

# 2017 Gender Pay Gap Report

March 2018

**At OneSavings Bank (OSB), we are seeking to create an increasingly inclusive and transparent culture along with a diverse workforce.**

The requirement for all UK Companies with over 250 staff to report on their respective gender pay gaps enabled us to look closely at how we remunerate our employees and establish the reasons behind our headline figures. We have identified and are in the process of implementing relevant activities which will help drive an increased level of focus on gender related pay.

We are fully committed to a long term aim of reducing our gender pay gap, which results from the gender ratios that exist at different levels within the structure of our workforce rather than as a result of us paying our female employees less than what we pay male employees to undertake like for like roles.



# Our gender pay gap data

## 1. Pay and bonus gap

### Hourly pay

**47%**  
MEAN

**46%**  
MEDIAN

### Bonus paid

**74%**  
MEAN

**77%**  
MEDIAN

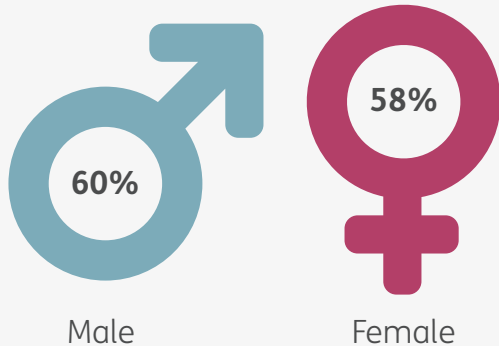
This table details the degree to which the hourly pay of female employees is lower than male employees as at the snapshot date of 5 April 2017.

It also details the degree to which bonuses paid to female employees in the 12 month period up to the snapshot date are lower than what was paid to male employees during the same period.

The mean represents the arithmetic average and median details the figure at which half of our population are above and half are below.

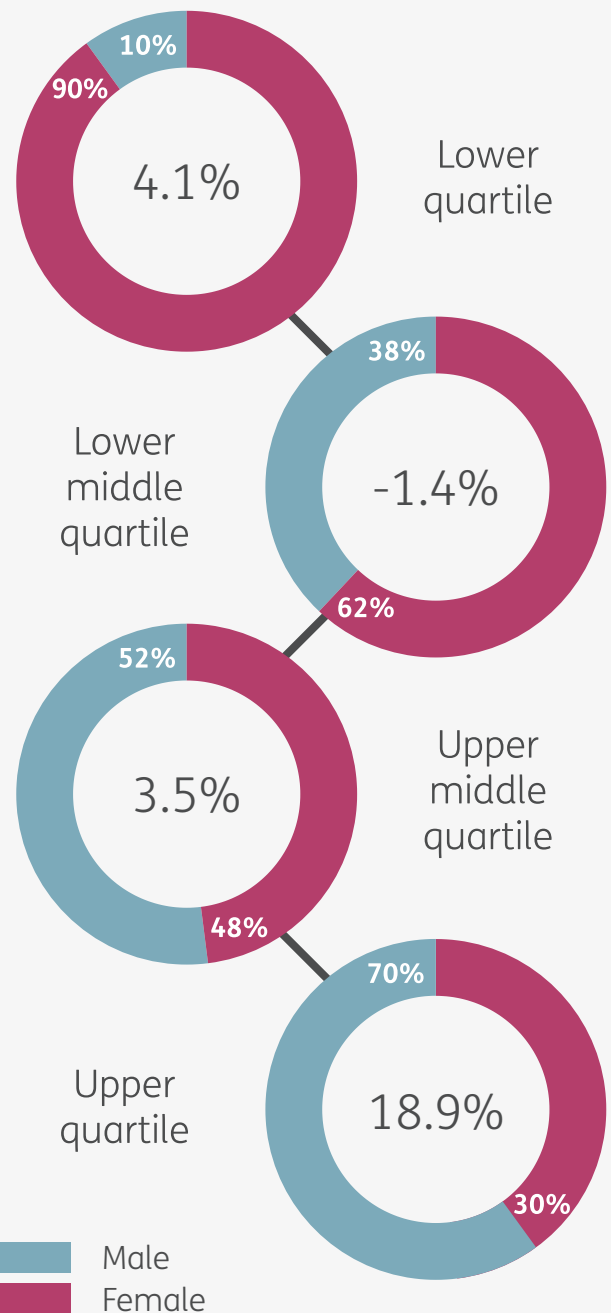
## 2. Proportion of staff awarded a bonus

Percentage of relevant male and female staff receiving a bonus payment in the 12 months preceding the snapshot date:



## 3. Pay gap by quartile

The following details our gender distribution across four equally sized quartiles, e.g. the lower quartile group represents the lowest-paid 25% of the population. For each quartile we show the mean pay gap.



## Our interpretation of the data

We are committed to positively addressing and reducing our gender pay gap moving forward and fully agree with publishing data as a means of promoting gender equality in pay. We are also cognisant that the headline data may misrepresent what deeper analysis reveals.

We are genuinely confident that we do not have an issue within OSB in respect of equal pay and that both our gender pay gap and our bonus gap relate directly to the way that our workforce is structured, with the majority of senior roles being undertaken by men and the majority of clerical roles being undertaken by women.

As at the snapshot date:

- Our overall UK employee base was 59% female and 41% male
- Our Executive Committee was made up of a significantly higher proportion of men (80%) than women (20%)
- Our senior management population (grades 1 to 4) contained a significantly higher proportion of men (74%) than women (26%)
- 90% of our grade 8 (clerical) positions are undertaken by female employees with 67% of senior clerical positions at grade 7 also being undertaken by women.

OSB's approach to pay is, and has always been, gender neutral. In order to validate this and undertake a more direct comparison, we have analysed each of the positions within our entire UK workforce that is undertaken by both male and female employees.

This has enabled us to establish that with a significant number of these roles, there was no discernible pay gap, however within the positions where we did identify a gender pay gap of 2.5% or more, in the majority of cases, the gap favoured our female employees. We are confident that all position specific gender pay gaps relate directly to situations where individual employees, regardless of gender, possess increased levels of role specific experience or relate to historical performance related salary increases.

We believe that within OSB, we already have a very strong representation of females who have an involvement in the processes that relate to establishing pay. The executive responsible for our HR function is female, as is the Chair of our remuneration committee, our Head of HR Operations and our Talent Acquisition Manager.

## Our related actions

We are fully aware of the need for OSB to attract more women towards our senior vacancies and the need to ensure that we continually support the career progression of our existing female employees. We are pleased that in respect of the latter, 61% of all formal promotions in 2017 related to female employees.

In early 2017, we signed up to HM Treasury's Women in Finance Charter, publishing our commitment that by the end of 2020, 30% of our senior management positions will be undertaken by women.

With an Executive Committee and Senior Management Team that to date have seen little attrition, we are aware that this target is something that will take time to achieve, however we are actively focussing on this by seeking to interview equal numbers of male and female candidates at first round interview stage for all vacant roles at management level and above.

In addition, our board and executive committees have already undertaken external training on unconscious bias, which has also been delivered internally to our line manager population following its inclusion in both our appraisal and recruitment workshops.

## Moving forward

We are aware of indications that the gender pay gap for the financial services sector will be greater than the national average, and therefore an industry-wide issue. The gaps in both our median pay and median bonus however, show that there is more for us to do and that reducing these gaps is something that will require an ongoing focus over the longer term.

Whilst we are confident that we don't have an equal pay issue, we will have to look closely at the structure of our workforce and specifically, how we can attract more women into senior roles and equally, how we can attract more males into the clerical roles throughout the business.

In 2018, aside from our existing aim of seeking to interview equal numbers of male and female candidates for roles at management level, we will be implementing a requirement that with senior management vacancies, a first round face to face interview with a credible female candidate must be undertaken before the recruitment process can proceed, with all exceptions to this requiring Executive approval. The same requirement will apply to vacancies at clerical level in respect of male candidates.

We are in the process of establishing a broader suite of gender related management information and in line with this, we'll be ensuring that Senior Management are appropriately advised of monthly progress and also that we are open and transparent with our employees by regularly updating them in respect of gender diversity and gender pay related initiatives.

In respect of assisting the internal progression of our existing female employee base, we are also in the process of establishing a Women's Networking Forum, which will provide an appropriate forum for guest speakers and facilitated discussions, providing practical development tips and encouragement regarding potential career progression as well as a platform for generating gender related suggestions for our Executive Committee to consider further.

I can confirm that the data and other information contained in this report is accurate.

**Andy Golding**  
Chief Executive Officer

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