



**OliverJames**

**Gender Pay Gap Report  
2023 / 2024**





# Oliver James Associates Limited

## Gender Pay Gap Report 5 April 23 – 4 April 24

### Our Commitment to supporting diversity and inclusion

This is OJ's second opportunity to provide a Gender Pay Gap report, which enables us to formally report on the findings and review progress since the last Gender Pay Gap report. It also allows us to continue to identify areas of improvement in order to support diversity and inclusion (D&I) within our business.

As a truly global business, OJ will always be an organisation that promotes equality, diversity and inclusion, as supported by its policies and practices in this important area.

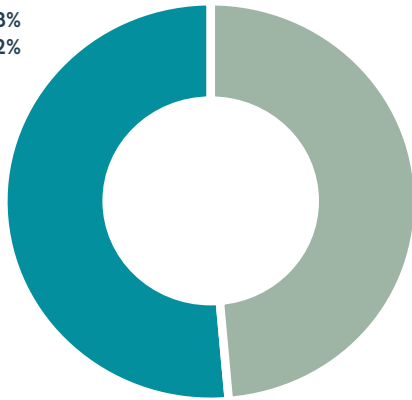
We encourage and value diverse perspectives across our workforce and recruitment processes, and we are committed to creating an open and inclusive working environment. We want to be somewhere our employees are educated and empowered to thrive, and where our employees and partners are treated with dignity and respect.

At OJ, we are proud of our diverse workforce, and continuing to make strides in this area is one of our business objectives. To ensure we are consistently achieving and improving, our D&I panel, which is internally called the IDEA committee (acronym for Inclusive, Diverse, Equitable and Accessible) is overseen by our Chief People Officer.

Our IDEA committee meets regularly, and includes members from different areas of the business, including Sales, People Operations, Legal and Finance, with every member being responsible for workstreams in their area, along with bringing through any new initiatives and ensuring existing objectives are being delivered on and progressed. These initiatives help us to achieve our global business objective of creating an inclusive culture where all employees can excel as themselves.

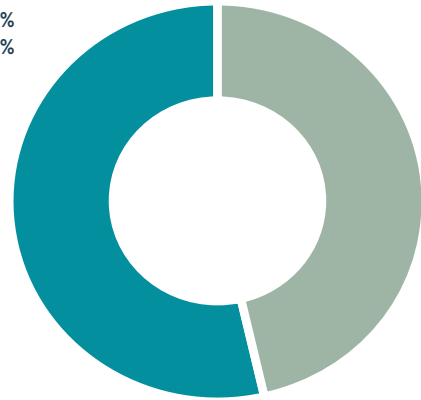
# Gender Pay Gap Per Quarter

M 48.8%  
F 51.2%



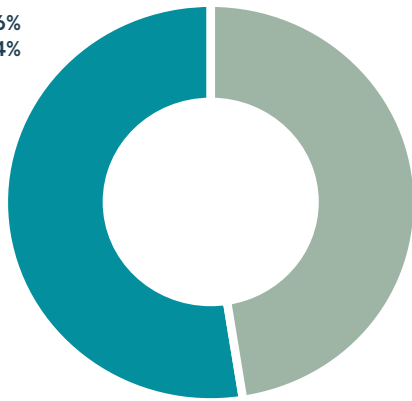
Lower hourly pay quarter

M 46.4%  
F 53.6%



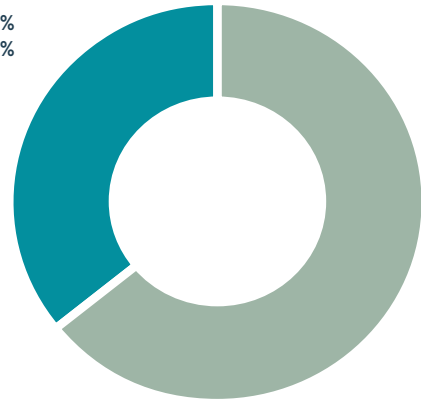
Lower-middle hourly pay quarter

M 47.6%  
F 52.4%



Upper-middle hourly pay quarter

M 64.3%  
F 35.7%



Upper hourly pay quarter

Number of males:

174

Number of females:

162

Mean (average) gender pay gap for hourly pay:

18.9%

Median gender pay gap for hourly pay:

10.2%

## Gender Pay Gap (Bonus Pay)

Number of males:

177

Number of females:

164

Number of males receiving bonus:

136

Number of females receiving bonus:

122

Percentage of males receiving bonus:

76.8%

Percentage of females receiving bonus:

74.4%

Mean (average) gender pay gap for bonus pay:

45.4%

Median gender pay gap for bonus pay:

36%



## Our report – 2023 - 2024 - The figures

Our Gender Pay Gap report provides an overview of the difference in average hourly earnings between our UK male and female employees organisation. While we acknowledge that gender pay gaps exist, we are dedicated to understanding the root causes and implementing meaningful strategies to address them.

It's important to note that the Gender Pay Gap is different from equal pay for equal work. Equal pay ensures that individuals performing the same job receive equal compensation, regardless of gender. The Gender Pay Gap, on the other hand, examines the overall earnings gap between men and women across the organisation, taking into account factors such as job roles, levels of seniority, and other variables.

## Understanding Our Gender Pay Gap Report

We are pleased that the percentage of women employed by Oliver James has increased from 45% to 48%. The mean gender pay gap has decreased by 0.2% meaning that the gap between the average earnings of men and women in our organisation has reduced, and the median gender pay gap has dropped from 22.3% to 10.2% since last year. The decrease of 12.1% is a great result for our organisation as it suggests progress towards greater gender equity in terms of earnings. It indicates, that on average, women are earning closer to what men earn and, overall, we have made progress towards achieving greater gender equality in terms of compensation.

In the lower hourly pay quarter, our pay gap is virtually non-existent, and, whilst broadly similar, the percentage of women in the lower-middle and upper-middle hourly quarters are slightly higher than men.

We have less women at the higher hourly pay quarter, which unfortunately is the case in many businesses, and which we are looking to address. Since the last year however, the percentage of women in the upper hourly pay quarter has increased by 7.8%, largely due to the fact that a number of women in this quarter have moved to senior leadership roles, and we are pleased that we have made progress in this area.

OJ has a clear and transparent promotion structure and system which enables progression at all levels of the business. We are proud to confirm that 53 women were promoted over the past 12 months.

53 out of 162 women employed on the snapshot date (5th April 2023) were in leadership roles, and 15 out of 162 women were in senior leadership roles. As some of these promotions took place over the past year, these are not reflected in the above figures.

OJ has competitive bonus and commission schemes which are applicable equally to men and women. The percentage of women receiving a bonus has increased from our last Gender Pay Gap report, with 74.4% of women in receipt of a bonus and, whilst this is slightly (2.4%) lower than the percentage of men in receipt of a bonus, we are pleased to see a move towards parity in this area. The median bonus pay gap has also decreased from 62.9% to 36%, so women's bonus payments are moving closer to men's bonus payments, which is where we want to be. We view this decrease as a positive step toward achieving greater gender equality in our organisation however we will strive to close the gap further in the future.

Last year the mean bonus pay gap showed that women, on average, received 31.8% more in bonus pay than men. This year's figures show that men, on average, received 45.4% more bonus pay than women. A large amount of bonus pay is accrued individually via our commission schemes so is subject to annual fluctuations including market forces in particular areas. Likewise, certain positions in the business are more heavily slanted towards variable pay so changes in job role can contribute to significant shifts; this year we have seen an increase to the number of women in our upper middle and upper hourly pay quarter, which can attract higher salaries but lower bonus potential, which therefore can contribute to significant shifts in bonus entitlement. Given the fluctuations in results we will continue to monitor and analyse them closely, looking at the reasons for these shifts and whether there is anything needed to address them. That the overall hourly pay gap has narrowed while the bonus pay gap has changed, and the increase of women in the upper 2 quarters, indicates the continued progression of female employees at Oliver James.





## Looking Forward

While our data for the reporting period indicates positive steps, we acknowledge that there's more to be done. A decrease in the median and mean gender pay gap figure is a positive indicator of progress toward achieving greater gender equality in the workplace, and it's important that we continue monitoring and addressing factors contributing to pay gap to ensure sustained progress over time.

We are looking forward to the year ahead where we are planning to continue to improve in this important area.

OJ's IDEA committee is an exciting initiative, aimed at ensuring that issues of D&I, including gender, disability and religion, are considered and addressed. Members of the group include those in People Operations, Legal, senior level management, and there are representatives from across the business.

We are also partnering with Clear Assured, a specialist organisation assisting businesses to make meaningful, measurable change in D&I.

We will keep reviewing our suite of policies to consider if any policies to support women can be strengthened or introduced, and we are in the process of introducing further flexible working options which will support our staff, particularly those with caring responsibilities, with a view to attracting and retaining female talent in our business, including hybrid working and flexibility towards remote working.

As part of the recruitment and selection process, we are continuously reviewing how we conduct interviews to ensure a more inclusive approach, reduce the prospect of bias and create a more diverse workforce.

We have also recently launched a global DE&I policy which will help us to consistently demonstrate commitment to creating an inclusive work environment globally where all employees feel valued and respected.

Overall, we are excited for the year ahead and we look forward to making further changes and improvements, as a dynamic and modern workplace committed to diversity and inclusion.

**Kenny McPhail – Chief People Officer**