



OCL 2021 GENDER PAY GAP REPORT

March 2022



Oasis Community Learning

Gender Pay Gap report

Oasis Community Learning (OCL) was founded in 2014, and 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 have the vision and commitment to address these in the short, medium and long term – to keep going for the long haul to the benefit of all our people.

We also share a mission for 'Exceptional Education in the Heart of Community' which is based on removing barriers. We want our students and communities to be part of an organisation that believes everyone is of equal value, and where we all have the same right to excel irrespective of gender, race, disability or any other equality characteristic.

We recognise, and are addressing, our gender pay gap to create a fairer workplace for our staff and ultimately a fairer society for our young people. We also note that due to urgent measures necessary to limit the impact of Covid-19 on our staff and students this has delayed several of our previous ambitious programmes that are part of our overall response to the gender pay gap, which we hope to advance this year.

2021 Return

Difference in mean hourly pay

	Difference in mean hourly pay	Difference in the median hourly pay
Pay gap. % Difference male to female	-17.8%	-22.3%

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 employees according to quartile pay bands*

	Male (% males to all employees in each quartile)	Female (% females to all employees in each quartile)
Quartile 1 (Lower)	14.13%	85.87%
Quartile 2 (Lower Middle)	19.70%	80.30%
Quartile 3 (Upper Middle)	28.89%	71.11%
Quartile 4 (Upper)	33.22%	66.79%

*Overall split by male and female employees- 24% male, 76% female

I can confirm that the information published here is accurate.



John Murphy
CEO Oasis Community Learning
24/03/2022



Caroline Taylor
Chair of the OCL Board
24/03/2022

Supporting Statement

OCL's ethos, mission and strategy enshrine a commitment to inclusion, to practice equality and to enable and empower everyone to reach their potential. Our gender pay gap data does not yet reflect the commitment to equality and inclusivity that OCL advocates, but we are dedicated as an organisation to close the gap as we recognise the meaningful value that having a diverse and inclusive workforce will bring.

In last year's Gender Pay Gap Report we committed to a number of ambitious commitments ([OCL 2020 Gender Pay Gap Report](#)). Whilst there have been delays due in part to the response to the pandemic, we are proud to say that we have made good or at least steady progress with the majority of our commitments.

We have established our **Equality Diversity and Inclusion (EDI) steering group** and it meets on a 3 weekly basis, and includes a wide range of stakeholders including Directors, members of the People Directorate (HR) and our paid diversity champions. Some of our diversity champions lead EDI Staff Network Groups looking at matters such as race and LGBTQ+ within OCL and the wider education sector.

The Steering Group is now proactively creating a robust timeline and strategy to make our organisation as inclusive as it can be, and the staff network program is seen as a model of best practise for the sector. In addition to this we have a number of EDI based training programs being run or in the pipeline.

In terms of the **Organisational Framework Project**, we have drafted a range of policies and started consultation on many of them including Job Evaluation, Appraisal, Family Leave, Flexible Working and Sickness Absence. We have also been clear to staff and recognised Trade Unions that we will continue to decouple pay and performance. We aim to launch these policies and others by the end of this year. We have also completed our pilot launch of the 'Flourish' approach to performance management and will be reviewing this as part of the development of our long-term Appraisal policy. These progressive policies will help lay the framework for greater inclusion and removing any real or perceived barriers to progression.

Our Term Time Only collectively agreed settlement is almost complete (over one thousand eligible staff and former employees have already had their pay rectified) and we have renewed our commitment to ensure that our outsourced catering staff continue to benefit from our enhanced terms and conditions of employment. We have also launched two pilots of our new Speak Up Let's Listen 'whistleblowing' system and hot line so if any staff have any concerns they can report them without fear and if preferred anonymously. We also continue to be an Accredited Living Wage employer and we broadly follow nationally agreed terms and conditions of service that are devised jointly by Government agencies/departments and recognised Trade Unions.

It is reported that Covid has had a disproportionate impact on women in society. In terms of our **health and wellbeing** commitments we received praise on our progressive and proactive approach to our Covid measures including our stance on face coverings and sick pay and we have strongly enabled and supported vaccinations and testing. Our Health and

Safety Committees meet regularly, our wellbeing pulse survey is always live and we have recently finished a pilot of virtual wellbeing clinics for all our staff. We are currently rolling out a rehabilitation service for any staff who are injured at work, and our Occupational Health provider supports our staff through a variety of different channels. Our Regional Wellbeing and Workload Parties meet regularly at a local level with the recognised trade unions.

In terms of our previous **mentoring commitments** to women in leadership, we are now advertising for external coaches for all our Directors, Heads of Services and Principals. We hope to have these coaches in place during the Easter Term. Our internal Lead On course for aspiring and current leaders is open to all and we will continue to explore ways of making it more accessible for those who are unable to attend residential courses. We believe that our mentoring commitments will not only help women that are already in the upper pay ranges of the organisation but that this may also act as a conduit and aspiration for other women in more junior roles to make the step into leadership, and will help us more easily identify some of the challenges that female colleagues may face which will in turn help Oasis close part of the gender pay gap.

Whilst we are proud of what has been achieved, we recognise there is more to be done to advance the above projects and launching new initiatives as well. Our further commitments to be achieved by the end of this calendar year are:

1. Policy and Pay Commitment

Subject to collective bargaining with our recognised Trade Unions and consultation with our EDI Staff Network Groups, we will launch the following policies with various training packages. These are largely focused on inclusion, wellbeing and work-life balance:

- Job Evaluation policy
- Flexible Working policy
- Appraisal policy (this will end performance related pay)
- Family and General Leave policy
- People Statement of Intent
- Sickness Absence policy
- Equality, Diversity and Inclusion policy
- Menopause policy

We will also be drafting new pay policies for our Teachers, Leaders and Support staff and looking to draft new frameworks for the payment of allowances. Our National Pay Committee will take a more active role within the governance of our job evaluation process and we will be seeking to introduce new checks and balances in our pay decisions at a local level through the phasing in of new Regional Pay Committees that will include the participation of EDI staff network leads.

2. Recruitment and Progression

We will launch an Applicant Tracking System to help us proactively monitor who is applying for our roles enable us to take action where imbalances may be occurring, and to have anonymised recruitment application forms. We will also provide guides and training on job evaluation, job description and job advertisement writing, positive action and how and where we advertise recruitment opportunities to help address areas of under representation. In addition we will begin to develop transparent career progression frameworks.

3. Understanding Oasis Community Learning (Data informed decision making)

We have created a new People Data role that will utilise our staffing metrics data to enable decision making that actively reduces bias or prejudice. Appropriate data will be shared in tailored formats with stakeholders including our recognised trade unions, staff network groups, Board Level People Committee, staff and future staff.

4. Women in OCL Staff Network Group

We will be advertising for a paid champion to chair a new Women in OCL Staff Network Group, who will also attend the EDI Steering Group and helping formulate strategy and policy.

5. Health

- Health Cash Plan Scheme - We will appoint a Scheme that will be available to all our staff
- Menopause Awareness - We have chosen a specialist provider to help us roll out menopause awareness training to all our staff
- Mental Health - We are piloting Mental Health First Aid training for staff with a number of the People Directorate with a view to having at least one person in every Academy and Services Team trained
- Workplace Injury Rehabilitation Scheme - We will complete the roll out of this free service.

6. Staff Voice

In addition to the increased Staff Networks groups and Regional Wellbeing and Workload Working parties, we will complete the roll out our Speak Up Let's Listen 'whistleblowing' system and hotline and also share and act upon the results of our recently launched Staff EDI survey. Information from these channels will help us proactively identify and address any obstacles to ensuring further equity of experience and treatment.

Summary

Some of the key challenges in terms of gender pay for OCL are that there are too few men in the lower quartile and an imbalance between men and women in the upper quartile. We believe that from the experience of other employers and research that by putting into process the above actions, such as progressive policies on pay, performance, family leave and development, whilst also providing more support for health and raising concerns, that



we will give more opportunity for equity in treatment and experience of both our male and female staff and in time address the current imbalance that we face.