

UK gender pay report 2022

Introduction

This is the third year that we have reported our gender pay gap in line with UK legislation. As in the previous two years, we have conducted an in-depth analysis to help us to understand the differences between the pay of women and men in our company.

Since publishing our second report last year, we have also undertaken a listening exercise to hear first-hand from and engage with our talented colleagues on this key topic and create greater transparency on actions and next steps.

The analysis for the current reporting period (April 2021 – April 2022) shows that, overall, we paid men more than women because we still employed proportionally more men than women in our most senior roles during that reporting period.

In this report, we would like to share more details on those findings and also an update on the actions we are taking as part of our long-term commitment to abolish this gender pay gap.

We have identified three key areas to focus on to ensure there are no differences in pay between women and men in the future: providing colleagues with peer-to-peer support networks; improving the promotion and facilitation of internal company career moves; and raising the profile of senior women. More details on these can be found on the following pages.



Catherine Hill
Executive Director,
Europe



Sharon Frost
Global HR Director

Statutory reporting requirements

- Since 2017, UK legislation has required all companies with 250 employees or more to report their gender pay data every year.
- These data compare the average pay for women and men across all roles, and must include:
 - average differences in hourly rates of pay
 - the proportion of women and men in each quartile, based on hourly rates of pay
 - the proportion of women and men receiving bonus pay
 - average differences in bonus pay.
- All data are accurate as of the snapshot date of 5 April 2022, in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our employees

We are an award-winning HealthScience communications consultancy, with a successful track record of more than 20 years of growth in people and revenues since our founding in 1998.

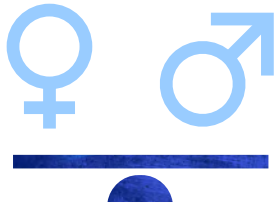
On 5 April 2022,
we had
482 employees globally,
including **396 people**
based **in the UK**

Our UK workforce
comprised:
75.6% women
24.4% men

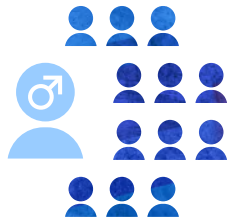
Our UK-based employees
had a range of tenures
with the company:
7.7% for more than 10 years
42.3% for 2–10 years
50.0% for less than 2 years

What we learnt previously

We have previously analysed pay across our UK offices to try to understand any differences between the salaries of women and men. The previous UK gender pay reports can be accessed here: [2019–20](#) [2020–21](#).



Our analysis indicated that women and men had equal opportunities for promotion during the reporting periods and that there were no barriers to the recruitment of women into senior roles.



However, we saw a substantial gender pay gap driven by the fact that we have historically employed proportionally more men in higher-paid roles and fewer men in lower-paid roles relative to the overall gender balance at our company.



For bonus pay, the difference between the pay of women and that of men was exacerbated by the fact that the vast majority of people who worked less than full time or took substantial periods of parental leave were women.

What is the gender pay gap?

The gender pay gap is the difference in the calculated hourly rate of pay between women and men across all roles. The value is given as a percentage of the average male earnings. A positive value indicates that the hourly rate of pay is higher for men than for women, whereas a negative value indicates that the rate is higher for women.

What is equal pay?

Equal pay directly compares whether women and men doing the same or equivalent work are paid equally. This is therefore not the same as the gender pay gap.

What is the bonus pay gap?

The bonus pay gap considers the total value of any bonuses that each person received during the 12-month reporting period. Unlike the hourly rates of pay used to calculate the gender pay gap, the bonus pay gap does not consider differences in contracted working hours.

Pay for women and men

The findings of our 2022 analysis are broadly consistent with the data reported for previous years. We have a gender pay gap that is driven by the fact that we have proportionally more men than women in our most senior roles.

Based on the snapshot of data on 5 April 2022, our overall mean gender pay gap was 22.7% and our overall median gender pay gap was 22.4%. When we excluded the most senior positions in our company (those on the Holdings Board, Limited Board and Global Leadership Team), the mean gender pay gap across all remaining roles was 14.5% and the median gender pay gap was 20.2%. If we also remove freelancers from the analysis, the gaps reduce further to 12.6% and 18.0%, respectively.

The differences in the average hourly rates of pay by gender in each pay quartile are consistent with those of previous years, being much lower than the overall values, but with a substantial mean difference remaining in the highest pay quartile (Table 1).

During the 12 months before 5 April 2022, in total, 72.7% of women and 69.4% of men received a bonus. The mean bonus pay gap was 60.8% and the median bonus pay gap was 31.5%. These values are impacted by the fact that 100% of our employees who took parental leave during that period were women, as were the majority of those who worked less than full-time.

Table 1. Proportion of women and men, and average difference^a in pay by quartile (on 5 April 2022).

Quartile based on hourly rate of pay	Proportion of employees, %		Mean difference, %	Median difference, %
	Women	Men		
Upper	64.3	35.7	13.0	10.1
Upper-middle	74.7	25.3	5.3	8.6
Lower-middle	80.6	19.4	1.2	-2.3
Lower	82.8	17.2	0.8	2.8

^aA positive difference indicates that the hourly rate of pay is higher for men than for women, whereas a negative difference indicates that the rate is higher for women.

Who is included in the analysis?

The gender pay analysis includes all UK-based employees.

How was gender reported?

This report is based on legal gender categories. We acknowledge that some of our people may self-identify differently.

What is the reporting period?

The gender pay gap values are based on a snapshot of data on 5 April 2022. The bonus data are based on the 12 months before 5 April 2022.

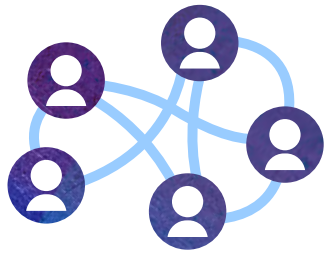
How are pay quartiles determined?

Pay quartiles are calculated by arranging each employee from lowest to highest based on their hourly rate of pay, and then splitting that list into four groups of equal size.

What we are doing to tackle our gender pay gap

We are committed to bring about change, and fully appreciate this will require long-term effort and a variety of activities.

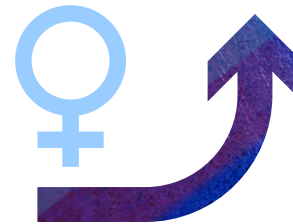
Based on the highlighted drivers of our gender pay gap, we have identified three key areas to focus on in 2023 that we believe will positively impact women in our workplace:



Providing colleagues with peer-to-peer support networks



Improving the promotion and facilitation of internal company career moves



Raising the profile of senior women

We have initiated a series of activities to drive change across these areas (see the overview of activities shown on the next page). In addition, we have updated our previous document relating to the evidence-based actions to improve the gender pay gap identified by the Government Equalities Office.¹ The updated document is presented in the Appendix.

Government guidance

The Government Equalities Office has published a document providing employers with information about a variety of approaches that are likely to improve recruitment and progression of women, and to reduce the gender pay gap.¹

The guidance is designed to help employers to create action plans and recommends that employers use high-quality data to understand the drivers of their gender pay gap in order to target actions effectively.

¹Government Equalities Office. Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers. Available from: https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf (Accessed 8 March 2023).

What we are doing to tackle our gender pay gap (continued)

We have instigated a series of long-running activities designed to abolish our gender pay gap, with more activities in the pipeline. These initiatives are aligned with the recommendations of the Government Equalities Office.¹

Key areas for action	
Providing support via peer-to-peer networks	Trial peer-to-peer networking in 2023, especially for those returning after family-related leave
Improving the promotion and facilitation of internal company career moves	Do more to promote the possibility of internal moves within the company
	Introduce drop-in sessions to enable interactive discussions on how colleagues can progress in their careers
Raising the profile of senior women	Introduce a group to increase visibility of senior women to act as a motivator for other women to progress their careers to similar levels

Government Equalities Office

The Government Equalities Office¹ categorizes actions into three groups to support further reducing the gender pay gap.

Effective actions: those that have been tested in real-world settings and have been found to have a positive impact.

Promising actions: those that have potential, but require further research to improve the evidence on their effectiveness and to understand how best to implement them.

Actions with mixed results: those that have been shown to sometimes have a positive impact and sometimes have a negative impact. This lack of consistency might be due to how they are implemented or due to other factors that we don't fully understand yet.

¹Government Equalities Office. Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers. Available from: https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf (Accessed 8 March 2023).

Our commitment

We are pleased to be able to share this update with you about the new initiatives that we have launched and the existing ones that we continue to work on in order to tackle our gender pay gap. These initiatives are the result of positive engagement from many colleagues across our global business, and we would like to publicly thank them, and encourage others to engage with us directly on the issues that matter to you.

As we said in last year's report, we do not underestimate the challenge ahead, and we recognize that long-term commitments are required to instigate long-term change. We hope the evolution of our actions gives confidence in this commitment, because the gender pay gap is a complex societal issue and there is no 'quick fix'.

We are particularly excited about the planned peer-to-peer networking and our efforts to raise the profile of senior women. We believe that these initiatives will provide targeted career support for women, helping them to achieve their career aspirations here at Oxford PharmaGenesis, and also create another opportunity for attracting more senior women.

As we have said before, this is about ensuring real and tangible benefits for the women we employ and not just about positively changing the numbers. As such, we plan to also perform and report on a gender pay analysis in the US in future.

If you have any further suggestions or ideas to support our gender pay gap initiatives, we would love to hear from you.

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