



Gender Pay Gap

OC&C UK April 2023 Snapshot



THE DIVERSITY OF OUR WORKFORCE IS PARAMOUNT TO ENSURING WE REPRESENT OUR COMMUNITY AND DELIVER THE BEST SOLUTIONS TO OUR CLIENTS. FOSTERING AN INCLUSIVE CULTURE THAT ATTRACTS AND SUPPORTS INDIVIDUALS OF ALL GENDERS AND BACKGROUNDS IS A TOP PRIORITY ACROSS ALL OUR OFFICES GLOBALLY.

Our compensation model is highly structured to ensure individuals receive equitable pay based on role and performance. Our bonus and pay structures, along with the criteria used to evaluate performance, are transparent and build trust that men and women receive equal pay for doing the same jobs across all levels. From our analysis, our gender pay gap (GPG) is not driven by differences in pay within a grade but instead influenced by lower representation of women in senior positions.

While there is no regulatory requirement to do so, we have opted to include Partners in our GPG reporting. The inclusion of our Partners significantly influences our GPG given women are underrepresented at that level. However, providing the full picture of our whole UK firm ensures we hold ourselves accountable and enables us to better monitor our progress year on year. As of the April 2023 snapshot date, women made up 41% of our workforce, including all UK employees and Partners, and today (our publishing date) women make up 43%. Our mean pay gap across our entire UK firm stands at 23.6% in April 2023, down from 24.8% the previous year. Although we are moving in the right direction, our analysis tells us the gap remains due to 68.9% of our top two pay quartiles being held by men.

We know addressing this representation gap at our most senior levels will take time, and we have set multi-year plans to increase the proportion of women across senior grades in every one of our offices. To achieve our goals, we continue to take steps to ensure OC&C is a place where talented individuals of any gender or background can thrive:

- **Our Global Diversity & Inclusion Council** provides oversight and funding to our employee-led networks who drive our mission to become a truly diverse and inclusive firm. With genuine engagement and leadership from the Partnership, our networks are empowered to develop important global initiatives that promote awareness and understanding of our D&I goals.
- **Our Women's Network** continue to launch new initiatives; recently focusing on promoting knowledge share and role modelling by holding panel and networking events, addressing training needs in areas more likely to be experienced by women, and offering informal mentorship relationships.
- **Family-friendly policies** - last year we launched equalised and flexible parental pay and leave globally. Our UK policy offers 29 weeks fully paid regardless of gender, helping to ensure that parenting isn't solely the responsibility of working women, and therefore levels the playing field when it comes to the pace men and women progress in the workplace. We have also developed a supportive parental transition package that includes bespoke return-to-work programmes, specialist parental coaching and an emergency childcare option.
- **Our recruitment team** are committed to ensuring all applicants have equal opportunity to succeed through our hiring process. At the senior level, our main focus is on how we can best engage with talented women and build out the top of our funnel. We do this through targeted outreach and by showcasing our industry-leading people proposition to ensure we have a strong pipeline of talented women for all roles. At the graduate level we strive for gender balance. Each year we continue to deepen our partnerships with both university societies & external organisations, such as STEM Women, who are dedicated to helping female students secure graduate consulting roles. Additionally, we host multiple insight days & networking events targeted at female students to maintain a high level of applications from female candidates at the top of the funnel but also to provide insight into the skills needed to succeed throughout our recruitment process.

We recognise these steps can only lead us to success through collective effort and shared goals. With this understanding, we will continue to focus on demonstrating that consulting can be a sustainable and incredibly rewarding career path for all.

From our analysis, our gender pay gap (GPG) is not driven by differences in pay within a grade but instead influenced by lower representation of women in senior positions.

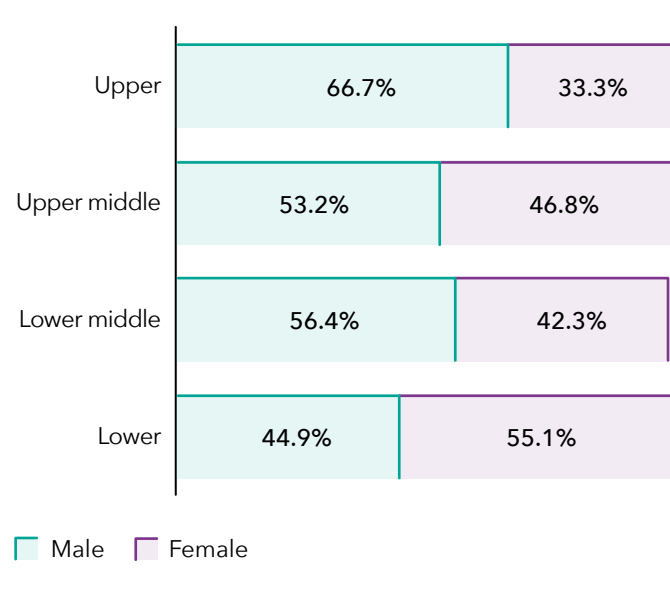


All UK Gender Pay Gap - April 2023 snapshot

WE HAVE OPTED TO INCLUDE ALL UK EMPLOYEES AND PARTNERS IN OUR GPG REPORTING WHERE POSSIBLE, IN ADDITION TO OUR STATUTORY GPG FIGURES FURTHER BELOW.

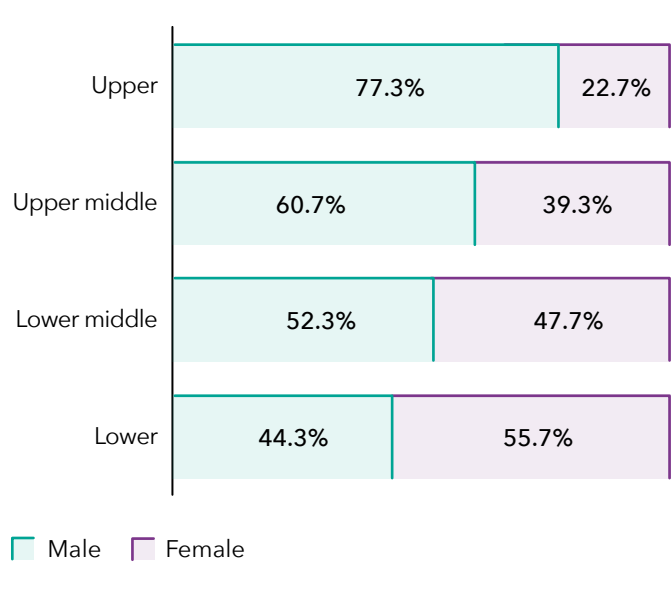
PROPORTION OF EMPLOYEES AND PARTNERS IN EACH PAY QUARTILE

Employees



Male Female

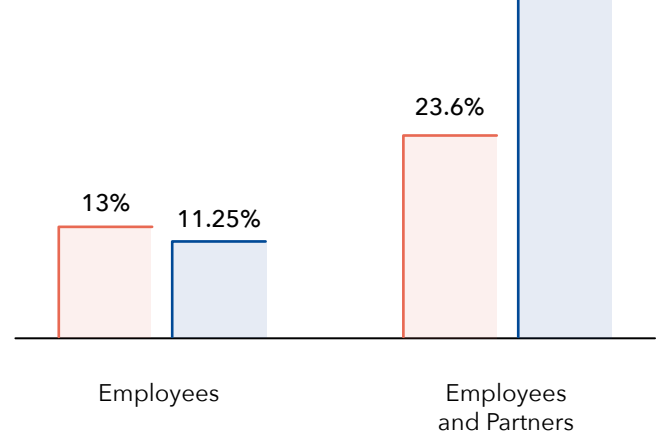
Employees and Partners



Male Female

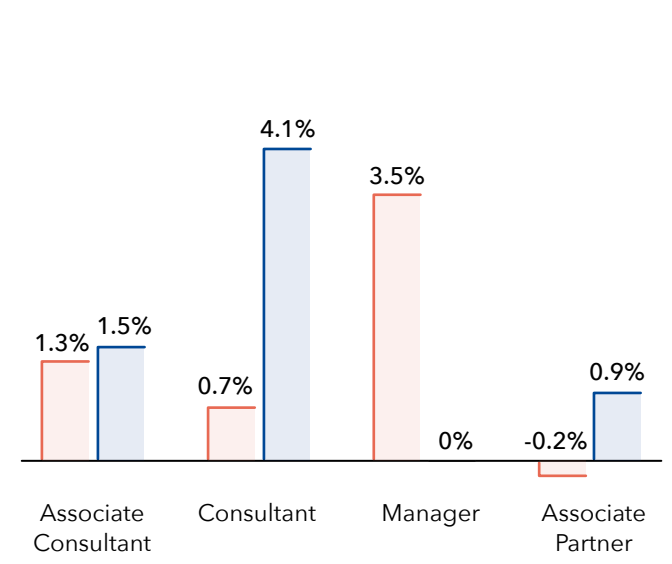
HOURLY PAY GAP

(contractual hourly pay women/men, not including bonus)



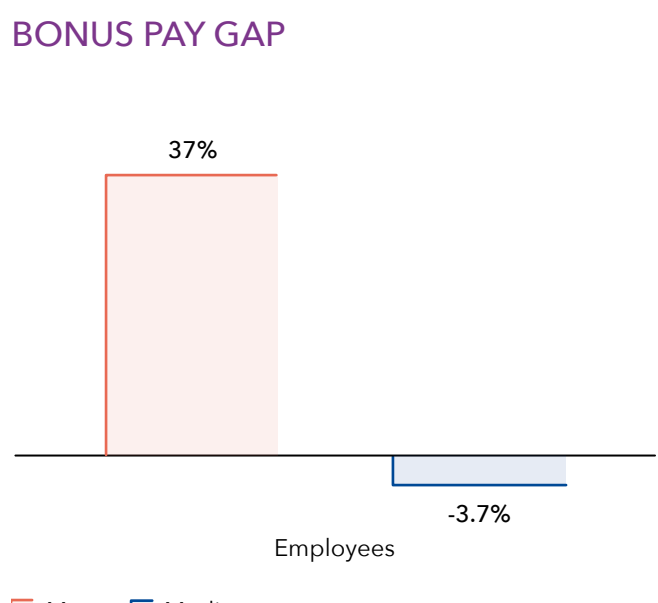
Mean Median

Hourly pay gap by consulting grade



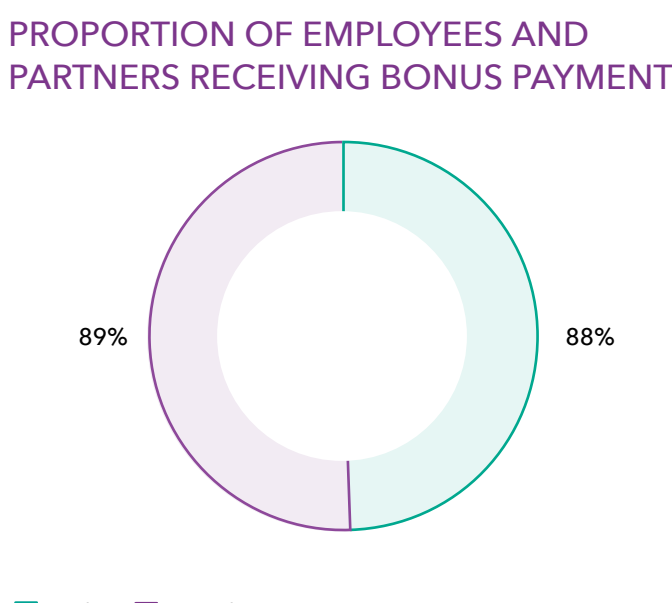
Mean Median

BONUS PAY GAP



Mean Median

PROPORTION OF EMPLOYEES AND PARTNERS RECEIVING BONUS PAYMENT



Male Female

The gender pay gap is the difference in average earnings between all men and women, shown by the percentage men earn more than women.

Statutory Reporting: OC&C Services Limited Gender Pay Gap - April 2023 snapshot

WE ARE REQUIRED TO REPORT OUR STATUTORY GPG FOR OC&C SERVICES LTD SEPARATELY TO THE ABOVE ALL UK REPORT. EMPLOYEES WITHIN THIS ENTITY MAKE UP 51% OF OUR UK WORKFORCE.

OC&C Services Limited

Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile	Portion receiving bonus
28.2%	37.6%	-2%	-46.7%	67.4% male 32.6% female	62.2% male 37.8% female	48.9% male 51.1% female	33.3% male 66.7% female	89.4% male 90.4% female

If you would like to discuss this report in more detail or simply learn more about us and our work, please get in touch

uncommon sense™
ocstrategy.com

I confirm the data reported is accurate.
Danielle Lestrade
GLOBAL DIRECTOR OF PEOPLE

