

# GENDER PAY GAP REPORT 2022



# Introduction

At OS we define diversity as the mix of **all** of us – **all** people and the differences among us which include things like our experiences, perspectives, the many ways we choose to live our lives and of course gender. While we've made some progress in recent years improving our gender split, this year our hourly pay gap has slightly increased. This is due to a number of females in seniors roles having left OS to pursue their career.

We are committed to ensuring the increase this year in our gender pay gap does not become a trend so we continue to work hard to identify both short and long-term sustainable opportunities to further close the gap.

Over the course of this year, we've strengthened support for all our employee networks – our CFO, Steve Showell, is the Executive Sponsor for our Women's Network Development (WDN) and makes sure their voice is heard across our various Boards and Committees. The WDN empowers our female colleagues to drive change and hold the organisation accountable for delivering on targets in relation to the gender balance of our workforce, with mentors across

OS providing guidance and active support for career progression. As well as meeting to share information and career advice, the network actively encourages women to feel confident in making the most of every opportunity at OS; and works to identify tangible solutions to attract and retain more female talent in OS through strengthening links with Women in Geospatial and the Royal Geographical Society.

We have continued to embed our hybrid way of working that recognises work as an outcome, not a time or place, providing our people with greater flexibility to choose where, when, and how they work. Alongside this we've launched our lifestyle break policy, enabling our people to take between 2-6 months leave to care for someone, pursue other interests, take up studies, or travel.

We know we have brilliant female talent inside our business and we are focused on doing all we can to support the development and progression of our talent. We are challenging ourselves and our processes to ensure we attract and select diverse talent into our business and create an inclusive environment where everyone can contribute to their fullest.



**Hazel Hendley, HR Director**

# Gender pay gap reporting explained

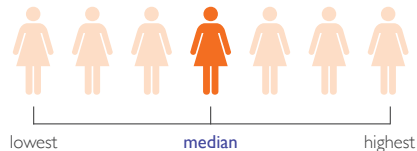
The Gender Pay Gap shows the difference between the average hourly rate of pay of women and men in an organisation, expressed as a percentage of the average male earnings. It is important to note that this is different from Equal Pay, which is the requirement to pay women and men the same for the same, or similar, work.

As an employer with more than 250 employees, Ordnance Survey reports its Gender Pay Gap under The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017.

We publish a number of calculations following the methodology as set out by the Regulations.



The **mean** pay gap is the difference between the two



- **The median** is the figure at the mid point when the hourly earnings of women and men are listed from lowest to highest. The median pay gap is the difference between the mid point in the range for all women and the mid point in the range for all men.
- **The mean** is calculated by adding up the hourly earnings of all men and the hourly earnings of all women and dividing each figure by the number of men and women. The mean pay gap is the difference between the two.
- We also publish **the median and mean gap for bonuses** along with the proportion of men and women who receive a bonus.
- And to provide context to these calculations, we publish the **gender distribution by hourly pay** across OS in four equal quartiles.

Gender Pay 2022 - reporting period:

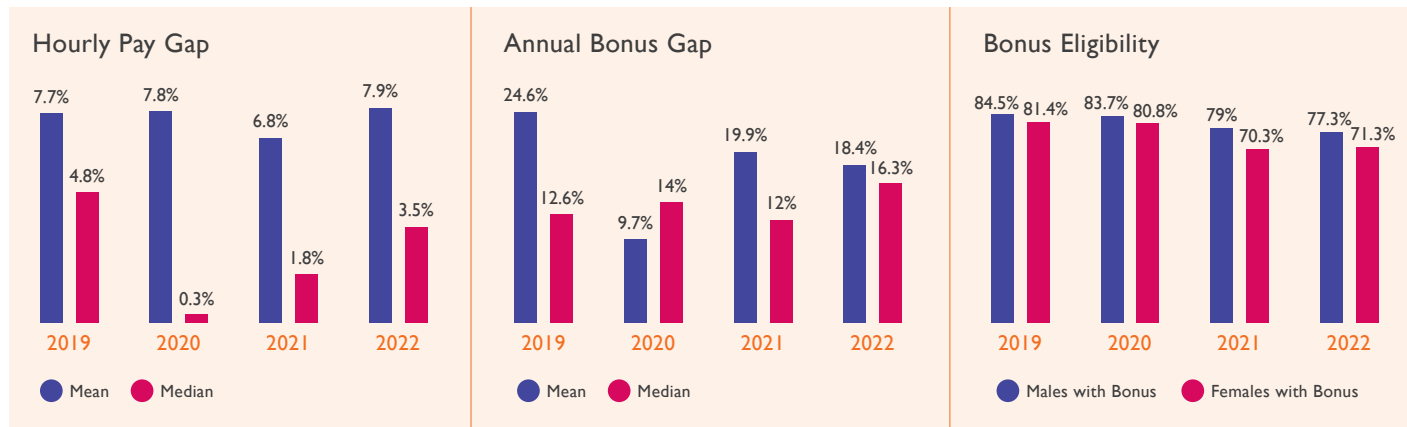
**Bonus Gap** - any incentives paid during this time period (e.g Delivering Success July 2021)

**Pay Gap** - Snapshot of pay, allowances & premiums paid in April 2022 payroll

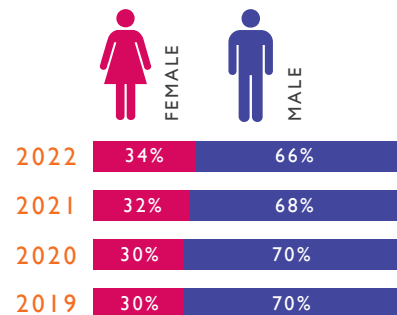
06 April 2021

05 April 2022

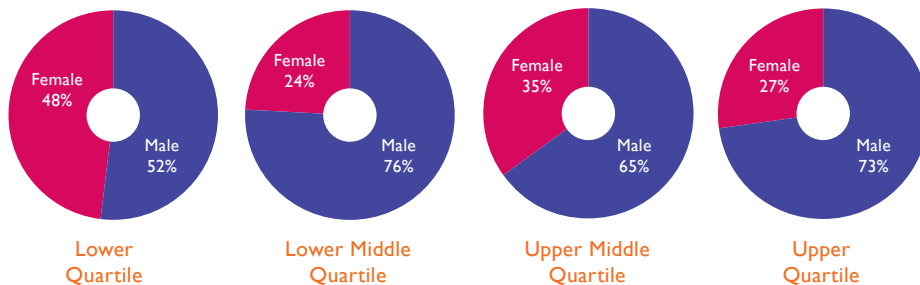
# OS Gender Pay Gap at a glance



## OS gender split



## Gender Distribution by Hourly Pay Quartile



# Understanding the Gap – Hourly Pay

## Mean Pay Gap = 7.9%

In £ terms ► male hourly rate     £20.78  
   female hourly rate     £19.12  
   = an absolute difference of £1.66 per hour

**National Statistics:** All employees 12.9%

- A gender pay gap is often the result of having a lower proportion of women than men in more senior positions – which then flows through to higher average hourly pay and bonus payments for men.
- OS continue to have a higher proportion of men across all quartiles of our pay. OS have seen an increase in men in the lower quartile this year; due to recruitment into areas that tend to attract largely male applicants, like IT Trainees in Technology & Design and Surveying/data collection.
- The Hourly pay gap has increased slightly during the 2021-2022 reporting period due to women leaving the organisation from senior roles, resulting in the female average pay figure decreasing and widening the absolute difference per hour.

## Median Pay Gap = 3.5%

In £ terms ► male hourly rate     £18.30  
   female hourly rate     £17.66  
   = an absolute difference of £0.64 per hour

**National Statistics:** All employees 14.9%

- This measure is less affected by a handful of considerably lower or higher salaries, therefore more representative. But it does not consider one of the most significant factors in determining a gender pay gap: the higher rates of pay of a majority male executive board.
- The hourly rate of pay reference is after any salary sacrifice deductions have been made. All our new joiners are enrolled into the salary sacrifice pension scheme which currently has 65% of our women employees compared to 50% of men. This also continues to contribute to the hourly pay gap.

# Understanding the Gap – bonus

## Mean Bonus Gap = 18.4%

In £ terms ► male annual bonus    £1,374  
   female annual bonus    £1,121  
   = an absolute difference of £253

**XpertHR:** All Employees 17.8%

- At OS we have a number of bonus schemes all of which are calculated as a percentage of base pay. Since we have a mean pay gap, this feeds through into creating a gap for bonus payments.
- The highest contributors to our bonus gap are those sitting in our upper quartile of pay. This is due to the number of females versus males in our Executive Team at the time of reporting. Payments in the report relate to the 2020/21 financial year and were mainly for Delivering Success paid in July 2021.
- The mean gap has increased due to us having less females in our senior team during the period, and a higher level of bonuses payments made to senior males.

## Median Bonus Gap = 16.3%

In £ terms ► male annual bonus    £914  
   female annual bonus    £765  
   = an absolute difference of £149

**XpertHR:** All employees 31.8%

- This year OS have seen a reduction in the median bonus gap due to several men in senior roles leaving the business and not being eligible for the Senior Leadership bonus payment.
- Our bonus pay gap is also impacted by payments made under our Sales Incentive Plans. Until the roles are equally filled by both genders, this will continue to contribute to the position. The impact feeds through to the bonus gap most eligible sales roles at the time of reporting were held by men. In addition, males who had received bonus via the Sales Incentive scheme last year had left the business.
- As per last year, OS have recruited many new joiners throughout the year who were not eligible for the bonus payments in July 21. This includes several men taking up senior roles at OS.

# What are we focusing on?

## Attraction and recruitment

Our recruitment team work hard to ensure our attraction and recruitment approach is inclusive, free from bias, and positively encourages more applicants from under-represented groups to include senior women. Key areas of continued focus for the team include shortening our job adverts to five or six things to attract more female candidates, diverse hiring panels, and targeted training for people leaders to improve awareness of bias in recruitment.

The team pro-actively champion opportunities for part-time and job-share arrangements as ways to broaden our talent pool and attract more female applicants.

OS show salary ranges on our vacancy advertisements, helping all applicants to know what they can reasonably expect. Our resourcing team clearly communicate the salary range on offer for a role, to encourage negotiation on their starting salary. Our Career architecture underpins our career paths and is fully transparent to everyone, enabling to see how they can progress in our business.

Our Apprenticeships, IT trainee scheme and Geospatial or Data Graduate programmes provide a pipeline of early talent.

## Personal growth and development

Alongside attracting more women to OS, we're focusing on ways we can accelerate the progression of existing colleagues into senior leadership positions through targeted development.

And this year we'll be equipping all our people with the confidence and capability to be an active ally which we define as the intentional action and behaviour we take to support, amplify, and advocate with each other – recognising we don't all have access to the same opportunities, resources, or experiences.





# What are we focusing on?

## Transparency on promotion, pay & reward processes

OS are open about pay policy processes, documentation is available to all employees detailing the eligibility and criteria used in our decision making. Employees are clear on what remuneration to expect upon promotion and enables them to make informed choices. Managers understand the guidelines to work within for their decisions, this has enabled a greater degree of consistency and governance.

Real progress in the promotion of female talent across many roles this past year, with 47% of internal hires being female and 39% of external hires being female.

## Flexible working

We are committed to workplace flexibility for men and women. OS continue to promote flexible working to existing employees and in our job vacancy adverts. This includes options such as, part-time work; remote working; and compressed hours.

## Executive Board Representation

We continue to promote gender diversity at every level in Ordnance Survey but at the time of writing, our Executive Board comprised 8 men and 1 woman.





# A message from Philippa Hird, Senior Independent Non-Executive Director & Chair, Remuneration Committee

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It is key to me that there are women's voices at our Boards and Committees and that their issues are at the heart of decisions we make. I am delighted that 40% of the OS Board are women but it is challenging for us that two of our three female Executives have decided to further their careers outside of our business.



I am however encouraged by the progress being made in bringing in and promoting female talent across all roles in the business. The numbers show that we are continuing to make headway. Through 2022, our external recruitment recruited as many women as men into our business and this was supported by more training, development, and awareness-building with hiring managers, enabled by a dedicated in-house resourcing team of recruitment professionals.

OS continues to develop ways of attracting and selecting talent that reduce bias and support inclusion & diversity. New selection tools aligned to OS' values will measure individual capabilities – reducing dependency on CVs and increasing objective insights on which hiring managers can make decisions. It is also right that OS are turning their fullest attention to ensuring that their female talent is supported with their career development and progression.

Improving our gender balance at every level in the business is a priority. I am clear that it will underpin our success.

## Useful resources

For information regarding Gender Pay and access to gender pay gap reports for other organisations, please visit:

<https://gender-pay-gap.service.gov.uk/>

If you want to learn more about how the gender pay gap is calculated, further information is available at: [www.acas.org.uk/genderpay](http://www.acas.org.uk/genderpay)



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