



OCL 2025 GENDER PAY GAP REPORT

March 2026



Oasis Community Learning Gender Pay Gap Report

Introduction

This report sets out the Gender Pay Gap for Oasis Community Learning (OCL), explaining the causes of the gap and the actions we are taking to address it. Oasis Community Learning is a proud part of the Oasis group of charities. The vision and purpose of Oasis is based upon inclusion. We value and celebrate diversity and the unique contribution that our individual students, staff, volunteers, and members of our communities make.

The Oasis vision is for community - a place where everyone is included, making a contribution and reaching their God-given potential. Everything within OCL is framed by our ethos. Our ethos is rooted in what we believe and who we are, and it is a set of values that inform and provide the lens on everything we do:

- A passion to include everyone
- A desire to treat everyone equally, respecting differences
- A commitment to healthy and open relationships
- A deep sense of hope that things can change and be transformed
- A sense of perseverance to keep going for the long haul

This is relevant to gender pay gap reporting as we are committed to addressing and challenging inequalities and potential barriers to equality, progression, and development. We recognise our gender pay gap and view it with concern. We value the data arising from this report and the insights gained from it and the need to challenge ourselves to create a fairer workplace for our staff and ultimately a fairer society for our young people.

What is the gender pay gap?

Gender pay is not the same as equal pay. Gender pay is a broad measure capturing the difference in average earnings between men and women regardless of the nature of their work. Equal pay means that men and women doing the same, similar or equivalent work must be paid the same. We are committed to ensuring that we pay men and women the same for carrying out the same roles.

Typically, the gender pay gap exists due to a diversity issue, where the proportion of males and females differ at different pay scales, often a result of a greater proportion of males in more senior roles.

Definitions

Mean - the mean is the average pay of all women's pay versus the average pay of all men's pay working at OCL.

Median - is if all women's salaries were to be put in order, the middle salary would be taken and compared to the middle men's salary. This statistic is included as it tends to be more representative of an average salary if there are more 'extreme values' i.e. a few really high or really low salaries. This leads onto why the quartiles are included in the report.

Quartiles - refer to ordering pay for each colleague across OCL from lowest to highest, splitting into four equal-sized groups (quartiles), then calculating the percentage of males and females in each quartile which helps show in more detail where the gender gap lies.

Our 2025 gender pay figures

The table below shows OCL's overall mean and median gender pay, based on hourly rates of pay. It also shows the gender makeup of the OCL workforce in each of the salary quartiles.

2025 Figures

Difference in mean hourly pay

	Difference in mean hourly pay	Difference in the median hourly pay
Pay gap. % Difference male to female	-17.2%	-24.8%

Difference in mean bonus pay NA

	Difference in mean bonus pay	Difference in the median bonus pay
Pay gap. % Difference male to female	NA	NA

The proportion of male and female receiving a bonus

	Proportion receiving a bonus
Male employees (% paid a bonus compared to all male employees)	NA
Female employees (% paid a bonus compared to all female employees)	NA

The proportion of male and female in each quartile:

	Male (as percentage of all employees)	Female (as a percentage of all employees)
Upper hourly pay quarter (highest paid jobs)	31.90%	68.10%
Upper middle hourly pay quarter	27.65%	72.35%
Lower middle hourly pay quarter	19.03%	80.97%
Lower pay quarter (lowest paid jobs)	11.62%	88.38%

n.b. The overall split of male and female employees is 22.75% male, 77.25% female.

Understanding the gender pay gap

This gap is primarily influenced by three factors: a higher proportion of men in the top quartile (31.9% for men compared to an average of 22.7%), the salary disparity in that top quartile (women earn 5.1% less), and a significant overrepresentation of women in the lowest quartile (88.4% of that group are women).

This year, overall OCL has seen a slight increase in our mean pay gap from 16.9% to 17.2%. We recognise there is still much more to be done to reduce our pay gap and support greater equality at work.

Key actions we are taking to tackle the gender pay gap

The current gender pay gap does not reflect our commitment to equality and fairness. We recognise that societal and sector specific factors beyond the control of any one employer contribute to the gap and we will continue our work with other partners to address this imbalance. Within OCL last year we committed to a number of actions:

- **Policy and Pay Commitment**

We review our policy suite on an ongoing basis, with many policies focused on inclusion, wellbeing and work–life balance, and we will continue to update them to

ensure full compliance with statutory requirements. In addition, we are strengthening our pay policy to support a robust and transparent pay framework, ensuring pay decisions are applied consistently and equitably for all colleagues. Within our policy suite, the following policies underpin our approach to supporting colleague wellbeing and an inclusive working culture:

- Pay policy
- Flexible Working policy
- Time Off Work policy (including family friendly benefits)
- Menopause policy

- **Recruitment and Progression**

We continued to monitor equal opportunities to ensure we act where imbalances occur. Recognising recruitment and talent attraction are key to creating a healthy pay balance, we have introduced a Talent Acquisition Team and Applicant Tracking System (ATS). The Applicant Tracking System (ATS) fosters a more inclusive hiring process and standardisation of the recruitment process ensures candidates are evaluated objectively based on their skills and qualifications. We also ensure our jobs are accessible, flexible, and appealing including careful language use to avoid any perceived discrimination or unconscious bias.

- **Understanding Oasis Community Learning (Data informed decision making)**

The People and Culture model includes resource to ensure that staffing and workforce metric data are utilised to identify trends, areas to address, and to shape future strategy. Data is shared in tailored formats with stakeholders including our recognised trade unions, staff network groups, Board Level People Committee, staff, and future staff.

- **Health & Wellbeing**

Our My Oasis Benefits platform is available to all OCL employees which brings together our full suite of employee benefits. Alongside this, we have expanded our benefits to include a new Wellbeing Platform, Myndup, which offers support to all our employees both personally and professionally. This is a sector leading offer that provides all employees with quick and confidential access to coaches, counsellors and therapists equipped to provide support across a vast range of topics. This is complemented by a comprehensive wellbeing library. We continue to offer a maternity/paternity coaching offer of 1:1 sessions for staff returning from maternity/paternity leave supporting their transition back to work.

- **Working Flexibly**

In response to recruitment and retention challenges faced by the education sector, and in recognition of the connection between flexible working, wellbeing and gender equality, we have begun work on a Working Flexibly initiative across Oasis Community Learning. This will entail pilot programmes being trialled within a number of our academies from September 2026/27, initially focused on teaching staff, with a view to a wider roll out from 2027.

- **Working towards Equity**

We recognise that true equity is only possible when everyone feels included, valued, and safe enough to bring their whole selves to voice their experiences, express their differences, and participate fully in our shared life together. Inclusion at Oasis is not an add-on, it is woven into our culture, our systems, and our future. From staff networks to Inclusion Champions, and from the voices of students to those of our communities, we are building a Trust-wide approach that ensures everyone feels inspired, enabled, and empowered to thrive. At Oasis, we believe that when everyone belongs, everyone flourishes. We work towards equity in the following ways:

- Listening and Learning – valuing staff voice through surveys and feedback.
- Inclusive Governance – steering groups that monitor and challenge our practice.
- Belonging Networks – including forums like gender equality
- Learning and Development – including training on unconscious bias, disability, inclusion, menopause, LGBTQ+ and anti-racism.
- Policy and Practice – ensuring our governance, infrastructure, and working conditions reflect our commitment to fairness.
- People and Culture Strategy – prioritising how we value and invest in our staff.

Declaration from John Barneby, CEO

I can confirm that the information published here is accurate.

A handwritten signature in black ink, appearing to read "John Barneby", written over a light blue rectangular background.

John Barneby, CEO Oasis Community Learning

Date: 12th March 2026