

OXFAM GB GENDER PAY GAP REPORT

FOR 5 APRIL 2021



OXFAM

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The Equality Act 2010 requires organisations with more than 250 staff to report on their gender pay gap. Oxfam GB welcomes this legislation and shares the steps it is taking to address its own gender pay gap.

I confirm that the information contained in this report is accurate.

Signed,



Danny Sriskandarajah, Chief Executive Officer and Tina Proudlock, Chief Operations Officer,
Oxfam GB

1. Introduction

A message from Danny Sriskandarajah, Oxfam GB CEO

This report tracks progress against a five-year Equalities action plan, launched in 2020, to close Oxfam GB's gender pay gap. At a time when the pandemic continues to pose challenges for everyone, I am pleased to see the progress made so far and ongoing efforts to learn and adapt.

Our Gender Pay Gap has decreased to 4.6% (median) and 8.1% (mean). This was in part due to an increase to the Living Wage that raised the pay of our shop staff, the majority of whom are female. The proportion of female senior leaders has also increased to 63.4%. However, Government guidance to exclude furloughed staff on reduced pay from the figures distorts the full picture, as we explain further on page 7. We expect next year's figures to show a truer picture of our pay gap.

Oxfam's approach to tackling inequalities in our workplace is intersectional and is informed by Oxfam GB's Racial Justice Framework. This can best be summarised by the Combahee River Collective who state that if the most marginalised of us are free, then we all are free. All of us or none of us. Applying intersectionality does not leave room for any system to leave anyone behind otherwise it is not intersectional at its core. It means that we're working to understand how the gender pay gap interacts with and is compounded by other inequalities such as racial discrimination, and/or those based on gender identity, sexuality and ability.

While this is an ongoing journey, I am proud of the steps we are taking to build an inclusive global team. This has included training to support colleagues to deepen understanding of equality issues such as anti-racism, working with staff to identify key actions to bolster our commitment to being a Disability Confident employer, and offering leadership coaching to staff from Black, Indigenous and People of Colour (BIPOC) backgrounds.

As we seek to become a more diverse workforce, I am grateful to our diversity and inclusion champions who are trained to challenge bias in our selection processes and have now been involved in over 300 recruitments. This year, after a pause due to Covid-19, it has been great to welcome back trainees from under-represented backgrounds to our career development programme. We have also created roles for 18-24-year-olds claiming Universal Credit and at risk of long-term unemployment to enable them to gain work experience at Oxfam, as part of the Government's Kickstart scheme.

Oxfam's approach is flexible working by default, but as restrictions lift and more people choose to return to an office, we have established a model for hybrid working that balances people's wellbeing and organisational needs, as well as guidance on recruitment and supporting job shares. I hope that our new policies and guidance that are in development – on pregnancy and infant loss, and on menopause – will ensure that colleagues receive the support they need to feel supported in their roles. There is more to do, but we are determined to make sure everyone is able to work in the way that is best for them and to reach their full potential at Oxfam.

2. Glossary

The language in this report reflects our values and our commitment to justice and equality in the world. We should be guided by terms and words which actively challenge stereotypes and harmful belief systems, not ones that reinforce them. As we work through our action plan, we will consistently review and update terminology where required.

Anti-Racism – More than being non-racist, this recognises racism has systemic and structural elements, and actively takes steps to combat them.

BIPOC (Black, Indigenous and People of Colour) – An acronym for those who don't consider themselves to be white. We have chosen to use BIPOC as our work is international, so it's important we recognise the discrimination faced by Indigenous communities worldwide. We also acknowledge the limitations of using a blanket term which erases unique lived experiences of different ethnic communities. Our commitment, with our ambition to be more intersectional in our reporting, is to improve our equality data – helping us fully understand how BIPOC communities experience Oxfam and take action to respond to this.

Feminism – We take an 'intersectional' view of feminism, knowing that race goes hand-in-hand with other characteristics like gender identity and sex to create unique experiences of oppression and privilege, where we strive to empower all to realise their full rights.

Gender Identity – A person's innate sense of their own gender, whether male, female or non-binary, which may or may not correspond to the sex assigned at birth.

Gender – Often expressed in terms of masculinity and femininity, gender is largely culturally determined through socially constructed norms and behaviours of people. Gender is assumed to match sex assigned at birth, whereas gender identity does not always match sex assigned at birth. 'Cisgender' means gender identity that aligns with the gender assigned at birth.

Intersectionality – How race goes hand-in-hand with other parts of your identity like sex, gender identity, sexuality, class and ability. This overlap creates unique experiences of oppression and privilege. Intersectionality is an idea that comes from Black feminism and is one that Oxfam is fully committed to.

LGBTQIA+ – An acronym that indicates lesbian, gay, bisexual, transgender, queer, intersex, asexual + other people whose identities are not heterosexual and cisgender.

Sex – Assigned to a person based on primary sex characteristics (genitalia) and reproductive functions. Sometimes the terms 'sex' and 'gender' are interchanged to mean 'male' or 'female'.

Sexuality or Sexual Orientation – A person's sexual attraction to other people, or lack thereof. Sexual orientations include, but are not limited to, lesbian, gay, bi, and straight.

Transgender – An umbrella term for everyone who doesn't identify with the gender that is typically correlated to their sex assigned at birth. It includes trans women, trans men, and non-binary people.

Trans-inclusive – A trans-inclusive approach to gender justice actively includes transgender people, recognising the many ways that people experience discrimination in a patriarchal society.

3. What is the Gender Pay Gap?

The gender pay gap is the difference in the average pay between male and female staff working for an organisation, irrespective of their job or position. It is shown as a percentage of a man’s earnings. Importantly, it also indicates whether female staff are under or over-represented at different levels of an organisation. If an organisation has a 12% pay gap, average salary for a female employee is 88% of the average salary of a male employee.

The difference between Mean and the Median Pay Gap

Mean Pay Gap	Median Pay Gap
<p>This is based on average salary. It is the difference (shown as a percentage, %) between the average hourly pay that female and male staff receive.</p>	<p>This is the middle salary point if you separately lined up all the female staff and male staff. It is the difference between the hourly pay rate of the middle female compared to the middle male. It can be more representative than the mean calculation because it is less affected by a handful of higher or lower salaries.</p>

It’s different to equal pay

Our ambition to address our gender pay gap runs alongside our legal requirements around equal pay, as set out in the Equality Act 2010¹. Equal pay means that male and female staff in the same employment performing equal work must be paid equally. The Equality Act 2010 requires us to report on staff based on their biological sex (male/female).

Bonuses are not part of Oxfam GB Reward

Mean and Median Bonus Pay Gaps are not provided as Oxfam GB does not pay bonuses.

Equality data matters to us too

We have used our Equality data to also provide indicative Ethnicity and Sexuality pay gap reporting on page 9-12. We use this data to shape how we work with people, like our staff networks and other specialist groups. This demonstrates our intersectional approach in addressing different and overlapping forms of discrimination to ensure a fair and equal workplace for all.

¹Equal Pay Act retrieved at: [Equal Pay Act 1970 \(legislation.gov.uk\)](https://legislation.gov.uk)

4. On a page

OXFAM GB GENDER PAY GAP

5 APRIL 2021

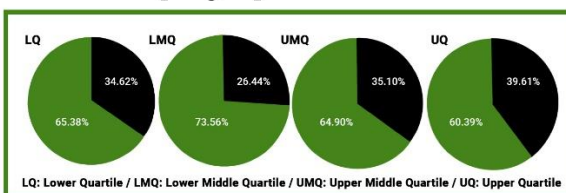
4.6% MEDIAN 8.1% MEAN

This was affected by our participation in the Coronavirus Job Retention Scheme, though less so than in 2020 (median = 25.1%, mean = 11.3%).

Overall breakdown of males and females employed by Oxfam



Proportion of males & females in each pay quartile:



The total number of leadership positions reduced by 18% in 2021, which resulted in an increase in the ratio of females to males occupying leadership positions from 58% to 63.41%

Four areas for our 2025 action plan:

1. Taking an **intersectional approach** to tackle racial inequality and other overlapping inequalities in our workplace.
2. Building a **transparent and inclusive career and reward framework**, where everyone can see how they can develop and fulfil their potential at Oxfam.
3. Ensuring **flexibility into roles as default**, including strengthening internal policies and practice for all types of carers.
4. Continuing to advance our commitments to being a **safe organisation for all**.

Actions we've taken so far:

1. Progressed **OGB's Racial Justice Framework** with a view to launch in 2022. Setting out the foundational framing for Oxfam GB's organisational commitment to racial justice both internally and externally, and informed by the voices of Black, Indigenous and People of Colour staff across Oxfam.
2. Embedded our **'Oxfam Citizenship'** to actively support our culture and staff networks. Supported initiatives like **Kickstart Scheme** and restarted our **Oxfam Trainee scheme**.
3. Began reviewing and refreshing our **Flexible Working Policy** and creating new **Hybrid Working procedures**, continuing to be flexible by default.
4. Launched a **global staff engagement survey** creating the ability to share anonymised feedback on our safety and culture.

5. The headlines from 2021

The Equality Act 2010 requires us to report on staff based on their biological sex (male/female), as identified in their HR data. Although the term gender is used, this is misleading. In our Intersectionality section, we include gender data. We aspire to address our ability to report the gender pay gap by improving our equality data form completion.

The gender pay gap for 2021 was 4.6% median (8.1% mean). This is a difference of almost 21% on our median figures for 2020 (25.54% median and 11.28% mean). In 2021, our gender pay gap figures have again been impacted by regulatory requirements. These requirements exclude the reporting of employees on reduced pay due to leave, including Furlough and parental leave. In total this excludes 971 staff². Our pay figures include all staff who were receiving full pay, including staff who were on Furlough but continued to receive full pay, in line with our commitment to be a 'Living Wage' employer. As a result, this year's gender pay gap calculation is based on 831 (46%) of our staff in the scope of the report.

The mean and median pay for male employees has decreased by more than the mean and median pay for female employees compared to 2020. Two factors which may have contributed to this are the change in the profile of the employees who were on Furlough in April 2021, and the Living Wage increase compared to April 2020. The exclusion of those on reduced pay due to Furlough distorts our true gender pay gap again this year.

It is important to note that we expect to be able to report on more staff next year, assuming fewer staff on leave and no Furlough scheme. This will provide a fuller picture with trends and patterns in our pay gap.

However, although only covering a subset of staff, the data is in line with the overall representation of female staff within job grades in Oxfam: female staff are over-represented in our lower job grades and male staff are proportionately over-represented in senior grades. You can see this in the table below.

² Oxfam GB had 1787 contracted UK employees in April 2021, of whom 1210 identified as female (67.7%) and 577 identified as male (32.3%). In addition to this the statutory figures include a small number of international contracts with links to the UK, who are required to be included in the reporting scope.

Oxfam GB Gender Pay Gap Report 2021 represents 831 employees (549 female (66%) and 282 male (34%)) out of a total 1802 employees (1787 UK staff, plus 15 on international contracts). The remaining 971 were on reduced pay leave (mostly furlough), and so are not required to be reported (statutory reporting). Oxfam GB's CEO was furloughed in April 2021, so figures relating to this role have not been included. Fewer Shop Managers were furloughed in April 2021 than April 2020 as they prepared to re-open our shop network. Employees that remained on full pay during furlough, due the organisation's commitment to continue to pay a real Living Wage are included in our data. Director roles have a much higher proportional representation by male staff (67%), but note numbers involved are very small.

For more information about the full contractual figures (which include all UK contracted Oxfam GB staff, regardless of leave or furlough status, see our FAQs.

TABLE 1: REPRESENTATION OF FEMALES AND MALES BY GRADE

Grade	Female	Male	Grand Total	% female	% male	%female in grade as % of all females	% male in grade as % of all males	As a proportion of their gender
Dir	1	2	3	33%	67%	0%	1%	More male
A	3	1	4	75%	25%	1%	0%	More female
B	63	33	96	66%	34%	11%	12%	More male
C	91	63	154	59%	41%	17%	22%	More male
D	63	37	100	63%	37%	11%	13%	More male
1*	6	4	10	60%	40%	1%	1%	Equal
1	7	8	15	47%	53%	1%	3%	More male
2	26	11	37	70%	30%	5%	4%	More female
3	41	13	54	76%	24%	7%	5%	More female
E	227	99	326	70%	30%	41%	35%	More female
F	21	11	32	66%	34%	4%	4%	Equal
Grand Total	549	282	831	66%	34%	100%	100%	

35% of male staff have roles in higher job grades (grades C and above) compared to 29% of female. 41% of female staff included in the statutory data sit in grade E compared to 35% of male.

6. Intersectional reporting

For the third year, Oxfam GB has used its Equality data to begin providing intersectional pay gap reporting for Ethnicity and LGBTQIA+³.

This is in line with our commitment to increasing diversity and taking an intersectional approach to Equalities. In remaining targeted and nuanced in addressing inequalities, we will continue to use our Equality data in a deliberate and intentional way. This data is based on annual contractual pay, therefore, includes all employees (including those on leave or furlough) where they have given their equalities' data. This data is therefore distorted by the unknown data.

At present, 76.22% of our UK based employees have completed the Equalities monitoring form. While this is an improvement from last year (75% in 2020), we will continue to interpret the data with heightened awareness and sensitivity. We view this data as simply one indicator of the systemic and cultural change that we hope to achieve.

Looking forward, and as part of our Equalities journey, our commitment is to explore and introduce creative ways to help increase the proportion of staff who complete and share their Equality data.

ETHNICITY PAY GAP

Based on the available ethnicity contractual data, the **overall ethnicity pay gap for 5 April 2021 is -32.83% Median and -8.85% Mean** in comparison to -14.43% Median and -6.03% in 2020. These figures at face value suggest that average pay for staff identifying as Black, Indigenous and People of Colour (BIPOC) was more than average pay for those identifying as white.

However, with this indicative reporting we must also be transparent on the following:

- The upper quartile has the highest completion rate of the Equalities monitoring form whereas the lower quartiles have the highest proportion of missing data. Due to a smaller overall number of BIPOC staff, a few individuals could have significant influence over the total figures compared to white staff.
- The smaller number of staff identifying as BIPOC (8%) compared to white ethnicities (66%) (26% unknown) means that this data is likely to be volatile. Within such a relatively small staff group identifying as BIPOC, any change will disproportionately impact the pay gap calculation and could be skewed by a small number of salaries.
- These figures do not account for differences between marginalised ethnicities as our data is not yet complete enough to provide this analysis and could risk identifying individuals.

³ GPG 2021 has in the calculations 831 employees (549 female (66%) and 282 male (34%)) out of a total 1802 employees in scope for the report. The remaining 971 were on reduced pay leave (mostly furlough) so were not included. Employees that remained on full pay due the organisation's commitment to continue to pay a real Living Wage are included in our data.

- Increases may have been caused by more BIPOC staff providing ethnicity data compared to white staff within this reporting period. We are continuing to improve our Equality data collection to close data gaps to enable more accurate reporting.
- Since 2019, there has been a continued increase in the number of BIPOC staff represented within the upper-middle quartile and upper quartile, and a decrease within the lower quartile and lower middle quartile.

It is important to note that 26.41% of total staff have not shared their ethnicity data, which means ethnicity data trends and patterns are not conclusive. The majority of this missing data is due to staff not completing their Equalities form.

TABLE 3: ETHNICITY PAY GAP: WHITE VS. BIPOC

	Ethnicity Pay gap 2021
Median	-32.83%
Mean	-8.85%
	Ethnicity Pay gap 2020
Median	-14.43%
Mean	-6.03%
	Ethnicity Pay gap 2019
Median	-7.06%
Mean	-2.58%

TABLE 4: ETHNICITY REPRESENTATION

2021	White	BIPOC	unknown/ prefer not to say	% BIPOC	% White	% unknown/prefer not to say
LQ	236	16	195	3.58%	52.80%	43.62%
LMQ	277	23	147	5.15%	61.97%	32.89%
UMQ	326	53	68	11.86%	72.93%	15.21%
UQ	334	50	62	11.21%	74.89%	13.90%
Total staff	1173	142	472	7.95%	65.64%	26.41%

The data in Table 3 & 4 includes all staff who have disclosed their equalities data up until January 2022, this data is based on all UK based staff employed as of 5th April 2021. This includes staff who were furloughed or on leave.

SEXUALITY PAY GAP

In previous years (as above) we have used LGBTQIA+ as a label for our data on the sexuality pay gap. For our 2021 report, we have decided to use Sexuality as a label for our sexuality data. This means we are using data where people have responded to questions on both sexuality and gender identity. Many people have said they are heterosexual but have not given an answer on gender identity, so this data would have to be excluded. It's important to note that, as with our ethnicity data, 39.45% of UK employees are not known due to the incomplete equality form data.

The overall sexuality pay gap is 11.94% (median) - an increase since 2020. However, the mean sexuality pay gap is 6.76% - a decrease since 2020. The average non-LGBTQIA+ pay is higher than average LGBTQIA+ pay which has not progressed since last year. However, the median pay gap between LGBTQIA+ female and LGBTQIA+ male has improved -0.41% this year, with a slight decrease in the mean gap to 4.21%. There is a significant gap between LGBTQIA+ male and non-LGBTQIA+ male which suggests that last year's data may have not been representative of the true pay gap in 2020 since it has digressed back to similar numbers in 2019. The gap between LGBTQIA+ female and non-LGBTQIA+ female staff is also higher in 2021 (9.6% median) after a decrease in 2020 (0.2% median) compared to 2019 (median 1.6%).

We should be cautious in how we interpret this data due to the low completion rate and the lack of disclosure. In 2021, though we strived to gather intersectional data on our employees, we do not have enough information to comment safely or accurately on our pay gap for our transgender and nonbinary colleagues. We continue to strive to create a culture of safety for LGBTQIA+ staff and to improve our completion rates on the equalities data form.

TABLE 4a: OVERALL SEXUALITY PAY GAP

	MEDIAN PAY GAP FOR 2021	MEDIAN PAY GAP FOR 2020	MEAN PAY GAP FOR 2021	MEAN PAY GAP FOR 2020
Sexuality pay gap between all LGBTQIA+ and all heterosexual	11.94%	8.70%	6.76%	7.27%

TABLE 4b: GENDER PAY GAP BETWEEN FEMALE COMPARED TO MALE (NON-LGBTQIA+ VS. LGBTQIA+)

	MEDIAN PAY GAP FOR 2021	MEDIAN PAY GAP FOR 2020	MEAN PAY GAP FOR 2021	MEAN PAY GAP FOR 2020
Gender pay gap between non-LGBTQIA+ female and non-LGBTQIA+ male	17.55%	11.46%	7.72%	10.68%
Gender pay gap between LGBTQIA+ female and LGBTQIA+ male	-0.41%	-8.61%	4.21%	5.19%

TABLE 4c: GAP BETWEEN LGBTQIA+ STAFF AND OTHER STAFF BY GENDER (I.E., COMPARING LGBTQIA+ FEMALE WITH HETEROSEXUAL FEMALE AND LGBTQIA+ MALE WITH HETEROSEXUAL MALE)

	MEDIAN PAY GAP FOR 2021	MEDIAN PAY GAP FOR 2020	MEAN PAY GAP FOR 2021	MEAN PAY GAP FOR 2020
Female	9.64%	0.16%	6.35%	6.15%
Male	25.80%	18.61%	9.78%	11.59%

7. Our plans and progress

In line with our five-year action plan, and underpinned by our intersectional approach, we remain committed to our Equalities five-year action plan. This includes raising awareness of what equality data is used for, with the intention of changing current unknown/prefer not to say figures to known LGBTQIA+ and/or Heterosexual/straight figures.

Two years ago, we set out [a five-year action plan](#) with four commitment areas to tackle our pay gap and wider inequalities found within our workplace.



This forms part of our Equalities strategy which recognises that systemic and cultural change is key to making Oxfam a more equal, just and inclusive place to work. Our plan is underpinned by two important principles:

<u>CENTERING INTERSECTIONALITY</u>	<u>EVOLVING AND LEARNING</u>
<p>At the heart of this plan is an intersectional approach. This means knowing how race overlaps with other parts of someone's identity to create unique experiences of discrimination and privilege.</p> <p>Intersectionality also informs how we tackle inequalities in the workplace. Oxfam GB's Racial Justice Framework outlines our approach</p> <p>Our approach to intersectionality is informed by Oxfam GB's Racial Justice Framework but can best be summarised by the Combahee River Collective who state if the most marginalised of us are free, it would mean that everyone else would have to be free since our freedom would necessitate the destruction of all the systems of oppression. We have taken this approach since 2019 and it is informed through our commitment to racial justice and the lived experience of all marginalised and under-represented staff ensuring their voices shape the actions we take.</p>	<p>The actions we take will evolve as we learn and grow in partnership with others e.g., our staff, partners, allies and as part of a wider Development sector. We'll continue to build and renew our plan and you can see our proposed five-year actions here (p.22 – 29).</p>

COMMITMENT ONE: INTERSECTIONALITY AND ANTI-RACISM

"We are committed to taking an intersectional approach to tackle inequalities in our workplace and to build a diverse, global team, with anti-racism at the heart."

It's only a few months since we published our 2021 report but during that time we have:

- **Established OGB's Racial Justice Framework (RJF)** with a view to launch in 2022. The RJF is Oxfam GB's foundational strategic framing on structural racism and how this shows up across the organisation. The RJF calls on Oxfam to sit in a spirit of discomfort and decentring, take accountability for legacies of colonial attitudes and harm and sets out a wider plan of action (Racial Justice Action Plan) to be further contextualised and developed by teams working in all Oxfam GB locations. This framework and research

has been established and informed by the voices of Black, Indigenous and People of Colour staff across Oxfam. The RJF is situated on the fact that our external contributions on anti-racism mean very little without deep commitment and action to resolving the issues of racialised and colonial harm entrenched within our internal structures.

- **Continued our career and coaching offer with staff from Black, Indigenous and People of Colour (BIPOC) backgrounds and our networks.** This offer recognises and values the talents of BIPOC staff and includes a second group coaching programme for staff across the world focused on leadership. Two groups have taken place; a third will commence later this year. Career development conversations are underway to identify opportunities.
- **Built on the Equalities learning pack** to support staff and develop bespoke intersectional team support programmes to embed learning and shift behaviours, including beginning an anti-racism learning journey and action sets for leadership and HR communities.
- **Committed to being a Disability Confident employer⁴,** working with staff to develop key actions which will enable Oxfam to progress from being ‘committed’ to becoming ‘confident’ in our status in the government scheme.
- **Affirming our organisational commitment to trans-inclusion** by enabling an environment where trans and LGBTQIA+ staff can feel supported and heard. We have made some progress on this through self-learning packs and training for HR staff, but we will continue to explore what more we can do.
- **Seen a small increase in our equality data from 75% (2020) to 76% (2021).** We continue to engage with staff networks and Trade Unions to ensure that our approach to data collection is as inclusive and transparent as possible.
- **Released our Transforming for a Radically Better World paper** outlining our commitments to anti-racism, intersectional feminism and shifting power to partners and communities across the world.

COMMITMENT TWO: A CLEAR, TRANSPARENT, AND INCLUSIVE CAREER AND TOTAL REWARD FRAMEWORK

“We are committed to building a career and total reward framework which puts our culture, values and feminist leadership at the heart of every job. We want everyone to be able to see how they can grow, thrive and progress in their career at Oxfam GB.” 5

Within this commitment area, we have:

- **Continued to embed the actions on recruitment** simplifying all job profiles and further embedding the inclusive interviewing approach with the support of our ‘Diversity and Inclusion’ Champions.
- **Launched and continued to monitor “Oxfam Citizenship” to give all staff dedicated time to actively support our culture change,** whether that’s being part of a staff network,

⁴ Disability confident retrieved at: [Disability Confident employer scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/disability-confident-employer-scheme)

furthering their learning on Equalities issues, or helping us push forward our commitments as part of this plan which is integrated as part of our performance management process 'Let's Talk'.

- **Provided support for colleagues on Furlough and going through change processes/transitions** with Taking Back your Power programmes, career webinars, learning opportunities, and a supportive process for their return to work or positive transition out of the organisation. This aims to mitigate any negative impact Furlough may have had on staff careers and development.
- **Started recording Apprentices' diversity data as part of our commitment to intersectionality.** This will help us better understand the uptake of, and access to, apprenticeships by those from under-represented backgrounds. We'll use this information to inform our future strategy and approach.
- **Restarted the Oxfam Trainee Scheme**, an entry-level scheme that brings in talent from diverse and under-represented backgrounds to support career development and progression (paused in 2020 due to Covid-19). Our trainees are recruited from various diverse backgrounds, including gender, ethnicity, sexuality, disability, religion and socio-economic. While we've had some successes in terms of retaining trainees, we recognise retention remains an issue (not only in terms of how many trainees stay on at Oxfam, but also how the organisation facilitates them to do this and the types of roles they secure).
- **Provided opportunities through the Kickstart scheme.** This government initiative provides short-term employment opportunities for 18–24-year-olds claiming Universal Credit to enable them to gain valuable work experience at Oxfam through their local Job Centre. As part of this scheme, new entry-level trainee roles have been created in Retail and Finance (in both Oxford and Newcastle offices). This continues to create opportunities for growing diverse talent in the UK.
- **Relaunched Managing People at Oxfam** in a more flexible, modular structure to improve accessibility for all staff, especially those who work part-time. The courses have an additional focus on our feminist principles and supporting our managers to live our values when managing people.

COMMITMENT THREE: FLEXFAM - FLEXIBILITY BY DEFAULT

"We are committed to evolving our culture and practices to enable people to work in the way that is best for them, balancing flexible working and wellbeing considerations with business requirements. We will strengthen internal policies and practices, so having caring responsibilities is never a barrier to someone reaching their full potential at Oxfam, while also valuing care and the important role it plays in our societies."

Within this commitment area so far, we have:

- **Integrated guidance for staff and managers** on Oxfam's flexible by default approach, including guidance for recruitment and supporting job shares into our 'Managing People at Oxfam' training programme.

- **Designed Hybrid Working guidance and tools** on new ways of working following Covid-19, in support of both talent requirements, wellbeing priorities and organisational needs. We are developing clear expectations on how staff can attend offices in the future, enabling colleagues who want to, or need to take a blended approach to office based and remote working. These are in consultation with staff and expected to be launched in March 2022.
- **Started on policy change in key areas for carers.** We have developed a policy on pregnancy and infant loss including compassionate leave provision. We have also made an online training module from the Foundation for Infant Loss available to managers to help them support staff. In 2022, we will continue to take part in the Foundation for Infant Loss Awareness Week in October 2022. We have begun reviewing and refreshing our Flexible Working Policy and procedure to include the right to make a formal flexible working request from day one of employment.
- **Begun to create principles and guidelines for members of staff experiencing menopausal symptoms at work** to be shared in 2022, to enable colleagues to talk openly about menopause and receive the support they need to thrive in their roles. This will be launched in partnership with Oxfam's Women's Leadership Network.

COMMITMENT FOUR: A SAFER OXFAM

"We commit to zero tolerance to inaction on sexual harassment, exploitation, and harassment, enabled by strong processes of reporting, investigation and action."

You can read the latest "Integrity at Oxfam" progress report [here](#), with actions including:

- **Finalised our safeguarding strategy** after engagement with people across the organisation.
- **A comprehensive rollout of a global staff engagement survey (GSES)**, followed by leadership reflection support, listening sessions and action planning (divisional and organisational). This has enabled us to understand better staff experience(s) around key areas, including leadership, wellbeing (workload), diversity and inclusion, and reward. We will be monitoring and delivering on our action plans which are underway.

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