



# Gender Pay Gap Report

5 April 2024 – 4 April 2025



# Our Commitment to Supporting Diversity and Inclusion

This is OJ's third opportunity to present a Gender Pay Gap report, allowing us to formally share our findings and assess progress since the previous report.

It also provides an opportunity to identify areas for improvement, helping us to continue to strengthen our commitment to diversity, equity and inclusion (DE&I) within the business.

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

We encourage and value diverse perspectives throughout our workforce and recruitment processes, and are dedicated to fostering an open and inclusive working environment. Our aim is to be a place where our employees are supported and empowered to succeed, and where both our employees and partners are treated with dignity and respect.

At OJ, we welcome and support diversity in our workforce, and continuing to make strides in this area is one of our business objectives. To ensure we are consistently achieving and improving, we have our DE&I panel, which is internally called the IDEA panel (acronym for Inclusivity, Diversity, Equity and Accessibility) and is overseen by our Chief People Officer.

Our IDEA panel 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 and objectives 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.



# The Figures

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

It is 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, not taking into account factors such as job roles, levels of seniority, and other variables.



# The Results – Hourly Pay

Lower Hourly Pay Quarter

M 42.6%  
F 57.4%



Lower-Middle Hourly Pay Quarter

M 39.1%  
F 60.9%



Upper-Middle Hourly Pay Quarter

M 58.8%  
F 41.2%



Upper Hourly Pay Quarter

M 57.9%  
F 42.1%



Total Number of Males

136

Total Number of Females

137

Mean Gender Pay Gap in Hourly Pay

23.3

Median Gender Pay Gap in Hourly Pay

16.6

# The Results – Bonus Pay

Number of Males

136

Number of Females

148

Percentage of Males Receiving Bonus

92.6%

Percentage of Females Receiving Bonus

86.5%

Mean Gender Pay Gap for Bonus Pay

53.7

Median Gender Pay Gap for Bonus Pay

49.6

# Understanding our Gender Pay Gap Report

We are pleased that the percentage of women employed by Oliver James has increased from 48% to 50% since the last Gender Pay Gap report, which means that we now employ virtually the same number of men and women.

This indicates progress, achieving balanced representation across the business, which creates a platform to reduce the gender pay gap, as we continue to ensure equal opportunities for all.

Our mean and median gender pay gaps have increased meaning that the overall pay gap between men and women has widened. We recognise this as an area for us to research and we do remain committed to addressing any factors contributing to this gap.

We have analysed this year's results carefully, and the promotion of many of our top-performing women into leadership roles, which command higher salaries but do not include commission, contributes to the gap. This year, the majority of our current highest billers have been men, meaning that the highest commission awards have been to men. As mentioned, many top performing women have moved to leadership roles and are managing top-performing male employees, further influencing the overall gender pay gap. This shift in role responsibilities has had an impact on the overall gender pay gap.

We are committed to continuing to monitor the pay gap and ensure that opportunities for career progression and fair remuneration are available to all employees, and we set out below some of these new and ongoing initiatives.

The percentage of women has slightly increased in the lower (6.21%), and lower-middle (7.3%) hourly pay quarters. Our talent attraction numbers could explain this shift: 56.7% of all new hires over the reporting period were women and the majority of newly hired women (68%) were placed in junior – mid-level roles. The women in these roles are on a progression path meaning that they should eventually reach the upper-middle and upper hourly quarters and reduce the gender pay gap again over the next few years. The percentage of women in the upper-middle hourly pay quarter has decreased by 11% however it has increased by 6.4% in the upper hourly quarter meaning that women have moved to senior leadership roles which is positive 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 71 women were promoted over the period used for the gender pay gap calculations and 19 of these promotions were to leadership roles of Manager and above. We are currently working to further improve these progression structures, with a view to making improvements in this area.

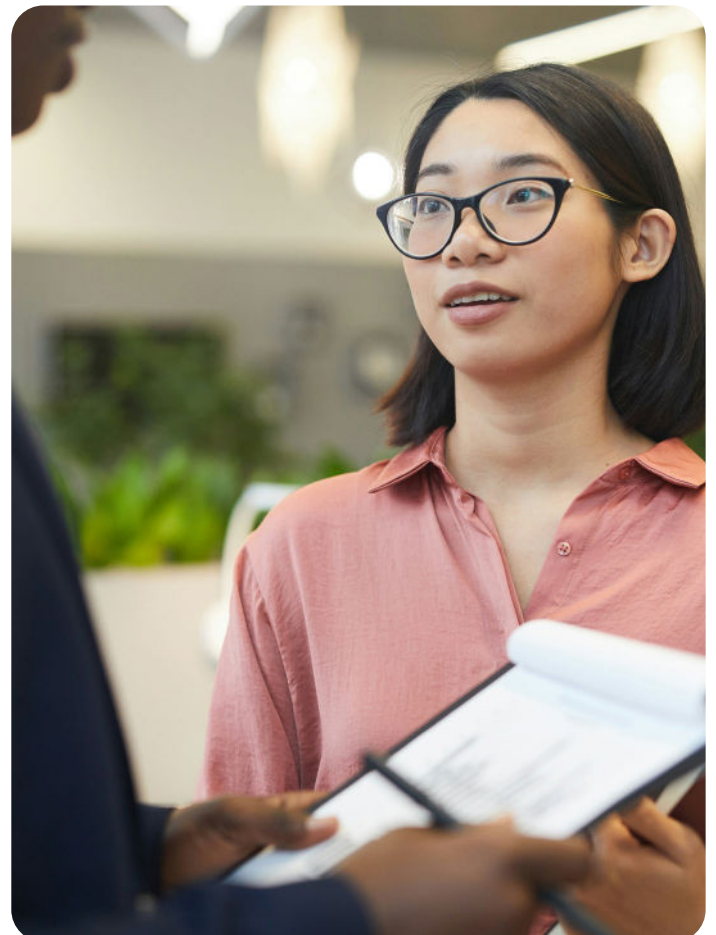
37 women have been promoted since the snapshot date of 5 April 2024 and 10 of these promotions were to leadership roles. As these promotions took place over the past year, this will be reflected in the next report. We have also hired 31 women since the snapshot date which is nearly 50% of all new hires.

To highlight our commitment to supporting work-life balance and creating an inclusive, family-friendly environment, we are proud to confirm that 10 women have returned to work from maternity leave on flexible working agreements since the snapshot date, including females in senior leadership positions who work part-time. Our business strives to retain talented employees and empowers them to continue their careers

while balancing personal commitments. We support diversity and inclusion and have a forward-thinking mindset that values and nurtures the contribution of all employees, regardless of gender or family responsibilities.

OJ has 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 by 12.1%, with 86.5% of women in receipt of a bonus and, whilst this is slightly (6.1%) lower than the percentage of men in receipt of a bonus, we are pleased to see a move towards parity in this area. A percentage of employees typically do not receive a bonus in the reporting period due to the timing of data capture, as those who start close to the snapshot date do not accrue bonuses or commissions during the first few months of their employment. As mentioned earlier, a higher percentage of new hires over the reporting period were women, which helps explain the disparity in bonus percentages between men and women.

The mean gender pay gap for bonus pay has increased by 8.3%, and the median bonus pay gap has increased by 13.6%. It is important to note that both men and women are on the same commission and bonus schemes, the vast majority of which are based on individual performance. While the schemes themselves are equal, differences in performance and market dynamics may contribute to the wider gap. We remain committed to continuously reviewing and addressing these factors to ensure fairness and equality within our bonus structures.







## Looking forward

Our gender pay gaps increased slightly since the last Gender Pay Gap report. It is important that we continue monitoring and addressing factors contributing to pay gaps 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.

As mentioned, our IDEA panel, with members including those from People Operations, Legal, Finance, senior-level management, and other representatives from across the business, continues to ensure that DE&I is considered and addressed. We are also partnering with Clear Assured, a specialist organisation assisting businesses to make meaningful, measurable change in this area.

We will keep reviewing our suite of policies to consider whether any can be strengthened. We have already introduced further flexible working options to 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. We have also updated our policies on discrimination, harassment and sexual harassment, and provided specific face-to-face sessions for all staff on "Discrimination, Harassment and Sexual Harassment; Knowledge, Requirements and Responsibilities".

As part of the recruitment and selection process, we are continuously reviewing how we conduct interviews to ensure an inclusive approach, reduce the prospect of bias and create a more diverse workforce. Our target Operating Model (TOM) represents OJs' processes, people, technology, data, and culture. Each block of the TOM has DE&I concepts incorporated into it ensuring that DE&I practices both internally and externally are taught in step with our educational curriculum.

We have recently undertaken our most in-depth demographic survey to date to better understand the people in our business. This data will enable us to make informed decisions that foster an even more inclusive workplace, identify areas of improvement and implement targeted strategies to address any gaps. Our commitment to continuous improvement will strengthen the employee experience and enable us to attract an even wider pool of talented candidates and set us up for further future success and growth.

We have also, in the past year, launched a new 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 an organisation committed to diversity and inclusion.



**Kenny McPhail**  
Chief People Officer

**OliverJames**