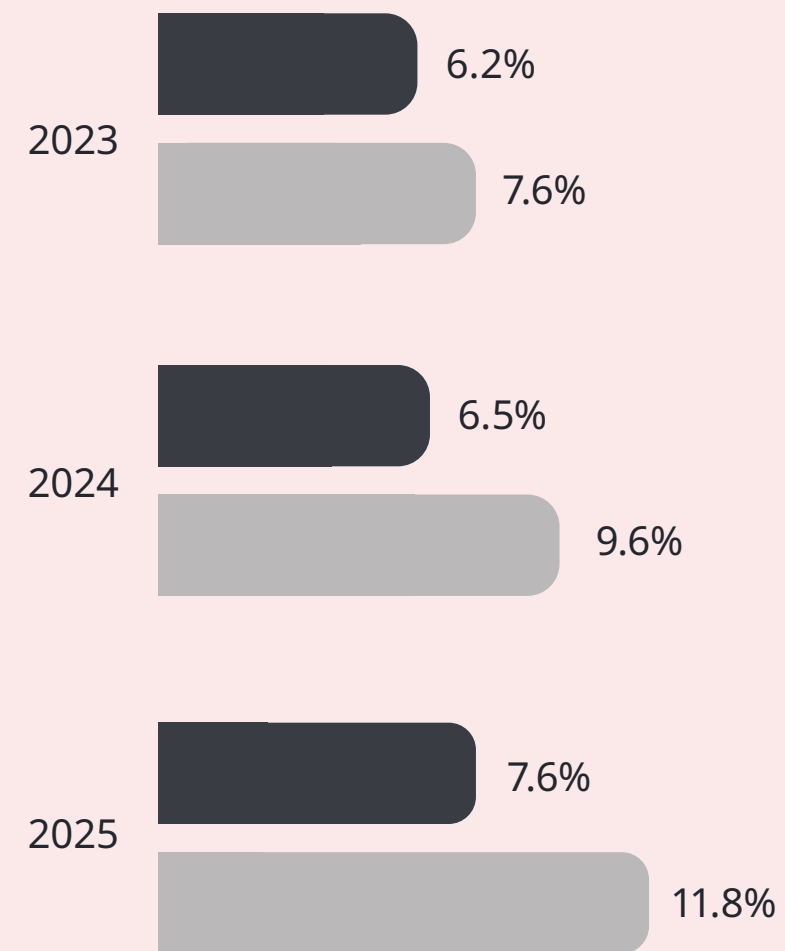
Proportion of male/female receiving a bonus ending with the snapshot period



Female  
 Male

# BSI Standards Ltd

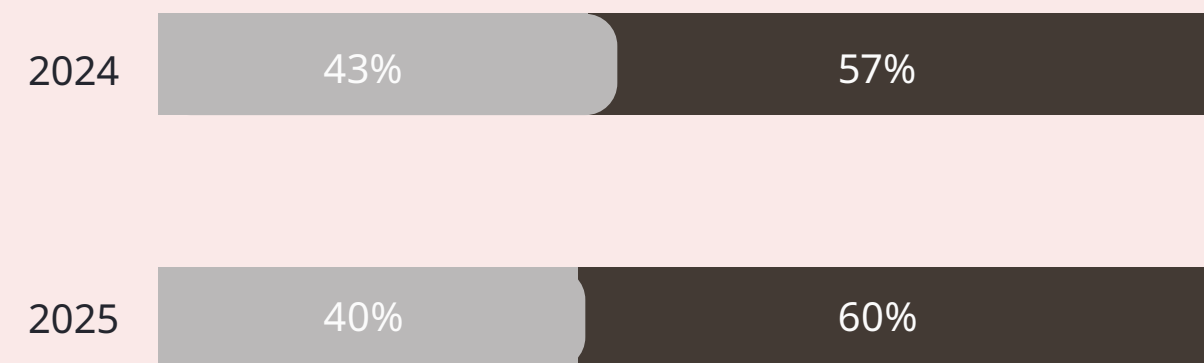
## Gender Pay Gap



Median  
 Mean

## Quartile Splits

### Lower

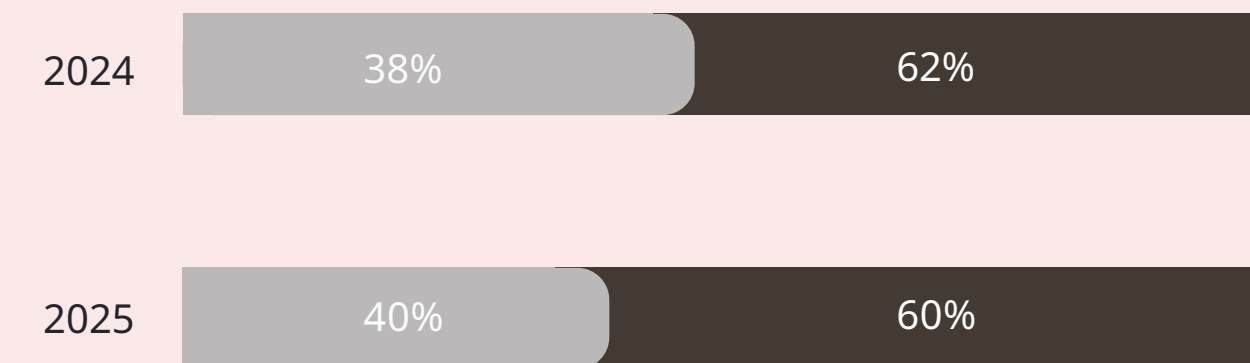


### Lower Middle

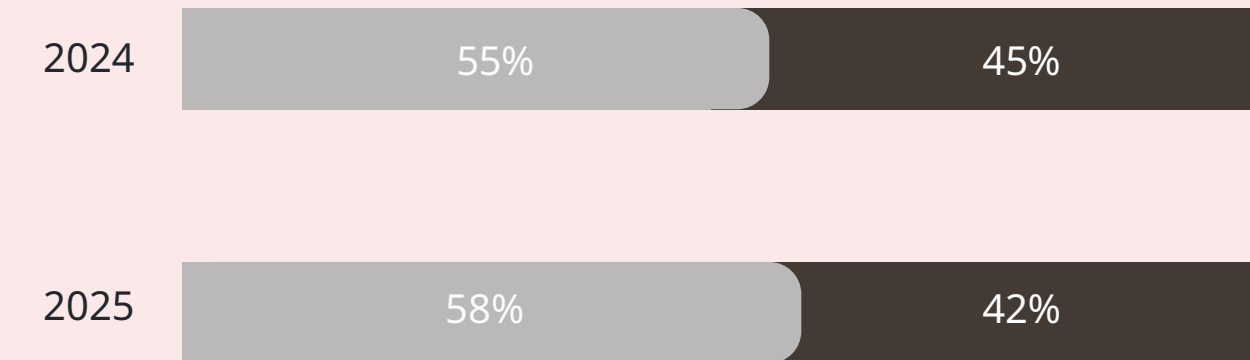


Female  
 Male

### Upper Middle

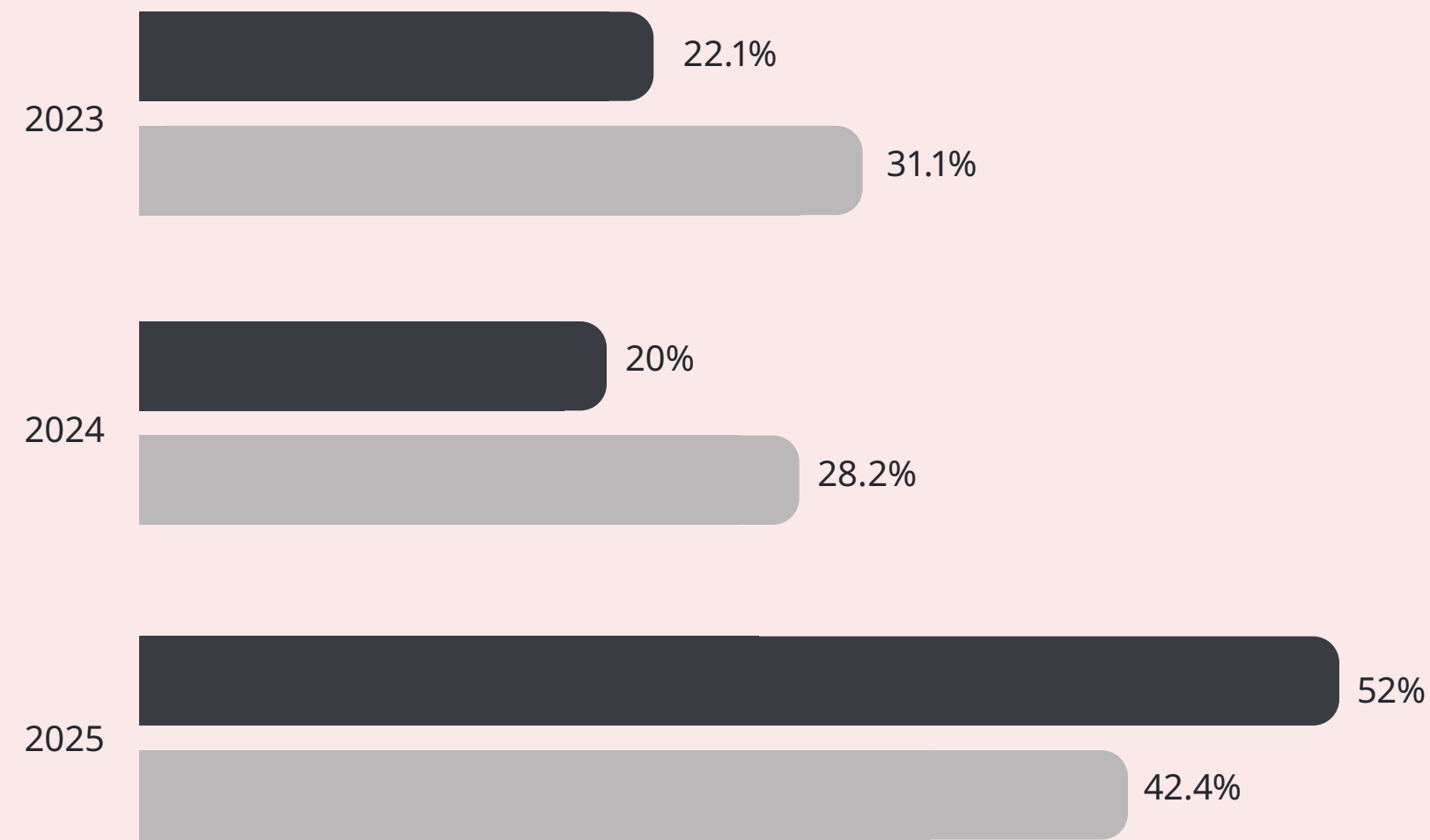


### Upper

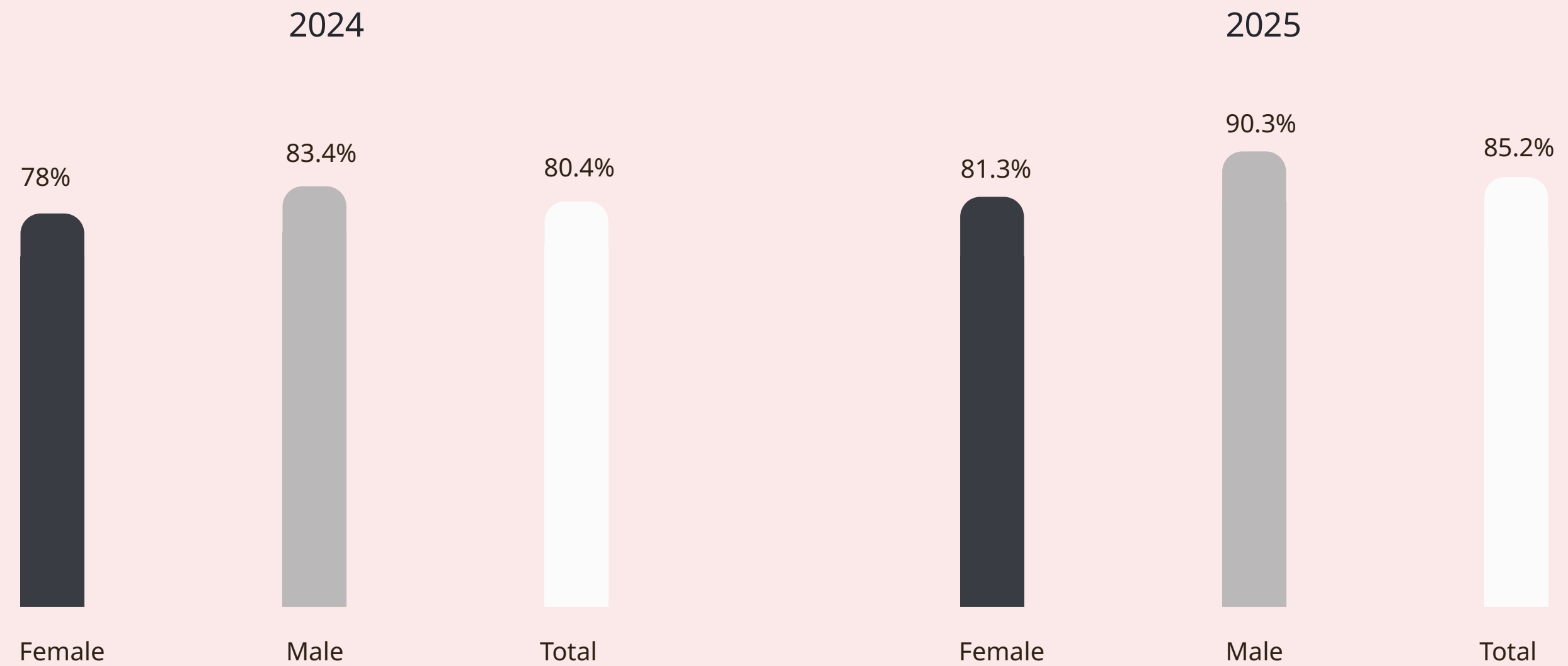


# BSI Standards Ltd

Bonus Pay Gap



Proportion of male/female receiving a bonus ending with the snapshot period

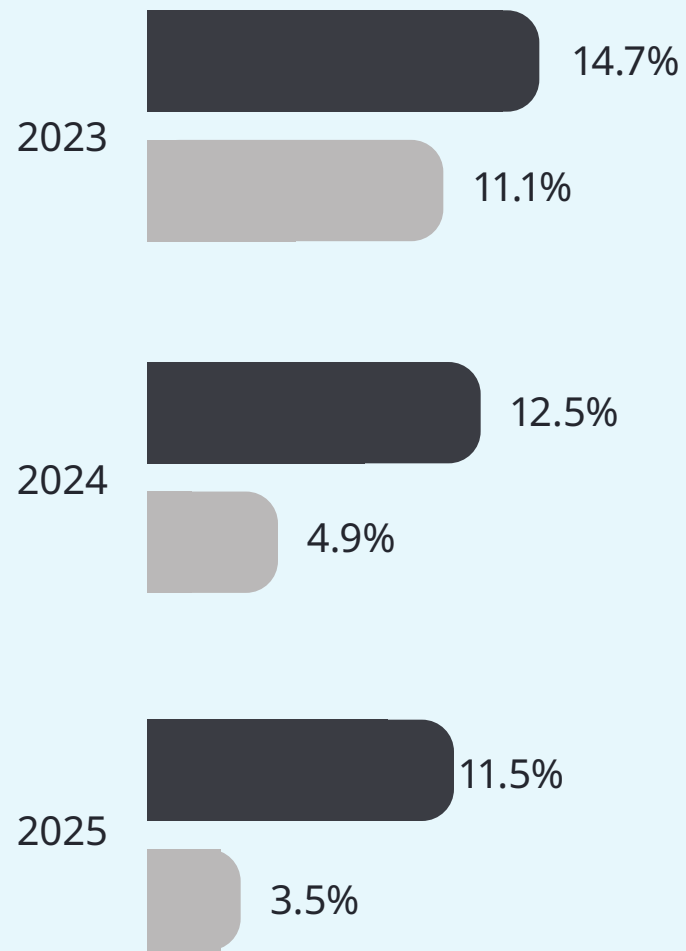


Median  
 Mean

Female  
 Male

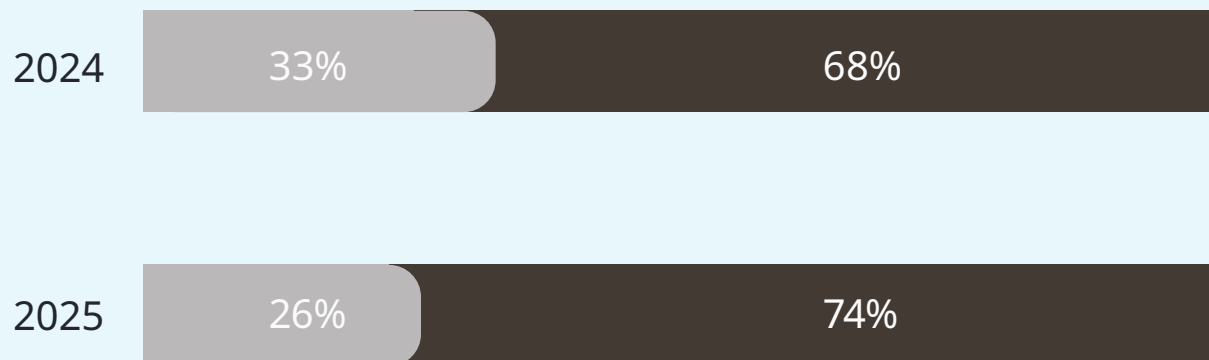
# The British Standards Institution

## Gender Pay Gap

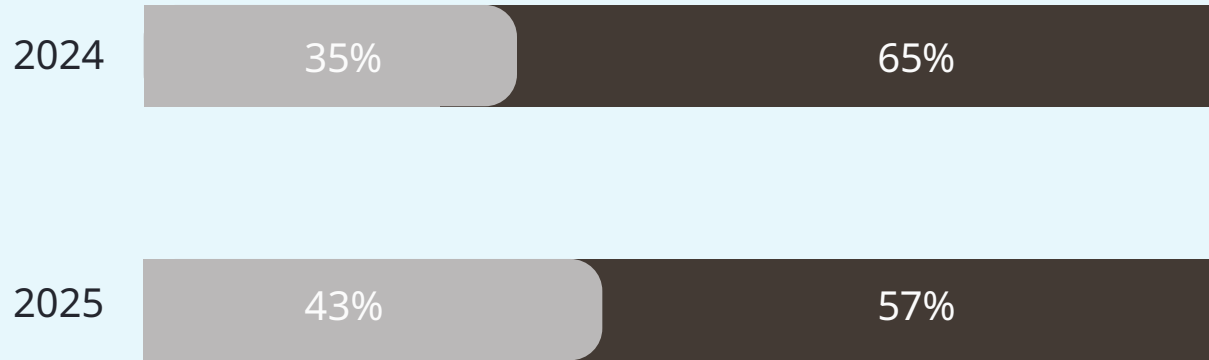


Median  
 Mean

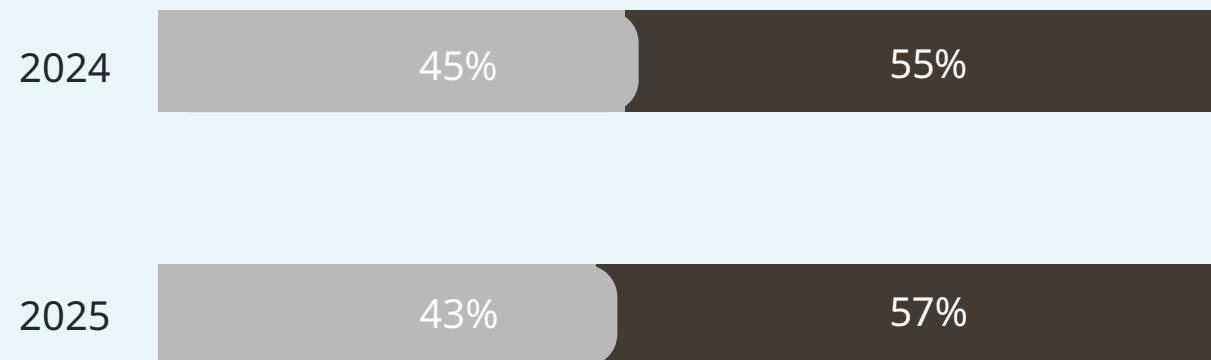
## Quartile Splits



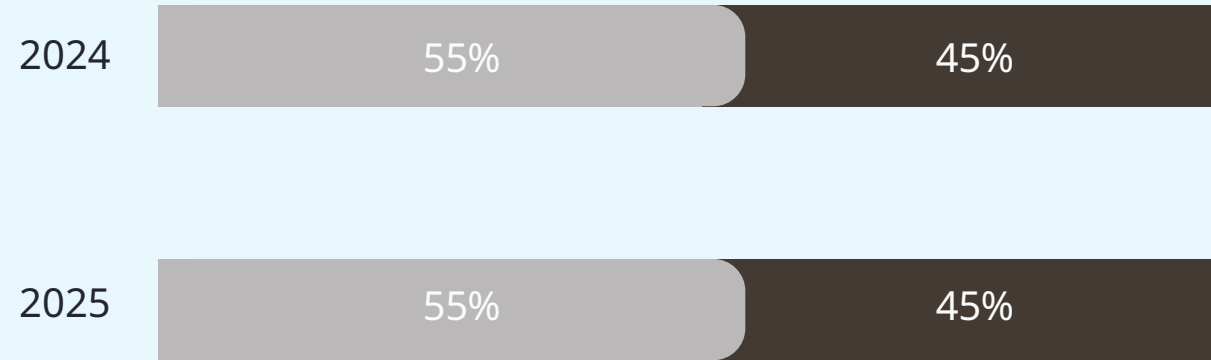
### Lower Middle



Female  
 Male

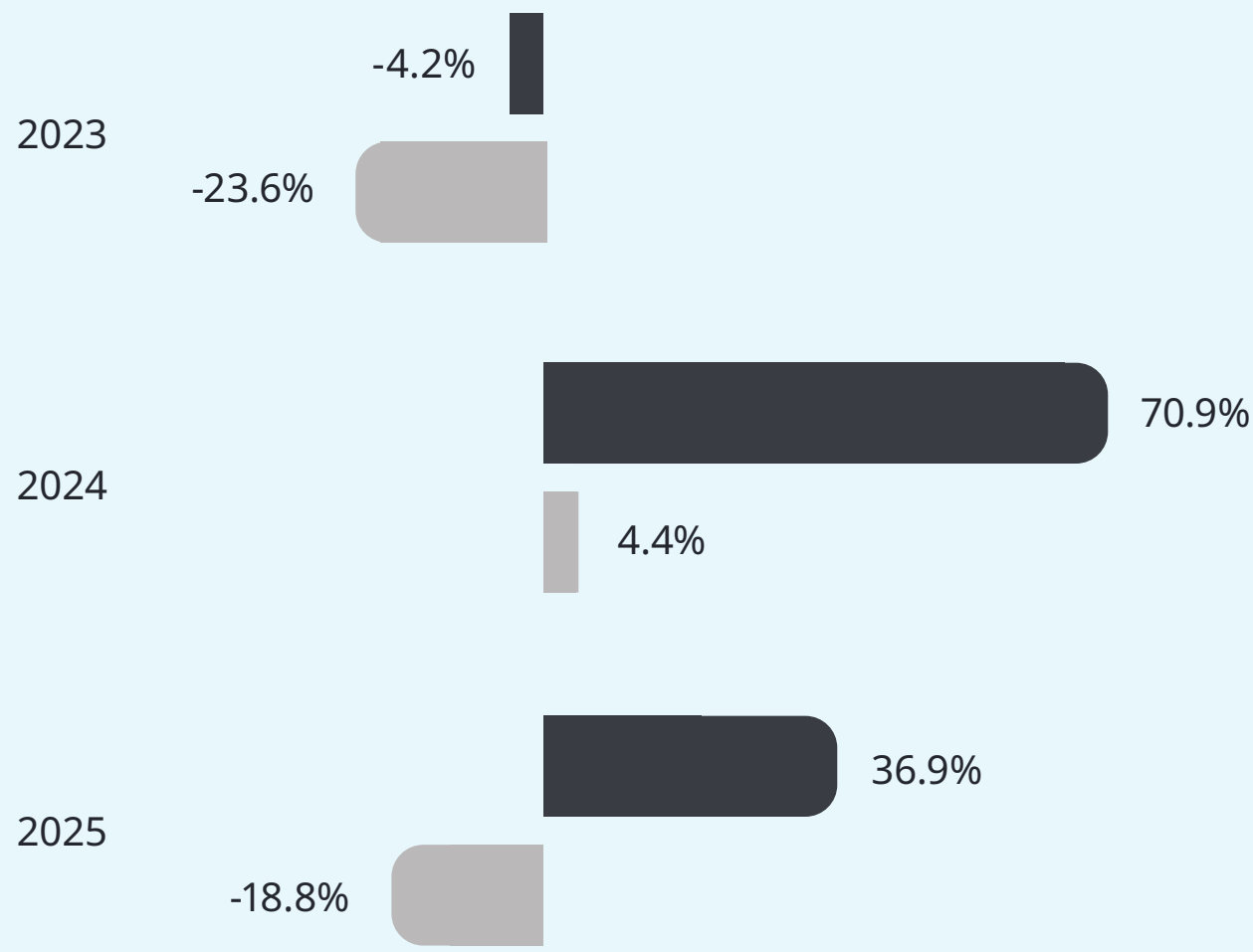


### Upper

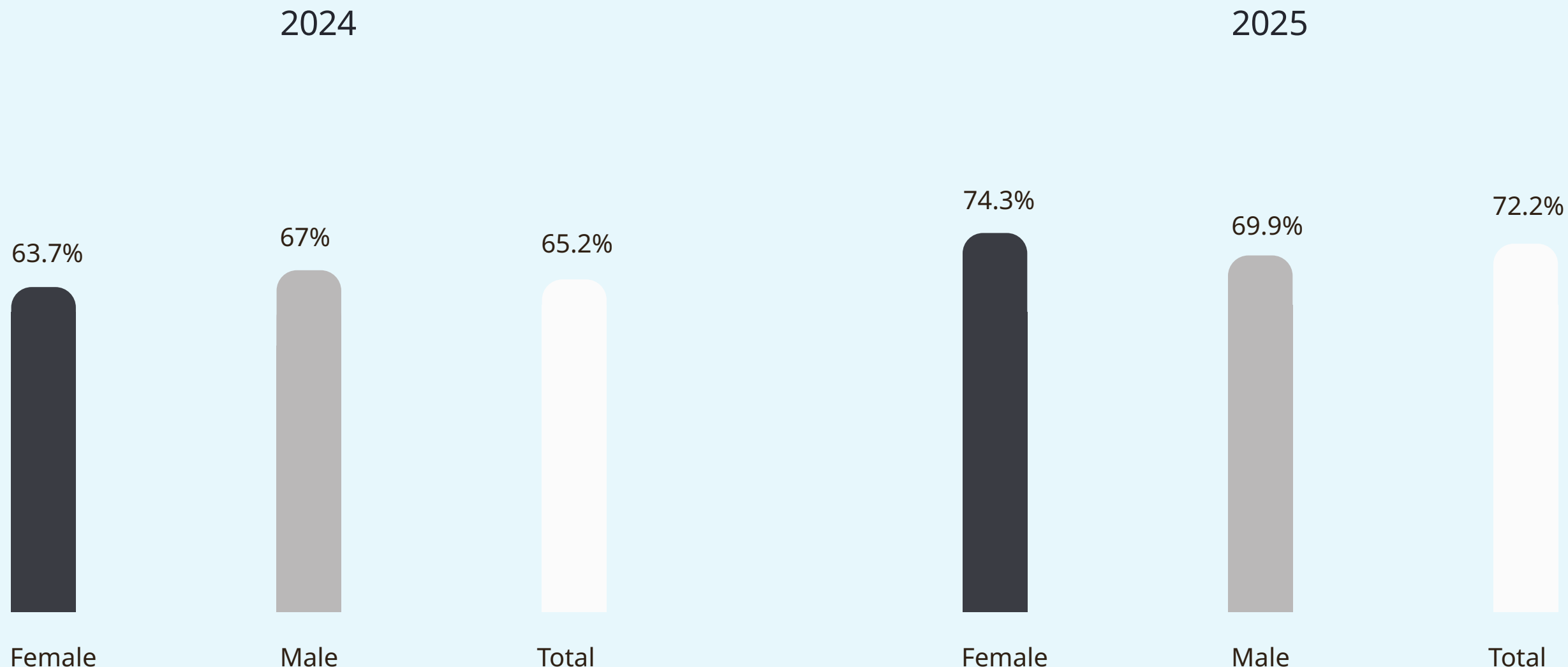


# The British Standards Institution

Bonus Pay Gap



Proportion of male/female receiving a bonus ending with the snapshot period



Median  
 Mean

Female  
 Male





Your partner  
in progress

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