



# GENDER PAY GAP REPORT 2020

## INTRODUCTION

Ordnance Survey are proud to have a gender pay gap that is well below the national average – but we recognise there is always more to be done so, even in these strange times, we continue to embed a sustainable inclusivity agenda across Ordnance Survey.

Our focus on gender balance starts from the very first contact an employee has with us and continues through increasingly flexible contracts. In fact, the flexibility we offer has been extended to support employees with balancing their family commitments throughout lockdown. We also provide ongoing support for our women's network; and we are keeping up our significant programme of work to bring greater transparency to our career and reward frameworks.

As we balance our workforce at all levels and continue with our inclusivity agenda, I am confident that we are taking the right actions to close the gap and ensure OS is a great place to work for every member of our team.

**Hazel Hendley, HR Director**



## GENDER PAY GAP REPORTING EXPLAINED

The Gender Pay Gap shows the difference between the average hourly rate of pay for 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.



total hourly earnings  
of all women

divided by the total  
number of women

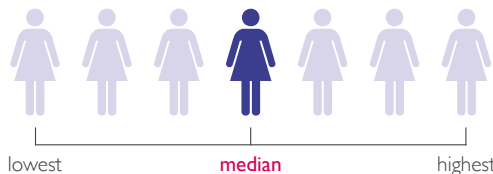


total hourly earnings  
of all men

divided by the total  
number of men

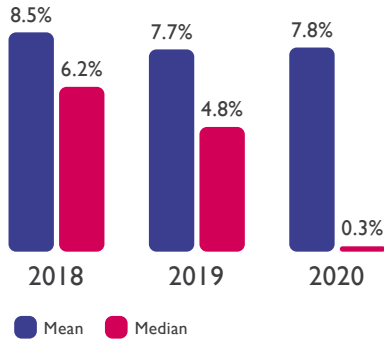
The **mean** pay gap is the difference between the two

- **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 earning 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.

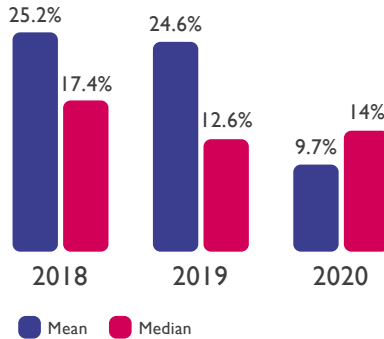


# OS GENDER PAY GAP AT A GLANCE

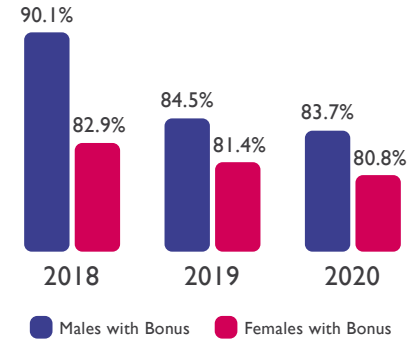
## Hourly Pay Gap



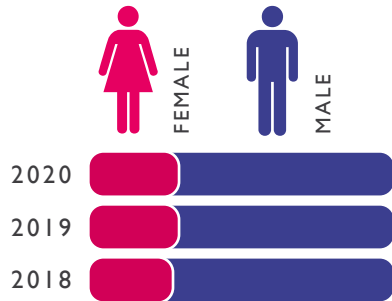
## Annual Bonus Gap



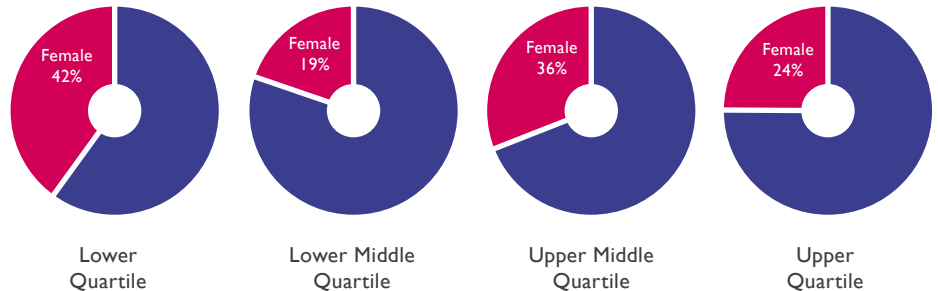
## Bonus Eligibility



## OS gender split



## Gender Distribution by Hourly Pay Quartile



## UNDERSTANDING THE GAP – HOURLY PAY

### Mean Pay Gap = 7.8%

In £ terms ▶ male hourly rate     £21.04  
                  ▶ female hourly rate   £19.40  
                  = an absolute difference of £1.63 per hour

**XpertHR:** Whole sample 13.7%

**National Statistics:** All employees 16.2%

- 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 & bonus payments for men
- OS continues to have a higher proportion of women in the lower quartile of our pay
- Our commitments to creating an inclusive organisation evidenced by transparency of career pathways and reward frameworks and inclusivity throughout the employee lifecycle will provide a long term and sustainable approach to ensuring gender balance at OS in all aspects of work.

### Median Pay Gap = 0.3%

In £ terms ▶ male hourly rate     £18.12  
                  ▶ female hourly rate   £18.06  
                  = an absolute difference of £0.06 per hour

**XpertHR:** Whole sample 10.6%

**National Statistics:** All employees 17.3%

- This measure is more representative of typical pay differences because it is less affected by a handful of considerably higher (or lower) salaries. But that means it doesn't take into account one of the most significant factors in determining a gender pay gap: the higher pay rates of majority male executive boards
- The hourly rate of pay references pay after any salary sacrifice deductions have been made. At OS, all new employees from 1 April 2015 are enrolled into a salary sacrifice pension scheme. 31% of women at OS are in this scheme compared with 22% of men so this contributes to the calculated gap.

## UNDERSTANDING THE GAP – BONUS

### Mean Bonus Gap = 9.7%

In £ terms ► male annual bonus    £1,867  
   female annual bonus    £1,685  
   = an absolute difference of £182

XpertHR: Whole sample 35%

National Statistics: All employees 68%

- We have a number of bonus schemes at OS all of which are calculated as a percentage of base pay. Since we have a small mean pay gap, this feeds through into creating a gap for bonus payments.
- **Sales Incentive Payments** - our bonus pay gap is also impacted by payments made under our Sales Incentive Plans. Since the majority of sales roles are presently held by men, these payments increase the average male bonus payment by comparison with the average female bonus payment. We are in the process of redesigning our SIPs but until the roles are equally filled by both genders, this won't change the position.

### Median Bonus Gap = 14%

In £ terms ► male annual bonus    £1,236  
   female annual bonus    £1,063  
   = an absolute difference of £173

XpertHR: Whole sample 20%

National Statistics: All employees 40%

- Executive and Senior Leader Bonus - payments in this report relate to the 2018/19 financial year during which we saw increased female representation in our senior team. This has had a positive impact on our gender pay gap.



# COMMITMENT TO CLOSING THE GAP

## Career Architecture and Paths

Our career architecture is fully transparent to everyone and ensures all roles in OS are levelled appropriately in relation to each other – regardless of whether the incumbent is male or female.

- The architecture underpins our career paths and enables all employees to see how they can progress in our business
- It also highlights where we can focus efforts in encouraging greater numbers of women into specific roles or job families at every level - through attraction approaches, mentoring, learning and development, job redesign & flexible working
- In 2021, we plan to create a job levelling panel, training senior colleagues within OS to promote understanding of the process and support consistent decision making

## Pay Transparency

Transparency of pay policies and how pay decisions are made is known to have a positive impact on reducing the gender pay gap.

- In 2019 we introduced a new pay framework across our business which is aligned with our career architecture
- This has provided consistency and transparency in decision making; and enables individuals to make informed choices on their career path through OS - including the remuneration they can expect to receive

## Workplace Flexibility

We will continue to promote flexible working to existing employees and new recruits. This includes part-time work; remote working; and compressed hours and is fully supported by our wellbeing agenda which focuses on enabling people to enjoy and achieve both their personal and professional commitments and goals.

## COMMITMENT TO CLOSING THE GAP

### OS Women's Development Network and Women in IT

Our Women's Development Network provides opportunities for targeted learning coupled with colleague support and aims to actively encourage women to feel confident in making the most of every opportunity at OS. We are also active members of Hants Women in IT and regularly host events and talks open to everyone at OS although this has not been possible for most of 2020.

- Our Apprenticeships, IT Trainee scheme and Geospatial Graduate Programmes provide a pipeline of early talent and we will develop these opportunities to understand how to make them attractive to all

### Executive Board Representation

We continue to promote gender diversity at every level in Ordnance Survey and, at the time of writing, our Executive Board is comprised of 8 men and 3 women.







## A message from Phillipa Hird, Non-Executive Director & Chair, Remuneration Committee

In spite of the unprecedented times we're all experiencing in 2020, I'm proud to recognise that OS have been actively recruiting & onboarding new starters throughout the year. It is encouraging to see an improving gender balance in new hires with half of senior new starters being female and 38% of all other grades.



Changing the way OS is perceived as a place to work is key to attracting a more diverse workforce, especially in roles that have previously been seen as male dominated. The Board were pleased to note that OS's dedicated diversity & inclusion careers page includes a section on the Women's Development Network which is a great platform to encourage potential candidates. It has also been good to see line managers being trained about unconscious bias and recognising protected characteristics, and we support the use of evidence based selection materials that ensure fair and equal opportunity.

In the year ahead I look forward to OS continuing its collaboration with an external expert, providing 1-1 career coaching conversations and helping individuals develop a 10 year career plan. I am also interested to see the difference made by vacancies being promoted on dedicated Diversity job boards.



## 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)



SEE > BETTER PLACE