

# OXFAM GB GENDER PAY GAP REPORT

For 5 April 2019



OXFAM

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The Equality Act 2010 requires organizations 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.

Due to COVID-19, there is no statutory requirement for organisations to publish their gender pay gap for 5 April 2019. Whilst we have delayed publication due to reduced staff capacity, we thought it was important to continue to publish our annual pay gap figures and update on our action plan.

We 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 RHAEA, AUTHOR OF THE REPORT

The good news is that Oxfam's gender pay gap continues to move in the right direction. This year it narrowed again to 9.8% median and 9.7% mean, down from 12.5% median and 11% mean when we first reported these figures in 2017.

Since then, the global context has changed dramatically. I began writing this report unaware that 2020 would bring not just a pandemic, but one of the biggest civil rights movements in history. That global movement was a powerful reminder that anti-racism must be at the heart of everything Oxfam does, including our work on gender and pay. Meanwhile, COVID-19 has laid bare the true extent of the full range of global inequalities: from race and ethnicity, to sex, gender identity, class and disability. All of this means we cannot look at gender inequality in isolation; it is time we embed intersectionality.

As a young woman of colour my lived experience has always been, and will always be, an intersectional one so I am proud that what makes our report different this year is the intersectional feminist approach at its core.

Alongside reporting and tackling the pay gap between men and women<sup>1</sup>, we are launching a five-year action plan which will include our analysis based on race, ethnicity, sex, gender identity, class, disability and nationality. This means that all of Oxfam's future work on the gender pay gap and the actions we take to address it will recognise that people face overlapping modes of privilege and oppression. Such an approach is particularly important at International organisations (INGO), such as Oxfam, that operate largely in countries where people of colour are the majority.

Of course, the journey to real equality at Oxfam goes far beyond pay. If we are to become a truly safe, feminist and anti-racist organisation then we need to decolonise our culture and the way we think and act. There can be a tendency for non-profit organizations to recreate problems that they are trying to solve globally – like discrimination – within their own culture. This can be coupled with a belief in our own "goodness" that can lead us to assume we do not need to examine our own practices and behaviours. Yet our staff surveys show that Oxfam absolutely needs to continue to be self-critical as we decolonise our organisation internally and externally. An essential part of this process will be building a more diverse workforce (our indicative figures show that 88% of Oxfam GB's staff within the UK identify as White, and 75% of staff as White British).

Over the past three years we have focused on addressing the low representation of women at the top of the organisation. Moving forwards, we will focus our efforts more intently on the inextricable link between women's careers and unpaid care work. Enabling carers to thrive means action to change

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<sup>1</sup>Oxfam recognises that all women, including trans women, experience discrimination and barriers in the workplace due to societal norms related to their gender. We recognise the limitations of calculating a gender pay gap based on sex (male and female) rather than gender identity.

traditional understandings of how a 'leader' operates, alongside tackling barriers to entry and career progression for carers and offering flexible working in all jobs by default.

My hope for Oxfam's longer-term work on gender pay is that we continue going beyond the numbers attached to statutory reporting to explore and address the underlying causes of pay inequality. We also need to start to build the more inclusive culture we want to see in five years' time. Nevertheless, I really am proud of the things we are doing right now: our fresh focus on intersectionality, on gendered leadership, on unpaid care. In writing this report, I've tried to highlight our achievements and the scale of the task ahead.

Rhaea Russell-Cartwright is Racial Justice Lead at Oxfam GB.

### A MESSAGE FROM DANNY, OXFAM GB'S CEO

In a year marked by crisis, publishing this report has never felt more important. As the coronavirus pandemic took hold, it was clear that women would face the brunt of the economic and social impact. Women, particularly those from Black and Minoritised Ethnicities, have been more likely to lose their jobs, take on most of the unpaid care, and experience violence in their homes. If we are to build back better and differently from this moment, we need to address this head on. That is going to take a radical shift - and it is one we want to be part of.

I'm proud that Oxfam GB's gender pay gap has once again narrowed but we need to go further. That is why, alongside our analysis this year, we are proposing a five-year action plan built on four commitments:

Firstly, we are taking an **intersectional approach** to tackle distinct but related inequalities experienced in our workplace and to grow our diversity, with anti-racism at the core of our work.

Secondly, we'll build a transparent, clear and inclusive **Career and Total Reward Framework**, with culture and feminist leadership at the heart of every job, so that everyone can see how they grow, thrive and progress in their career at Oxfam GB.

Thirdly, we commit to deepening our commitment to our **flexible working culture and practices**, something we are calling "Flexfam", with wellbeing as our foundation. Flexibility will be built into how our jobs are designed and supported, enabling everyone to thrive.

Fourthly, we'll continue working towards a **safer Oxfam**, with a culture of zero tolerance of inaction towards sexual harassment, exploitation, discrimination and abuse.

Our vision is for a world where **everyone can thrive, not just survive** - and that is as true for our own staff and volunteers as it is for those partners and people within the communities in which we work.

I am truly excited by these commitments and would like to thank Rhaea, as the author of this report, and the many other colleagues who have worked so hard to develop them.

Dr Dhananjayan Sriskandarajah has been Chief Executive of Oxfam GB since January 2019.

## 2. GLOSSARY OF TERMS

Our aim is that the language in the report reflects our values and our commitment to justice and equality in the world. We want to be guided by terms and words which actively challenge stereotypes and harmful belief systems, not reinforce them. As we work and progress our action plan, we will continuously review and improve what we use.

**BME** – an acronym for those who identify as being from a Black and Minoritised Ethnic group. In using the term, we also recognise its limitations as a blanket term which erases the nuanced lived experiences of different ethnic communities. Our commitment, with our ambition to be more intersectional in our reporting, is to improve our equality data so that we can understand more fully how people from different ethnicities experience Oxfam and take action to respond to this.

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

**Racism** – the belief that white people are superior, and Black, Indigenous and People of Colour are inferior. It can include or overlap with other forms of discrimination such as those based on ethnicity or religion, like anti-Semitism and Islamophobia. At Oxfam we know that racism is systemic and structural. That means it goes far beyond the prejudices or racist behaviour of an individual; it is present in our societies, culture and psyches – sometimes unconsciously and insidiously, sometimes overtly. Racism shapes our institutions, organisations (including Oxfam) and individuals. When we say that Oxfam is committed to being anti-racist, we are saying we are committed to dismantling systemic and structural racism – in our organisation and in our work.

**Decolonisation** – a process which requires challenging white privilege, for example by paying people of colour fairly for their labour (emotional as well as physical) and amplifying their voices and perspectives. This is the first step to becoming an anti-racist organisation. It requires self-reflection, intentional questioning and critical unpacking of how colonial systems of power continue to allow racism to exist, both within Oxfam and within our work.

**White privilege** – the inherent advantages enjoyed by white people based on their race. White privilege does not imply that white people cannot experience oppression; but the nature of systemic racism means that this injustice is not based on race.

**Feminism** – the belief that women and men are equal and should have equal rights. It does not privilege women over men, as is sometimes said. Oxfam's approach to feminism is intersectional.

**Intersectionality** – an approach that looks at how gender, race and other identities interact with one another to create unique experiences - of both oppression and privilege. It acknowledges that our identities are complex and works to uphold the rights of all those who have traditionally been excluded or silenced, for example, on the basis of race, sexuality, gender identity, religion, ability, ethnicity and caste. The term was first coined by the Black feminist scholar, Kimberlé Crenshaw.

**Unpaid care** – the work carried out to care for others – it might include caring for young children or the elderly, or housework and chores. Unpaid care tasks are still carried out predominantly by women and are often undervalued and unrecognised as work. It's vital that such tasks can be shared fairly between men and women, and that care is recognised as essential labour that is vital to all our wellbeing and to thriving economies.

## 3. OXFAM GB'S GENDER PAY GAP ON A PAGE

# OXFAM GB GENDER PAY GAP

## APRIL 5 2019

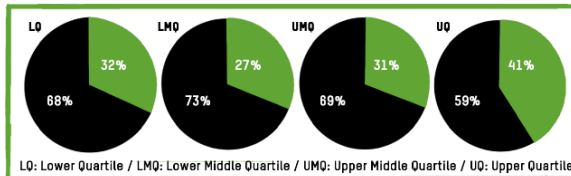
### 9.8% MEDIAN 9.7% MEAN

in 2019, compared with 12.54% (median) and 11.03% (mean) in 2017 when we first reported these figures.

#### OVERALL BREAKDOWN BETWEEN MEN\* AND WOMEN\* EMPLOYED BY OXFAM



#### PROPORTION OF MEN & WOMEN IN EACH PAY QUARTILE:



**OVER 70%** places on all leadership development programmes have been women.

In our senior leadership team in 2019, in comparison to 25% women in 2017.

55% men

45% women

#### WHAT WE SAID WE WOULD DO:

When we set out in 2017, here's what we committed to...

- Representation of women on our leadership team was 25%, so we agreed to work towards 50% women and to maintain a range of 35-65% women.
- We identified a higher pay gap for women over 40, at 15%, so we said we would carry out targeted analysis to learn more.
- We noticed that men working part-time earned 4% less than women in 2017, so we committed to do more analysis and identify actions.
- We committed to make sure more than 70% of places on leadership development programmes went to women.
- We said we would break down our analysis to look at different identities and the gender pay gap.

#### WHAT WE HAVE DONE:

- We have seen an increase of women on our leadership team to 45% during 2019-20 and this has grown since.
- We reported on the future trend of an ageing UK workforce and committed to a best practice response, including developing guidance on menopause at work, looking at flexibility and caring responsibilities.
- We introduced enhanced shared parental pay equalised with our maternity offer from April 2018.
- We ensured that over 70% of places on leadership development programmes went to women.
- We introduced indicative figures for our ethnicity and sexuality pay gap reporting, and international reporting on the 27 countries where Oxfam GB works.

\*We understand that all women, including trans women, experience discrimination and barriers in the workplace due to societal norms related to their gender. Although our statutory reporting is based on sex, we recognise the limitations of calculating a gender pay gap based on sex (male and female) rather than gender identity.

## 4. OUR GENDER PAY GAP: THE HEADLINE FIGURES

The gender pay gap shows the difference in the average pay between all male and female staff working for an organisation, irrespective of their job or position. It is expressed as a percentage of a man’s earnings. As an example, if you had a 12% pay gap as an organisation, the average salary for a female employee is 88% of the average salary of a male employee.

It can also highlight the differences in pay for female staff due to whether they are under or over-represented at different levels of the organisation.

Our efforts to eliminate the gender pay gap run alongside our legal requirement to Equal Pay (as set out in the Equality Act 2010), which means ensuring there are no differences in pay between men and women staff doing the same jobs.

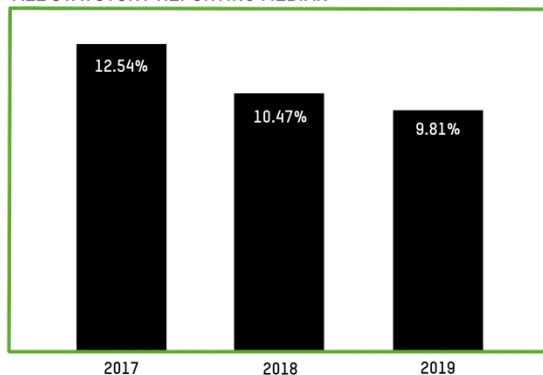
### 4.1 HEADLINE FIGURES

As of 5 April 2019, Oxfam GB’s gender pay gap was reported as **9.8% median**<sup>2</sup> and **9.7% mean**<sup>3</sup>. Tables 1 and 2 show the required [statutory] reporting, including average pay gap and bonuses, and the proportion of male and female staff in each pay quartile.

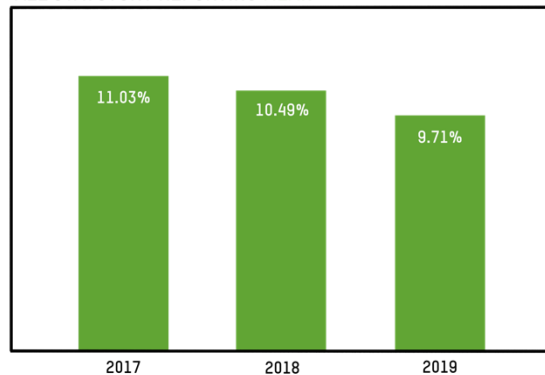
Most of the analysis, commentary and commitments in this report are based **on data for our UK-based employees only**. This includes deeper analysis by grade, age, part-time, ethnicity and LGBTQIA+ analysis. However, we are introducing separate reporting on the pay of non-UK based staff, which you can read more about on page 20.

**FIGURES 1 & 2: CHANGE IN GENDER PAY GAP OVER TIME**

ALL STATUTORY REPORTING **MEDIAN**



ALL STATUTORY REPORTING **MEAN**



<sup>2</sup> The ‘median pay gap’ is the middle salary value when all the salaries are arranged from highest to lowest and shows the percentage gap in median salaries of male and female staff based on standard hourly rates of pay. The median is more representative of typical pay differences than the mean because it is less affected by a handful of considerably higher (or lower) salaries.

<sup>3</sup> The ‘mean’ is the average salary. The ‘mean gap’ shows the percentage gap in the average salaries of male and female staff based on hourly rates of pay.

TABLE 1: OXFAM'S GENDER PAY GAP

REPORTING REQUIREMENT	OXFAM GB
Median gender pay gap	9.81%
Mean gender pay gap	9.71%
Mean bonus gender pay gap	Oxfam GB does not pay bonuses
Median bonus gender pay gap	
Proportion of males receiving a bonus payment	
Proportion of females receiving a bonus payment	
Proportion of males and females in each quartile pay band	See Table 2 below

TABLE 2: PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND<sup>4</sup>

		LOWER QUARTILE		LOWER MIDDLE QUARTILE		UPPER MIDDLE QUARTILE		UPPER QUARTILE	
Oxfam GB staff		Female	Male	Female	Male	Female	Male	Female	Male
2018	Percentage	68%	32%	71%	29%	70%	30%	57%	43%
	Number of staff	368	172	363	157	376	164	307	233
2019	Percentage	68%	32%	73%	27%	69%	31%	59%	41%
	Number of staff	344	159	367	135	347	156	296	206

<sup>4</sup> This quartile analysis was calculated by reviewing all the hourly rates for our employees from highest to lowest and then dividing the total number of employees into four equal quarters. Each quarter has the same number of employees. For each quarter, we then analysed the percentage of male and female staff in each.



## 4.2 WHAT DOES THIS ANALYSIS TELL US?

The gender pay gap has been **narrowing steadily** in recent years (see figures 1 and 2). However, **female staff, who make up 67% of Oxfam GB’s workforce**, still hold a **lower proportion of roles at higher grades**.

When we look at this within our quartile analysis (see table 2 above), the band with the lowest-paid quarter of staff has 68% female and 32% male, while the highest-paid quartile has 59% female and 41% male. We can see more detail on this change by looking at the grades (see table 3 below).<sup>5</sup>

Despite there being slightly more female staff overall at grades A–C, the percentage figure (in terms of all employees as a proportion of their sex) indicates that male staff are still overrepresented in these grades, whereas more female staff are concentrated (as a proportion of their sex overall) at the lower grades.<sup>6</sup>

**TABLE 3: % OF MALE / FEMALE STAFF AT EACH GRADE<sup>56</sup>**

GRADE	% FEMALE	% MALE	% OF MALE IN GRADE AS % OF ALL MALES	% OF FEMALE IN GRADE AS % OF ALL FEMALES	AS A PROPORTION OF THEIR SEX
CEO	0%	100%	<1%	0%	MORE MALES
DIR	38%	62%	<1%	0%	MORE MALES
A	55%	45%	2%	1%	MORE MALES
B	66%	34%	13%	12%	MORE MALES
C	62%	38%	26%	21%	MORE MALES
D	68%	32%	10%	10%	EQUAL
1*	68%	32%	4%	4%	EQUAL
1	70%	30%	6%	7%	MORE FEMALES
2	71%	29%	12%	15%	MORE FEMALES
3	73%	27%	3%	4%	MORE FEMALES
E	70%	30%	20%	23%	MORE FEMALES
F	68%	32%	3%	3%	EQUAL

<sup>5</sup>Note: At Oxfam GB, grades A, B, C are generally management grades, and D, E F are support and shop staff. The numbered grades 1\*-3 are for shop managers and are roughly equivalent to the D grade band.

<sup>6</sup> The final column shows if males / females are over-represented in that grade. “More Males” or “More Females” means the proportion of males or females at that grade is more than you would expect given the overall proportions within Oxfam GB.

The reporting reveals differences in pay for female staff which at Oxfam, as in many other organisations, is driven by female staff being over-represented in lower pay bands. However, the pay gap numbers do not reveal all forms of discrimination. For instance, an organisation could improve its pay gap by reducing the number of women working in lower-paid positions, rather than increasing the number of women in senior positions. To create sustained change, our focus since our first gender pay gap report in 2017 has been to look beyond the numbers to better understand and address the broad, underlying causes of inequality that lead to the gender pay gap. You can read more in chapter 6 on page 15.

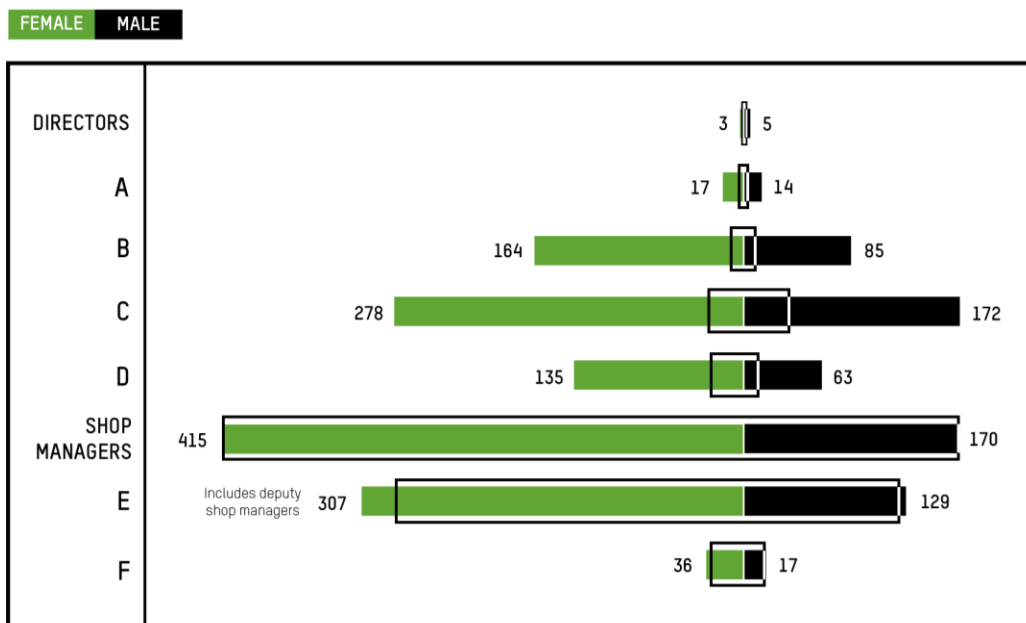
### 4.3 DIFFERENCES BETWEEN OUR RETAIL OPERATION AND THE REST OF OXFAM

Within Oxfam GB, we have two very different organisational models; the UK staff who are part of our retail operation and are here described as our “retail staff”; and the UK staff who support our programme work, campaign for change and help fundraise to deliver that work, who we here describe as “non-retail staff”.

In general, shop staff are in our lower job grades (D-F, see figure 3)<sup>5</sup>. However, if we look at shop staff as a separate workforce, the pay gap is significantly smaller than both the overall gap and the gap for non-retail staff (figures 4 and 5 on the next page).

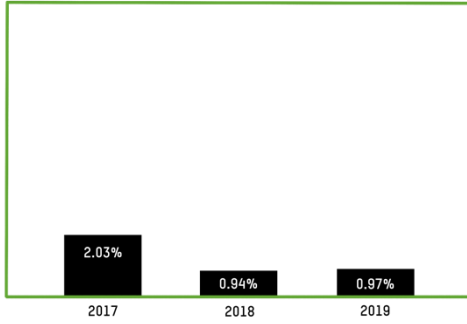
Many female shop staff are also in the over 40 age group, and as shop staff are in lower pay bands, this helps to explain why our pay gap is higher for older staff. We need tailored action to support all shop staff and help them to progress in their pay and careers - and this will be an important part of our commitments moving forwards.

**FIGURE 3: UK STAFF BY GRADE AND SEX** (BLACK OUTLINES INDICATE RETAIL STAFF)

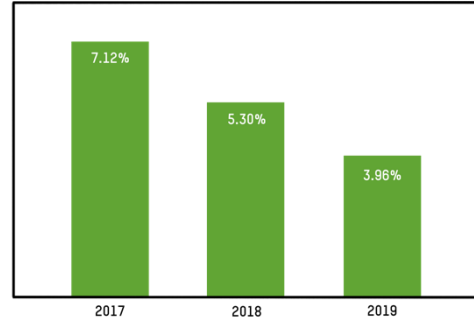


FIGURES 4 & 5: PAY GAP OVER TIME FOR RETAIL AND NON-RETAIL OXFAM GB UK STAFF

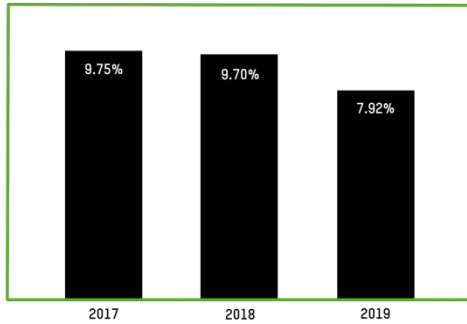
RETAIL ONLY MEDIAN



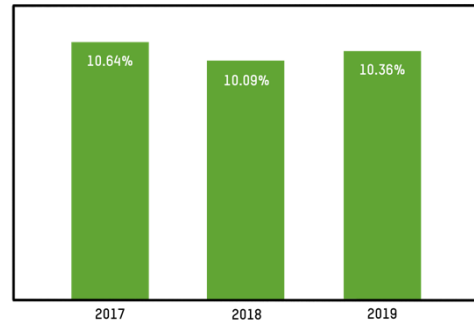
RETAIL ONLY MEAN



INGO (ALL IN STAT REPORTING EXCLUDING RETAIL) MEDIAN



INGO (ALL IN STAT REPORTING EXCLUDING RETAIL) MEAN



## 5. OUR FIRST INTERSECTIONAL PAY GAP REPORTING

For the first time this year, we have used equality data provided by staff to **provide intersectional pay gap reporting for Ethnicity and LGBTQIA+**. We currently only have data for 1573, of our UK based employees, which represents 73.85% of employees active at that time, so this **analysis should be considered indicative**.

Moving forwards, our focus is to work with staff to **improve our Equality data collection** so we can gather more accurate intersectional data. Importantly this will be the foundation for **a more targeted action plan**, also including other key areas of identity where staff may face discrimination (such as ability, class, gender identity, trans-history, socioeconomic background, caring responsibilities, and religion). You can read more in Chapter 7 on page 22.

### 5.1 ETHNICITY PAY GAP

Based on the available Ethnicity data, we have calculated the overall Ethnicity pay gap at -4% (mean), or -11% (median) in favour of Black and Minoritised Ethnic (BME) staff, meaning BME staff earn slightly more than those in other groups (see table 4). However, there are a few key factors to add in understanding this data more fully:

- First, we need to note that relatively small overall numbers of BME staff mean that it is possible for one or two senior individuals to skew the picture significantly.
- Second, the gender pay gap between BME males and BME females is greater than the gender pay gap for all staff. There is a gender pay gap within the BME community of 13% in favour of BME male staff (mean) and 24% (median). BME female staff experience a pay gap of 8% in comparison to white male staff.
- And finally, grouping BME staff together does not allow us to analyse differences between Ethnicities, and we need more complete data before this level of analysis will be possible. We also need to make sure we present data in a way that does not identify staff.

We are committed to putting anti-racism at the heart of Oxfam GB's strategy and future, including through attracting more people from BME backgrounds to be part of Oxfam (read more on page 22).

**TABLE 4: INDICATIVE ETHNICITY PAY GAP FIGURES**

	MEDIAN PAY GAP	MEAN PAY GAP
Overall ethnicity pay gap (between BME and white staff)	- 11.11%	- 4.08%
Gender pay gap between white female and white male	12.43%	10.44%
Gender pay gap between BME female and BME male	24.22%	12.89%

**Increasing diversity in Oxfam GB**

The largest ethnic group among Oxfam colleagues who have disclosed their ethnic identity is White British, at 75%. The total representation across all white identities is **88%**. The next largest ethnic group among those who have disclosed is Asian Indian, at just 1.5%. Having a diverse workforce is incredibly important because of the nature of the work we do and because it is vital for us to be able to achieve our mission informed by lived experiences. This indicates an urgent need to address and take action to improve representation and diversity across the organisation.

**5.2 LGBTQIA+ PAY GAP**

The overall LGBTQIA+ pay gap for those who identify as LGBTQIA+ is 5% (mean) and 7% (median), based on those who have disclosed this information as of 5 April 2019 (see table 5). However, when we look at how sex and LGBTQIA+ identity intersect, we notice that the pay gap between LGBTQIA+ female and other female staff is relatively low, at 3% (median and mean). However, the pay gap for male staff who identify as LGBTQIA+ and other male staff is significantly higher at 12% (mean) and 27% (median), much higher than the overall LGBTQIA+ pay gap.

**TABLE 5: INDICATIVE LGBTQIA+ PAY GAP FIGURES**

	MEDIAN PAY GAP	MEAN PAY GAP
Gender pay gap between non-LGBTQIA+ female and non-LGBTQIA+ male	23.61%	12.99%
Gender pay gap between LGBTQIA+ female and LGBTQIA+ male	-0.58%	4.09%
<b>Gap between LGBTQIA+ staff and other staff, by sex:</b>		
Female	3.42%	2.55%
Male	26.65%	11.60%
<b>Overall gap between LGBTQIA+ staff and other staff:</b>		
LGBTQIA+	7.19%	5.06%

We will listen and work with our LGBTQIA+ staff network to ensure actions to address our LGBTQIA+ pay gap is built and informed by staff’s lived experience at Oxfam GB.

Research from Stonewall<sup>7</sup> showed that more than a third of LGBTQIA+ staff in the UK (35%) have hidden or disguised their identity at work in the last year because they were afraid of discrimination. This rises to half of trans people (51%). It’s also higher among younger workers aged 18 to 24 (58%), LGBTQIA+ disabled people (43%), and Black and Minoritised Ethnic (BME) LGBTQIA+ people (42 per

<sup>7</sup> ‘LGBT IN BRITAIN’ retrieved from: [https://www.stonewall.org.uk/system/files/lgbt\\_in\\_britain\\_work\\_report.pdf](https://www.stonewall.org.uk/system/files/lgbt_in_britain_work_report.pdf)

cent)<sup>8</sup>. Oxfam has a zero-tolerance policy on harassment and abuse or discrimination in relation to LGBTQIA+ or gender identity, but we want to recognise how these national trends may indicate why there are low disclosure rates in Oxfam. As we aim to improve our disclosure rates, we will be able to improve our analysis of pay gaps across LGBTQIA+ identities.

In our five-year action plan, we will use this data and other insights, to inform all our key commitments. When we build our Racial Justice Framework and the related actions, we will also not overlook the further discrimination which may be experienced by our BME LGBTQIA+ staff (read more on page 22).

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<sup>8</sup> Ibid.

## 6. OUR PROGRESS ON PAST COMMITMENTS

Over the past three years, we have been working to deliver five key commitments based on our pay gap analyses to address key areas of concern and increase our understanding to inform a longer-term action plan. These were:

1	Work towards 50% representation of women on our leadership team and aim to maintain a range of 35%-65% women.
2	Continue to ensure that over 70% of places on future leadership development programmes will be taken up by women.
3	Targeted analysis to understand the gender pay gap for women over 40 and the pay gap for part-time male workers, identifying actions needed to address this.
4	Break down our analysis to take a closer look at different identities and the gender pay gap.
5	Inclusion of our global staff in future reports.

### 6.1: WORK TOWARDS A 50% REPRESENTATION OF WOMEN ON OUR LEADERSHIP TEAM AND AIM TO MAINTAIN A RANGE OF 35-65% WOMEN

In 2016, only 25% of our leadership team were women of 12 senior directors (those reporting into the CEO). This had increased to 37.5% by 2017 and remained at the same level in April 2019. Whilst we did not meet the commitment to 50% gender representation in our reporting timeframe, in October 2020, we reached over 50% women in the Strategic Leadership Team. This new team is made up of 6 directors (including the CEO) and was formed following an organisational restructure.

#### Shortlisting in leadership recruitment and gender balance

For each Senior Director recruitment, we have maintained equal gender representation in longlists and first-stage interviews. In some instances, where we have had an uneven number of shortlisted candidates (five), we have not always been able to meet the target of 50% women.

This year we have signed up to **the Fair Share of Women Leaders**<sup>9</sup> which calls on civil society organisations to match the percentage of women in leadership positions to the percentage of women in their staff. We will continue to aim towards this goal with an explicit focus on diversifying our

<sup>9</sup> 'Fair Share of Women Leaders' retrieved from: <https://fairsharewl.org/>

women leaders at senior levels, including targeted action to increase Black and Minoritised Ethnic (BME) representation and other underrepresented groups (read more on page 22-26).

## 6.2: CONTINUE TO ENSURE THAT OVER 70% OF PLACES ON FUTURE LEADERSHIP DEVELOPMENT PROGRAMMES WILL BE TAKEN UP BY WOMEN

We have three core leadership development programmes; the Gender Leadership Programme; Emerging Leaders Programme; and Leadership Paths. We have also launched a specialist apprenticeship programme in Retail, following a successful pilot in 2018. This offers our shop staff, who are mostly female, a further opportunity to develop in Retail Management.

In all of the leadership development programmes held since 2017 we met or slightly exceeded our goal of 70% participation of women.

Having achieved this, we will be reviewing and refining our goals in this area. It is important that men model our feminist leadership approach and so, for example, we would want to increase male participation in our Gender Leadership Programme. It is also crucial that we take an intersectional approach, aiming for diversity in leadership that includes all disadvantaged or underrepresented groups, as well as women.

## 6.3 THE PAY GAP FOR FEMALE STAFF OVER 40

**The pay gap for women at Oxfam increases within the 40+ age category.** Whilst the mean gender pay gap for staff aged over 40 has fallen marginally to 15.06% in 2019 from 15.60% in 2018, this remains significantly higher than Oxfam's mean pay gap overall (9.7%). Table 6 (on the next page) shows the cause of this pay gap, the over-representation of women over 40 at lower grades - for instance 74% of E grade staff over 40 are female.

**For staff under 40, there is a negative pay gap,** at -0.7% (mean). This means on average, female staff within this age group earn 0.7% more than their male counterparts. This reflects national trends<sup>10</sup>, which indicate pay gaps are close to zero for female employees under 40, but the gap widens for employees over 40. This situation is largely due to the broad differences in occupations of each age group, as well as the increased unpaid care taken on by women over 35, primarily looking after children and ageing relatives.

As part of Oxfam's advocacy work on poverty and inequality in the UK, we have published research on the future trend of an ageing workforce and future expectations on employers like Oxfam<sup>11</sup>. In the UK, up to 84% of those caring for both children and adult family members are women. Menopause<sup>12</sup> and

<sup>10</sup> 'Gender Pay Gap in the UK', retrieved from:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019>

<sup>11</sup> 'Time to Care', retrieved from:

<https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620928/bp-time-to-care-inequality-200120-en.pdf>

<sup>12</sup> 'What can employers do to tackle menopause ignorance, retrieved from:

<https://www.workingwise.co.uk/what-can-employers-do-to-tackle-menopause-ignorance/>



osteoporosis issues begin to shape the working life of women over 40, so clear and supportive policies are a vital part of reducing this element of the gender pay gap.

**TABLE 6: UNDERSTANDING THE PAY GAP FOR FEMALE EMPLOYEES AGED OVER 40**

GRADE	FEMALE OVER 40	MALE OVER 40	40 AND OVER TOTAL	% OVER 40s (FEMALE)	% OVER 40s (MALE)	MORE THAN 31% MALE	% OF FEMALES AT EACH GRADE (OVER 40)	% OF MALES AT EACH GRADE (OVER 40)	AS A PROPORTION OF THEIR SEX
CEO	0	1	1	0%	100%	Yes	0%	0.2%	More males
DIR	3	5	8	38%	63%	Yes	0%	1.2%	More males
A	16	13	29	55%	45%	Yes	2%	3.2%	More males
B	103	62	165	62%	38%	Yes	11%	15.2%	More males
C	145	107	252	58%	42%	Yes	16%	26.3%	More males
D	60	20	80	75%	25%	No	7%	4.9%	More females
1*	47	19	66	71%	29%	No	5%	4.7%	More females
1	77	28	105	73%	27%	No	9%	6.9%	More females
2	167	58	225	74%	26%	No	19%	14.2%	More females
3	47	13	60	78%	22%	No	5%	3.2%	More females
E	207	71	278	74%	26%	No	23%	17.4%	More females
F	26	11	37	70%	30%	No	3%	2.7%	More females
<b>TOTAL</b>	<b>898</b>	<b>407</b>	<b>1305</b>	<b>69%</b>	<b>31%</b>	<b>Yes</b>	<b>100%</b>	<b>100.0%</b>	<b>More females</b>

### The Importance of part-time and workload

To more fully understand the experiences of women at Oxfam, we looked more carefully at workload and flexible working. Our staff surveys have shown that those most likely to work extra hours are at Grade A, staff working in shops (many of whom are over 40), and those who are part-time.

Table 7 shows more women are working part-time overall at all grades. However, the proportion of women at senior levels (directors and grades A and B) is still relatively low compared to other grades. In our longer-term action plan, we will build flexible working into roles by default and particularly enable part-time and job share arrangements, enabling staff to progress and develop into senior roles while working part-time.

A Gov.UK research<sup>13</sup> on barriers to women's progression in the workplace identified de-stigmatising flexible work and part-time as key areas: "The evidence suggests that without changes to underlying organisational cultures, and while such working practices are taken up only by women, they risk embedding gender inequality in contexts where full-time workers are the norm, and part-time and flexible working is seen as signalling a lack of commitment."

**TABLE 7: DISTRIBUTION OF PART-TIME (P/T) ROLES BY SEX AND GRADE**

GRADE	P/T FEMALE	P/T MALE	TOTAL P / T	% FEMALE	DISTRIBUTION OF P/T FEMALE ACROSS JOB GRADES (AS % OF ALL PT FEMALE)	DISTRIBUTION OF P/T MALE ACROSS JOB GRADES (AS % OF ALL PT MALE)
A	2	1	3	66.7%	0.3%	0.5%
B	57	8	65	87.7%	8.7%	4.3%
C	87	16	103	84.5%	13.3%	8.5%
D	38	9	47	80.9%	5.8%	4.8%
1*	12	0	12	100.0	1.8%	0.0%
1	15	4	19	78.9%	2.3%	2.1%
2	127	36	163	77.9%	19.4%	19.1%
3	52	20	72	72.2%	8.0%	10.6%
E	255	91	346	73.7%	39.0%	48.3%
F	9	3	12	75.0%	1.4%	1.6%
<b>TOTAL</b>	<b>654</b>	<b>188</b>	<b>842</b>	<b>77.7%</b>	<b>100.0%</b>	<b>100.0%</b>

<sup>13</sup> Jones, L, '[Women's Progression in the Workplace](#)', 2019

The shift we want to make is as much about policy and practice, as our culture. Our flexible working approach will be one for everyone and rooted in wellbeing. You can read more about our “Flexfam” commitment on page 26.

We will also conduct an intersectional analysis once we have more complete Equality data to examine more closely part-time working for Black and Minoritised Ethnic (BME) women and other underrepresented groups in our workforce (see page 22 for more).

### **Understanding the pay gap for part-time men**

Whilst there are only a small number of part-time workers in more senior roles, female staff still make up the majority population, whereas male staff who work part-time tend to be in lower grades (see table 7 on previous page). This helps to explain the negative pay gap previously identified for part-time men. One approach to addressing this, and one that is widely supported by gender equality research, is re-balancing unpaid care and supporting more men at all levels to share caring responsibilities<sup>14</sup>. In 2018, we introduced enhanced shared parental leave pay to encourage and support this. Uptake of this offer has been low to date, and we aim to review and improve this as part of our new commitments (see chapter 7, page 21). This is once again linked to our “Flexfam” initiative – supporting people to develop and progress regardless of the flexibility they require.

#### **ENHANCED SHARED PARENTAL LEAVE POLICY AT OXFAM GB:**

Our enhanced shared parental pay is equalised with our maternity and adoption offer at Oxfam GB. All eligible employees are paid at the same level. 12 weeks full pay, followed by up to 27 weeks statutory pay, plus 15% of average salary. This is significantly more than statutory policy which is currently 6 weeks at 90% of salary and £148 per week for remaining weeks. For shared parental pay, 37 weeks is the maximum number of weeks of pay, as the first two weeks have to be taken by the mother of the child or the primary adopter.

## **6.4: BREAK DOWN OUR ANALYSIS TO TAKE A CLOSER LOOK AT DIFFERENT IDENTITIES AND THE GENDER PAY GAP**

Oxfam GB has now introduced intersectional pay gap reporting for Ethnicity and LGBTQIA+ data (see Chapter 5, page 12), which we will expand in future years.

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<sup>14</sup> Colebrook, C: ‘THE STATE OF PAY: DEMYSTIFYING THE GENDER PAY GAP’, retrieved from: <https://www.ippr.org/files/2018-05/state-of-pay-may18.pdf>

We also now have a Senior Gender, Diversity & Inclusion Advisor, who is working to strengthen practices and ensure a fairer and more equal workplace for all – working in partnership with our staff networks and others. So far, the Senior Advisor has led on efforts to improve Equality data collection, analysis, and transparent reporting as a tool to identify areas of inequality and long-term action, which will be continued as part of our five-year action plan (read more on page 21).

## 6.5: WE WILL INCLUDE OUR GLOBAL STAFF IN FUTURE REPORTS

Our gender pay gap, averaged out across the countries supported by Oxfam GB, is 1%. There are some variations, which include countries where the pay gap is in favour of women.

When averaged, we have an almost equal balance of males and females across our programme countries. Where we have a significant underrepresentation of women in our workforce, these tend to be fragile contexts where we undertake humanitarian work and where we have the most work to do on gender justice and women's economic empowerment. There are a variety of different activities in place to address imbalances.

We have also now produced a breakdown of the data by country, which will be published separately to ensure that the report is contextualised within the very different countries. This will include top-line analysis around gender balance (% female and % male) and gender pay gap in each country and the number of staff based in each country (by male and female). We also now have a methodology to capture, analyse and report on this data which we will use going forward and use case studies to deepen our understanding in those areas. The data breakdown is available on request before it is published in 2021.

Based on this report, we will work with our global affiliates and Oxfam International in partnership to develop actions that align with our confederation-wide commitments on gender justice, diversity and inclusion and culture. These actions will also then be transformed into something that works in each local context.

“This data is an important starting point to having a better understanding of the gender balance and pay gap for our staff working outside the UK. Our values of fairness, equality and inclusion should be core wherever you work in Oxfam around the world, but so too should be the ethos that this work should start with the countries and be led by them. Moving forwards, this data will become a core part of our annual reward review and we will use that data to inform together how we can keep striving to become a more inclusive, balanced Oxfam.”

Franc Cortada, International Global Programmes Director, April 2020

## 7. OUR FIVE-YEAR ACTION PLAN

“We want to build an Oxfam where **we reflect** the transformational change we seek in the world; to build **a kinder and radically better world, where everyone has the power to thrive, not just survive.** To do that, we need to challenge and change the injustices and inequalities that are found within our workplace, and create a truly safe, feminist and anti-racist organisation.”

Fenella Porter, Head of Equalities, Oxfam GB

We are proposing a five-year action plan based on four interconnected commitments:

1	Taking an intersectional approach
2	A clear, transparent and inclusive Career and Total Reward framework
3	‘Flexfam’ – supporting flexible working by default
4	A safer Oxfam where everyone can thrive

We will share our learning every year as we build and evolve this action plan in partnership with others – our staff, partners, allies and as part of a wider INGO sector. All of these commitments aim to deliver our overall vision for 2025:



We see this as a journey of continuous learning and evolution, so we will evolve and develop actions as we learn more. See page 29 for more on how progress against this plan will be monitored and who will be accountable.

## 7.1 TAKING AN INTERSECTIONAL APPROACH

**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 core of our work.**

Gender inequality does not stand alone. Discrimination can happen as a result of other parts of our identities, whether that is our race, ethnicity, our age, our class, or our religion.

There have been many important steps to advance women's progression<sup>15</sup>, including within Oxfam, but taking a blanket approach has often led these initiatives to fall short of addressing the full systemic issues at play. As an example, by only looking at gender data in implementing programmes to support women into leadership positions, these have benefitted mainly white women, while Black and Minoritised Ethnic (BME) women have benefitted far less.

### **Improving our Equality data**

We have begun to provide indicative pay gap reporting on Ethnicity and LGBTQIA+ (see chapter 5, page 12) but we need to improve our Equality data collection so we can provide a fuller intersectional analysis. Our Equality data is the foundation for our work and will enable us to shape actions that address different forms of discrimination, which can be overlapping and compounding.

### **Interconnected with our work on anti-racism**

We have placed our commitment to becoming anti-racist and decolonised at the heart of Oxfam GB's future. A key step on this journey is to develop a Racial Justice Framework to help us decolonise both our work and our organisation. The framework will be built in partnership with our staff networks to put the lived experiences of people of colour at the heart of our strategy. Our commitment to anti-racism and decolonisation will also be reflected in our approach to the recruitment, development and retention of our staff.

The Independent Commission on Sexual Misconduct, Accountability and Culture Change<sup>16</sup> highlighted how non-profit organizations tend to recreate the problems they are trying to solve in society, within their own culture. An Oxfam staff culture report<sup>17</sup> also highlighted race as the fourth most-cited reason for abuse, bullying and discrimination. The report also stated: "we can see that depending on their race, staff experience different aspects of Oxfam life in different ways"<sup>18</sup>. This means that Oxfam is far from immune from colonial and racist thinking and practices, which can have an alienating effect on Black and Minoritised Ethnic (BME) communities, both as employees and supporters.

It will also be important to recognise the impact that COVID-19 has had on people from Black and Minoritised Ethnic (BME) communities<sup>19</sup>. Those from BME Communities across the UK have died

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<sup>15</sup> Jones, L, ['Women's Progression in the Workplace'](#), 2019

<sup>16</sup> Independent Commission, [Committed to Change. Protecting People](#), 2019

<sup>17</sup> 'Oxfam Staff Culture Survey, 'The Emerging Perspectives 2018 report'. The survey was developed in a collaborative process with Living Our Values Every Day members, OD specialist partner CDRA, and survey specialist partner Keystone as part of the Oxfam Staff Culture survey (3771 respondents).

<sup>18</sup> Ibid.

<sup>19</sup> Public Health England, 'Disparities in the risk and outcomes of COVID-19', 2020.

disproportionately from COVID-19 and will continue to shoulder the economic brunt of the fallout. We have also seen that BME and migrant women continue to shoulder the heavier burden of unpaid care<sup>20</sup>, whilst simultaneously being overrepresented in putting their lives on the line to deliver vital health and social care<sup>21</sup>. COVID-19 has reinforced the racialised state of inequality and poverty which we see in the UK and globally.

Ethnicity pay gap reporting is a key area to continue to unpack these issues. We understand that the effects of racial discrimination, abuse and bullying have resulted in a spectrum of experiences depending on ethnicity, which will be captured in future reports.

**ACTIONS:**

1 YEAR	2 YEARS	5 YEARS
Improve response rates by 10 percentage points on our Equality Data form, which collects confidential diversity data from staff and support staff to see the value of providing this data.	Establish regular Equality data collection from staff and reporting, using it to take targeted action on diversity and inclusion including the actions below.	Improve staff response rate to the Equality Data form, aiming for an 85% completion rate across the organisation.
Sign up to the Race at Work charter <sup>22</sup> , a Business in the Community (BITC) initiative, to ensure that Black and Minoritised Ethnic (BME) communities are represented at all levels.	Take one significant action to address the barriers outlined in the Race at Work charter (e.g. Performance objectives for senior leadership on race equality).	Take two further actions to meet the aims of the charter.
Establish a Racial Justice Framework built in partnership with our diverse staff networks.	Establish clear targets to increase diversity and put them in our Racial Justice Action Plan.	Meet the targets in the Racial Justice Action Plan and make further commitments on inclusion.
Work with our staff networks to identify how we can provide tailored career and development support for underrepresented groups, including a pilot of a coaching programme for BME staff and reviewing our Disability Confident <sup>23</sup> action Plan to take us up to "Leader Level".	Launch a scaled-up coaching and career support programme which meets the needs of diverse staff groups and career support to help all staff progress in their careers.	In line with sector benchmarking <sup>24</sup> , our aspiration is that at least 50% of our boards, leadership and senior management are made up of BME colleagues. In order to do this, we will build a diverse talent pool (including our volunteers) with people who bring different life experiences in relation to the intersection of race with gender, socioeconomic background, nationality, ability, gender identity and more.

<sup>20</sup> BME Women and Work Research, TUC, 2020

<sup>21</sup> Ibid.

<sup>22</sup> 'Race at Work Charter' retrieved from: <https://www.bitc.org.uk/race>

<sup>23</sup> Disability Confident retrieved from: <https://disabilityconfident.campaign.gov.uk/>

<sup>24</sup> 'Collective Statement on Systemic Racism and White Supremacy in the UK and International Aid Sector' retrieved from: <https://gadnetwork.org/gadn-resources/gadns-woc-forum-statement-on-systemic-racism-and-white-supremacy>

## 7.2 A CLEAR, TRANSPARENT AND INCLUSIVE CAREER AND TOTAL REWARD FRAMEWORK

**We are committed to building a career and total reward framework<sup>25</sup> 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.**

We will begin by reviewing our existing framework. This is the way our roles are organised to deliver our mission including role profiles, job titles, job families, competencies and behaviours, the career paths people take and how staff are rewarded.

We will next seek to understand how people currently develop and progress within Oxfam, using intersectional data analysis to particularly understand how and where underrepresented and minoritised groups may be excluded and the barriers they may face. We will prioritise first the key groups which our pay gap analysis has identified, particularly those who are in the 40+ age group, shop staff, and women in lower grade and part-time roles. We will use this to identify areas for change and for talent programmes, focusing on how we can root out biases in our existing talent and recruitment processes<sup>26</sup> and build equity.

This work will include reviewing existing policies, with our recruitment policy as a priority. We will also look at where we need to introduce new policies and practices which are crucial to creating a more inclusive work environment. Our actions to date have already informed the start of this work, for example we have identified a need to provide more support for women experiencing the menopause.

Gov.UK research on the barriers to women's progression showed that transparency was a vital part of removing gender-bias. Their research found that changes which make processes for promotion and progression standardised and transparent can significantly improve career outcomes for women and underrepresented groups, for example, formal career planning, clear pay structures, routes to progression and career pathways.

Once a wider review into our existing framework has been conducted, we will identify ways that we can help all our staff to understand our reward principles and pay and grading system fully, as well as potential career paths and development opportunities, so they understand what is available to them from the moment they join Oxfam GB.

We will set up a diverse staff-led group called 'Diversity & Inclusion Champions' who will support us to shape this Career and Total Reward Framework and recruitment approach.

<sup>25</sup> Total Reward covers all aspects of work that are valued by people, including elements such as development opportunities, in addition to the wider benefits and pay package.

<sup>26</sup> Jones, L, ['Women's Progression in the Workplace'](#), 2019



This framework will work in conjunction with a new initiative, “Oxfam Citizenship”, to ensure that everyone is given protected time to take part in activities which help them to develop and make Oxfam a better organisation, as a core part of every role.

Within this work, we will keep inclusion central. All our staff should have development integral to their experience of Oxfam, regardless of role, team, or grade and we will seek to address current barriers that stand in their way.

Progression into our Leadership Team is one vital part of closing our pay gap. But we also want a framework that goes further and supports everyone to grow and develop in their career and allows them to fulfil their potential in a way that is right for the individual.

## ACTIONS:

1 YEAR	2 YEARS	5 YEARS
<p>Review and develop our “Career and Total Reward Framework” with staff groups, including networks and Diversity &amp; Inclusion Champions.</p> <p>Join two sector-wide initiatives, one focused on Reward in the charity sector, and “Fair Share of Women Leaders” to work with others to increase the number of women leaders in social change organisations and embed feminist leadership.</p>	<p>Put in place a career framework that supports equity across Oxfam, including maximising entry-level pathways such as our apprenticeship and trainee schemes. This will also include improved performance (“Let’s Talk”<sup>27</sup>) and talent management processes that root out bias.</p> <p>We will introduce targeted initiatives that enable women over 40 to thrive, including guidance on menopause and osteoporosis.</p>	<p>Our Career and Total Reward Framework is embedded, and staff would say our approach and pay / grading system is clear, transparent and inclusive.</p> <p>Our aim will be to have over 50% of our senior management roles occupied by women. Ultimately, we aspire for this to be in line with the proportion of women employed in the organisation – and that we have diversity across all areas of the organisation.</p>
<p>Introduce “Oxfam citizenship” formally into our performance and goal setting process (“Let’s Talk”<sup>26</sup>) where up to 5% of staff time is allocated to making Oxfam better and changing our culture by, for example, championing our diversity work, or sharing skills and learning.</p>	<p>Understand and tackle any barriers to staff taking part in “Oxfam Citizenship” and aim for at least 80% of staff doing citizenship work and recognising it as an important and valuable aspect of their job.</p>	<p>Oxfam citizenship is an integral part of our organisational culture and 100% of our staff see it as a vital and celebrated part of their role.</p>
<p>Introduce a new “Inclusive Interviewer” approach to recruitment, including training and guidance to root out bias at all stages of recruitment.</p>	<p>Implement a refreshed approach to recruit and attract staff that will support our diversity targets; meet the goals of our Racial Justice Action Plan; and help to build diverse talent pools (including from our volunteer community).</p>	<p>Meet clear targets for diversity within our organisation - and be able to demonstrate staff diversity through Equality data collected across the organisation.</p>

<sup>27</sup> Oxfam’s approach to performance management is called “Let’s Talk” and is based on having meaningful conversations, rooted in ongoing learning and wellbeing, between individuals and their managers.

### 7.3: 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, with flexible working and wellbeing as the foundation for all our jobs.**

**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.**

As highlighted in 6.3 on page 16, we need to address the norm of overworking by **building flexibility and wellbeing into our job design**. Not all types of flexibility will work in every role, but we will ensure that every job profile clearly outlines what types of flexibility are possible so that requesting flexibility does not require a justification. Our position will be that flexible working is our default, available in all roles, at all levels of the organisation.

We will look at the flexible working opportunities, particularly part-time and job shares, in entry roles, support roles and senior roles where they are currently harder to secure.

We will normalise conversations about flexible working requirements, from our recruitment to the ongoing and regular conversations our staff have with their managers and teams. In doing so, we shift responsibility from individuals needing to ask for flexibility, which research has shown disadvantages women who fear this may penalise their career opportunities<sup>28</sup>. We will also provide improved training and guidance, supporting our staff and managers to take a flexible by default approach.

Recognising the intrinsic link with caring responsibilities, we will undertake a review of our policies that support carers to look at how they can be strengthened. As part of this work, we will join the "Care Confident Benchmarking Scheme"<sup>29</sup> to help us identify further actions so that we can be a **positive and inclusive workplace for all staff who are, or who will become, carers.**

We also know that Black and Minoritised Ethnic (BME) carers face significant difficulties in accessing and using support services, over and above those experienced by white carers.<sup>30</sup> They also carry significantly heavier unpaid care responsibilities.<sup>31</sup> We will ensure that all work on flexibility and the unequal balance of unpaid care is considered with an intersectional approach by taking into account where BME women are situated across our organisation, how easy it is to obtain roles with in-built flexibility and ensure our policies respond to the needs of all staff regardless of race, ethnicity or any aspect of their identity.

<sup>28</sup> Jones, L, 'Women's Progression in the Workplace', 2019

<sup>29</sup> "Carer Confident", retrieved from: <https://www.employersforcarers.org/carers-confident>

<sup>30</sup> 'Improving support for black and minority ethnic (BME) carers' retrieved from: <https://www.iriss.org.uk/sites/default/files/iriss-insight-7.pdf>

<sup>31</sup> S.M. Hall, K. McIntosh, E. Neitzert, L. Pottinger, K. Sandhu, M-A. Stephenson, H. Reed, Taylor, L. (2017) Intersecting inequalities: The impact of austerity on Black and Minority Ethnic women in the UK. A report by the Women's Budget Group and Runnymede Trust with RECLAIM and Coventry Women's Voices. Available at <http://wbg.org.uk/wp-content/uploads/2018/08/Intersecting-Inequalities-October-2017-Full-Report.pdf>

As part of our support towards working parents, Oxfam operates a nursery in our office in Oxford, employing a small number of nursery staff. The childcare workforce in Britain is predominantly female and low paid contributing to the UK’s gender pay gap. In the UK, the average hourly pay of nursery nurses and assistants is £7.70, below the minimum wage for people over 25. This reflects the low value that society puts on care work. We are campaigning both globally and within Britain for people with caring responsibilities to be properly valued. Reflecting this, we have committed to valuing our own childcare workers, and as a Living Wage accredited employer, comply with all Living Wage Foundation requirements and pay at least the Oxford Living Wage, set at £10.21 as of April 2020, to all of our childcare staff.

**ACTIONS:**

1 YEAR	2 YEARS	5 YEARS
<p>Review key policies (Flexible Working and Dependency Leave) and improve our job design to take a “Flexfam” - flexible by default approach.</p> <p>Guidance and training provided to staff and managers to support them to make this a reality with team.</p> <p>A “Job Share Community” is launched, connecting those in job shares together for support, best practice and tools, and we review part-time / job share opportunities across the organisation to build a plan to increase opportunities across all levels.</p>	<p>Implement “Flexfam” in all parts of an employee’s journey (recruitment, induction, ongoing career development) and look at how we make talking about flexibility working and wellbeing a norm within our “Let’s Talk” (performance management) approach<sup>26</sup>.</p> <p>Review how “Flexfam” is contributing to people’s growth and wellbeing in their careers, particularly look to increase part-time opportunities and job shares at senior levels by 20%. Set further targets to achieve by 2025.</p>	<p>Meet clear targets for “Flexfam”, set in year 2, and review how / whether it is contributing to diversity and inclusion at Oxfam GB.</p>
<p>Review enhanced shared parental leave policy (April 2021).</p>	<p>Establish policies and initiatives to support all caregivers of children at key stages (pre leave, during leave and return to work), including same-sex, opposite-sex, adoptive, and single parents and parents of children with additional needs.</p>	<p>Policies and initiatives are implemented, including an established ‘return to work’ programme.</p>

## 7.4: A SAFER OXFAM

**We commit to continue to reinforce a culture of zero tolerance of inaction towards sexual harassment, exploitation, discrimination and abuse.**

Feeling safe at work is an essential part of being able to thrive, contribute and progress. Sexual harassment, exploitation and abuse are all abuses of power, especially racial power. All women, men, girls and boys are affected, and women and men can both be perpetrators. However, because women and girls, particularly transwomen and girls and Black and Minoritised Ethnic (BME) women and girls are disproportionately affected by power imbalances, they are also disproportionately affected by sexual abuse. Most cases of sexual harassment and abuse are perpetrated by men against women and girls, and, by extension, a large portion of the burden of managing the consequences of it falls to women. As well as the trauma of experiencing sexual harassment or sexual abuse, staff, particularly the BME community, subjected to these abuses of power often feel unable to report them and may end up leaving their workplace. Reporting or being witness to sexual misconduct can also involve consequences to mental and physical health, and slow or even halt one's career progression.

In our 10-point plan at Oxfam International<sup>32</sup> and within our Charity Commission Action Plan at Oxfam GB<sup>33</sup>, we are reinforcing a culture of zero tolerance of inaction towards sexual harassment, exploitation, discrimination and abuse. Furthermore, our Racial Justice Framework will help us to address the racial power imbalance through our process of decolonisation. Oxfam recognises sexual harassment and abuse to be key in driving gendered abuse, racism and resulting in life-changing consequences on women who have experienced it. Oxfam's failings in Haiti in 2011 and subsequently, as identified by both the Charity Commission and the Independent Commission act as a stark reminder of the need for ongoing change and a zero tolerance of inaction.

Our aim is to bring safeguarding into the centre of our organisational culture and intergrate it into all of our work. We will continue to work with all staff networks to find effective ways to build a safer approach to everything we do. We will continue to share our learning and report on progress in this area as part of our GPG reporting.

### ACTIONS:

1 YEAR	2 YEARS	5 YEARS
We will continue to commit to zero tolerance approach to inaction in line with our 10-point plan. <sup>32</sup>	Establish a clear reporting framework for pay gaps that integrate reporting on safeguarding and safe programming, as well as being consistent with the aims of our new Racial Justice Framework.	Our Pay Gap Report will include reporting on progress on safeguarding, safe programming and the Racial Justice Framework.

<sup>32</sup> Oxfam International '10-point action' plan retrieved from: <https://www.oxfam.org/en/tags/10-point-plan>

<sup>33</sup> Oxfam GB 'Keeping Safe' retrieved from <https://www.oxfam.org.uk/about-us/tackling-abuse-information-and-updates/keeping-people-safe/>

## MONITORING CHANGE

We understand accountability and transparency is at the heart of meaningful change. We have confirmed the below structure to inform staff of ownership on the actions and areas going forward.

**Responsible:** Talent & Resourcing Team and Organisational Development and Learning Team.

**Accountable:** Senior Gender, Diversity and Inclusion Advisor, Head of Equalities, Racial Justice Lead, Head of HR Business Partners and HR Business Partners Team, Senior Reward Business Partner and Reward Team, Senior Talent and Resourcing Business Partner.

**Consulted:** Recognised staff networks, Oxfam Unions (UNITE and Independent Oxfam Union), Key internal stakeholders.

**Informed:** All Oxfam GB staff and all Oxfam GB executive affiliates.

## ACKNOWLEDGMENTS

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**With significant input from:**

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We also want to thank our designer Hawwa Alam. Hawwa is a 22-year old history graduate, now working in communications, marketing and digital production. In her spare time, she works as a freelance artist and photographer, and runs a small online art shop.

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