



JANUARY 2023

EQUALITY DIVERSITY

&

INCLUSION

2023



All data correct as of December 2022

02

OVERVIEW

Doing good is the core of everything we do at ODS and our approach to embedding Equality, Diversity & Inclusion in our business is no different.

It's important to make our workplace a safe and welcoming environment where diversity is appreciated and individuals can be their whole selves. We believe that when people feel accepted, included, and valued, they are more engaged and deliver better outcomes.

In the last year, we have taken strides to become a more inclusive and diverse employer by relaunching our [ODS Apprenticeship Programme](#) to harness the talent from within communities in and around Oxford, with a focus on providing opportunities to young people from minority backgrounds.

We have signed The Menopause Pledge and the Mental Health Charter to enable us to support our colleagues at each and every stage of their life, and we have gained our Disability Confident Level 2 accreditation.

We have continued to recruit on hybrid working contracts where possible, allowing Managers to widen the candidate pool when recruiting and onboarding the best people, by removing the barriers of location and focusing on outcomes as opposed to presenteeism. This has allowed candidates to consider positions with us that would have previously not been suitable, for example, disabled candidates or those with needs which make it difficult or less desirable to travel to the office every day.

We have completed phase one of a business-wide rollout of an especially commissioned Allyship Programme, providing training to everyone in the organisation on how to challenge injustices, and treat others with respect, fairness, and empathy.

We're pleased to produce this new format ED&I Report as a baseline and a snapshot of where we were at the end of 2022. But there's still plenty of work to do, and we've identified the areas where we need to improve and set out our plans to make progress.



03

STATISTICS

551

Permanent Employees

33

Part-time contracts

How we intend to improve this:

Disability Confident Training for all Managers

An OD Project Manager is now in place to lead on the roll-out of our ED&I Strategy

Communicating with those who have declared a disability to properly understand barriers to disclosure.

Investing time in discussing wellbeing at 121s as we know that colleagues may have acquired a disability since joining us

Reviewing the language used in our recruitment to make sure it is inclusive

EMPLOYEES WHO DID NOT SHARE THEIR DISABILITY STATUS

90%

MENTAL HEALTH FIRST AIDERS TRAINED / IN TRAINING

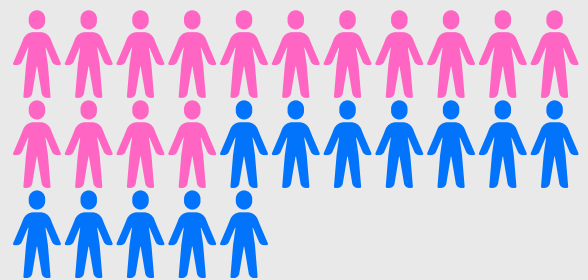
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That's 55%

compared to a 2022 Chartered Management Institute (CMI) survey, which found that just 38 per cent of senior business positions are occupied by women in the UK.

15 OUT OF 27

of our Senior Managers are female

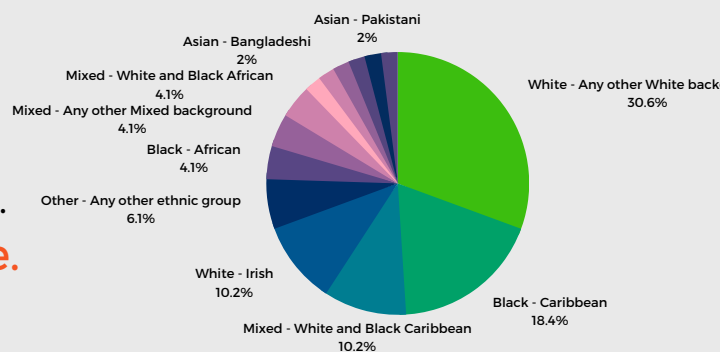


68%

Of those who provided an ethnicity category, class themselves as White British.

21.8% did not declare.

The Breakdown of Colleagues who declared a minority ethnic background



04

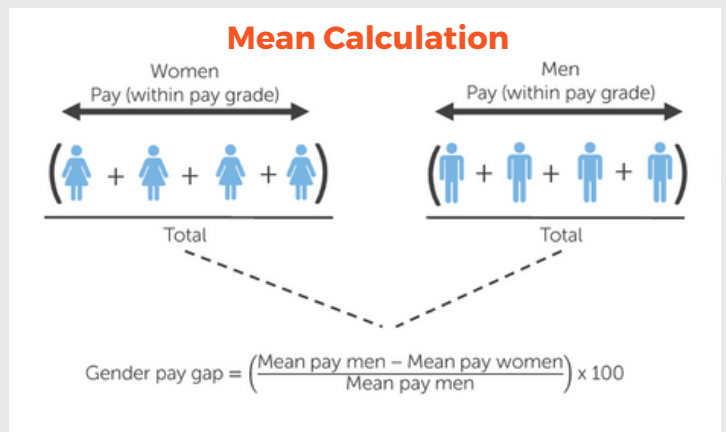
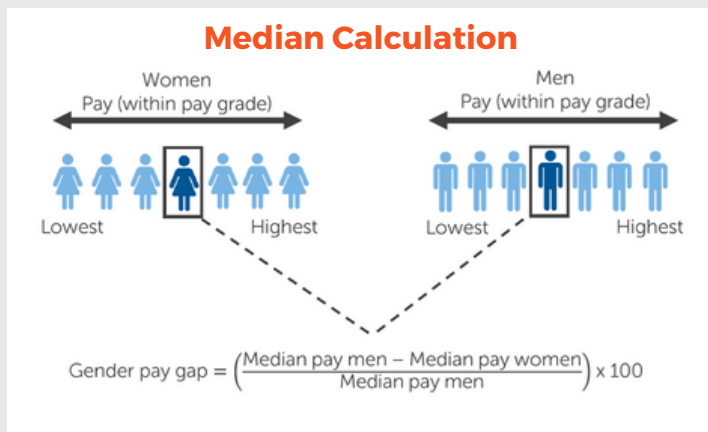
HOW WE CALCULATE PAY GAPS

The 'Pay Gap' is the percentage difference between the pay of one group of people and another. For example, if women on average earn less than men, the percentage is expressed as a positive figure, and if women earn on average more than men, it is shown as a negative figure e.g. 14% more than men the pay gap would be -14% (eg. if women in the business earn on average 14% more than men then the pay gap would be -14%)

The median pay gap is calculated by finding the midpoint in all employees' hourly pay and discarding the lowest and highest rates of pay or 'outliers.' Therefore, half of the employee's earnings will be above the midpoint and half will be below the midpoint. Often, a median pay gap will be lower than its corresponding mean pay gap.

The mean pay gap is calculated by adding all employees' rates of pay together and dividing by the total number of employees. The mean includes all of the lowest and highest rates of pay, and therefore reflects the impact of the higher proportion of women working in lower-paid roles, and the higher proportion of men in higher-paid roles. International measures also use the mean when calculating the pay gap, which enables comparisons to be made with other countries

-Taken from [CloseTheGap.co.uk](https://www.closethegap.co.uk)



05

GENDER PAY GAP

At ODS we believe that your gender should not be a factor in your salary or a barrier to career progression - this is why at ODS our Senior Leadership Team is made up of 55% women, compared to just 38% in similar roles across the UK.

We also recognise that women account for 85% of sole carers for children and 65% of sole carers for older adults, and for this reason, we reflect best practice in our flexible and hybrid working policies which have been instrumental in increasing numbers of women in senior roles.

We will continue to monitor our gender pay gap in line with government legislation, and review it on an annual basis to ensure that progress is maintained.

Our mean Gender Pay Gap in 2022 was -10.96% compared to -6.12% in 2021

Our median Gender Pay Gap in 2022 was -1.69% compared to -1.80% in 2021

The number of females in roles in the top salary quartile in 2022 was 15.67% compared to 10.1% in 2021

The number of females in the upper middle salary quartile in 2022 was 12.78% compared to 16.7% in 2021

The number of females in roles in the lower middle salary quartile in 2022 was 18.66% compared to 14.8% in 2021

The number of females in roles in the lower salary quartile in 2022 was 7.52% compared to 6% in 2021

[Click here to review our Gender Pay Gap reporting in detail](#)



06

ETHNICITY PAY GAP

We believe by beginning to report on the Ethnicity Pay Gap we can focus attention on diversity and inclusion and increase our understanding of issues facing employees from minority backgrounds. In adding this measure to our ED&I Report we are committing to taking positive action against discrimination and inequalities in the workplace.

There are improvements to be made in our current Ethnicity Pay Gap, both in the collection of data from colleagues and in our recruitment and retention strategies.

In 2022 we relaunched our ODS Apprenticeship Scheme with one of the key targets of the programme being to increase diversity within our workforce. We will shortly begin collecting ED&I data from the new apprentices and will be able to add these to future statistics.

We are also keen to increase career progression opportunities for colleagues from minority groups and will be launching our Mutual Mentoring Programme - matching our Senior Leaders with a colleague from a minority group in order to share career guidance with the junior colleague and to build upon knowledge and confidence in areas of diversity & inclusion within the Senior Leadership Team.

Our mean Ethnicity Pay Gap is 13.5%

Our median Ethnicity Pay Gap is 14.1%

The mean hourly rate for ethnic colleagues is £15.41 compared to £17.81 for white colleagues

The median hourly rate for ethnic colleagues is £14.32 compared to £16.68 for white colleagues

The number of ethnic colleagues in roles in the top salary quartile :
2.8%

The number of ethnic colleagues in roles in the upper middle salary quartile:
5.7%

The number of ethnic colleagues in roles in the lower middle salary quartile:
9.3%

The number of ethnic colleagues in roles in the lower salary quartile
9.3%



07

DISABILITY PAY GAP

According to the Office for National Statistics, nearly 1 in 5 (18 %) people in England and Wales have some form of disability that impacts their daily lives. However, only 6.7% of our workforce has shared they have a disability, suggesting that there are more hidden/undisclosed disabilities within our workforce. Our focus in 2023 will be on encouraging our colleagues and future applicants to feel supported in declaring any undisclosed disabilities, by making clear our values around Disability Inclusion as we work towards a Level 3 accreditation as a Disability Confident Employer, and rolling out our Allyship Programme business-wide.

We will seek to understand potential barriers to our recruitment process, as well as consulting with existing colleagues on any existing barriers in the workplace at present; to begin to find ways to mitigate them.

ODS currently reports no median disabled pay gap but we acknowledge that there is a lack of data available due to low disclosure.

Our mean Disability Pay Gap is 1.9%

Our median Disability Pay Gap is 0%

The number of disabled colleagues in roles in the top salary quartile :
8.5%

The number of disabled colleagues in roles in the upper middle salary quartile:
7.6%

The number of disabled colleagues in roles in the lower middle salary quartile:
5.7%

The mean hourly rate for disabled colleagues:
£17.92 compared to £17.58 for white colleagues

The median hourly rate for disabled colleagues:
£16.68 compared to £16.68 for white colleagues



08

WHAT ARE THE CHALLENGES?

While we are keen to celebrate the positive work happening to promote ED&I at present, We are also conscious to acknowledge that increasing diversity within our workforce is not without challenges. We know that many of the roles within the organisation have a history of being predominantly male-filled posts. We also appreciate that a good deal of these positions are physically demanding which may be a barrier to those with physical disabilities.

The average age of our workforce currently stands at 47 and this presents a need to have robust succession planning. To this end we have already kicked off with the Strategic Workforce and Succession Planning Project, reviewing our plans for development of younger staff who will be the future of the organisation.

Whilst acknowledging these as potential challenges, we are keen to do all we can to attract diverse talent to our organisation, because we believe there is strength in diversity and always something to be learned from working differently.

Additionally, we understand there are still challenges in ensuring our current colleagues understand our long-term direction and that any inherited Local Authority process or thinking does not obstruct us from working in a more forward-thinking and commercially minded way.

Together we seek to further develop our ED&I Strategy and will welcome input from all areas of the business to ensure everyone's voice is heard and reflected in our approach.

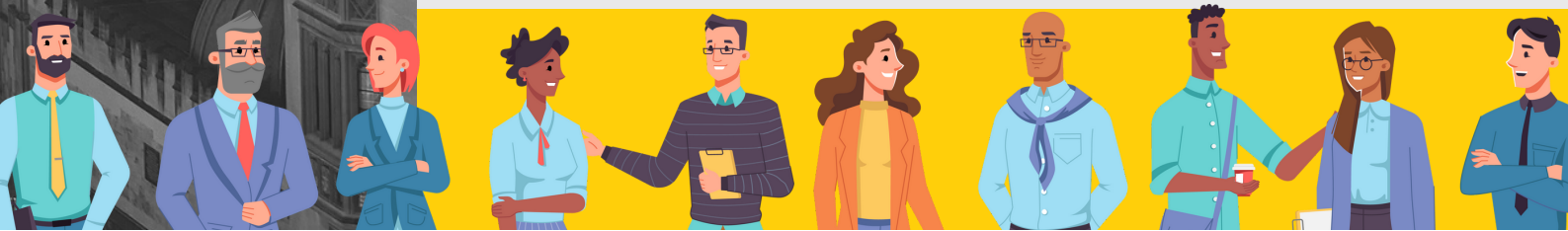


09

NEW INITIATIVES

WHAT DOES 2023 HOLD FOR OUR ED&I STRATEGY?

- We're rolling out Mental Health Awareness training for all line managers.
- Disability Confident training for all Managers.
- Staff 'circles' to enable colleagues to connect and share their experiences.
- We are making it a priority to develop a clear progression pathway for staff to learn new skills.
- Our aim to achieve Disability Confident Level 3 accreditation is underway.
- Plans for a formal work experience programme are in development with specific postcode target areas.
- We're committed to improving progression opportunities for those from lower socioeconomic backgrounds. Keep an eye out for job shadowing, mentoring, and e-learning, With a focus on capturing the aspirations of our talent.
- Listening is on the agenda. The ED&I 2023 Survey will be sent to all colleagues.
- The Mutual Mentoring Programme in which we will be matching our Senior Leaders with a colleague from a minority group, to share career guidance, and build knowledge and confidence in areas of diversity & inclusion within the Senior Leadership Team.



10

SUMMARY

In order to 'do good' we hold a shared responsibility to embed equality, diversity, and inclusion in all that we do, both as an organisation and as individuals.

We aim to make ODS a community that is safe, respectful, and supportive, in which everyone is encouraged and able to reach their full potential.

In sharing this report we have been able to identify areas requiring action and reconfirm our commitment to taking deliberate and intentional action to increase equity throughout the organisational culture.

