

GENDER  
**PAY GAP**  
REPORT

2021

open gi

# GENDER PAY GAP REPORT

2021

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# Introduction

At Open GI, we want all our employees to feel engaged, valued and respected for who they are and the skills and attributes they bring to the work they do at Open GI. We believe that diverse ideas and viewpoints drive innovation, help us all grow and allow us to deliver excellence in customer service.

We firmly believe that compensation should be based on what employees do, and not based on a characteristic such as their gender. It goes without saying, whilst report is focused on gender pay, Open GI's approach to fairness and equality and how it treats its people extends far beyond gender equality.

## About the Gender Pay Gap Statistics

Open GI fully supports the Government's legislation which requires employers with more than 250 employees to publish their gender pay gap. We remain committed to building a more transparent culture of gender equality and our data has been prepared in line with the *Equality Act 2010 (Gender Pay Information) Regulations 2017* and the *Equality Act 2010 (specific Duties and Public Authorities) Regulations 2017*.

The snapshot data for salaries is 5 April 2021 and the period used for calculating the bonus pay gap is 6 April 2020 to 5 April 2021.

This report sets out our key gender pay data, sharing information about any changes experienced between this and last year's report, as well as setting out our approach to further improve how we attract, recognise and reward talent.

**Gender Pay** is not the same as equal pay. Equal pay is about paying men and women the same salary for the same or similar roles and is a legal requirement. The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average earnings of men.

The **Median** gender pay gap is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the range for men and the range for women.

The **Mean** gender pay gap is the difference between the average hourly rate of pay for women compared with men.



# Our Gender Pay Gap Statistics

As at 5 April 2021, there were 412 workers - of which 412 were categorised as “relevant employees”.

Four-hundred-and-four employees were classified as “full-pay relevant employees” and were used in the reporting of hourly pay gap statistics.

The gender split for Open GI was 69% men and 31% women as at 5 April 2021.

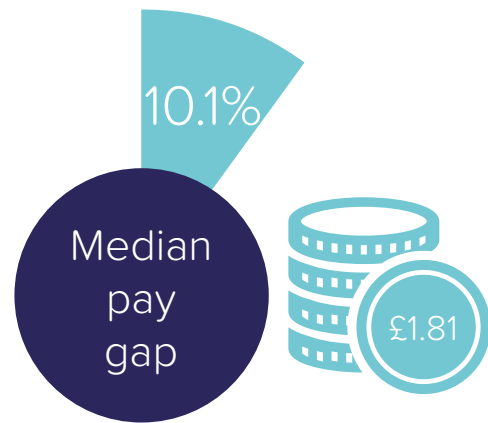
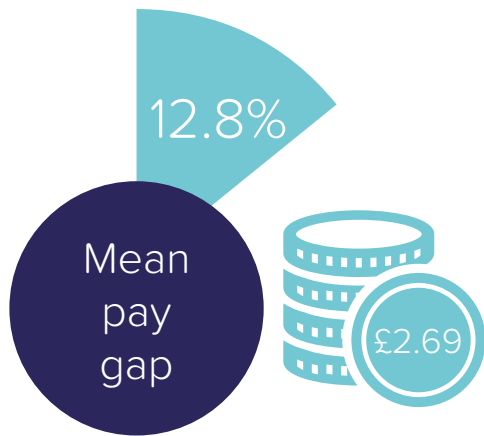


412

Relevant  
Employees

404

Full-pay Relevant  
Employees



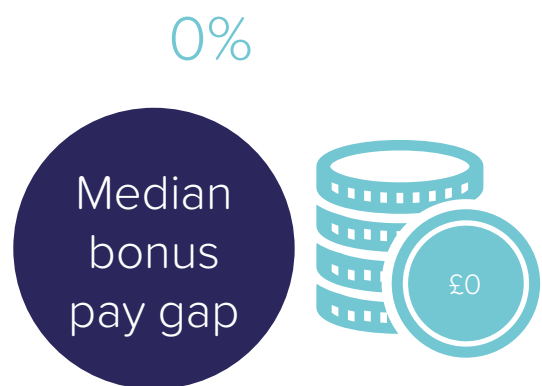
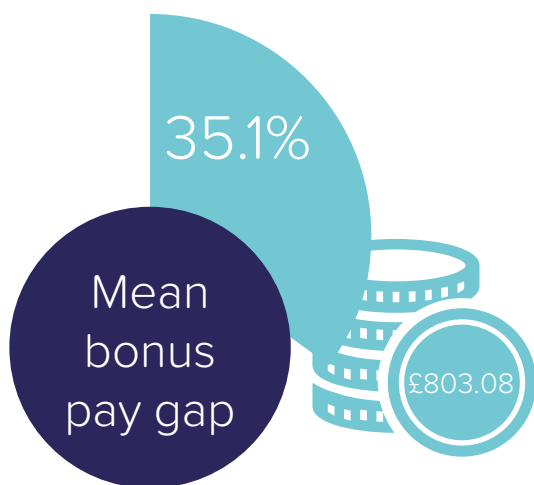
**2021:** 99.2% bonus  
**2020:** 71.2% bonus



**2021:** 97.5% bonus  
**2020:** 73.6% bonus

### The proportion of men and women receiving a bonus payment

The mean bonus pay gap of 35.1%, with an absolute difference of £803.08, is lower than comparable organisations in the private sector and in the Information and Communications sector. The median bonus pay gap is 0%, with an absolute difference of £0.



## The proportion of men and women in each pay quartile (% in each band and number of employees in each band)



# Understanding the Gap

We know that, typically, the Information and Communications sector employs more men than women and this also applies at Open GI. However, our mean and median pay gaps continue to remain significantly lower than other companies in our industry.

We pride ourselves on being an equal opportunities employer. Given that our sector is one which typically struggles to achieve gender equality, we celebrate the fact that we have women represented at all levels of our business. Despite this, we know that women are less well represented in our senior level roles, and we need to proactively address this.

Our gender pay gap has increased slightly by 0.9% compared to last year, moving from 11.9% to 12.8%. We can see that, compared to last year, we have a higher proportion of men in the top quartile which will have contributed to this increase.

Due to the unprecedented situation with the Covid-19 pandemic, we saw our annual voluntary turnover of employees - people choosing to leave the business - fall significantly (from 19.7% in April 2019 to 9.8% in April 2021) in all levels of the business. This meant that we had very few leavers in the upper middle and top quartiles, where there are senior professional and senior technical roles which tend to attract less women applicants. The knock-on effect of the decrease in turnover was that we had limited opportunities to proactively change the profile of our gender representation at these levels during this time.

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We are cognisant that our mean bonus data shows a gap of 35.1%, an increase of 22% compared to last year.

Despite the situation with Covid-19, we know that whilst our median pay gap remains low and smaller compared to our comparators, there is ongoing work to be done to improve this, including looking at ways to encourage more women into roles in Quartiles C and D, either through recruitment or internal promotion.

Nearly all our employees received a one-off bonus of the same value in 2020/21 in lieu of being able to physically get together to celebrate at Christmas due to the Covid-19 pandemic. This meant that our median bonus pay gap was 0%.

However, we are cognisant that our mean bonus data shows a gap of 35.1%, an increase of 22% compared to last year. We believe the reasons for this are:

We were contractually obliged to pay a very small number of exceptional one-off bonus payments as part of contractual arrangements.

Sales commission is part of bonus payments and whilst we do have a number of women in sales roles at Open GI, we do still have more men than women working in this area - thus meaning the mean bonus is still more largely skewed towards men.

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Our gender pay gap has increased slightly by 0.9% compared to last year moving from 11.9% to 12.8%.

# Our Action Plan

Open GI is committed to being an equal opportunities employer and to valuing people for their contribution, and not their gender identity or any other protected characteristic.

We have reviewed our approach to pay and reward for our employees. This was done to ensure that our aim to pay fair market value for our roles in a consistent manner is benchmarked and we are held accountable for our pay decisions against external market data. To do this, we have partnered with a recognised salary benchmark provider, levelled all of our roles and put in place a pay policy which demonstrably shows we identify fair and competitive salaries for all our roles, rather than salary levels being decided on an individual basis. We have also reviewed our discretionary bonus scheme to ensure it is robust and evidence-based, with managers rewarding individuals for exceptional performance based on agreed, stretch goals as well as the financial performance of the business. We believe that the actions we have taken with regard to how we determine pay has enabled us to minimise the risk of any detrimental pay decisions being made based on gender.

There is certainly more we can do, and we are working on a programme of initiatives to help improve equality, diversity and inclusion at Open GI. We recognise our gender pay gap is largely driven by having less women in our more senior roles and we are committed to addressing this.

Our programme of initiatives is initially focused on encouraging women to join and develop their careers with us. We want to support all our employees in balancing their home and work life and are currently reviewing our people policies to understand whether these may be a barrier to achieving more gender diversity at Open GI. This includes looking at making changes to our maternity, adoption and paternity pay policies. We hope to have changes in place in the coming months that encourage women to join us and stay with us whilst also taking the time off to grow and nurture their families if they choose to.





Open GI understands that now, more than ever, there is a real need to create a more flexible working environment for all our employees. We are currently trialling a flexible approach to office working called “Open Ways of Working”. As part of this trial, employees come into the office based around what works best for their team and the work they do. It’s vital to protect the culture of Open GI and continue to foster great relationships between - and across - teams. We know, however, that this needs to be done in a balanced way, taking into consideration the pressures of home life, which traditionally are more impactful on women than men. We are continually assessing the progress of this experiment, gathering feedback from our employees and managers - as well as ensuring we’re still providing a great service to our customers.

We do recognise that women face unique challenges and come up against barriers to progression in the workplace, that extend beyond caring responsibilities. As well as looking at family policies, we are looking at other ways to break down barriers in the workplace. This includes developing awareness, training and inclusion activities around women’s issues such as the menopause.

A review of our careers site, job descriptions and recruitment process is already underway. We want to create a culture of recruitment that actively encourages women to apply and the changes we are looking to implement include ensuring that women participate in our interview panels wherever possible and that we enhance our training. This will allow recruiting managers to truly understand the challenges and patterns of behaviour which may lead to us inadvertently creating barriers for talented women to join us here at Open GI.

Whilst our Gender Pay Gap is favourable in comparison to many other organisations - particularly those in the tech industry - and we remain committed to taking action to improve this. We want to provide an inclusive environment where women can thrive and be celebrated for what they bring to Open GI. We know that the Covid-19 pandemic has contributed to our challenge but, as we emerge from this, we can make many more proactive strides in closing our pay gaps and a more diverse employee base at all levels of our business.

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There is much still to do but we are committed to taking action to improve to our gender pay gap.



**Simon Badley**  
Group CEO



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