

# GENDER PAY GAP REPORT 2020



This document sets out BJSS' gender pay gap data for 2020, and shares some of our aims and plans for the future. The Government requires all companies with over 250 employees to report their gender pay gap figures annually so that they can narrow, and close, the gap.

The data used for this comparison was taken on a government mandated 'snapshot' date of 5 April 2020. This date fell at broadly the same time that the UK was recording its first Covid-19 infections and was implementing large scale lockdowns.

BJSS, like many organisations at the time, paused all pay increases and bonuses, and capped senior salaries. However, as this 'snapshot' date does not provide an accurate representation of our organisation, this report presents the real data related to salaries and back-paid money of our people. This provides a more honest reflection of our gender pay gap. In the interest of even greater transparency, we also include the Government mandated 2020 data and our 2019 results in the last page of this document.

We're pleased to report that our overall mean pay gap has improved by 2% since the last time we reported our gender pay gap data in 2019 (2018 data). Better still, further breakdowns show that we continue to make positive improvements in most areas of measurement. These are covered in the 'Our 2020 Gender Pay Gap Report' section of the following page.

## WHAT THE GOVERNMENT REQUIRES US TO MEASURE...

### HOURLY PAY:

#### Mean Gender Pay Gap:

The difference between the mean hourly pay rate of male full-pay relevant employees and that of female full-pay relevant employees.

#### Median Gender Pay Gap:

The difference between the median hourly pay rate of male full-pay relevant employees and that of female full-pay relevant employees.

### BONUS PAY:

#### Mean Gender Bonus Gap:

The difference between the mean bonus paid to male relevant employees and that of female relevant employees.

#### Median Gender Bonus Gap:

The difference between the median bonus pay paid to male relevant employees and that of female relevant employees.

### PAY QUANTILES:

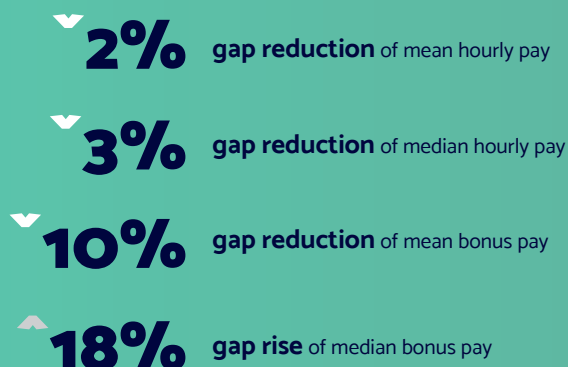
Pay quartiles represent four salary bands.

These are: Lower (L), Lower Middle (LM), Upper Middle (UM) and Upper (U).

BJSS colleagues are segmented into these quartiles based on their level of pay.

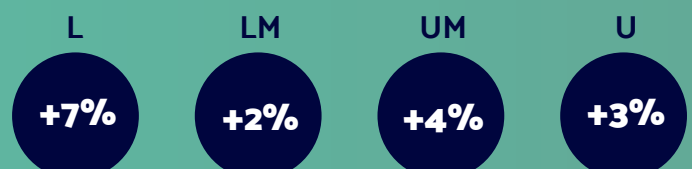
## SINCE WE LAST REPORTED IN 2019, WE'VE SEEN...

### PAY AND BONUSES:



### PAY QUANTILES:

We're pleased to note that the number of female staff in all our pay quartiles has increased since we last reported, this is particularly positive to see in the upper middle and upper quartiles.



# OUR 2020 GENDER PAY GAP REPORT:



## HOURLY & BONUS PAY

**24%** gap

MEAN HOURLY PAY

**19%** gap

MEDIAN HOURLY PAY

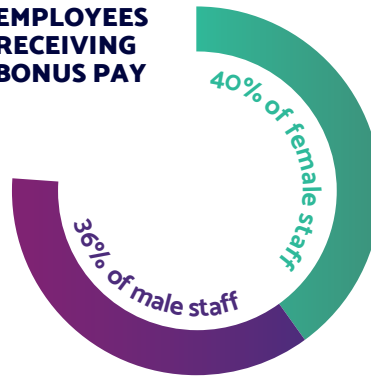
**65%** gap

MEAN ANNUAL BONUS

**44%** gap

MEDIAN ANNUAL BONUS

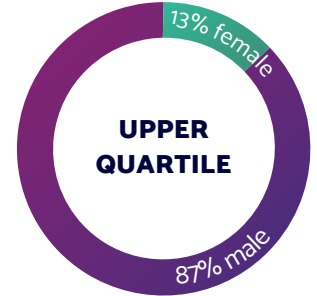
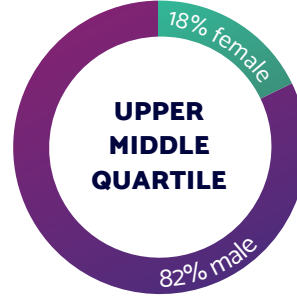
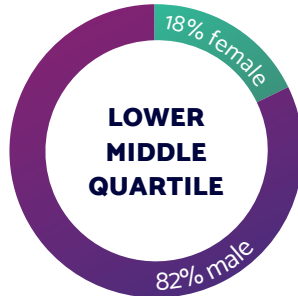
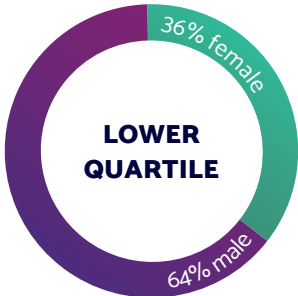
EMPLOYEES RECEIVING BONUS PAY



This data reflects all BJSS colleagues working across our business - from Apprentices to the Board.

We have seen improvements in our hourly and bonus pay gaps driven by growth and improved gender balance in leadership and client-facing roles.

## PAY QUARTILE GENDER SPLIT



## CLIENT FACING EMPLOYEES

**11%** gap

MEAN HOURLY PAY

**14%** gap

MEDIAN HOURLY PAY

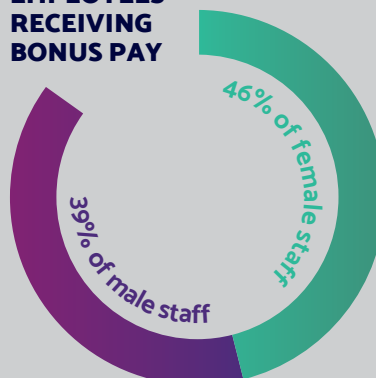
**35%** gap

MEAN ANNUAL BONUS

**24%** gap

MEDIAN ANNUAL BONUS

CLIENT FACING EMPLOYEES RECEIVING BONUS PAY



Our group and central function roles often represent the extreme ends of the salary spectrum, and constitute only a small part of our business.

Given the vast majority of our colleagues work in client-facing roles, we have also analysed the pay gap in this specific community.

## WE'RE ACTIVELY...



Developing more training, policies and processes, such as enhanced parental support packages and Spot (an anonymous reporting tool) to ensure fairness and equality.



Implementing a hybrid working model which will provide more balanced home/office working flexibility, benefiting everyone across our business.



Conducting more companywide surveys and workshops that help us make informed decisions around diversity and inclusion initiatives.



Continuing to evolve our diversity and inclusion strategy, which includes further support and guidance to the D&I champions and people leads in each region, updated employee handbooks, workshops, panel discussions and events.

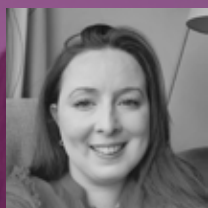


Continuing our partnerships with organisations such as Women in Leeds Digital (WiLD), Tech Returners, Digital Her, and others. The aim is to attract women into STEM roles, or provide re-training opportunities, return to work programmes, apprenticeships, and graduate openings.



Engaging with our recruitment partners to highlight BJSS as a great place to work for women, in turn attracting more female talent into our recruitment pipeline. We're seeing the positive impact of this through the significant increase in numbers of women coming into the business through our BJSS Academy programme.

### LARA RAMSAY - HEAD OF PEOPLE AT BJSS



“It’s our top priority to be the best employer we can be for all our people – regardless of gender. We know that the diversity of our people makes us stronger, and we aim to nurture a workplace that recognises and values the wide variety of talents, perspectives, and backgrounds that people have to offer.

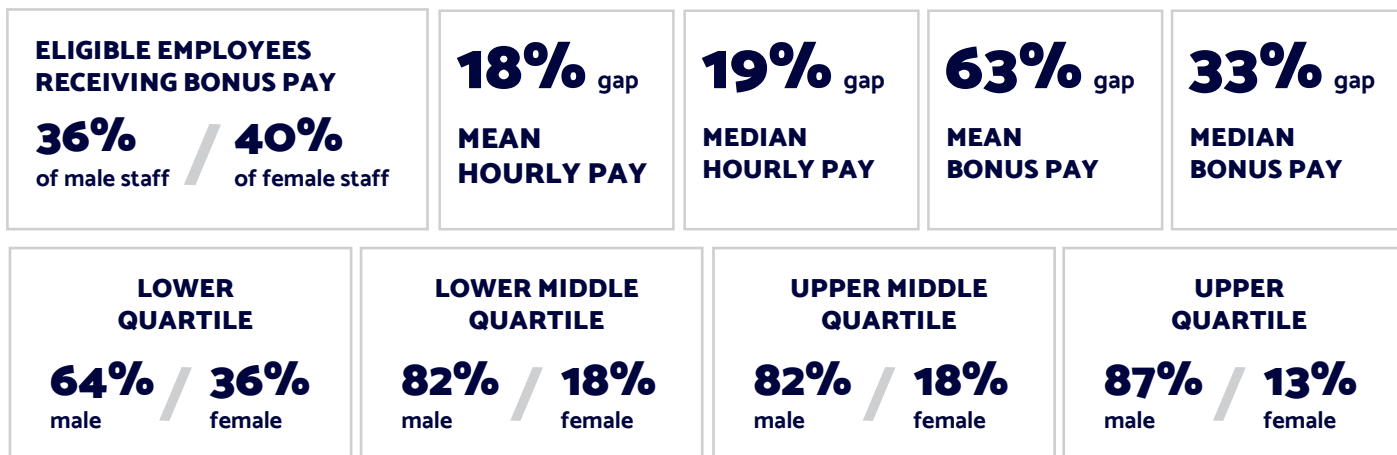
In the few years since I joined BJSS, it’s been a pleasure to see an increase in the number of talented women, across multiple roles, disciplines, and career stages, joining the BJSS team. Our leadership team now represents a gender balance that better reflects our wider population, with roughly a third of the leadership team being women. There’s still a long way to go, but within an industry that is historically heavily male dominated, these small steps forward are encouraging, and demonstrate that, owing to years of fantastic efforts to encourage girls and women into technology, the tide is beginning to turn.

It’s not just about bringing in more women into the business or industry though. As a woman who has worked in male-dominated environments for most of her career, I’m acutely aware of some of the challenges that women face in the workplace; personally, socially, and professionally. I’m committed to broadening my understanding of these obstacles, and ensuring that the agenda of fairness, equality, and inclusivity remains a focus at BJSS. These principles are at the very core of the Great Place to Work strategy and are helping to shape our initiatives and projects planned for the future.”

# APPENDIX: OTHER RESULTS

## 2020 RESULTS REPORTED TO HMRC...

This data was captured on 5 April 2020. At the time, in response to the early uncertainty created by the Covid pandemic, BJSS decided to temporarily pause pay increases and bonuses, while also capping senior salaries.



## WHAT ABOUT OUR 2019 RESULTS?

Owing to the Covid pandemic, the Government suspended the requirement for companies to report on their gender pay gap in 2020 (2019 results). For transparency, we'd still like to share this with you, so we've included our results for 2019 below.

