



UK Gender Pay Gap Report

April 2019

Foreword

2020 marks the third year of the publication of OPM's Gender Pay Gap (GPG) Report and covers the year to April 2019. There has been a small reduction against 2018's reported results. This is a step in the right direction but we are very conscious that we still have much to do to reduce the gap further and are actively working on this.

We continue to work on our incremental improvements and demonstrate our values of integrity and respect in all our actions. The percentage of women to men employed has increased and we have seen an improvement in our upper middle quartile. These are examples of positive changes and trends we are committed to continuing to drive forward. We are particularly committed to improvements at the senior level.

The creation of our Diversity and Inclusion Committee has been instrumental in the positive steps we are taking and we thank them for the work they do. The committee have embodied our values of working collaboratively and with mutual support.

They have proposed solutions, worked with the company to agree an action plan and rightly see a key role in holding the company to account on the GPG, as well as the wider diversity agenda. The Board recognises addressing the GPG and enabling diversity in all its forms as a priority and crucial to OPM's success.

OPM prides itself in its breadth of talent across all dimensions including gender and this is one of its real strengths. We are committed to provide an inclusive and equal workplace and are working to ensure this is better reflected in this statutory measure in the future.

Carolyn Miller

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



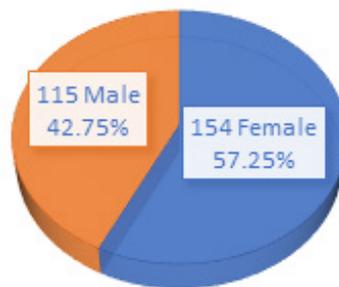
Measuring the gap

The Gender Pay Gap is a statutory 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.

In line with the UK regulations, our data relate to those employees who have UK contracts of employment and do not include our employees employed in our other locations. Again, in line with the regulations, the following statistics are as at the snapshot date (5 April 2019). Please note, here was no bonus paid out during the period covered by this report. OPM does not operate a bonus system.

Our gender split is as shown:

OPM UK GENDER SPLIT



Calculating our numbers

Mean

The mean hourly rate is the average hourly wage across the entire UK organization. The mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

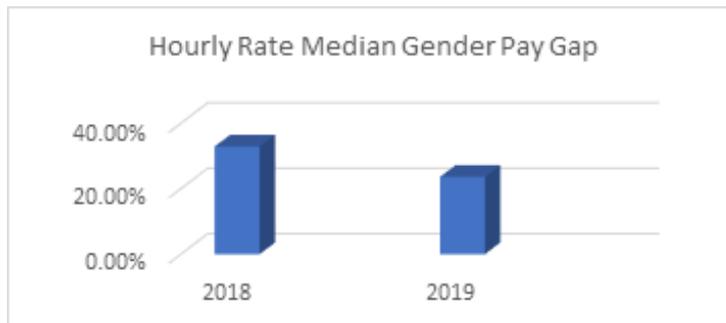
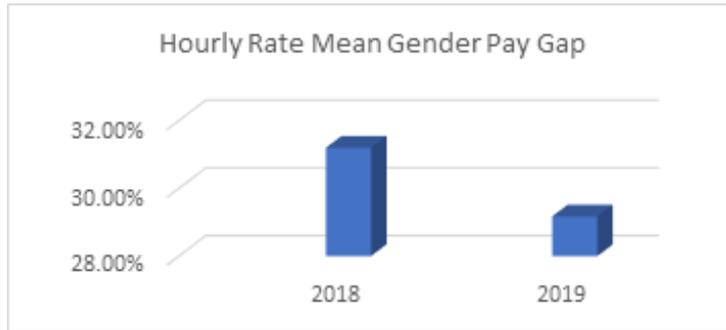
Median

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle. The median gender pay gap is the difference between women's median hourly wage (the middle-paid women) and men's median hourly wage (the middle-paid man).

What is our gender pay gap?

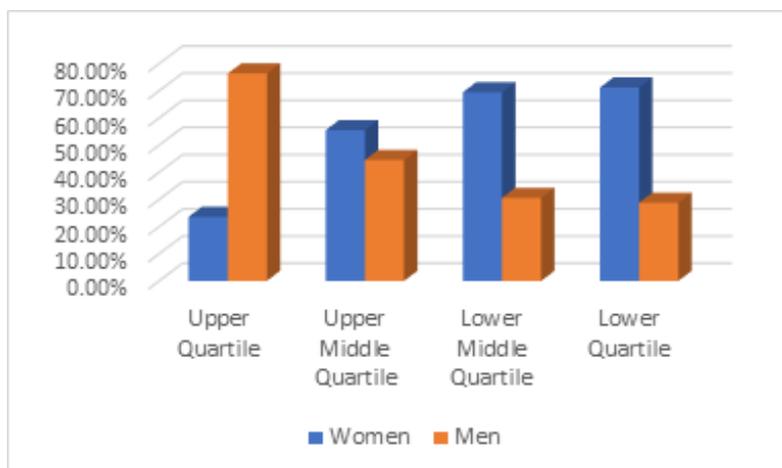
Mean and Median Hourly Rate of Pay Percentage%

	2019	2018
Mean Gender Pay Gap	29.17%	31.20%
Median Gender Pay Gap	23.60%	32.90%



Mean and Median Hourly Rate of Pay Percentage%

Pay Quartile	Women	Men
Upper Quartile	23.60%	76.40%
Upper Middle Quartile	55.50%	44.50%
Lower Middle Quartile	69.45%	30.55%
Lower Quartile	71.23%	28.77%



Understanding our pay gap

The Gender Pay Gap at OPM reflects the way that roles are distributed across the organisation between women and men. Our imbalance of males and females at senior level is a trend common across our industry and one we are consciously looking to correct. In this respect, we have seen a positive change to our demographic data and an improvement in our upper middle pay quartile from 52.2% to 55.5%.

More generally, our gender balance for females increased from 42.40% in 2018 (120 females out of 283 employees) to 57.25% in 2019 (154 females out of 269 employees). We continue to have more women than men in the lower quartiles of the workforce and so are prioritising how we develop and retain this talent to progress into senior roles.

We are very conscious of our overall gap and correcting this is now actively part of our day-to-day working. Wherever appropriate we are proactively using gender parity as one part of our decision making. For example:

In our recruitment processes:

- Increasing balance in our shortlisting to ensure we are extending our search for talent
- Diversity representation at our interview panels from across the organisation to mitigate against unconscious bias.
- Broadening the recruitment sites we use to extend our reach to specific audiences who may be under-represented
- Reducing our use of psychometric assessments to reduce unconscious bias in preferences for specific profiles

Improving pay activities

- Considering male and female pay parity at each level
- More rigour including looking at gender parity when considering internal promotional cases

These activities have helped drive the reduction in both the mean and median gender pay gaps. We still have work to do and will work closely with our Diversity and Inclusion Committee in identifying what our priorities should be, but these are promising changes on which to build.

Continuing to close the gap

In last year's report we highlighted our Employee Survey, taking action around our HR processes and improving how we use our data. The results of the Employee Survey will inform our 2020/21 actions.

Incremental improvements have been made with some HR processes as described above and we continue to work on these, as well as look where we can overtly place gender and inclusion on the agenda where previously it may not have been considered. For example, working for gender diversity in our many project teams that deliver for our clients globally.

In respect of data, we continue to explore how our analysis can be meaningful and helpful for the organisation, and this includes Gender Pay data outside of the UK too where our employee numbers are sufficient.

The FY 2018-2019 was an extremely difficult period for OPM with trading conditions requiring both substantial cost savings and cost management. This means actions identified in the previous report such as rolling out Unconscious Bias training for all staff have not yet been actioned and remain a high priority. Awareness of bias in all its forms, the importance for all to actively address bias and the impact bias has on the organisation are now central to the business agenda. Gender bias has become more overtly discussed and is more actively considered.

The Gender Pay Gap remains a challenge for our business. While movement has not been as substantial as hoped for, we have made positive progress and diversity per se is now very much a central element to our organisational activities.

We are privileged to have such an array of talent with differences that provide such an advantage for our organisation and we will continue to work hard to show we value everyone equally through measures such as the UK Gender Pay Gap reporting.

Declaration

I confirm that the information and data reported is accurate as at 5 April 2019, according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Carolyn Miller

Non-executive Director; Chair of Performance, Reward and Remuneration Committee and Board Diversity Champion
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