



GENDER PAY GAP REPORT 2022

Since 2017 the Government has required all companies with over 250 employees to report their gender pay gap figures annually. When considering the gender pay gap, success is measured by a reduction in figures – i.e. ‘closing the gap’. A misconception is that the gender pay gap refers to paying men and women equally for the same role (known as ‘equal pay’), but in fact, the gender pay gap is a measure that shows the difference in average earnings between women and men, across an organisation.

It’s encouraging to see that BJSS’ gender pay gap has decreased significantly since we began measuring back in 2017. We’re constantly evolving as a business and making positive changes to continue to make BJSS a great place to work for everyone. We flex and adapt our strategies and resources depending on business needs and priorities each year, this means that gender pay gap changes may not always be consistent year-to-year.

This year’s report covers the period of April 2021 to April 2022 where we can see that the average hourly gender pay gap has increased slightly from 16% to 17%.

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 of 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.

Pay quartiles represent four salary bands: Lower (L), Lower Middle (LM), Upper Middle (UM), and Upper (U).

Pay Quartiles Gender Split

● Female staff ● Male staff

As BJSS has grown, our headcount has increased across several different roles spanning the different pay quartiles. The quartiles show the proportion of men and women divided into four pay bands to adhere to government requirements, as described in the section above.

These quartiles encompass the whole business, from those joining us at entry level to the Board, and includes the full spectrum of roles at BJSS. We have seen a significant increase in women in all four pay quartiles, with the highest increases in the upper (27%) and lower middle (60%). This particularly high increase in the number of women in the lower middle quartile has had an impact on the overall gender pay gap for 2022. **The below figures show the increase in the number of women in each pay quartile compared to last year.**



Upper Quartile - 27% increase in the number of women in this quartile since 2021



Upper Middle Quartile - 7% increase in the number of women in this quartile since 2021



Lower Middle Quartile - 60% increase in the number of women in this quartile since 2021



Lower Quartile - 18% increase in the number of women in this quartile since 2021

Pay and Bonuses

These are our gender pay gap figures for 2022.



Mean hourly pay gap
1% increase on 2021



Median hourly pay gap
3% increase on 2021



Mean bonus pay gap
2% increase on 2021



Median bonus pay gap
6% decrease on 2021

Eligible employees receiving bonus pay



Of all female staff
1% increase on 2021



Of all male staff
2% decrease on 2021



Why might this be?

Explaining this year's figures

Over the last year, we have seen significant investment in our operational functions as the business has grown and required more support in this space. The majority of hires in these business areas over the last year were female, and the average hourly pay of those in operational roles tends to be lower than some of our client-facing/engineering roles. We also saw a number of women join us in entry-level consulting and engineering roles across the business during this period. So, whilst this is great news in terms of our strategy to see an increase in the number of women joining BJSS, it has had a negative impact on our gender pay gap figures in the short term.

Over the last year, the salaries of our female new starters have been 13% lower than those of our female leavers. Additionally, some of the women who were in the Upper pay quartiles have departed from the business which has had a further impact on the gap.

Not only do these changes affect the hourly pay gap, but they also impact the bonus pay gap – this is related to the roles eligible to receive a bonus. Generally, roles within the Upper Middle and Upper quartiles are eligible for bonus pay so anyone joining the business in the Lower Middle and Lower quartiles are less likely to receive a bonus.



The client-facing GPG and the rest of the business

Our business can be divided into client-facing functions and operational functions. The client-facing contingent makes up the vast majority of our business (88% of all BJSS employees are client-facing), so it's interesting to be able to look at this area in isolation, and compare its gender pay gap data to our overall results. As shown below, whilst our overall gender pay gap this year is 17%, this figure reduces significantly to 11% for our client-facing colleagues.

These are our gender pay gap figures for the client-facing portion of the business for 2022.



Mean hourly pay gap
1% increase on 2021



Median hourly pay gap
3% increase on 2021



Mean bonus pay gap
3% decrease on 2021



Median bonus pay gap
11% decrease on 2021

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