

GENDER PAY GAP REPORT



From April 2018, 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.

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We want to make BJSS an even better place to work, and through the initiatives we have instigated we will continue to increase our diversity and provide an environment where everybody can maximise their potential.

”

Stuart Bullock, Director.

An Inclusive and Supportive Environment

Supporting everyone who works at BJSS has always been at the heart of our business. We are committed to building a company that people love working for, and creating an environment where everyone can maximise their potential.

A Great Place to Work

Our people are amongst the best in our sector, and we are proud of what we have achieved together since we began 25 years ago. Doing the right thing for our people, and attracting great people to join us, is the best way of ensuring our continued and sustainable success. That is why it is important to us that BJSS is a great place to work.

Valuing Diversity

For us, it makes business sense to attract and retain the best people, from all walks of life.

- By nurturing diversity - in how we think, the range of experiences we bring, and the variety of skills at our disposal - we are able to deliver innovative solutions to complex problems.
- By fostering an inclusive culture, we make sure everyone can contribute to delivering solutions for our clients

When looking at the gender diversity of our team, we want to help redress the gender imbalance in our industry, and within BJSS, as part of our ambition to make this a great place to work.

“ bjss

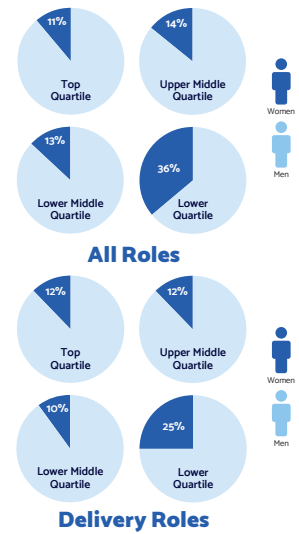
GENDER PAY GAP

The Government requires us to report Gender Pay Gap data across our business. We have also analysed the data in relation to the core, non-operational, delivery and consultancy roles that make up the overwhelming majority of the roles in the company.

HOURLY PAY

Mean	Median	Mean	Median
34%	31%	12%	17%
All Roles		Delivery Roles	

PAY QUARTILES



BONUS PAY ELIGIBILITY

Men	Women	Men	Women
35%	31%	34%	34%
All Roles		Delivery Roles	

Hourly Pay

Across the BJSS business, the mean salary of women is 34% lower than that of men. When pay for people in delivery and consultancy roles is compared on a gender basis, the gap between male and female pay rates is 12% (mean), 17% (median), in line with or better than the average pay gap for all UK employees of 18.1%.

Pay Quartiles

There are more men in all pay quartiles with the largest % of women in the lowest quartile (36%) and the lowest in the top quartile (11%)

Bonus Pay

35% of men and 31% of women receive bonus payments as part of their compensation across BJSS. In delivery roles this is 34% for men and women.

Women's mean bonus pay is 75% lower than that of men. This figure is 32% for delivery roles.

We have looked carefully at the root causes of our gender pay gap, so that we can take targeted action to address it. We believe the main drivers are:

- Experience, which is the main differentiator in remuneration in a consultancy business such as ours.
- Sector trends, where women are under-represented in the some of the technical skills/delivery roles we require.
- Regional variation, where variations in remuneration reflect the regional economy.

We are addressing historic recruitment and progression practices by investing more in developing the pipeline of talented women in our business. We are recruiting more women in Apprentice and Graduate roles and are actively widening our pool of candidates across all roles.

We are nurturing that pipeline through our retention initiatives that support all our employees, and especially women, to return to work after career breaks or periods of parental leave, and implementing initiatives that improve work-life balance and provide flexibility and support for those with caring responsibilities.

We are 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.



ADDRESSING THE GENDER PAY GAP

According to estimates, women make up between 11% and 17% of the UK technology industry. This has changed significantly in the 25 years since our business was founded – something reflected in the improving gender balance amongst BJSS’ more recent hires. This historical imbalance has led to a similar split in BJSS’ employee-base, of which 18% is female, exceeding the national average.

It is important to us that we do all we can to ensure we have a workforce that is diverse and inclusive. Last year we instigated a programme of work focused on “Making BJSS a Great Place to Work” that is sponsored by a Board director. To help us in developing this more engaging and inclusive people strategy we have employed an experienced independent consultant to support us. This initiative has already identified areas where we can build upon our success and to play our part in improving the accessibility of rewarding careers in technology for all. We will be continuing to implement recommendations based on these insights through 2018-19 and beyond.

We have already instigated several activities that are having a positive impact on the diversity of our organisation:

RECRUITMENT

We actively work to increase female representation, for example we have worked with clients to arrange part time hours, phased returns, flexible working arrangements etc. Whilst these initiatives will take time to rebalance the historical shortage of female technical specialists, they are already contributing to a more equal gender balance.

Recent activities include sponsorship of networking events and Hackathons aimed at groups who are under-represented in BJSS workforce.

As part of our drive to provide opportunity for women at the start of their technology careers, we have placed particular emphasis on our Graduate and Apprentice recruitment programmes.

This emphasis means that in the past four years, over 25% of our graduate and apprentice recruits have been women. This year we opened graduate recruitment to our London office and we expect this trend to continue, and for these women to move into more highly paid delivery roles as they develop their career in BJSS.



RETURNING TO WORK

To increase the number of women in senior delivery roles we 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 approach and 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 resulted in a 100% return to work rate.**

STEM EDUCATION



We are also playing our part in increasing the numbers of women able to consider a technical career path by actively encouraging female participation in STEM subjects. Joint events with Ahead Partnership and Girltech, and engagements with local schools have seen BJSS staff promote IT as a career choice, support interview practice days and coach students as they progressed through STEM-focused GCSE units.

BJSS is the commercial partner of Turinglab, a schools initiative to encourage children to study coding. This initiative has an explicit focus on ensuring a fairer gender balance in STEM education, a focus that 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 do pro bono delivery work, supporting Turinglab in developing its on-line learning platform.

In the past 12 months BJSS has sponsored coding training for over 2,500 school children and nearly 200 teachers.

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
Responsible Director
Making BJSS a Great Place to Work

Glynn Robinson
Managing Director