

## Gender Pay Gap Report 2021

### Introduction

This report publishes the Oxford Biomedica gender pay gap data at April 2021. The snapshot date was 5<sup>th</sup> April 2021.

698 employees were categorised as “relevant employees” and used in the reporting of bonus pay gap statistics. 686 employees were classified as “full-pay relevant employees” and were used in the reporting of hourly pay gap statistics.

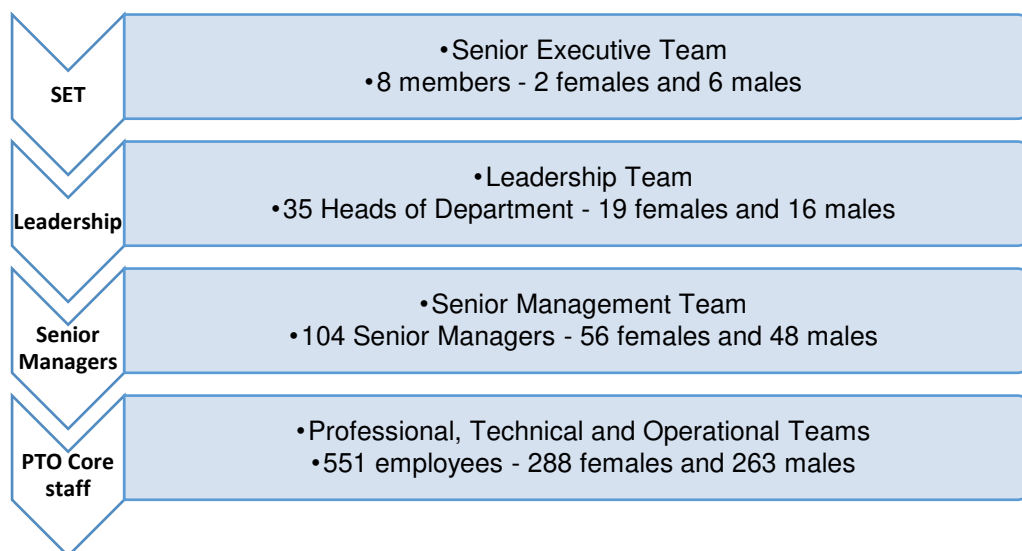
### Structure of Company

The total number of “full-pay relevant” female employees in the Company (355 – 51.7%) outnumbers the number of “full pay relevant” male employees (331 – 48.3%).

At the snapshot date, the “relevant employees” workforce was structured:

	Total	Female	Male	Female	Male
Executive	8	2	6	25%	75%
Managers	139	75	64	54%	46%
Non Managerial Staff	551	288	263	52%	48%
<b>Total</b>	<b>698</b>	<b>365</b>	<b>333</b>	<b>52%</b>	<b>48%</b>

With greater analysis of the management population, the Company is structured as follows (April 2021):



### **Oxford Biomedica Management Structure**

The SET level population is skewed towards higher paid roles populated by males, although the proportion of females at the SET level has increased slightly since 2020. The Professional Technical and Operational employees is slightly skewed towards lower paid roles populated by females.

There has been a marked change in the male/female ratio at Heads of Department level compared to 2020. Where previously there was a higher population of males than females, females now outnumber

males at this level. The proportion of females at Heads of Department level has increased by 14%, from 40% in 2020, to 54% at the snapshot date.

The male/female ratio at Heads of Department level matches the male/female ratio at Senior Manager level, with 54% female employees and 46% male employees.

Within this whole structure, the total number of female employees in scientific, technical and engineering roles in the company (295 – 42.3% of total employee population) outnumbers male employees (266 – 38.1% of total employee population) in those same areas.

### Gender Pay Gap

The **mean gender pay gap for Oxford Biomedica is 11.5%**. The monetary amounts behind this figure are:

- A mean male hourly rate of £31.24
- A mean female hourly rate of £27.63
- Or an absolute difference of £3.61 per hour

Compared to 2020, the mean gender pay gap for the Company has **decreased** by 6.5 percentage points (2020: 18.0%).

The **median gender pay gap for Oxford Biomedica is 3.5%**. The monetary amounts behind this figure are:

- A median male hourly rate of £23.34
- A median female hourly rate of £22.52
- Or an absolute difference of £0.83 per hour

Compared to 2020, the median gender pay gap for the Company has **decreased** by 3.3 percentage points (2020: 6.8%).

### Gender Bonus Gap

The **mean gender bonus gap for Oxford Biomedica is 44.9%**. The monetary amounts behind this figure are:

- A mean annual male bonus of £8,214.58
- A mean annual female bonus of £4,523.52
- Or an absolute difference of £3,691.06

Compared to 2020, the mean gender bonus gap has **decreased** by 22.7 percentage points (2020: 67.6%).

The **median gender bonus gap for Oxford Biomedica is 8.4%**. The monetary amounts behind this figure are:

- A median annual male bonus of £2,353.00
- A median annual female bonus of £2,156.50
- Or an absolute difference of £196.50

Compared to 2020, the median gender bonus gap has **decreased** by 6.6 percentage points (2020: 15.0%)

The proportion of male employees receiving a bonus is 88.0%

The proportion of female employees receiving a bonus is 87.1%

Oxford Biomedica pay quartiles, percentage in each band (number of employees in each band).

Band	Description	Males	Females
A	Includes all employees whose standard hourly rate places them <b>in the lower quartile</b>	43.9% (75)	56.1% (96)
B	Includes all employees whose standard hourly rate places them <b>in the lower middle quartile</b>	48.8% (84)	51.2% (88)
C	Includes all employees whose standard hourly rate places them <b>in the upper middle quartile</b>	51.5% (88)	48.5% (83)
D	Includes all employees whose standard hourly rate places them <b>in the upper quartile</b>	48.8% (84)	51.2% (88)
All Bands	All employees	47.7% (331)	52.3% (355)

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (gender pay gap information) Regulations 2017.

### **What are the underlying causes of Oxford Biomedica's gender pay gap?**

The company's gender pay gap has reduced for a third year in a row, and the company is now aligned with the Government benchmark and is lower than others in the same industry. However, there is still an overall difference in the earnings of male and female employees. There are a number of factors which contribute to Oxford Biomedica's gender pay gap data. Since 2018/19, the company has instigated a number of projects which have already contributed, and continue to contribute, to the reduction in the gender pay gap.

#### *Reward*

In April 2019, the company introduced a system of role grading with associated market competitive pay ranges to provide a framework against which roles are sized and rewarded. In addition to benchmarking salaries against the pharmaceutical industry, terms and conditions of employment, including bonus provision were also benchmarked. In April 2020 the company implemented changes to employee remuneration and a number of salary adjustments were made. These adjustments aligned the salaries of peers of a similar competence and salaries to a competitive position against industry benchmarks ensuring salary alignment.

It had been recognised that one of the main disparities in pay between the senior executive population together with the leadership and senior management teams seen against the rest of the business, was

the extent to which bonus eligibility was available throughout the business. In 2020 the company announced that all employees would be eligible to receive a bonus, payable for the first time in 2021. The bonus reflected corporate achievement and individual achievement of goals and objectives alongside demonstration of the company values behaviours. Following the first year of bonus payment to all levels of roles in 2021, the company has seen a 22.7% reduction in its bonus pay gap. The company will continue to review its bonus eligibility across the business for opportunities to further reduce the bonus pay gap in the coming years.

### *Performance Management*

In 2020 the company implemented its annual performance management cycle, which is aligned to the company reward principles where performance is rewarded through both competence and delivery. Individual goals and objectives are set at the beginning of the year which align to functional and ultimately company objectives, this activity is closely followed by development planning which encourages discussions between individuals and their managers. All employees have the opportunity to discuss their career aspirations and development needs to support progression through the company for both men and women. These discussions are supported by the career pathways and competency frameworks that are due to be implemented in 2022. Regular one to one discussions take place throughout the year to discuss progress against objectives and celebrate achievements, alongside a formal mid-year review and finally a formal end of year review whereby performance and achievement against goals and objectives is assessed.

### *Career pathways and competency frameworks*

In 2020 most departments within the company published simple career pathways allowing for greater transparency and to encourage employees to focus on developing their careers within the company. The company is working to augment these with technical competency frameworks to clarify the knowledge and skills required to progress within the business, some of which have been implemented.

To build on this work further, the company is focussing on developing core and leadership competency frameworks to provide greater clarity to men and women who wish to progress within the business. These competency frameworks will support the annual Talent and Succession Planning process to review the talent pipeline for Executive and Senior Leadership roles.

The company's focus on development and progression in 2020 and 2021 has had an impact on the male to female ratio in each pay quartile. The proportion of female employees in the lowest pay quartile has reduced from 2020, from 60.1% to 56.1% in 2021, while the proportion of female employees in the upper-middle and upper quartiles has increased. The male to female ratio in each quartile now closely reflects the male to female ratio across the company, resulting in a more equitable balance of both men and women at all pay levels across the company following the progression and development of those at the lower pay quartiles.

### *Management training*

The company recognises the importance of the role of the line manager in supporting all employees to achieve their full potential and career aspirations. In 2019 the company introduced the Oxford Biomedica Management Development Program which continued to run in 2020 and 2021, and will be available for further cohorts in 2022. The program is available for all people managers and consists of core and supporting modules to develop management competency across the business.

In addition to the Management Development Program, the company has run several Senior Leadership Development Events, where men and women at the senior leadership level within the company are provided with structured strategic coaching and training.

The company also introduced informal mentoring across all levels in 2021, which allows for both men and women to take ownership of their development, and gain valuable knowledge and skills from others within the company.

### *Flexible working*

The company has always welcomed flexible working requests and has been supportive and accommodating of flexible working arrangements. During 2020 the global Covid-19 pandemic saw and continues to see a large proportion of the workforce working remotely from home. The company has seen consistent levels of productivity and output during this time, alongside greater opportunities for employees, both men and women, across the business to balance the demands of their work and personal lives.

Due to the success of these new working practices, in 2021 the company introduced its new Ways of Working policy which introduced flexible working hours and hybrid working as the norm for all employees where possible.

### *Equality, Diversity and Inclusion*

In 2020, the company launched its Responsible Business initiative. One objective of this initiative is equality, diversity and inclusion, whereby the company commits to building a more inclusive organisation where all forms of diversity are celebrated.

As part of this initiative, in 2021, there was an increased focus on developing Inclusive Leadership Competence within the Senior Leadership team, through several training sessions held as part of the regular Senior Leadership Development Events.

In 2021, the company began developing and implementing a Diversity and Inclusion strategy, which involved an independent advisor holding focus groups and one-to-one interviews to gather insights from our employees about what Equality, Diversity and Inclusion means to them. A three year Equality, Diversity and Inclusion action plan is being created using these insights and will be implemented in 2022. It is anticipated that many of these actions will help to address the gender pay gap.

### **What is Oxford Biomedica doing to address its gender pay gap?**

Oxford Biomedica is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion, belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any of the other characteristics set out above). As such, it ensures that all policies and practices are free of gender bias.

This includes regular review of recruitment practices, audits of pay and benefits practices, and evaluation of job roles and pay structures to ensure fairness and parity.

Oxford Biomedica is therefore confident its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the dispersal of genders across roles within the organisations and the salaries that these roles attract, particularly at the executive level.

To address these findings Oxford Biomedica is committed to:

- Reviewing its reward principles and the mechanisms for structuring and delivering reward initiatives.
- Organising and developing its role framework to facilitate internal career development opportunities.
- Reviewing the application of a competency framework to give clarity to the knowledge ,skills and behaviours required in specific roles at all levels within the business.
- Reviewing the approach to deliver training and development material which would support the introduction of a competency framework
- Providing structured performance management processes and continued development opportunities to help all employees achieve their full potential.
- Continuing to review its ways of working to support flexible working arrangements.
- Seeking to address the gender imbalance in executive roles within the business

I, Stuart Paynter, Chief Financial Officer, confirm that the information in this statement is accurate.

Signed:



Dated: 02 February 2022