

Gender Pay Gap Report

5 April 2024 Snapshot



Introduction

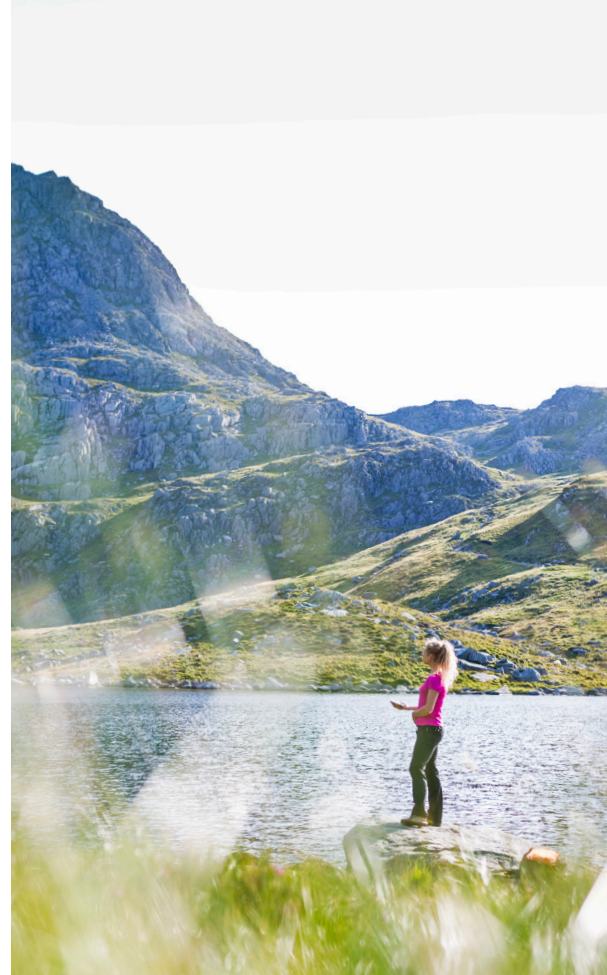
Progress on our mean gender pay gap feels elusive despite concerted focus. Though the increase could be described as marginal, I will not be comforted until I see the trend reverse.

There is however reason to have hope; our median gender pay gap (which is less susceptible to the affect of a small number of lower or higher salaries) is going in the right direction. We've seen more women secure internal promotions, our senior leadership team has gone from 14% women to 31% over the past year; and more of our leadership roles are part time.

Supporting women in OS develop their careers has been a priority through our talent development programmes. Our Ignite programme supported 10 amazing women over the past 12 months to develop the skills and confidence they need to navigate the challenges women face at different stages of their career –

I can't wait to see their journeys.

Hazel Hendley, HR Director

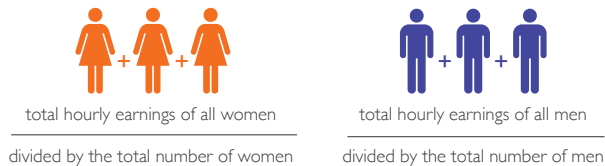


Gender pay gap reporting explained

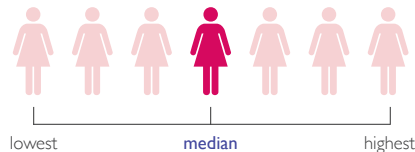
The Gender Pay Gap shows the difference between the average hourly rate of pay of women and men in an organisation, expressed as a percentage of the average male earnings. It is important to note that this is different from Equal Pay, which is the requirement to pay women and men the same for the same,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

The Gap – Hourly Pay

ONS (reported Oct 2024) median Gender pay Gap = 13.1%

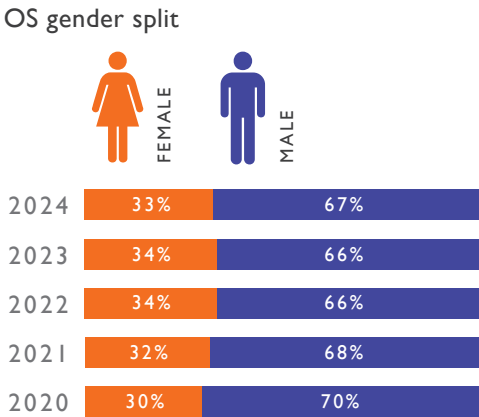
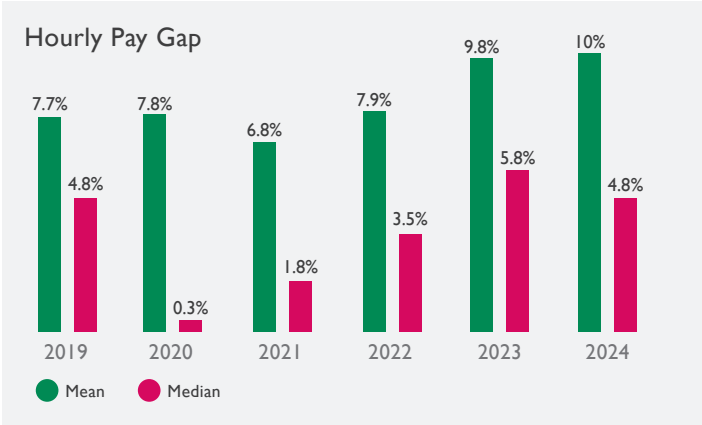
- Women's **mean hourly rate** is 10% less
 - Mean pay per hour for men: £23.61
 - Mean pay per hour for women: £21.24
 - Difference in pay: £2.37ph
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- Women's **median hourly rate** is 4.8% less
 - Median pay per hour for men: £20.68
 - Median pay per hour for women: £19.68
 - Difference in pay: £1.00ph

Mean Pay
Gap **10%**

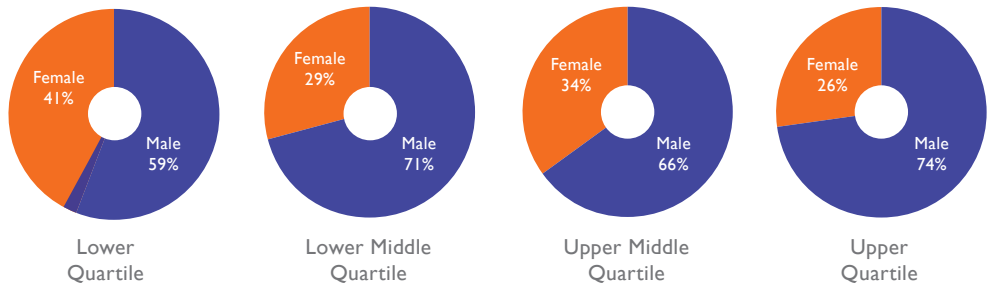
Median Pay
Gap **4.8%**



OS Gender Pay Gap at a glance



Gender Distribution by Hourly Pay Quartile



Understanding the Gap – Hourly Pay

- Our gender pay gap is the result of having a lower proportion of women than men in more senior positions – which flows through to a higher average hourly pay for men.
- We have seen a slight increase in hourly pay gap during 2023-24 reporting period due to recruitment of males into our Senior Leadership & Executive team roles, resulting in the male average pay increasing and widening the absolute difference per hour.
- OS continue to have a higher proportion of men across all quartiles of our pay. In our 2023/24 Annual Award we made a higher investment into the lower grades with OS, where we have a higher proportion of females placed.
- Median is more representative, as less affected by a handful of considerably lower or higher salaries. But does not consider one of the most significant factors in determining a gender pay gap: higher rates of pay of a majority male Executive Leadership Team.
- All our new joiners are enrolled into the salary sacrifice pension scheme. The salary sacrifice arrangement allows employees to make contributions to their pension before PAYE and NI contributions deducted. This means that their contributions are taken out of their gross pay. The hourly rate of pay reference for Gender pay calculations is after any salary sacrifice have been made. The pension scheme membership has 74% of our women, compared to 60% of our men.



Understanding the Gap – bonus

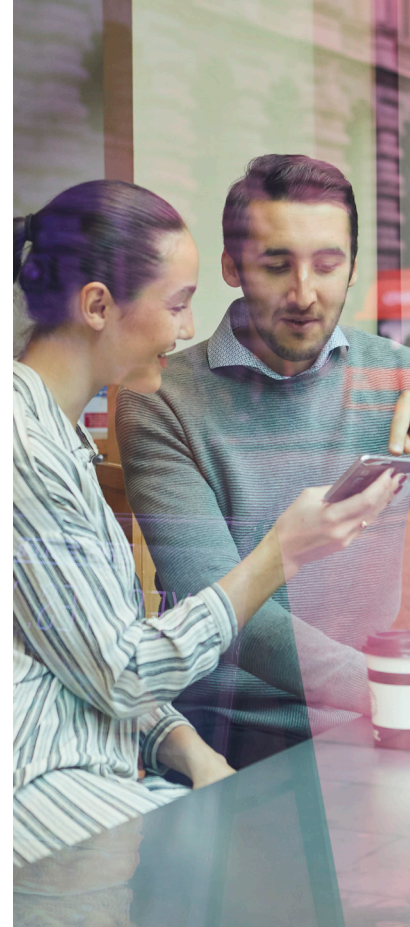
Mean Bonus Gap = 45.5%

In £ terms ► male annual bonus £3,404
 female annual bonus £1,854
 = an absolute difference of £1,550

Median Bonus Gap = 0%

In £ terms ► male annual bonus £1,000
 female annual bonus £1,000
 = an absolute difference of £0

- OS's bonus schemes, which are calculated as a percentage of base pay, did not make a payment in 2023/24. No payment was made in June 2023 for all employee Bonus - Delivering Success, Senior Leadership or Executive Team Bonuses.
- The contributors to our mean bonus gap this year are those eligible for a Sales bonus during 23/24 paid in June 2023. This is due to the number of females vs males in the Sales team at the time of reporting. Until the roles are equally filled by both genders, this will continue to contribute to the bonus gap. As we have a mean pay gap, this feeds through to create a gap in bonus payments, as the scheme is calculated on percentage of base pay.



What are we focusing on?

Attraction and Selection

We have continued to develop our attraction strategies, growing the diversity of platforms and channels where we advertise our roles externally. This year, we have also added to the in-person careers fairs and events our team have supported, to support those getting into employment and preparing to leave the armed forces to get into work.

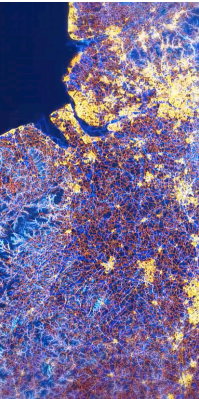
Last year, OS started a partnership with Code First Girls to help us improve our pipeline of diverse talent. They have one of the largest communities of woman in tech and we are working with them to invest in mid-level female talent into Data Engineering. Technology is traditionally one of the areas in business that has less gender diversity; while OS has been improving over the past few years, this targeted strategy is aiming to accelerate our success.

Since starting this partnership, OS has welcomed two new Data Engineers into our team after they completed an intensive accelerator training programme with Code First Girls and supported by OS' engineering team. We are preparing for next year's scheme currently.

Growth and career progression

OS continues to support growth and career mobility across our organisation and launched the Aspire programme this year to help people identify and harness their aspirations and skills.

We remain committed to supporting female talent across the business and this year launched the first two cohorts of our new Ignite development programme. This programme is designed to grow the skills and confidence they will need to navigate the particular challenges women face at different stages in their career.



What are we focusing on?

Ways of working

Sixty percent of OS employees are now Generation Y or Z, with Z our fastest growing demographic group. So, we are continually looking at how our offer meets the needs of our changing workforce. This year we enhanced our family-friendly offer to more adequately reflect the increased value placed on organisational support during the moments that matter and equity for all.

Our thriving Women's Development Network and LGBT+ Network developed these proposals with us, to ensure they acknowledge that families are formed in many different ways. The new measures introduced new Partner leave provisions to support men to be equal parents, improved maternity and adoption leave, and introduced new Compassionate leave for baby loss under 24 weeks. We also launched our new Fertility and Neonatal policy to support women and parents who need more support at unforeseen times.

Leadership

We have renewed our focus on leadership this year, introducing a new definition of OS' Leadership 'mindset' to describe the best of our culture and the aspiration we have for the way all our leaders work.

The mindset describes the three facets we say are essential to creating the inclusive and thriving environment we want - Connection, Truth, and Growth. All our Leaders have completed a range of self and group development to immerse themselves in these facets and we will continue to embed these behaviours across our organisation.



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

Our continued focus on gender representation at all levels remains critically important. Despite some great efforts, progress is slow.

When we benchmark across our industry, we take some assurance that what we are doing through our progressive inclusion and diversity action plan is working.

I continue to be impressed by and want to celebrate the many talented women at every level in OS; they are making a real difference internally and to our industry. We have more to do but I am confident that there is a collective will to develop in OS that is powerful.



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

