



GENDER PAY GAP REPORT 2018

We believe there's a better way of working that delivers great outcomes for our clients and our community.

We do this through teams that bring together diverse backgrounds and experiences in a collaborative and open environment that makes it a great place to work.

We declare that to the best of our knowledge our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Stuart Bullock
Managing Director



Lara Ramsay
People Strategy Manager

Introduction

UK companies employing more than 250 people must publish an annual report summarising differences between pay for men and women.

Gender Pay Gap vs Equal Pay

Gender Pay Gap refers to the difference between the average pay of all men and all women across a business.

Equal Pay refers to the legal requirement to pay men and women equally for the same work. We are confident that men and women are paid equally for doing equivalent jobs in BJSS.

This document presents BJSS' gender pay gap data, outlines our approach to addressing the imbalance and highlights improvements during the reporting period.

Our ethos

We will be open and transparent about any imbalances in our organisation, continue to investigate why these inequalities exist, and further commit to taking action to address them. Our approach is based on investing in a long-term People Strategy, with the aim of ensuring that BJSS continues to develop as a fair, supportive and inclusive environment – we call this initiative '**Great Place to Work**'. Designed to ensure BJSS is attractive to the widest possible pool of candidates, the strategy addresses diversity and inclusion as a key element.

We believe that our approach is beneficial for our people, our business, and our industry. Doing the right thing for our people and attracting the best talent to join us are key to ensuring continued and sustainable success, and to providing opportunities for everyone to thrive and develop.

Diversity and Inclusion

We have established regular cross-functional workshops of people from across our business to shape and deliver our diversity and inclusion agenda. This year, the teams proposed, and our senior management team agreed, the following diversity statement, which underpins our work in this area:

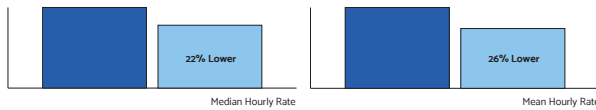
We believe there's a better way of working that delivers great outcomes for our clients and our community. We do this through teams that bring together diverse backgrounds and experiences in a collaborative and open environment that makes it a great place to work.

Our approach is also informed by government recommendations for addressing gender pay imbalance.

GENDER PAY GAP

The Government requires us to report Gender Pay Gap data across our business for the 2018 financial year. We have also analysed the data in relation to the core, non-operational, delivery and consultancy roles that represent most of our people.

Hourly Rate



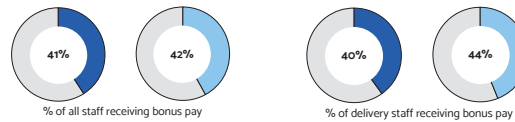
We believe that significant improvements in this area stem from our investment in our Great Place to Work initiatives, and our continued focus on hiring the best people, regardless of background.

Across our business, the mean salary of women during the period was 26% lower than that of men, and the median salary of women was 22% lower than that of men. This represents **an improvement of 8 percentage points (mean) and 10 percentage points (median) over the previous year.**

When pay for people in the wide range of delivery and consultancy roles we offer is compared on a gender basis, the gap between male and female pay rates was 10% (mean) and 13% (median), significantly **better than the average pay gap for all UK employees of 18.1%**, and a **2 percentage points (mean) and 4 percentage points (median) improvement over last year.**

Bonus Pay

We have made improvements in this area as a result of our growth, which has driven a programme of organisational change. This has provided opportunities for more staff to take on roles which attract bonus payments.



41% of men and 42% of women received bonus payments - **an increase of 6% for men and 11% for women.** In delivery roles, 40% of men and 44% of women received bonus payments - **an increase of 6% for men and 10% for women.**



Across our business - from Apprentices to the Board - women's mean bonus pay is 75% lower than that of men. The median is 26% lower than for men, **an improvement of 23 percentage points over the prior year.**

For delivery roles, women's mean bonus pay is **2% lower than that of men, compared to 32% last year.**

Median bonus pay is identical for men and women, compared with 38% lower for women the previous year. 40% of men received a bonus compared to 44% of women.

Pay Quartiles



There were more men than women in all pay quartiles, with the largest % of women in the lower quartile (28.9%) and the lowest in the top quartile (9.5%).

There was a **4 percentage points increase in the number of women in the upper middle quartile** and a **1 percentage point increase in the number of women in the lower middle quartile.** The number of women in the lower quartile showed a corresponding reduction.

ADDRESSING THE GAP

Industry estimates suggest that women make up between 11% and 17% of the UK technology workforce. This historical imbalance is reflected in BJSS' employee-base, of which 17% is female, at the higher end of the national average.

The main drivers of our gender pay gap continue to be:

Sector trends, where women are under-represented in some of the technical skills/delivery roles we require. Whilst the position is changing, our gender pay gap is still influenced by the disparities that prevailed in our industry when our business was started.

Regional variation, where variations in remuneration reflect the regional economy. The majority of our support functions are delivered from outside London. These roles attract lower salaries than client-focused delivery roles and are occupied by more women than men.

Time in role, a key differentiator in remuneration in a consultancy business such as ours. Women often choose to take more time away from the workplace and thus tend to average fewer years of experience.

Recruitment and progression

We are addressing historic recruitment and progression practices by increasing investment in developing a pipeline of talented women both within our business and with local schools and colleges. In addition to recruiting more women in apprentice, undergraduate and graduate roles we have made progress in widening our pool of candidates across all roles.

Entry-level Recruitment

As part of our drive to provide opportunity for women at the start of their technology careers, we have placed particular emphasis on our apprentice, undergraduate, graduate recruitment programmes. This emphasis means that in the past year **20% of our graduates and apprentices were women**.

This year we opened graduate recruitment to our London office, so we expect this trend to continue, and for these women to move into more highly paid delivery roles as they develop their careers in BJSS.

Include multiple women in shortlists

We have challenged our recruitment partners to increase the number of female candidates put forward for each role, and worked closely with them to understand how best to attract candidates from the widest possible pool.

Use structured interviews for recruitment and promotions

To reduce the impact of unconscious bias, BJSS interviews include standard questions which are assessed against benchmark responses. We typically provide details of a standard scenario and ask candidates how they would address it.

Diverse selection panels

We have revised our interview process to include a broader cross-section of our people, including increasing the number of women on interview panels for some roles. Early indications suggest that this has increased the number of women accepting a role at BJSS.

Retention and returning to work

We developed a range of retention initiatives that support all our people in returning to work after career breaks or periods of parental leave.

Work-life balance

We introduced initiatives to improve work-life balance and provide flexibility and support for those with caring responsibilities.

Leave for Parents

As part of a significant update of our policies we introduced improved benefits for parents.

Facilitate returners

We believe that flexible working arrangements should not preclude people from senior delivery roles, and have established a range of flexible working arrangements for those who have taken time out of the workplace.

To maximise opportunities for all, we tailor roles, return approaches, timing and working arrangements to suit individual circumstances. For example, we have worked with our clients to arrange part-time working, reduced hours and phased returns to accommodate staff returning to work. This approach has once again resulted in a 100% return to work rate.

Diversity & Inclusion workshops and education

We implemented regular workshops across all offices to increase awareness of diversity, its importance to our success, and to provide the opportunity for our people to give feedback and contribute to our initiatives. Feedback has been positive and staff believe that BJSS is an equal opportunity employer, interested in promoting diversity, and are supportive of further initiatives to improve diversity and inclusion.

Senior-level sponsorship and responsibility

Following review of our internal processes and extensive consultation across the business led by an independent

diversity consultant, we published a roadmap of improvements to our diversity strategy and policies. The initiative is sponsored by the managing director. In November 2018 we appointed a people strategy manager, responsible for continuing to develop and implement our diversity strategy.

Investing in tomorrow's talent

We continued to invest in encouraging more under-represented groups, including women, to develop knowledge, experience and networks in STEM subjects so that they will be able to pursue rewarding careers in the sectors in which we operate.

We renewed our commercial partner relationship with **Turinglab**, an initiative that encourages children to study coding. This initiative has an explicit focus on ensuring a fairer gender balance in STEM education. This will pay off in the medium-long term by increasing the number of qualified female technology delivery and consultancy candidates. BJSS provides sponsorship, advice and the opportunity for BJSS staff to undertake pro bono delivery work, supporting Turinglab in developing its on-line learning platform. Of our CSR budget for Turinglab, 25% was specifically targeted at girls-only schools, the rest being for mixed schools. In the past two years, BJSS has sponsored coding training for over **3,700 school children** and **more than 200 teachers**.

We have partnered with **Make the Grade** to help equip young people with the skills they need for work and help them make informed career choices. The programme focuses on bringing ideas and inspiration through real-life, hands-on experiences about future career paths. With workplace visits, primary to college-level activities, and interview coaching, BJSS helps young women to develop their digital skills and learn about career opportunities in technology.

In partnership with Manchester Digital, we work with **Digital Her** to provide the support, opportunities and

guidance needed to encourage a new generation of women into our industry. The programme aims to inspire young women in the region to take careers in the digital industry and provides them with practical experiences to help them make informed choices. In addition to our financial investment, key female role models from BJSS are providing mentorship and inspiration through interactive workshops. Our involvement will benefit over **1,400 young women** from the Manchester area.

LOOKING AHEAD

We are confident that the actions we have taken have contributed to the narrowing of the gender pay gap we have observed since last year, but the work doesn't stop there. We will continue to look for new ways of driving equality, and how we can continue to recruit and support a diverse workforce.

This remit extends beyond gender inclusion to an agenda which sets out to create an inclusive environment for people from all walks of life. We will continue to educate our team on the importance of diversity, and how we can work to overcome the often unconscious barriers that may be stifling diversification.

Though the D&I groups, we will further develop our understanding of the varied needs of our people, including engaging external charities and knowledge centres to help shape our inclusivity activities, with the aim of becoming accredited partners.

