



Gender Pay Gap Report

5 April 2025 – 4 April 2026



Our Commitment to Supporting Diversity and Inclusion

This is OJ's fourth 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 and inclusion (D&I) within the 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 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 D&I panel, which is internally called the IDEA committee (acronym for Inclusive, Diverse, Equitable and Accessible).

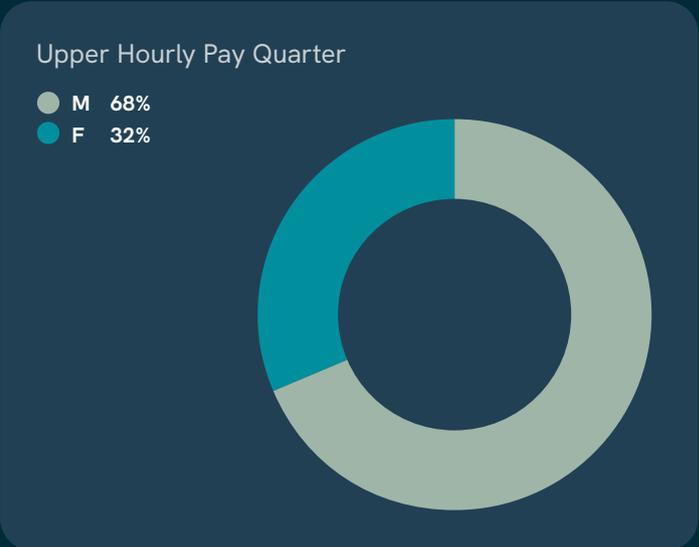
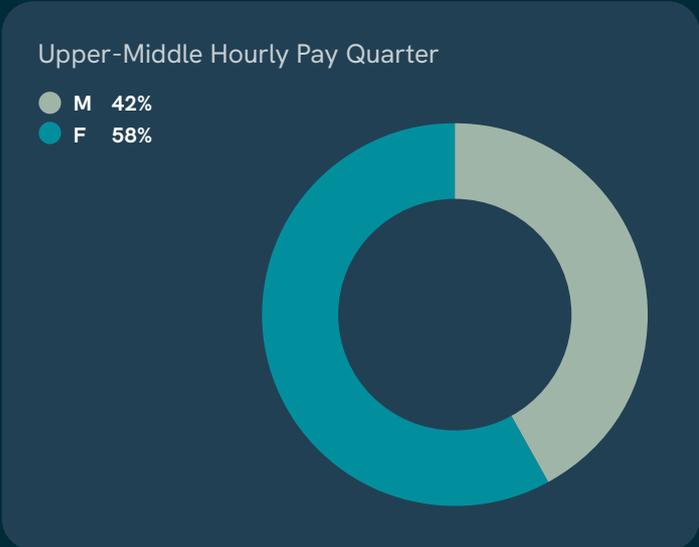
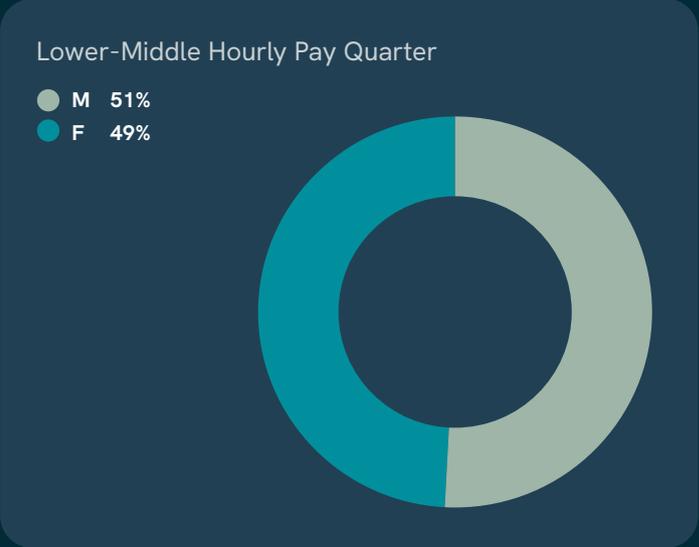
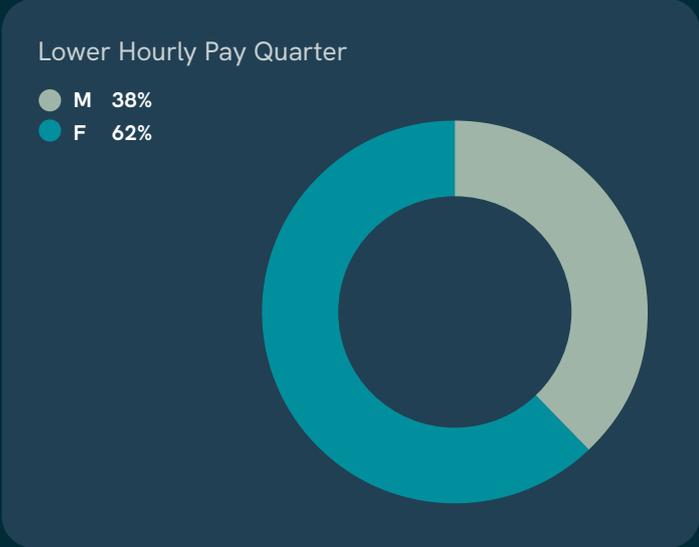
Our IDEA committee meets regularly, and includes members from different areas of the business, including Talent Development, Sales, People Team and Legal, with every member being responsible for workstreams and objectives in their area, along with bringing through any new initiatives and ensuring existing 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 as themselves.

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.

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. While we acknowledge that gender pay gaps exist in some areas, we are dedicated to understanding the root causes and implementing meaningful strategies to address them.

Gender Pay Gap - Hourly Pay



Total Number of Males

137

Total Number of Females

139

Mean Gender Pay Gap in Hourly Pay for Men

26.8

Median Gender Pay Gap in Hourly Pay for Men

11.5

Gender Pay Gap - Bonus Pay

Number of Males

137

Number of Females

147

Percentage of Males Receiving Bonus

92%

Percentage of Females Receiving Bonus

97%

Mean Gender Pay Gap for Bonus Pay

63.3

Median Gender Pay Gap for Bonus Pay

44.9

Understanding our Gender Pay Gap Report

We are pleased to report that women now make up 50% of our workforce (139 employees), with men representing 50% (137 employees). This reflects a stable and balanced gender representation across the business, which remains a key priority for Oliver James.

In terms of our mean hourly pay gap, this year, a higher proportion of our top billers have been men, resulting in larger commission and bonus payments being awarded to men, which has contributed to a mean hourly pay gap of 26.8% and a mean bonus pay gap of 63.3%.

Oliver James operates bonus and commission schemes that are equally available to men and women. The proportion of women receiving a bonus increased from 86% last year to 97% this year, compared with 92% of men in both years. While a gender pay gap in bonus pay remains, it is driven by factors such as differing performance levels, market conditions across teams, and the timing of new starters, as employees who join close to the snapshot date do not accrue commissions immediately. We continue to monitor and address these factors to ensure fairness and equality within our bonus structures and we remain committed to providing equal opportunities for progression and reward across the business.

A positive development this year is the change in gender distribution across our pay quartiles. The proportion of women in the lower-middle quartile has reduced from 61% to 49%, while representation in the

upper-middle quartile has increased from 41% to 58%. This shift reflects progression of women from lower paid roles into more senior roles. These changes have contributed to a reduction in our median hourly pay gap from 16.6% last year to 11.5% this year, and promotion data supports this movement. Between April 2024 and March 2025, 65 promotions were made across the business, of which 31 were awarded to women. 11 female employees were promoted into leadership roles (Manager level and above).

29 women have been promoted since the snapshot date of 5 April 2025 and 10 of these promotions were to leadership roles (Manager and above). As these promotions took place over the past year, these are not reflected in the above figures. As a global business we have also had senior women relocate outside of the UK, which influences the figures, and we have hired 31 women since the snapshot date which is nearly 50% of all new hires.

Overall, the data indicates that our focus on career development, internal progression and equal access to opportunities is contributing to measurable improvement, and we will continue to review our approach to ensure sustained progress.



Our Approach

We remain committed to monitoring our gender pay data and taking meaningful action to promote fairness and equality across our business.

Looking ahead, we will continue to focus on creating equal access to opportunities, ensuring fair and transparent reward practices, and strengthening inclusive policies and development initiatives. Through this ongoing work, we aim to build a more balanced and inclusive working environment for everyone. The key actions that will drive progress in these areas are detailed below.

Recruitment and Selection Process

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. Our Target Operating Model (TOM) represents OJ's processes, people, technology, data, and culture. Each area of the TOM has DEI concepts incorporated into block ensuring that DEI practices both internally and externally are taught in conjunction with our educational curriculum to ensure standards are practiced to ensure application of the learnings. Topics include inclusive recruitment practices, unconscious bias, communication styles, diverse interview panels.

Flexible Working

To demonstrate our commitment to work-life balance and an inclusive, family-friendly environment, we are proud that 18 women, including those in senior leadership positions, are currently on flexible working arrangements, such as part-time roles and otherwise. Our business aims to retain talented employees and support them support them to excel in their careers while balancing personal commitments. We value diversity and inclusion and strive to create an environment where all employees can contribute fully, regardless of gender or family responsibilities.

Engagement Surveys

We use our annual engagement surveys to understand employee experience and inform our approach to gender equity. Female participation in the last survey was 85%, demonstrating strong levels of engagement and willingness to provide feedback. Survey results showed positive levels of engagement among female employees:

- **75%** felt engaged at OJ
- **84%** were proud to work at OJ
- **79%** would recommend OJ as an employer
- **82%** reported clarity from leadership

Women also reported strong alignment with our organisational vision, confidence in line manager support, and visibility of development opportunities. We will continue to analyse engagement data to identify trends, address areas for improvement and support progression and retention.

Global Policy Refresh

We have undertaken a global refresh of employee policies to ensure (where possible) globally consistent standards and protections across all locations, introducing policies where they previously did not exist and ensuring language and frameworks are gender-neutral and inclusive. This includes a review of our DEI policy, family-friendly policies, bullying, harassment and sexual harassment, grievance, disciplinary, health and safety and flexible working frameworks (where applicable).

Promotion Pathways

We have launched clear promotion pathways in both operations and sales, ensuring that all employees understand the criteria and opportunities for progression across all roles and all levels. These pathways, combined with updated policies and family-friendly initiatives, support equal access to all roles and reward schemes, helping to create a fairer, more transparent career structure across the business.

Training

The Group Risk and Compliance (GRC) training programme is mandatory for all employees and includes topics such as Discrimination, Harassment and Sexual Harassment, Anti-Bribery and Corruption, Modern Slavery and Whistleblowing, and this year Health and Safety and Fraud Prevention Training will also join the suite.

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.



Jon Jenks
Chief of Operations

OliverJames