

OXFAM GB GENDER PAY GAP REPORT

For 5 April 2020



OXFAM

CONTENTS

1. INTRODUCTION
2. GLOSSARY
3. WHAT IS IT?
4. QUICK OVERVIEW
5. THE HEADLINES FROM 2020

6. INTERSECTIONAL REPORTING
7. OUR PLANS AND PROGRESS

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 action plan (launched in 2020) to close our gender pay gap. The ongoing impact of COVID19, as well as an organisational restructure, has meant a challenging 12 months for everyone. I am proud of Oxfam GB's progress and our ongoing efforts to learn and adapt, even in this difficult context.

Our action plan aims to identify and address the underlying factors that contribute to Oxfam's gender pay gap, such as changes we need to make to our workplace culture. It forms part of a broader Equalities strategy that sets out what we're doing to ensure Oxfam GB is an equal and inclusive workplace where everyone can contribute fully.

Our approach to closing our pay gap is intersectional. We recognise that effectively tackling gender inequality requires us to understand how it interacts with and is compounded by other inequalities such as racial discrimination, and/or those based on gender identity, sexuality and ability. By evolving our culture we can become an organisation that is truly safe, feminist and anti-racist. We believe in a world where power is shared fairly, and no one is left behind. To achieve that, we need to 'be the change' we wish to see.

Our journey so far has included the development of a Racial Justice Framework, a tool that will guide our internal culture change and external practices e.g. how we partner with communities, women's rights organisations and activists in the countries we work in. Racism makes it harder for people to earn a living, feed their children and put a roof over their heads. Without tackling systemic racism, we cannot end global poverty.

This year our Gender Pay Gap increased to 25.5% (median) and 11.3% (mean). It was affected by the Coronavirus Job Retention Scheme¹; in line with Government guidance, furloughed staff on reduced pay are excluded from the figures (almost 50% of staff) – which we explain further on page 8.

The furlough scheme provided critical support to Oxfam during the pandemic and I recognise the impact this has had on staff. It's clear that the pandemic and furlough have affected staff differently, and in some cases may have contributed to inequalities. For example, more women were furloughed than men, largely because women make up the majority (66%) of workers in our shop network, which closed during lockdown. Beyond Oxfam, it's been reported that the pandemic and furlough had a greater impact on people from Black and Minoritised Communities². Carers faced greater responsibilities, from juggling home schooling to looking after elderly parents. Furloughed staff may have missed out on valuable work experience and opportunities. We are adapting our action plan in response, by expanding our career and coaching offer, for example.

¹ Coronavirus job retention scheme retrieved from: [Coronavirus Job Retention Scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/coronavirus-job-retention-scheme)

² COVID-19: understanding the impact on BAME communities retrieved from: [COVID-19: understanding the impact on BAME communities - GOV.UK \(www.gov.uk\)](https://www.gov.uk/covid-19-understanding-the-impact-on-bame-communities)

I'd like to close with some examples of progress. I'm proud that the majority of our strategic leadership team are women (67%), 12.9% of our Leadership forum (our senior management team) identify as Black, Indigenous and People of Colour (BIPOC) and that we have joined Business in the Community's Race at Work Charter^{3[OB]}. This aims to increase the representation and progression of (BIPOC) staff at all levels. As part of our commitment to evolving our culture, everyone's performance objectives now include an Oxfam Citizenship goal, based on an activity that will help us to live our values. I am delighted, for example, that so many staff have volunteered to be trained as Diversity and Inclusion Champions, something that will help prevent bias in our selection and talent processes. There is more to do, I am confident that our Equalities strategy will set Oxfam GB on the right path in our aspiration to be an organisation where everyone can thrive.

Danny Sriskandarajah, Chief Executive Officer

³ Race at Work Charter retrieved from: [Race at Work Charter Archives - Business in the Community \(bitc.org.uk\)](https://www.bitc.org.uk/race-at-work-charter-archives-business-in-the-community)

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 – An active and consistent process of change to eliminate individual, institutional and systemic racism.

BIPOC (Black, Indigenous and People of Colour) – An acronym for those who do not consider themselves to be white. 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.

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 – A term originally coined in 1989 by Kimberlé Crenshaw - a US civil rights advocate and legal scholar - to centre the lived experience of Black women.

The approach looks at the many ways in which race, gender 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, e.g. on the basis of race, sexuality, gender identity, religion, ability, ethnicity and caste.

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

Trans-inclusive – A trans-inclusive approach to gender justice actively includes transgender people, recognising that there are many ways that people experience discrimination under patriarchy. Transgender is an umbrella term for all people who do not identify with the gender that is typically correlated to their sex assigned at birth; it includes trans women, trans men, and non-binary people.

3. WHAT IS IT?

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 Gaps

Mean Pay Gap

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.

Median Pay Gap

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.

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 2010⁴. Equal pay means that men and women in the same employment performing equal work, must receive equal pay.

Bonuses are not part of Oxfam GB

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 LGBTQIA+ pay gap reporting on page 10. We aim to use this valuable data to shape actions in partnership with others, like our staff networks and other specialist groups. This is an example of our intersectional approach, where we have gone beyond gender to address different and overlapping forms of discrimination, so we can ensure a fair and equal workplace for all.

⁴ Equal Pay Act retrieved at: [Equal Pay Act 1970 \(legislation.gov.uk\)](https://legislation.gov.uk)

4. QUICK OVERVIEW

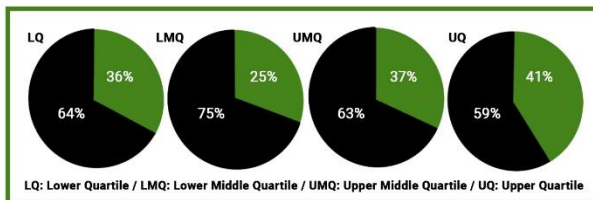
OXFAM GB GENDER PAY GAP APRIL 5 2020

25.5% MEDIAN 11.3% MEAN
 In 2020 this has been affected by our participation in the Coronavirus job retention scheme, compared to 9.8% (median) and 9.7% (mean) in 2019.

Overall breakdown of men and women employed by Oxfam



Proportion of men & women in each pay quartile:



The percentage of women in our Strategic Leadership Team has increased from 50% in Oct 2020 to 67% in August 2021.

Our 2025 action plan:

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

Progress so far:

1. Started building our **Racial Justice Framework**. Aiming to increase representation of Black, Indigenous and people of colour (BIPOC) staff at all levels in the organisation, we signed up to the Race at Work Charter and launched a coaching leadership programme.
2. Began work on our **Career and Reward Framework** focused on job profiles and a new "inclusive interviewer" approach led by staff champions.
3. Developed **guidance and support for staff and managers** to adopt a flexible by default approach, including encouraging job shares.
4. Continued to take actions on our **"Improving Safeguarding and Culture Plan"**, including roll out of online mandatory all staff safeguarding training in multiple languages.

5. THE HEADLINES FROM 2020

The way the pay gap was calculated is the central factor in the rise this year. This was how all organisations needed to report if they were accessing the Coronavirus Job Retention scheme⁵ (“Furlough”) on 5th April 2020.

Following these requirements has meant:

- Our pay gap figures **exclude** any staff on reduced pay due to leave, which includes Furlough or types of leave like parental leave. In total this excludes 945 staff.
- Our pay figures **include** all staff in scope, who were receiving full pay, including 408 staff who were on Furlough who continued to receive full pay, in line with our commitment to be a ‘Living Wage’ employer (who are in our lowest grades and were majority female). As a result, this year’s calculation is based on 1,062 staff, 53% of Oxfam GB’s staff potentially in scope of the reporting requirements.

As a consequence, the mean and median pay for male employees has increased by more than the mean and median pay for female employees compared to 2019. The exclusion of those on reduced pay due to Furlough means we don’t have a complete picture of our gender pay gap this year. However, the report does highlight the representation of female staff within job grades in Oxfam, women are over-represented in our lower job grades and men are proportionately over-represented in senior grades. You can see this in table 1.

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 sex
CEO		1	1	0%	100%	0%	0.2%	More males
Dir	6	5	12	50%	42%	1%	1%	More males
A	17	12	29	59%	42%	2%	3%	More males
B	116	69	185	63%	37%	17%	19%	More males
C	161	108	269	60%	40%	23%	29%	More males
D	73	40	113	65%	36%	11%	11%	More males
E	292	120	412	71%	29%	42%	32%	More females
F	26	15	41	63%	37%	4%	4%	More males
Grand Total	691	370	1062	65%	35%	100%	100%	N/A

⁵ Coronavirus job retention scheme, retrieved at: [Coronavirus Job Retention Scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/coronavirus-job-retention-scheme)

Listening, learning and responding in the wake of the pandemic

While our male and female staff went on Furlough at similar rates (68% of staff on furlough were female and 32% male, broadly proportional with total staff numbers), having a majority female workforce means that the majority of those on Furlough were female. This gendered inequality needs to be recognised in our action plan. Wider Government research⁶ also highlights how women were more likely to be Furloughed because they held jobs more impacted by the pandemic, which is also seen in Oxfam GB, whereby most people who were Furloughed were in shops closed during the UK lockdown.

We have more to learn about how Furlough has impacted people's careers and access to opportunities. The Covid-19 pandemic has disrupted normal life for all of us in different ways, and we have been particularly aware of the differing impact on parents and especially women in managing caring roles for children and elderly relatives; of the disproportionate impact on Black and Minoritised communities across the UK; and on people with disabilities including mental health conditions.⁷ We will continue taking a responsive approach as we execute the 5-year action plan, adapting to new research and data as it becomes available. For example, by offering mental health awareness training and support, flexible working options, and minimising the impact of Furlough on career progression.

⁶ How has the Coronavirus impacted women at work retrieved at: [How has the coronavirus pandemic affected women in work? \(parliament.uk\)](https://www.parliament.uk/news-and-analysis/2020/04/22/how-has-the-coronavirus-impacted-women-at-work)

⁷ COVID-19: Understanding the impact on BAME communities retrieved at: [COVID-19: understanding the impact on BAME communities - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/covid-19-understanding-the-impact-on-bame-communities); Coronavirus and the social impacts on disabled people in Great Britain retrieved at: [Coronavirus and the social impacts on disabled people in Great Britain - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/healthandcare/articles/coronavirus-and-the-social-impacts-on-disabled-people-in-great-britain); Coronavirus and the impact on caring retrieved at: [Coronavirus and the impact on caring - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/healthandcare/articles/coronavirus-and-the-impact-on-caring); Working mums: Paying the price retrieved at: [Working mums: Paying the price | TUC.](https://www.tuc.org.uk/news/working-mums-paying-the-price)

6. INTERSECTIONAL REPORTING

For the second year, Oxfam GB has used its Equality data to provide intersectional pay gap reporting for Ethnicity and LGBTQIA+.⁸

Our commitment to grow our diversity and ensure people from minoritised groups can contribute from their lived experience and fulfil their potential, must remain paramount. By strengthening and fully utilising our Equality data we can be both targeted and nuanced in our efforts to address inequalities. However, at present only 75% of our UK based employees have completed the equalities monitoring form, meaning we should be cautious when interpreting the data and view it as simply one indicator of the systemic and cultural change we aspire to. We continue striving to increase the proportion of staff who have shared their Equality data.

ETHNICITY PAY GAP

Based on the available Ethnicity data, the **overall Ethnicity pay gap for 5 April 2020 is -6% (median) and -14.4% (mean)**. This continues the trend from last year, indicating that average pay for staff identifying as Black, Indigenous and People of Colour (BIPOC) was more than average pay for those identifying as white but we must also recognise:

- This data is likely to be volatile as there is a much smaller number of staff identifying as BIPOC (8%) as opposed to white ethnicities (67%) (25% unknown). Within such a relatively small staff group identifying as BIPOC, any change will have a disproportionate impact on the pay gap calculation and could be skewed by a small number of salaries.
- These figures don't account for differences between minoritized ethnicities as our data is not yet complete enough to provide this analysis and could risk identifying individuals. We will continue to improve our Equality data collection, so we can close data gaps to enable more accurate reporting.
- Increases may have been caused by increases in provision of ethnicity data from BIPOC staff compared to white staff within this reporting period.

⁸ The Equality data is based on annual contractual pay for all our employees on 5 April 2020 (where we have equality data), i.e. including all staff on furlough or other kinds of leave.

TABLE 2: INDICATIVE ETHNICITY PAY GAP FIGURES FOR 2020 COMPARED TO 2019

	Median pay gap in 2020	Median pay gap in 2019	Mean pay gap in 2020	Mean pay gap in 2019
Overall ethnicity pay gap (between BIPOC and white staff)	-14.43%	-7.06%	-6.03%	-2.58%
Gender pay gap between white female and white male	9.09%	11.34%	9.07%	10.46%
Gender pay gap between BIPOC female and BIPOC male	15.09%	23.27%	10.07%	12.06%

When we look deeper into representation within the quartiles (see table 3), we can see a shift since 2019 with more BIPOC staff represented in the upper quartiles (our most senior roles in the organisation). There have also been improvements in the pay gap between BIPOC female staff and BIPOC male staff, although this continues to be greater than our gender pay gap.

TABLE 3: BIPOC VS. WHITE REPRESENTATION IN THE QUARTILES

QUARTILE	% WHITE (2020)	% BIPOC (2020)	% WHITE (2019)	% BIPOC (2019)
Lower Quartile	93%	7%	93%	7%
Lower Middle Quartile	90%	10%	88%	12%
Upper Middle Quartile	88%	12%	89%	11%
Upper Quartile	85%	14%	89%	11%

READ MORE ABOUT ACTIONS WE'VE TAKEN SO FAR ON PAGE 14, INCLUDING OUR RACIAL JUSTICE FRAMEWORK AND DEVELOPING OUR CAREER OFFER FOR BIPOC STAFF.

LGBTQIA+ PAY GAP

The **overall LGBTQIA+ pay gap is 8.7% (median) and 7.3% (mean)**. This indicates that the **LGBTQIA+ pay gap has increased since 2019 and average non-LGBTQIA+ pay is higher than average LGBTQIA+ pay**. However, this is based on only 60% of staff who had disclosed this information by 5 April 2020. Again, we should be cautious in how we interpret this data due to the low completion rate, but it is clear that building a culture of inclusion for LGBTQIA+ people must be front and centre of our plan.

When we look at how sex and LGBTQIA+ identity intersect, the pay gap between LGBTQIA+ female and other female staff has also worsened since 2019 when it was at 3% (median and mean). However, the median pay gap for male staff who identify as LGBTQIA+ and other male staff has improved, with difference of -8% (median) since 2019.

TABLE 4: INDICATIVE LGBTQIA+ FIGURES FOR 2020 COMPARED TO 2019

	MEDIAN PAY GAP FOR 2020	MEDIAN PAY GAP FOR 2019	MEAN PAY GAP FOR 2020	MEAN PAY GAP FOR 2019
Gender pay gap between non-LGBTQIA+ female and non-LGBTQIA+ male	11.46%	22.94%	10.68%	12.29%
Gender pay gap between LGBTQIA+ female and LGBTQIA+ male	-8.61%	1.15%	5.19%	4.6%
Gap between LGBTQIA+ staff and other staff, by sex				
Female	0.16%	3.42%	6.15%	2.55%
Male	18.61%	26.65%	11.59%	11.60%
Overall gap between LGBTQIA+ staff and other staff:				
LGBTQIA+	8.7%	5%	7.27%	4.9%

READ MORE ABOUT THE ACTIONS WE'VE TAKEN SO FAR ON PAGE 14, INCLUDING CLARIFYING OXFAM'S POSITION AS A TRANS-INCLUSIVE EMPLOYER.

7. OUR PLANS AND PROGRESS

Last year, 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 in making Oxfam a more equal, just, and inclusive place to work. Our plan is underpinned by two important principles:

<p>1. WE WILL CENTRE INTERSECTIONALITY</p> <p>At the heart of this plan is an intersectional approach; a central belief that to tackle gender inequality, we must recognise racial discrimination and how it interacts with and compounds other inequalities based on various forms of identity – whether that is gender, sexuality, ability, religion, or class. When we began using our Equality data in 2019, the importance of the work was clear. This plan focuses on the lived experience of all marginalised and under-represented staff members, and their voices are shaping the actions we take.</p>	<p>2. WE WILL CONTINUE TO EVOLVE OUR PLAN AND LEARN</p> <p>The actions we take will evolve as we learn and evolve 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.”

Within this commitment area so far, we have:

- **Begun our journey to create our Racial Justice Framework and action plan** to shape how we partner with others to address the deep-rooted causes of poverty around the world and ensure that we operate as an anti-racist organisation.
- **Improved our equality data by 8 percentage points**, including shaping a plan with staff networks and Trade Unions to ensure that our approach to data collection is as inclusive and transparent as possible.
- **Become a signatory of the Business in the Community (BITC) “Race at Work Charter”⁹**, taking key actions to ensure we have an Executive Sponsor for our Racial Justice, specific talent offerings for BIPOC staff, and continue to provide annual Ethnicity pay gap reporting.
- **Developed a career and coaching offer with staff from Black, Indigenous and People of Colour (BIPOC) backgrounds and our networks**, with a focus on developing opportunities and equitable spaces rooted in systemic change, which can address barriers to progression. Importantly our offer will recognise and value the talents of BIPOC staff. One part of this is a group coaching programme for global staff who aspire to leadership roles.
- **Launched an Equalities learning pack** to support staff and teams to build confidence and commitment to tackle key Equalities issues including anti-racism, trans-inclusion, and feminism.
- **Re-committed to be a Disability Confident employer¹⁰**, working with a staff group to identify key actions to help Oxfam be a leader in this scheme.
- **Stated our organisational commitment to trans-inclusion and respecting all gender identities in the workplace** and providing learning opportunities for staff in supporting an environment where LGBTQIA+ staff can be open and are enabled to thrive.

⁹ Race at work charter retrieved at: [The Race At Work Charter - Business in the Community \(bitc.org.uk\)](https://bitc.org.uk)

¹⁰ Disability confident retrieved at: [Disability Confident employer scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

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.”

Within this commitment area, we have:

- **Simplified our job profiles and titles in our organisational change process**, aiming to make them more aligned to the values, feminist principles and behaviours that are part of our culture change.
- **Developed ‘The Inclusive Interviewer’ approach** with training, guidance and a group of staff ‘Diversity and Inclusion’ Champions to support the rooting out of bias in our selection processes. So far, our Champions have supported in over 300 recruitments and we’re now growing this group to support us with building our inclusive talent approach.
- **Launched “Oxfam Citizenship” to give all staff dedicated time to actively support our culture change**, whether that’s being part of a staff network, furthering their learning on Equalities issues, or helping us push forward our commitments as part of this plan.
- **Provided support for colleagues on Furlough** with career webinars, learning opportunities, and a supportive process for their return to work. Ensuring that Furlough doesn’t adversely impact our staff in their careers and development will be a key priority moving forward.
- **Contributed as members of cross-sector schemes**, including ‘FAIRSHARE’¹¹ which is focused on increasing representation of women leaders in social change organisations and embedding feminist Leadership, and a charity consortium focused on finding alternative models for fairer Reward.

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:

¹¹ FAIRSHARE retrieved at: [More Women in Leadership Positions – FAIR SHARE \(fairsharewl.org\)](https://www.fairsharewl.org/)

- **Developed guidance for staff and managers** on Oxfam's flexible by default approach, including guidance for recruitment and supporting job shares. Our next step is to integrate this into our 'Managing People at Oxfam' training programme.
- **Started on policy change in key areas for carers**, including more supportive policies, training and a buddying system for those experiencing pregnancy and child loss as part of our compassionate leave policy. There is also planned training from the Foundation for Infant Loss Awareness Week in October which will focus on how others can support staff through this difficult period and engage in the design of improved policies. We postponed work to review our policies for flexible working, enhanced shared parental leave and dependency leave due to staff being on Furlough, so that we could offer all our staff the chance to input.
- **Created principles and guidelines for members of staff experiencing menopausal symptoms at work**, to ensure colleagues can talk openly about menopause and receive the support they need to thrive in their roles. This will be launched with a staff event in Autumn 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 "Improving Safeguarding and Culture" progress report [here](#), with actions including:

- **Roll out of mandatory online Safeguarding training** in multiple languages to ensure all staff are trained, with completion rates tracked and acted on.
- **Key policies and procedures have been updated and improved**, including the Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) policy and Reporting Misconduct Standard Operating Procedure.
- **A refreshed global staff survey has been launched** to better understand the staff experience around key areas including culture, diversity and inclusion, and misconduct. The results will be used to shape our actions as part of this plan.

This publication is copyright but the text may be used free of charge for the purposes of advocacy, campaigning, education, and research, provided that the source is acknowledged in full. The copyright holder requests that all such use be registered with them for impact assessment purposes. For copying in any other circumstances, or for re-use in other publications, or for translation or adaptation, permission must be secured, and a fee may be charged.

Email: Thill@oxfam.org.uk

The information in this publication is correct at the time of going to press.

Published by Oxfam GB in September 2021.

© Oxfam Great Britain September 2021

Oxfam is a registered charity in England and Wales (no 202918) and Scotland (SC039042) and a company limited by guarantee registered in England No 612172 at Oxfam House, John Smith Drive, Cowley, Oxford OX4 2JY. Oxfam GB is member of Oxfam International.