



UK Gender Pay Gap Report 2017–2018

Foreword

Equality and inclusivity are at the heart of what we do both in fulfilling our mission and how we act as an employer. We strive to provide an equal platform for all in order to fulfill their potential and our values embody this:

- We act **collaboratively** and with **mutual support**.
- We work with **integrity** and **respect**.
- We believe in **trust, empowerment** and **accountability** in all that we do.

The outcome of our Gender Pay Gap reporting has confirmed to us that we have work to do to ensure that we live up to our values. We are committed to taking actions that will close this gap.

We have already taken some actions to start to address it. We are now undertaking additional analysis and consultation to understand fully what lies behind the numbers and to respond effectively across the organisation.

Simon Hunt
Managing Director
Oxford Policy Management



At Oxford Policy Management, our mission is to help low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform.



I know from experience that a diverse organisation is more inspiring and productive to work in and achieves greater results.

At Oxford Policy Management, both the Board and the Management Team recognise that we have more work to do, both on the Gender Pay Gap and the promotion of wider diversity and inclusion.

As we focus on this, it will be important to increase our understanding of effective strategies and also to take more practical actions that will make a difference.

One of these actions will be to create a new Diversity Committee which will provide oversight to all of these actions and draw input and ideas from across our global operations. I am delighted to be the champion for this initiative.

Carolyn Miller
Board Member
Oxford Policy Management

Measuring the gap

The Gender Pay Gap is a measure that shows the percentage difference between hourly earnings for men and women and is measured in relation to men's pay - the higher the percentage, the bigger the gap. It does not measure Equal Pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.

Under the UK Government's Gender Pay Gap Regulations, any organisation with 250 or more employees must publish its Gender Pay Gap data annually, with the first report published no later than 4 April 2018. Current regulations only cover England, Scotland and Wales.

Calculating our numbers

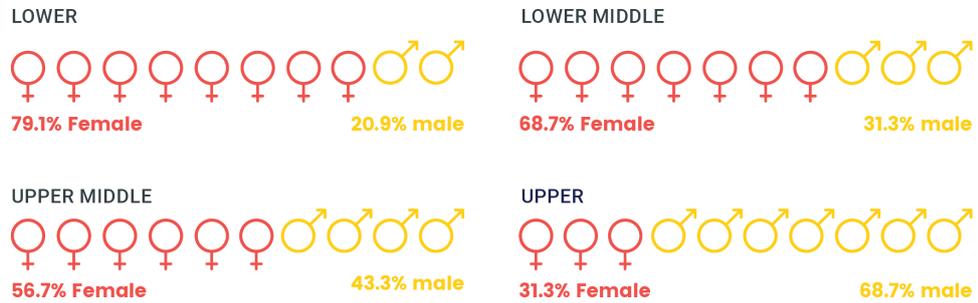
The table below shows our mean and median hourly gender pay gap as at 5 April 2017 and our bonus gap figures based on the 12 months prior to 5 April 2017.

Our figures only relate to those employees who have UK contracts of employment, in accordance with current legislation and do not include our employees who are employed locally in other countries.

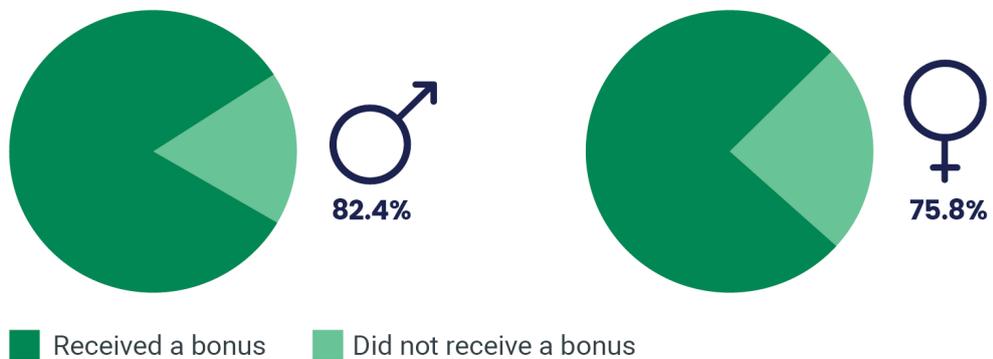
Reporting statistics	%
Mean gender pay gap	26.7%
Median gender pay gap	29.5%
Mean bonus gender pay gap	56.3%
Median bonus gender pay gap	0%

Proportion of men and women in each quartile band.

As required by the mandatory reporting, the chart below shows the gender distribution across OPM in four equal size quartiles (based on hourly pay rates).



Proportion of men and women receiving a bonus in 2017.



Understanding our pay gap

The main reason for our Gender Pay Gap is the way the roles taken by men and women are distributed across the organisation.

From the published data, we can see that there are far more women than men in the two lower quartiles. At the upper middle quartile, the numbers are much nearer parity and at the upper quartile there are double the number of men to women.

This distribution pattern affects the Gender Pay Gap as there is a much higher proportion of men than women in the higher-paid jobs within the organisation. Conversely, there are many more women than men in roles that have lower salaries.

At Oxford Policy Management, we believe in sharing our profits equally amongst our employees and therefore, our profit-sharing bonus scheme awards all employees the same amount, giving us a median bonus gender pay gap of zero.

However, each year, a proportion of new starters do not receive a bonus in their first year due to their start date and this is reflected in our reported figures.

The mean bonus gender gap is the product of two specific bonus payments, one to the Managing Director as part of his remuneration package and one exceptional payment that will not be repeated.

Closing the gap

We are committed to closing our Gender Pay Gap and it is clear that to be successful, we have to address our gender balance at different levels within the organisation. We recognise that bringing about significant change will take time, however, if the right building blocks are in place, these will help us bring about the desired change.

We will be taking action to understand more fully the challenges of working and progressing at OPM and listening to views and suggestions. We are committed to building an inclusive culture.

Our recruitment and promotion processes are based on merit and we will review our processes to identify any improvements we can make to ensure that they remain unbiased and do not disadvantage anyone on account of their gender or any other aspect of their identity.

We are already taking actions that support our goal of closing the Gender Pay Gap and will continue this work, as outlined below.

Representation of women

We have taken positive action to ensure that there is balanced gender representation in key areas of OPM:

- **The Board:** we have recruited more women on to the Board, the gender split (as at 1 April 2018) is now four men and five women.
- **Staff Consultative Committee:** this group of elected employee representatives facilitate communication and consultation with the Management Team about issues of mutual concern. Initially the group was all male. It is now composed of four men and four women.
- **Leadership roles:** a third of our Management Team roles are currently filled by women. Across the organisation, there are now more women in leadership roles than previously. In 2015, 30% of middle management roles were filled by women; by 2017, this figure had increased to 46%.

Introduction of more diverse recruitment panels

We have introduced an active policy of making our recruitment panels more diverse and in particular, ensuring that there is a good gender balance on each panel.

Introduction of new processes for sizing jobs and managing salaries

Our company has grown very rapidly over the past few years and we have recently introduced new processes around job levelling and salary management, to provide us with more objectivity in our decision-making to ensure that we eliminate any unconscious gender bias.

Future actions

We recognise that the Gender Pay Gap has to be addressed and we need to better understand how to do this.

During the next few months, we will be creating opportunities for employees to provide us with the insights to enable us to develop a **diversity and inclusion strategy** which we will act upon.

An important first step will be to create a **Diversity Committee**, made up of individuals from across the organisation, to provide guidance for these activities and to ensure that our actions deliver the desired results. This will be supported by one of our Board members.

In addition to our current activities, we will also be introducing **diversity training** to help us to provide a fully inclusive culture.

Declaration

I confirm that the information and data reported is accurate as at 5 April 2017, according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Simon Hunt
Managing Director
Oxford Policy Management

About Oxford Policy Management

Oxford Policy Management is committed to helping low- and middle- income countries achieve growth and reduce poverty and disadvantage through public policy reform.

We seek to bring about lasting positive change using analytical and practical policy expertise. Through our global network of offices, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy.

We work in all areas of social and economic policy and governance, including health, finance, education, climate change, and public sector management. We draw on our local and international sector experts to provide the very best evidence-based support.

Find out more

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