



This document sets out BJSS' gender pay gap data reporting on 2021 figures. 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.

When we're referring to the gender pay gap, we measure success by reduction in figures – this is us 'closing' the gender pay gap. A common misconception is that the gender pay gap relates to paying men and women equally for the same role – this is actually what's known as 'equal pay' and is something BJSS is strongly committed to, not to mention, a legal requirement! The gender pay gap is the difference in pay between women and men as collective groups within an organisation. We'll go into more detail on this below.

**We're pleased to report that our overall pay gap has decreased from 24% to 16% since last year's report.**

## What the Government requires us to measure...

### HOURLY PAY

#### Mean gender pay gap:

The difference between the mean average hourly rate of male and female employees.

#### Median gender pay gap:

The difference in pay between the middle-placed woman and middle-placed man in a list of hourly pay ordered from highest to lowest.

### BONUS PAY

#### Mean gender bonus gap:

The difference between the mean average bonus pay between male and female employees.

#### Median gender bonus gap:

The difference in bonus amount between the middle-placed woman and middle-placed man in a list of bonus amounts ordered from highest to lowest.

### PAY QUARTILES

The hourly pay of all employees is arranged from highest to lowest and then divided into four quartiles. This shows the proportion of men and women divided into four pay bands to adhere to government requirements. **To see our Pay Quartile Gender Split, go to page 2.**

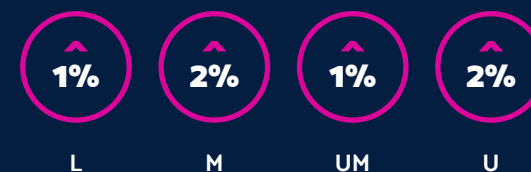
**Pay quartiles represent four salary bands:**

- > Lower (L)
- > Lower Middle (LM)
- > Upper Middle (UM)
- > Upper (U)

## The improvements we've seen across the board since our last report...

### PAY QUARTILES

This is about how many women we employ in each pay quartile. 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.



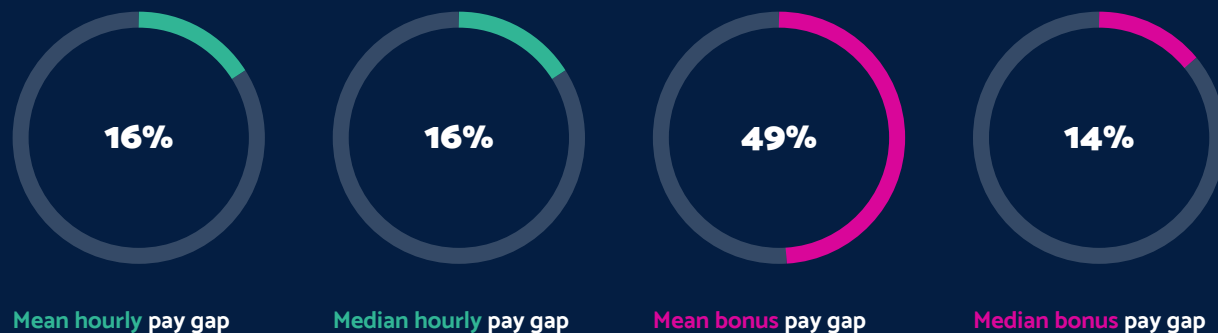
### PAY AND BONUSES

Our gender pay gap has reduced by the following percentage points:





# GENDER PAY GAP REPORT 2021: OUR RESULTS



## Eligible 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.**

## Explaining our figures

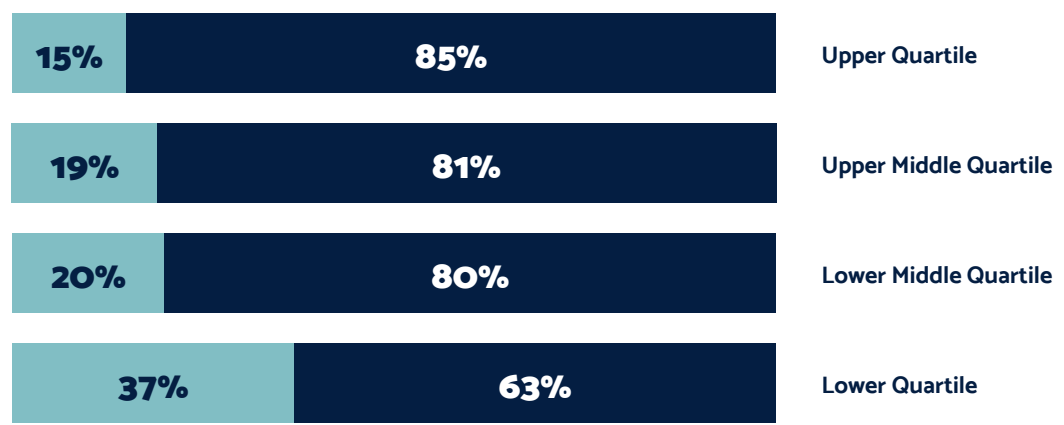
Because of the legacy of our industry, it's a more male dominated sector. The number of women at BJSS is increasing as we recruit more people, regardless of gender, for our rapidly growing service and we can clearly and proudly see this is closing our Gender Pay Gap.

As part of our recruitment drive, we are also developing our recruitment for graduate and apprenticeship roles, providing more women with training early in their careers. This brings more women to BJSS at the beginning of their employment journey meaning more women in the lower pay quartile with therefore lower salaries. Because the ratio of male employees to female employees is so different, the average salaries and bonus figures for our smaller female population are volatile and a small change can make a big difference.

As with most companies with a gender pay gap, mean and median calculations are influenced by having more males in senior and therefore more highly paid roles.



## Pay Quartiles Gender Split



● Female staff    ● Male staff

## How we improved on last year's numbers



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



We continued to explore our Diversity and Inclusion strategy, which included further support and guidance, updated employee handbooks, workshops and events.



We conducted more companywide surveys and workshops that helped us make informed decisions around Diversity and Inclusion initiatives.



We implemented a hybrid working model which provided more balanced home/office working flexibility, benefiting everyone across our business.



We continued our partnerships with organisations to attract women into STEM roles, or provide retraining opportunities, return to work programmes, apprenticeships and graduate openings.



We highlighted BJSS as a great place to work for women, in turn attracting more female talent into our recruitment pipelines. We saw the positive impact of this through our Academy programme.

**The results contained within this report have been generated and fully audited in accordance with the relevant legal requirements and regulations.**

