

UK Gender Pay Gap Report

April 2020

Foreword

2021 marks the fourth year of the publication of OPM's Gender Pay Gap (GPG) Report and covers the year to April 2020. There has been a small reduction against 2020's reported results. This is a step in the right direction but we are conscious that we still have more to do and we are working actively on this.

We continue to work on improvements in all forms of diversity and inclusion and to 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 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.

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.

Mean

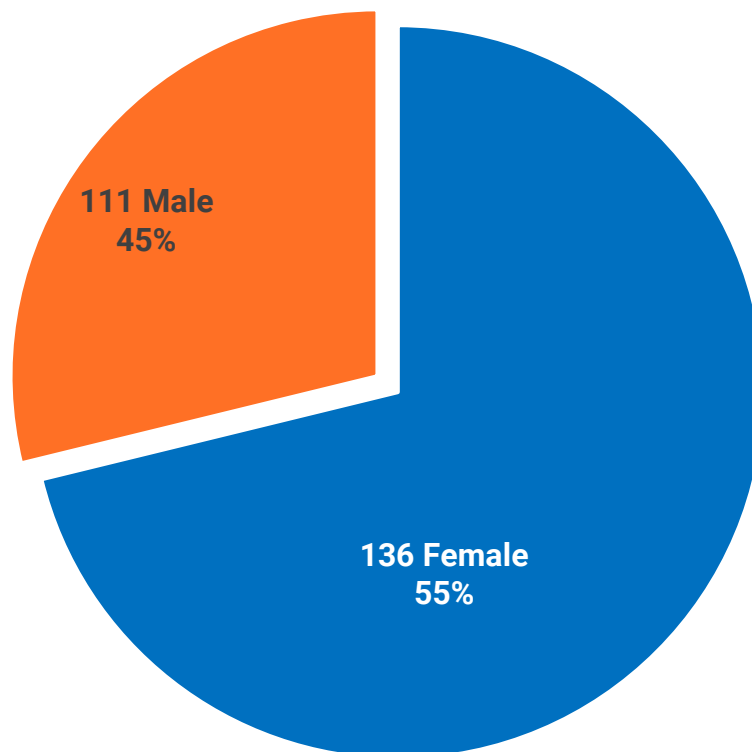
The mean hourly rate is the average hourly wage across the entire UK organisation. The mean gender pay gap is a measure of the difference between women’s mean hourly wage and men’s mean hourly wage.

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).

In line with the UK regulations, our data relates to those employees who have UK contracts of employment and do not include our employees based in our other locations. Again, in line with the regulations, the following statistics are as at the snapshot date (5 April 2020). Note OPM does not operate a bonus system.

Our gender split is as shown:



What is our Gender Pay Gap?

This table illustrates the mean and median Gender Pay Gap in 2019 and 2020.

Mean and Median Hourly Rate of Pay Percentage		
	2020	2019
Mean Gender Pay Gap	23.4%	29.17%
Median Gender Pay Gap	24.7%	23.60%

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. We have seen a positive change to our demographic data with an improvement in the proportion of women in our upper pay quartile from 24% to 31% and in the upper middle pay quartile from 56% to 60%.

Gender by pay quartiles – higher to lower quartile – April 2020		
Pay Quartile	Proportion of women	Proportion of men
Upper Quartile	31%	70%
Upper-middle Quartile	60%	40%
Lower-middle Quartile	66%	34%
Lower Quartile	64%	36%

Our UK headcount has reduced since 2019 from 269 employees to 247 in 2020. However, our ratio of female employees has increased compared to male. We have 136 Females and 111 male employees. The female employees make up 55% and male employees 45% of our staff. We continue to have more women than men in the lower quartiles of the workforce.

We are conscious of our overall gap and addressing this is part of our day-to-day working. Wherever appropriate we are proactively and consciously avoiding bias against 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 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 – we are absolutely committed to no pay inequality.
 - ensuring more objectivity and rigour when considering internal promotional cases

While we believe that these actions have helped drive the reduction in both the mean and median gender pay gaps, we will continue to work closely with our Diversity and Inclusion Committee to identify and address any concerns.

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 have informed our actions in 2020/21. Incremental improvements have been made with some HR processes, as outlined 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.

The Gender Pay Gap remains a challenge for our business. Whilst movement has not be as substantial as hoped for, we have made positive progress, and diversity and inclusion are a central element to our organisational activities. We are privileged to have such broad talent with differences that bring something unique to our organisation and we will continue to ensure we value everyone equally, as gauged by measures such as the UK Gender Pay Gap reporting.