



OliverJames

**Gender Pay Report
2022 / 2023**



Oliver James Associates Limited

Gender Pay Report 5 April 22 – 4 April 23

Our Commitment to supporting diversity and inclusion

This is OJ's first opportunity to provide a Gender Pay Gap report, which has presented a chance for us to formally report on the findings and the steps that we have taken and will continue to take in order to support diversity and inclusion (D&I). As a truly global business, OJ will always be an organisation that promotes Inclusion, Diversity, Equity, and Accessibility (IDEA) as supported by its actions and policies 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 treat our employees and partners with dignity and respect and strive to create an environment where one is educated and empowered to thrive.

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 IDEA Committee, overseen by an Executive panel, comprises of the following four pillars: Policy and

Procedure, Talent Attraction and Development, Client and External Engagement and Employee Engagement.

Our IDEA Committee meets on a monthly basis, with every member being responsible for ensuring the success of the pillar objectives, along with bringing through any new initiatives and ensuring existing objectives are being delivered on. These four pillars are integrated across the organisation and help us to achieve our global business objective of creating an inclusive culture where all employees can excel as themselves.

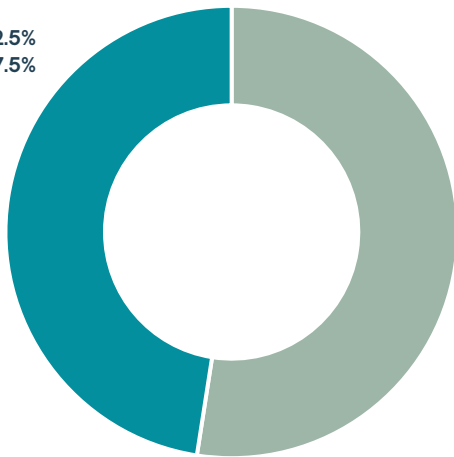
Pay Gap Explained

When making the calculations, we have set out each employee's hourly rate from lowest to highest and then divided into 4 quarters, with an equal number of employees in each section. The mean is an average figure, and the median is calculated by setting out a list of males and a list of females in order of lowest to highest hourly pay/bonus pay, and identifying the person in the middle of the respective list.



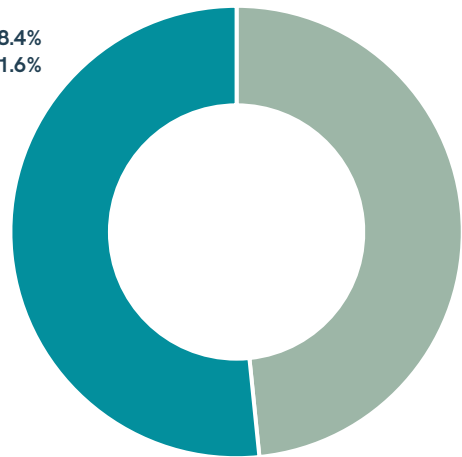
Our Report - The Figures

M 52.5%
F 47.5%



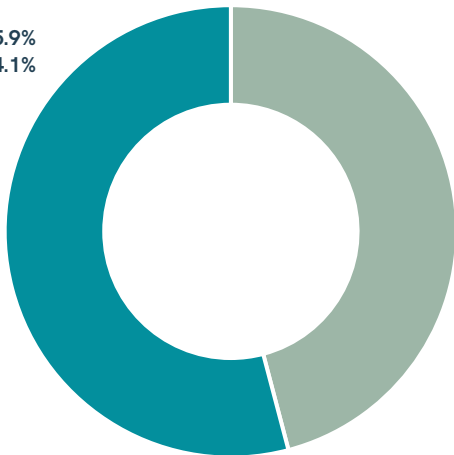
Lower hourly pay quarter

M 48.4%
F 51.6%



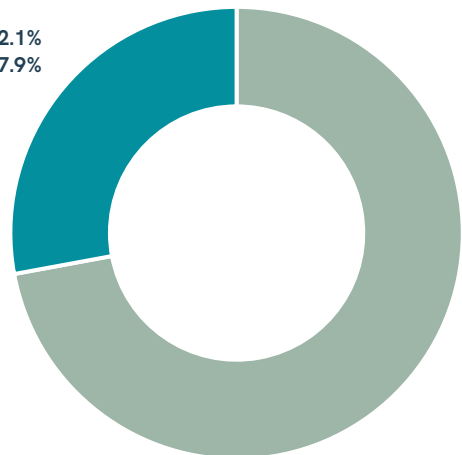
Lower-middle hourly pay quarter

M 45.9%
F 54.1%



Upper-middle hourly pay quarter

M 72.1%
F 27.9%



Upper hourly pay quarter

Mean (average) gender pay gap for hourly pay:

19.1%

Median gender pay gap for hourly pay:

22.3%

Mean (average) gender pay gap for bonus pay:

-31.8%

Median gender pay gap for bonus pay:

62.9%

MALES

Percentage of men and women receiving bonus pay:

FEMALES

78.9%

71.2%

Understanding Our Gender Report

We are pleased that at the lower hourly and lower middle pay quartiles, our pay gap is virtually non-existent, and there are more women than men at the upper-middle quartile.

OJ has a promotion structure and system which enables progression at all levels of the business.

We are proud to confirm that 63 women were promoted in 2022, including women promoted either immediately before going on maternity leave or immediately upon return from maternity leave. 9 out of 10 employees returned to OJ in 2022 after a period of maternity leave.

We have less women at the higher hourly pay quartile, which unfortunately is the case in many businesses, and which we are looking to address. Over the past 12 months however, 12 out of the 63 women

promoted were promoted to senior leadership positions and, as some of these promotions took place over the past year, these are not reflected in the above figures.

OJ supports women in leadership, and 27 out of 84 women employed on the snapshot date (5th April 2022) were in leadership roles, and 14 out of 84 women were in senior leadership roles.

OJ has competitive bonus and commission schemes, and the figures show that, on average, women received a higher bonus than men over this past year. The hourly pay median and mean figures are unfortunately impacted by the fact that we have less women than men in the upper hourly pay quartile, which we are looking to address as above, but the impact of these measures are likely to take time to filter through to the results.



Looking Forward

We are looking forward to the year ahead as we continue our journey of improvement. As mentioned, OJ has further improved its approach to D&I with the IDEA Committee, reaffirming our commitment to ensuring OJ is the best possible place to work for all employees.

Members of the committee are drawn from across the whole business, with representatives from People Operations, Legal & Finance alongside members of the senior management team and the Group board.

We continue to enjoy our partnership with Clear Assured, a specialist organisation assisting businesses to make meaningful, measurable change in D&I, and the Business Disability Forum who have provided us with invaluable advice over a number of years.

We have recently appointed our Group Commercial Director, Loic Andre as the Global lead for our IDEA initiatives. Loic has been the driving force behind our disability employment brand OJ Ability, and will now combine his great work in this area with leading the IDEA committee's commitment to the wider OJ business.

With the IDEA Committee undertaking projects and reviews including (but not limited to) maternity and paternity, recruitment and selection, flexible working and talent attraction, we are confident that OJ will be able to report even further progress in the coming years.

Kenny McPhail – Group Director – People & Performance