

# **UK Gender Pay Gap Report**

**April 2022**

## Introduction

This is the fifth publication of OPM's UK Gender Pay Gap (GPG) report.

Under UK legislation, employers with more than 250 staff must report annually on the difference in average earnings between women and men. This year our UK-based staff numbers are beneath the threshold of 250 (at 195 employees on 5 April 2022), a reflection of our conscious move towards being a truly global organisation, enabling us to deliver the best quality development consulting services. Although we no longer meet the requirements, while we continue to have a significant enough number of staff in the UK to make our reporting meaningful and insightful, we will continue to share our gender pay gap information annually.

This report covers the year to April 2022, during which OPM's UK gender pay gap was reduced compared to 2021. Both mean and median gender pay gaps shrank.

We are committed to continue this improvement. OPM prides itself in its breadth of talent – across all dimensions of diversity, including gender. It is one of our strengths.

We are also 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 difference in average hourly pay between men and women in an organisation.

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 other countries. The reporting date is 5 April 2022. Oxford Policy Management's total reportable UK workforce on that date was 48% male and 52% female. An exceptional bonus was paid during the year to April 2022 and it is included in the statistics in this report.

## Calculating our numbers

- **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).

## What is our Gender Pay Gap?

Mean and median gaps in hourly pay (percentage)				
	2022	2021	2020	2019
<b>Mean Gender Pay Gap</b>	22.9%	26.1%	23.4%	29.2%
<b>Median Gender Pay Gap</b>	25.2%	28.1%	24.7%	23.6%

## Understanding and closing our gender pay gap

The Gender Pay Gap reflects the way that UK roles are distributed between women and men across OPM. Our reportable headcount has reduced since 2021 to 189 in 2022. However, our reportable ratio of females continues to be higher than males, with more women than men in the lower quartiles of the workforce. A breakdown of the UK Gender Pay Gap by level illustrates the extent to which it varies across the organisation.

Grades	2022
<b>IC2</b>	-0.98%
<b>IC3</b>	2.64%
<b>IC4</b>	3.73%
<b>IC5</b>	4.46%
<b>IC6</b>	9.90%
<b>IC7</b>	-0.46%
<b>M3</b>	17.47%
<b>M4</b>	-0.79%

Within our industry, and more broadly, there is a trend of gender imbalance at a senior level and this is also reflected in some of our more senior grades. We have been working to address this at OPM. In particular, with the refreshment of the Senior Management Team and Board where we have made significant improvement in our female representation in more senior roles. We are proud to have increasingly diverse management and leadership across our organisation.

In addition, we have focused on retaining and developing those in lower quartiles to better enable progression into senior roles. As a result 57% of promotions through our structured promotion process in this reporting period were female. We have seen a positive change in the demographics of OPM, including a modest improvement in the gender balance in our upper quartile from 30.64% to 32%.

We remain very conscious of our overall gap and its correction. Wherever appropriate, we are proactively using gender parity and considerations of diversity as part of our decision making.

More specifically, to help close the gender pay gap we have focused on career progression and pay, and on recruitment:

### **1. Career Progression & Pay Actions:**

- The feedback in our global Staff Survey ('Your Voice') identified variances in perceptions between men and women (as well as other demographics), especially relating to career progression. This information has been shared and we have various groups across the organisation interpreting the results and exploring opportunities for improvement.
- We continue to prioritise diversity as part of our promotion review process and this has supported a female bias of promotions in the latest round of 57% compared to 43% male.
- We remain committed to fairness and transparency when managing the salaries of our staff and use a process of job evaluation (to determine scale and complexity of roles) and pay benchmarking. In addition, we ensure that the salary bands are published and available to all staff. This supports the mitigation of any gender bias in terms of pay awards to successful candidates.

### **2. Recruitment**

- We remain committed to attract and hire from a fully diverse candidate pool to further ensure that diversity is embedded into our workforce.
- In the reporting period since April 2021, we have appointed two women into our Senior Management Team, bringing gender parity in our organisation's leadership.
- The recruitment campaign to refresh the OPM Board is being supported by an external recruitment agency. The agency selection process included the requirement of a successful track record with diversity appointments, and the search brief was specific in its requirement to support increasing the diversity on the Board.
- Our recruitment process continues to seek to increase gender balance in our shortlisting and we have reduced our use of psychometric assessments to minimise unconscious bias in preferences for specific profiles

These activities have helped reduce both the mean and median gender pay gaps. We still have work to do and continue to work closely with our Diversity and Inclusion Committee to identify further priorities.

## **Our commitments for the future**

**We will continue to build an inclusive culture where everyone working at OPM feels valued and supported without exception.**

- We will continue to proactively seek to increase gender balance in our senior appointments, particularly within the Senior Management Team and OPM's Board.
- We will explore development programmes focussed on the career progression of employees, as well as initiatives in supporting career progression of women.
- We will focus on equality and inclusion as we develop our talent management strategy, which will further our gender equity goals.
- We will set ourselves targets to improve representation of women in our senior roles over the next five years.

**The Gender Pay Gap remains a challenge for our business. While the reduction in the gap has not been as substantial as hoped, we have made positive progress.**

**We are privileged to have such an array of talent with differences that provide such an advantage for our organisation and remain committed to identifying and addressing remaining gender imbalances.**