



UK Gender Pay Gap Report April 2018

Foreword

This is the second year of the publication of Oxford Policy Management's (OPM) Gender Pay Gap Report and in it we set out our continued commitment to making our organisation a fairer, more equitable place to work.

We are under no illusions that there is still a lot for us to do to create parity and, as an organisation, to live up to and embody our values which are:

- 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.

Since our first UK Gender Pay Gap Report in 2017 OPM has:

- formed a Diversity Committee;
- undertaken a Diversity Survey across the organisation;
- developed a Diversity and Inclusion Action Plan; and
- undertaken Unconscious Bias Training for the Management Team.

In the coming year we will continue to implement our Diversity and Inclusion Action Plan with:

- a refresh of our HR processes especially as they relate to:
 - selection and recruitment;
 - staff induction;
 - staff retention and promotion; and
 - a staff mentoring system.
- we will check our progress with an employee engagement survey at the end of 2019;
- we will further build our data analysis, monitoring and reporting systems; and
- we will continue to engage with staff to understand and explore effective strategies to reduce the gap.

OPM prides itself not only on our gender diversity but also our ethnic diversity in the many nationalities that we have working together to achieve our goals.

Simon Hunt
Chief Executive Officer
Oxford Policy Management Limited



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.



2018 has seen us take steps to work towards closing the Gender Pay Gap

OPM continues to strive for inclusivity, equality and diversity. Over the past year the Board has placed emphasis on the importance of increased understanding of diversity within OPM and potential actions to make progress on our Gender Pay Gap.

I have found it extremely valuable to work with the Diversity Committee, a staff initiated body that formed after the last Gender Pay Gap report. The Diversity Committee has been very effective in seeking ideas, promoting transparency and holding management to account for decisions made in relation the Gender Pay Gap and wider diversity issues and will continue to do so through 2019.

The Board are committed to making OPM an inclusive workplace where every employee can thrive and will maintain a close involvement in how this is achieved.

Carolyn Miller

**Non-executive Director; Chair of Performance, Reward and Remuneration Committee and Board Diversity Champion
Oxford Policy Management Limited**

Measuring the gap

Data for this report is based on employee pay on the snapshot date of 5 April 2018 and the previous 12 months.

The Gender Pay Gap is a measure that shows the percentage difference between average hourly earnings for men and women. It 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. Unequal pay for men and women has been illegal in the UK for 45 years. OPM takes equal pay very seriously and has a clearly defined process to evaluate and approve all salary related requests.

Under the UK Government's Gender Pay Gap Regulations, any organisation with 250 or more employees must publish its Gender Pay Gap data annually. Current regulations only cover England, Scotland and Wales.

Reporting our numbers

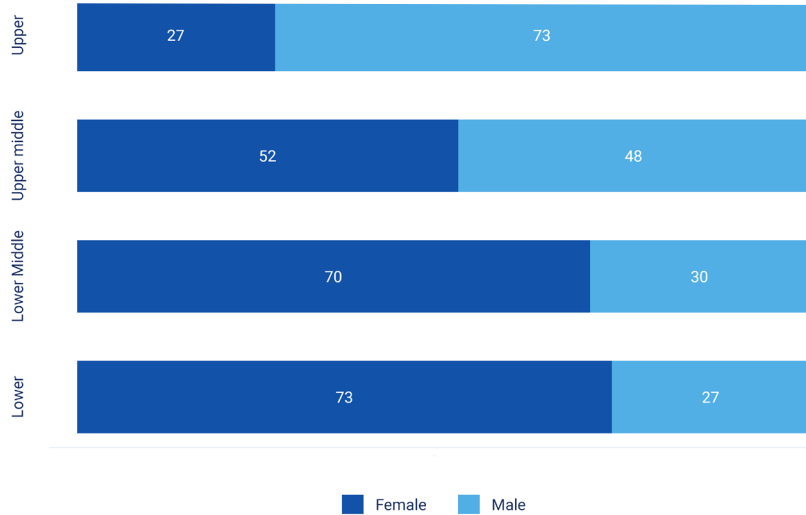
The table below shows our mean and median hourly gender pay gap as at 5 April 2018 and our bonus gap figures based on the 12 months prior to 5 April 2018.

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

Reporting statistics	%
Mean gender pay gap	31.2%
Median gender pay gap	32.9%
Mean bonus gender pay gap	6.5%
Median bonus gender pay gap	0%

Proportion of men and women in each quartile band

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



Proportion of men and women that received a bonus in 2018

As required by the mandatory reporting, the chart below shows the proportion of men and women that received a bonus in 2018.



Understanding our pay gap

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

As shown above, there are far more women than men in the two lower pay quartiles. In the upper middle pay quartile, there are approximately even numbers of women and men, whilst in the upper pay quartile there are more than double the number of men than women.

This distribution pattern impacts the overall Gender Pay Gap as there is a much higher proportion of men than women in the most senior level and, therefore, in more highly paid roles within the organisation. Conversely, there are many more women than men in roles in the lower quartiles which, by definition, pay lower salaries.

Profit Sharing Bonus

At OPM we believe in sharing our profits equally amongst our employees. Our profit-sharing bonus scheme therefore awards all employees the same amount, giving us a median bonus Gender Pay Gap of zero.

However, each year a proportion of new starters receive a pro-rated bonus in their first year due to their start date and this accounts for the reported mean bonus Gender Pay Gap.

Closing the gap

OPM is committed to closing the Gender Pay Gap and we recognise the need to address our gender balance at different levels across the organisation. We also recognise that bringing about significant change will take time and we have taken a number of steps to ensure that the right building blocks are in place. We started to implement these steps in 2018 and we will continue throughout 2019.

Diversity Committee

The establishment of the Diversity Committee was a key action identified in our Gender Pay Gap Report (2017-2018), and was achieved as a key milestone in 2018. The Committee is made up of individuals from across the organisation including five elected staff representatives from different areas of the business, and a representative of the Board. Its purpose is threefold:

- to enable better communication between staff and management on the topic of diversity and inclusion, along with improved transparency in decision-making;
- to advise and support the organisation in building a strategy and undertaking specific actions to strengthen diversity and inclusion; and
- to help raise awareness and engagement around issues related to diversity and inclusion.

In late 2018 the Committee launched OPM's first Diversity and Inclusion survey; the results are being used to shape management strategy in this area going forward.

Unconscious Bias Training

Unconscious bias exists at an individual level and structural level within any organisation. Training in Unconscious Bias for the senior management team was identified as a result of the survey themes as a key action for 2019. Learning from this will inform actions to help reduce such bias within OPM and we anticipate that this will positively impact the Gender Pay Gap.

Recruitment

We are committed to ensuring equal opportunities in our recruitment process, and are piloting several strategies to ensure that recruitment is based solely on competence and ability. We continue to ensure that our recruitment panels are diverse and, in particular, that there is an appropriate gender balance on each interview panel.

Managing the Gender Pay Gap for the future

Staff diversity is fundamental to the culture of OPM and the senior management team acknowledges the imbalance of women in senior positions in the organisation. The findings from this report and the awareness that it raises has ensured that that OPM continues to recognise that effective measures to address this are critical.

We will continue to actively promote diversity across the organisation, working closely with our Diversity Committee to enable us to focus on the activities that will make a positive difference for our employees including a refresh of our HR processes , an employee engagement survey and developing our diversity data analysis, monitoring and reporting systems.

Internally, we are also expanding our Gender Pay Gap analysis to our international offices, signalling our global commitment to diversity across the whole of OPM. In the year ahead, we will engage with each of our international offices to understand the challenges and enable solutions to address the specific issues that we face. While some of these issues may be very different to those faced in the UK, the intended outcome is the same: a diverse, equitable and fair work place for all.

Declaration

I confirm that the information and data reported is accurate as at 5 April 2018, according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Simon Hunt

Chief executive officer
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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