

Gender Pay Gap 2019 Report



UNLIMITED



ODGERS BERNDTSON

Introduction

This is the second Gender Pay Gap Report published by Odgers Berndtson. In line with government legislation, as an employer with more than 250 employees, we continue to publish our gender pay gap analysis on an annual basis.

For the first time this year, we also publish our own Gender Pay Gap Action Plan based on analysis of the drivers of our gender pay gap in our business and outside. We recognise that our pay gap can only be eliminated if we focus on increasing the number of women in senior positions and if we nurture an environment where everyone can develop a successful career and we take pride in helping our clients do the same.

This action plan contains the 'road map' ahead on how we intend to narrow the gap. The senior leadership of Odgers Berndtson is committed to ensuring that the relevant actions, training and support required to do this are delivered throughout the company.



2019 GENDER PAY GAP

Statutory Declaration

What is the gender pay gap? The pay gap is the difference in pay between the average earnings of all men and all women in an organisation, including performance-related pay. This is not the same as equal pay, which refers to paying a man and a woman the same amount for the same work. The bonus gap is the difference in performance-related pay of all employed men and women in an organisation.

Figure 1: Odgers Berndtson's gender pay gap

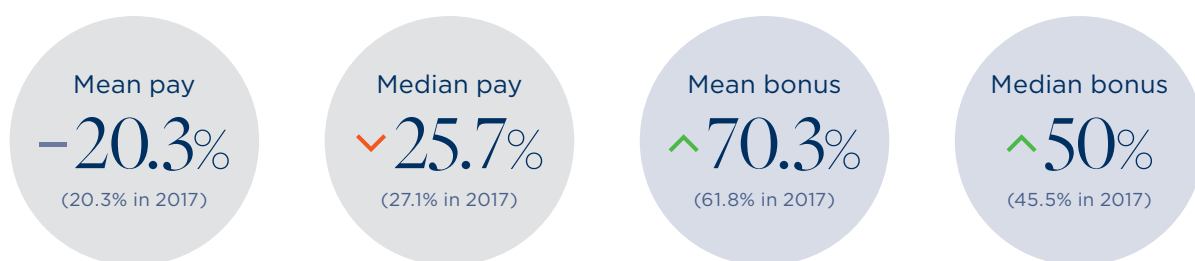


Figure 2: Percentage of men and women receiving a bonus

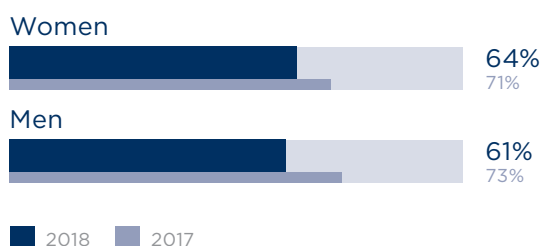
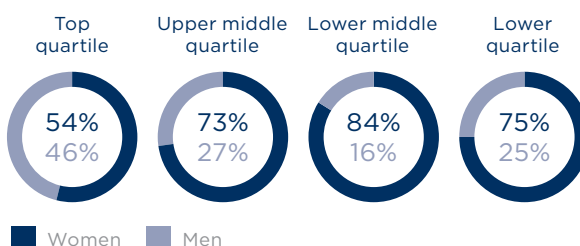


Figure 3: Pay quartiles - percentage of men and women in each quartile of the basic pay rankings



Our gender pay gap continues to arise primarily because there are many more women (129) than men (33) in the lower paid positions (see Figure 3). These are primarily in support roles as opposed to fee-earner roles where the base pay and bonus potential is higher.

There is a wider gender imbalance within support roles. Although our overall employee workforce is made up of 72% women, 52% of these women work in support roles, so we see more women in the lower two quartiles.

If we subdivide by job roles, over the last year our mean pay gap for fee-earners has decreased from 10.2% to 6.2%. For our researcher population, we have seen a pay gap in favour of women of 6.3%. Within our support roles, the pay gap remains similar to last year at 3.8%.

There are three primary reasons for the increase to our bonus pay gap figures:

- There are more women that work part-time and therefore receive pro-rata bonuses

- Four of our female fee-earners were on maternity leave
- This year our highest three performance-related awards were to men

Although there is no statutory requirement to report on LLP Partners, our female Partner population increased from 37% to 40% and the mean pay gap was 5.7% and the Partner mean bonus pay gap fell from 14.2% to 2.4%.

An inclusive culture

Odgers Berndtson is committed to creating an inclusive culture and working environment for all employees. This is an essential context for eliminating the gender pay gap: creating a supportive and inclusive culture enables the steps outlined in the action plan to flourish. In 2018, a range of initiatives were launched to help us better define our culture, promote a diverse and inclusive work-place and identify positive behaviours across the business.

UNLIMITED: DEFINING OUR CULTURE

The Unlimited programme embodies our commitment to continuous improvement of inclusion and wellbeing in the workplace. It is our philosophy that inclusion and wellbeing allow our staff to do their roles without limits, and therefore drive better individual and business outcomes. The programme fosters the unlimited potential of our clients, our candidates, our colleagues and our communities.

THE ALLIES PROGRAMME

The Allies programme was created in 2018 as a means by which to ensure our unique 'Unlimited' culture is upheld and resonates across our geographic locations. Allies are self-nominated individuals who believe all colleagues should experience equality, fairness, dignity and happiness at work. Allies sign up collectively and individually, to take responsibility and challenge behaviours. No change is too small, and every small change has a cumulative positive effect on our culture, making Odgers Berndtson an open, happy and supportive place to work. We are committed to championing the behaviours and values we believe in.

BEHAVIOURS

We want to go beyond defining the culture we wish to embody in Odgers Berndtson in order to unleash the potential of our people. Therefore, to provide substance to our culture, we have defined the behaviours we expect for all colleagues and people managers. Our behaviours help us clearly define how we will focus our energy, ensuring that people know the difference they are making, while feeling included, respected and supported. We plan to run frequent colleague surveys, where every member of the Odgers team is able to share their view on whether we are living up to this ambition.

CORPORATE SOCIAL RESPONSIBILITY

We are incredibly proud of our CSR initiatives. Employees across Odgers Berndtson engage in a number of fundraising and awareness-raising activities to help support Alzheimer's Research UK, our current charity partner, in its core mission. CSR is vital for creating an inclusive culture because it empowers staff across the business to lead and participate in important initiatives that enable social responsibility, while simultaneously contributing to the creation of positive and inclusive corporate culture.

Gender Pay Gap Action Plan

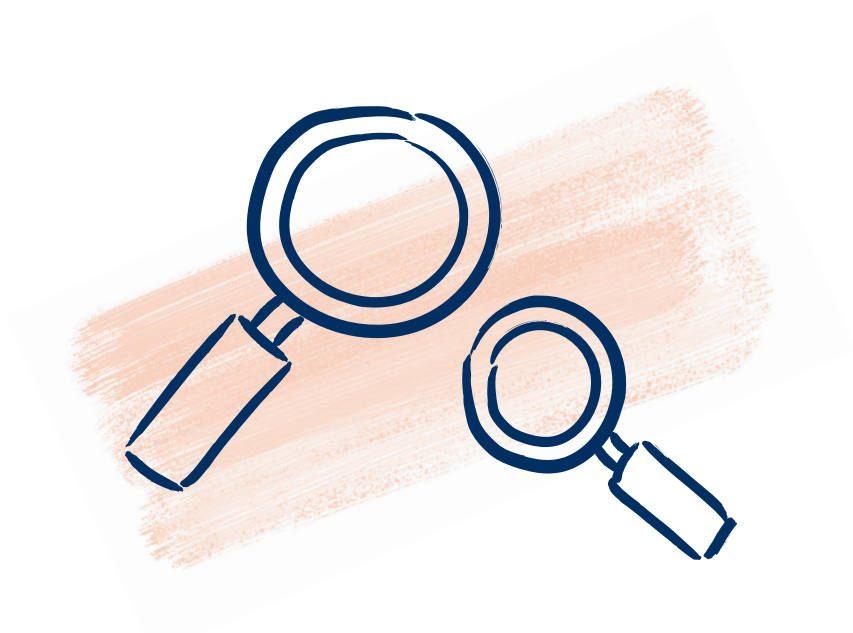
Odgers Berndtson set up a Gender Pay Gap Working Group in mid-2018 to develop a Gender Pay Gap Action Plan which is launched alongside this report. After wide-ranging analysis, the Group highlighted the following areas as the most important drivers of our gender pay gap. The Group established the key actions for further work.



GENDER PAY GAP ACTION PLAN:

Recruitment

It is a priority to ensure that our internal recruitment processes attract the best candidates and are free from any barriers that prevent diverse shortlists from forming.



Though we have much to be proud of in the way in which we recruit talented people, there is more we can do to ensure we are able to bring the best talent into the firm. We have made substantial progress in hiring through our intern programme, in which we have formed new partnerships to help us access talent. We have moved to a new process that is based upon assessment of skills and is blind to the CV.

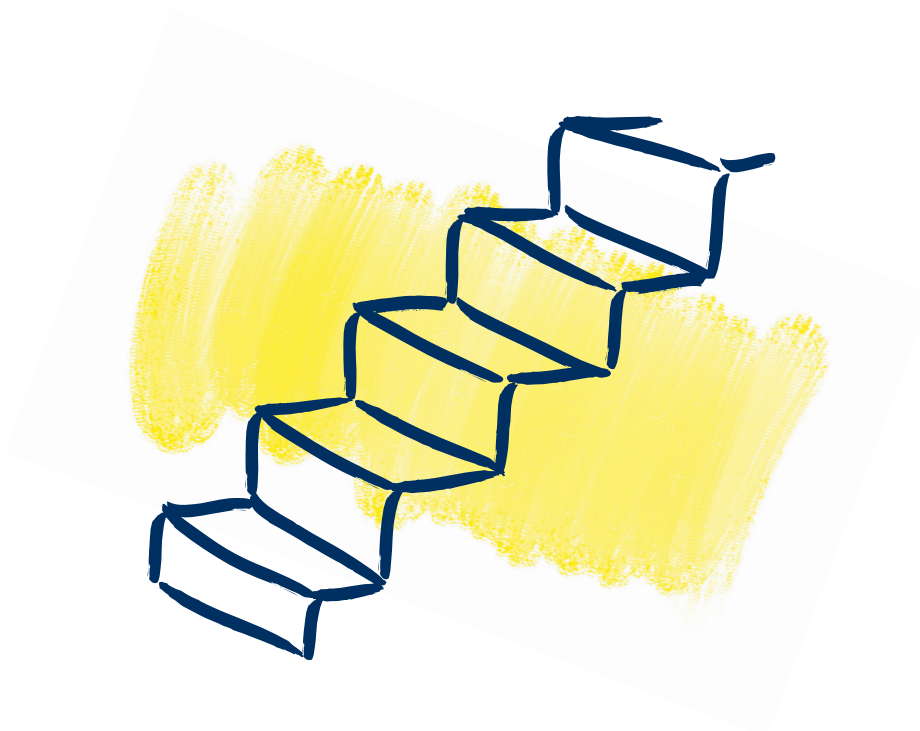
In the next year, we will take a number of steps to increase the proportion of women recruited to senior roles in our business. We will review all our job advertisements, job descriptions and person specifications to ensure that the content encourages potential candidates to apply. We will press our supplier recruitment agencies to ensure they provide the right outcomes with regards to diversity.

We will ensure the effectiveness of diversity statements on internal recruitment literature. Unconscious bias training will be mandatory for all staff recruiting talent internally. Together, these elements should contribute to attracting more women into senior roles. We will actively encourage applicants to submit equal opportunities monitoring forms to track our progress more effectively.

GENDER PAY GAP ACTION PLAN:

Promotion

As we work to increase the number of women in senior positions, we must develop our promotion practices to enable more women to fulfil their potential.



Despite the establishment of a rigorous and independent promotion process in the firm, it will be a priority to ensure that all of our team are aware of, and feel confident to apply, to the opportunities across the business. This will involve republishing job

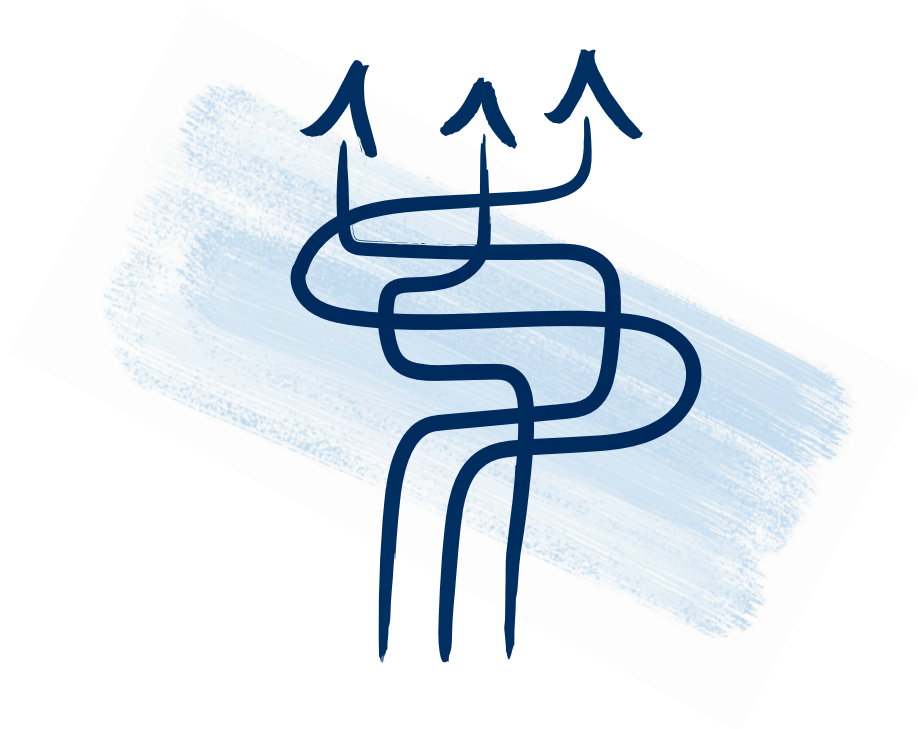
descriptions and competencies, and reviewing the mechanisms for communicating these documents. Our appraisal system will be developed to contribute more effectively to the promotion process through the incorporation of our new behaviours

framework, and we will ensure the consistency and effectiveness of Promotion Panels. We want to encourage mobility across our brands and widen the opportunities available to all employees, establishing a cross-brand talent management group.

GENDER PAY GAP ACTION PLAN:

Flexible working

The ability to work flexibly is a key determinant in enabling the retention of high potential women and men in the workforce. We want to normalise flexible working across the business.



Odgers Berndtson already has clear procedures for requesting flexible working arrangements and seeks to approve these requests wherever possible. A significant amount of informal flexible working already takes place within the organisation.

This enables our team to work more effectively than might otherwise be possible. We will obtain a more holistic view of working patterns across the company. We commit to ensuring a consistent approach to flexible working and, in close consultation

with our business, we will explore more flexible working arrangements such as job sharing and introducing a core hours approach to contracted time. We are committed to improving the proportion of flexible workers in the company.

GENDER PAY GAP ACTION PLAN:

Carer leave

One of the barriers to gender diversity at senior levels is the impact a family can have on a woman's career.



We recognise the importance of both personal and professional goals. We understand the demands that caring for family members and dependants

regularly places on our people. A review of family leave provisions is already under way. We also commit to reviewing the suite of support provided to those

returning from leave, as well as measures aimed at supporting those with caring responsibilities. We are committed to being a family-friendly employer.

EMPOWERED EMPLOYEES

Jemma Terry



Jemma Terry is Managing Partner and Founder of the Odgers Berndtson Wales office. She joined Odgers Berndtson in 2006 as a Principal Consultant and in 2008 was asked to establish the “new frontier” Odgers Berndtson Wales office. In 2009, while pregnant with her twins, Jemma was promoted to Partner, making her, at the time, the youngest partner in the business. As soon as she returned to work after a ten-month maternity leave,

Jemma was offered and took the chance to become an equity partner. Jemma demonstrates that opportunities for promotion are unlimited in the business, and she has been a trailblazer of flexible working.

“While setting up the Wales office and living in Oxford, my ability to work flexibly from home one day per week helped me to balance my commitments. Now I am a working mother of twins, I

still work flexibly some of the time and this allows me to do school pick-ups twice a week. Additionally, I have taken short periods of unpaid parental leave during the last annual leave year to allow a little more time with my children and balance out the demands of not only leading OB Wales, but giving back to the Welsh community – whether as a Council Member for CBI Wales and The Prince’s Trust (Wales), Governor for the University of South Wales, or Board Trustee for the Royal Welsh College of Music and Drama.

“Flexible working has enabled me to combine growing the Odgers Berndtson business in Wales with the demands of parenthood. In the last ten years we’ve built an amazing business in Wales, handling hundreds of assignments. I’ve generated increasing fee revenue over the last decade, and in return the business has supported me really well. I get the space to get on with doing what I do.

“The business has been very supportive at all stages of my career, and this has engendered massive trust and loyalty from me. The family-friendly approach and career opportunities that I have experienced at Odgers Berndtson set it apart from the competition; this means there is no other big search firm where I’d rather be. I feel very privileged to work at Odgers Berndtson.”

EMPOWERED EMPLOYEES

Chi Chi Tang



Chi Chi joined Odgers Berndtson in 2011 as a temp PA in the Education Practice and was later offered a permanent position in the Not-for-Profit Practice. In 2012, Chi Chi decided to explore a different career path and was promoted to Researcher. Research is fundamental to what we do at Odgers Berndtson. It is the backbone of each search assignment and is central to ensuring that we consistently deliver creative and diverse outcomes for our clients.

After working in the public sector for three years she was keen to get exposure in the commercial world and transferred to the Sports Practice. Chi Chi returned from her first maternity leave in 2016 and requested flexible working.

“During my first pregnancy my partner and I decided to move to Nottingham for a couple of reasons. Firstly, we have immediate family in Nottingham and wanted to have close family support

during the early stages of our son’s life. Secondly, the cost of living in London was significantly higher and becoming unaffordable with a young family.

“While I was on maternity leave I kept in touch with HR, who were very helpful and guided me through the flexible working process. I requested to reduce my hours and work primarily from home. To accommodate this request, I was offered a role as a Generalist Researcher. The opportunity to work part-time and from home has meant I have been able to continue working for the business and maintain a work-life balance.

“Having spent my whole career working in an office environment, it was hard to adjust at first to working from home. I was given a mentor who is a working mother and experienced researcher, and the support has been great. I have also spoken to other home-workers to get advice and tips on how they successfully work from home. With the use of technology you can still have ‘face time’ while working remotely with colleagues and be included in meetings through Zoom calls.

“The business has given me an opportunity to work in a flexible way, which has allowed me to continue to develop my career and raise two young children. This has been invaluable.”

EMPOWERED EMPLOYEES

Sarah Lowndes-Jones



Sarah joined Odgers Berndtson immediately after graduating, joining the Business Information team. She went on to lead the team, encouraged to become a Researcher focusing on public-sector appointments. Sarah's career progressed on an upward trajectory; two years as a Researcher, two years as an Associate, two years as a Consultant, followed by Principal in 2015.

"In 2015 I took my first full year of maternity leave, and

then again in 2017 when I had my second baby. The HR team was very helpful and I came in for all of my 'keeping in touch' days. I enjoyed the opportunity to reconnect with working life during maternity leave. From the outset I found my colleagues, and particularly my line manager and senior leaders, really supportive of my aspirations. In particular, my team leader was very open about my partnership prospects and began discussing partnership when I returned from the

first maternity leave. She raised the issue of promotion again after I came back from having my second child.

I was concerned about the impact of two maternity leaves on my billings and was hesitant about going before a partnership promotions panel. However, the business was very encouraging and urged me to continue to apply for promotion - as did my long-term mentor. With their advice and encouragement, I decided to apply. In order to address the billings issue, I put together a business case that encouraged a long-term, holistic view of my career, contribution and value to the business.

I was promoted to Partner at my first attempt in July 2018. I felt that the business was conscious of the need to retain its senior, particularly female, fee-earners and that my promotion was viewed as a positive result both for me and for Odgers Berndtson.

Life as a Partner with two young children is often challenging, but a degree of informal, flexible working has allowed me to accommodate this. Ultimately, it doesn't matter when or where the work gets done, as long as the quality of delivery is there. I made a choice not to view being a full-time working parent as a compromise, and a supportive environment has been key to making it work."

