



# GENDER PAY GAP REPORT 2021

## INTRODUCTION

Ordnance Survey are proud that our gender pay gap is well below the national average, and we continue to take tangible steps to help further close that gap.

In the past year we've used the LinkedIn 'Talent Insights' function to help us identify and target female talent pools, and we've advertised vacancies on a wide range of job platforms including specialist diversity-focused sites. We've refined the language in our job adverts to make them more attractive to women and helped our hiring managers broaden their understanding of how to bring more diverse talent into the business. Next year we're introducing a new selection and assessment tool to make our hiring process even fairer and freer from unconscious bias.

We continue to prioritise the progression of our internal female talent too by providing support and training for our well-established Women's Development Network (WDN). We've asked members of the network to contribute to the creation of policies and initiatives, including our people leader development programme 'Six Great Things'. I'm also pleased to see that women are using a dedicated Microsoft Teams

channel to share their views and plan activities, with this recently becoming a safe space to discuss their lived experiences about menopause, women's safety and caring responsibilities.

I'm really proud that as part of our Evolve business change project, out of the 18 new leadership roles identified in our National Mapping Services business area, 11 were female internal hires. While steady progress is being made with our gender balance, in 2022 we'll again look at our career and reward frameworks to make sure they're providing the routes to progression that women want from OS. Our use of flexible working allows us to maximise the use of talent from across the UK, making it easier to secure great female candidates on more flexible contracts. This is an important further step in creating a level playing field for women and one that I hope cements OS a great place to work for every employee.

**Hazel Hendley, HR Director**



# GENDER PAY GAP REPORTING EXPLAINED

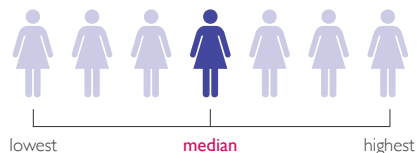
The Gender Pay Gap shows the difference between the average hourly rate of pay of women and men in an organisation, expressed as a percentage of the average male earnings. It is important to note that this is different from Equal Pay, which is the requirement to pay women and men the same for the same, 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 2021 - reporting period:

**Bonus Gap** - any incentives paid during this time period (e.g Delivering Success June 2020)

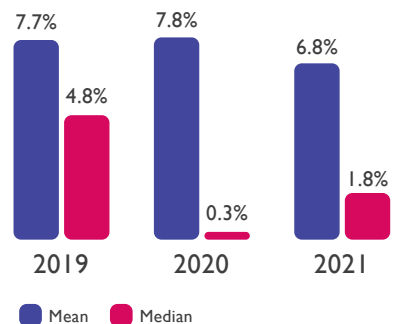
**Pay Gap** - Snapshot of pay, allowances & premiums paid in April 2021 payroll

06 April 2020

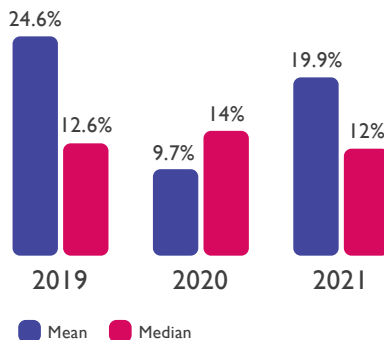
05 April 2021

## OS GENDER PAY GAP AT A GLANCE

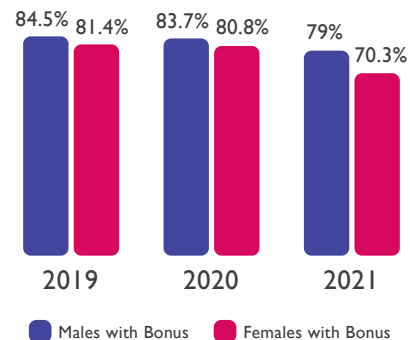
### Hourly Pay Gap



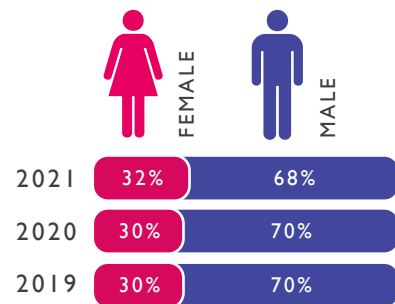
### Annual Bonus Gap



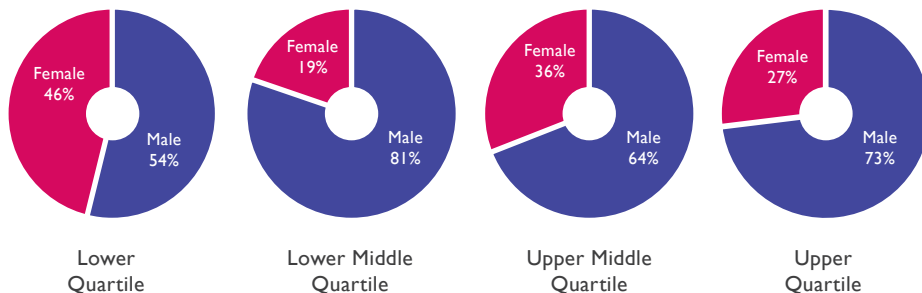
### Bonus Eligibility



### OS gender split



### Gender Distribution by Hourly Pay Quartile



Mean Pay Gap = 6.8%

XpertHR: Whole sample | 3.4%

National Statistics: All employees 14.4%

- Median Pay Gap = 1.8%

XpertHR: Whole sample 11.2%

**National Statistics:** All employees 15.4%

- 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 rates of pay of majority male executive boards.
- For 2020-21 the median has increased very slightly as a high number of male new joiners came in just above the median pay level e.g. Surveyor / Engineer.
- The hourly rate of pay references pay after any salary sacrifice deductions have been made. At OS, all new employees are enrolled into a salary sacrifice pension scheme. 57% of women at OS are in this scheme compared with 42% of men and this also contributes to the calculated gap.

Mean Bonus Gap = 19.9%

XpertHR: Whole sample 34%

National Statistics: All employees 67%

- We have a number of bonus schemes at OS 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.
- Payments in this report relate to the 2019/20 financial year and were paid mainly for Delivering Success in June 2020. The gap has increased due to us having less females in our senior team during that period, and a higher level of bonus payments made to senior males.

In £ terms ▶ male annual bonus   £983  
                       female annual bonus  £865  
                       = an absolute difference of £118

XpertHR: Whole sample 20%

National Statistics: All employees 43%

- OS recruited lots of new employees throughout 2019/20 and 2020/21 that are included in this snapshot but were not eligible for a bonus payment. There were a larger number of males recruited compared to females and this led to a slight decrease in our median Bonus gap.
- **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.

# 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
- Postponed from 2021 due to pandemic, OS remain committed to create a job levelling panel, training senior colleagues within OS to promote understanding of the process and support consistent decision making
- 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

## 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 invested in the creation of a new base pay framework. The purpose to fairly recognise the market value of roles, across our business aligned with our career architecture
- This enabled a greater degree of consistency and governance plus transparency in our decision making; and enables individuals to make informed choices on their career path through OS - including the remuneration they can expect to receive

## Hybrid Working

We are committed to making hybrid working work, giving employees the opportunity to choose the 'when and where' of work, maximising the full benefit of our 'heads down, heads up, heads together' approach. We 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 that has not been possible in recent months.

### 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 7 men and 3 women.







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

During the past twelve months I've been delighted to see our Women's Development Network (WDN) flourish and start to exert their influence on a number of important issues. It is key to me that there are strong women's voices at our Boards and Committees and that their issues are at the heart of decisions we make.



The WDN are also rightly proud that they secured Caroline Noakes MP, Chair of the Women and Equalities Select Committee, as keynote speaker for our International Women's Day celebrations in March 2022. OS will continue to empower the WDN to drive change and hold the organisation accountable for delivering evermore ambitious targets in relation to the gender balance of our workforce.

I'm also encouraged to see real progress in the promotion of female talent across many roles this past year. Helping women see a career path at OS is something I care deeply about, and the numbers show we've made headway – with 46% of internal hires being female in 2021-22 compared to 31% in the previous year. I look forward to this trend continuing over the coming year, plus seeing the benefits of a range of activities which are planned to help us strengthen our culture of diversity, inclusion and belonging at OS.



## 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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