

Gender pay gap report 2018

INTRODUCTION

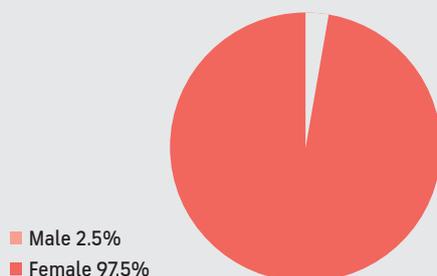
Gender pay reporting legislation requires employers with 250 or more employees in the UK to publish statutory calculations annually showing how large the pay gap is between their male and female employees. The analysis is based on data as at 5th April of each year.

The gender pay gap shows the differences in the average pay between men and women.

This is different to equal pay. Equal pay requires that men and women who carry out the same or similar jobs; or work of equal value, are paid the same. It is unlawful to pay people unequally because they are a man or a woman.

OVERVIEW

We employ approximately 1,600 people in England, Wales and Scotland and 40 of those employees are men.



97.5% of our total employees are women and **2.5%** of them are men.

In Retail we employ **1,422** women and **30** men – that's **98%** women and **2%** men.

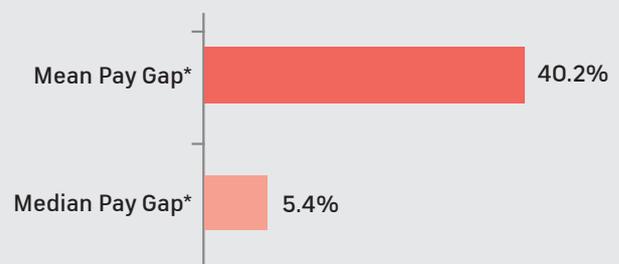
In Head Office we employ **125** employees made up of **115** women which is **92%** of the total, and **10** men which is **8%**.

LEADERSHIP TEAM

Our Leadership team is 67% female – a fact that we're very proud of. According to research by Firstwomen.co.uk, women make up 60% of the total retail workforce, but only 10% of the executive retail board members are female.



OASIS GENDER PAY GAP

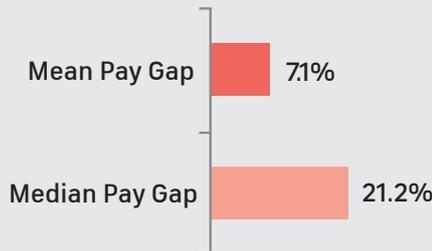


*The mean is the average of a list of numbers and the median is the middle value in all of the numbers listed in a numerical order.

To split this down further we've looked at Head Office and Retail separately, without the Leadership Team being included:

HEAD OFFICE GENDER PAY GAP

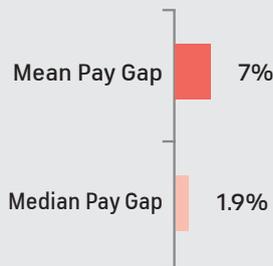
(excluding leadership team)



This shows that our average hourly rate for our female staff is lower than the average hourly for our male employees in Head Office. Whilst we are comfortable that men and women are paid equally for the same level roles, this highlights that the men we employ in Head Office tend to be in higher paid roles.

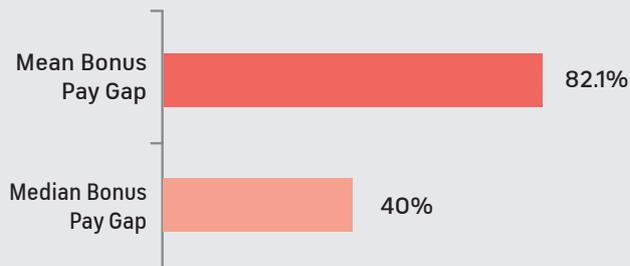
RETAIL GENDER PAY GAP

(excluding leadership team)



Most of our Retail roles are Sales Advisors, which are lower paid than management roles. This means that we have a large number of women in lower paid jobs. We believe the Sales Advisor positions are appealing to female applicants, largely because of the flexibility in work patterns (83% of our female retail employees work part time hours), as a female fashion brand, we are even more attractive to female applicants.

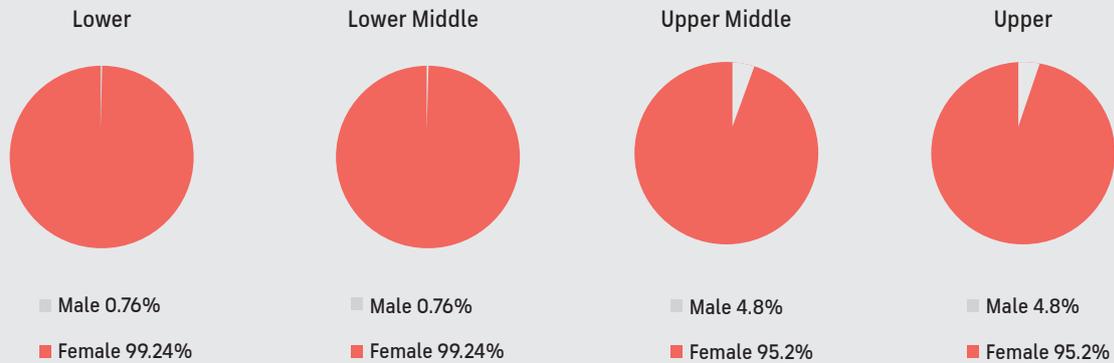
OASIS BONUS GAP



212 of our female employees and **13** of our male employees received a bonus. Although there are considerably more women than men in Oasis that received a bonus, there is a higher gender representation of males in our senior leadership roles, which negatively influences the bonus figure.

GENDER DISTRIBUTION PER QUARTILE

The data below illustrates the gender distribution across four equally sized quartiles of the business i.e. dividing all our employees in to four equal groups, from lowest to highest paid.



Our quartiles show that we employ a much higher proportion of women than men at all levels across Oasis. Our figures show that our male employees tend to be employed in more highly paid roles.

WHAT'S DRIVING OUR GENDER PAY GAP?

One year on, and our gender pay gap remains largely unchanged. Fundamentally, the drivers of our gender pay gap remain the same as last year:

1. The representation of men in roles

The biggest factor behind our gender pay gap is the balance of men and women across all job levels.

- 67% of those in our highest paid leadership positions are female
- 97.9% of our lowest paid roles, our Retail Sales Advisors are female

What is evident is that men are much more highly represented in our most senior roles than in our lowest paid Sales Advisor positions.

2. Differences in Gender Representations in Different Job Functions

Men and Women often tend to be concentrated in certain types of jobs.

Our pay ranges are all determined by the market and therefore this leads to pay ranges differing by department, as well as job level. This means that the gender split in departments often has an effect on our gender pay gap too.

For example, our Buying Team is 100% female compared to our Digital team, which is typically a higher paid job sector, where 31.6% of the team are male.

OUR ACTIONS

In our first gender pay gap report, the actions we committed to were:

Strengthening Access to Head Office Vacancies to allow all our employees the opportunity to search for their next step

Since committing to this, we introduced our new applicant tracking system in May 2018, which is accessible through our website and intranet. Our tracking system advertises all our Head Office vacancies, our new store openings, as well as our supervisor and retail management vacancies. The system also allows anyone to register an interest in a type of role or location of role speculatively as well as letting individuals register for job alerts when a certain type of vacancy rises.

We are really pleased with how our new system is working however, we still believe there is further work we can do in this area, so we will shortly be launching 'insight weeks' whereby Retail employees can come to Head Office to find out more about the careers, roles and opportunities that are available.

Promoting Our Policies to Support Progression

Our Flexible Working Policy and our Shared Parental Leave Policy are two of our policies that are integral to helping make us an even more inclusive organisation and support the progression of our employees. Over the last 12 months, we have reviewed both these policies and one of the big changes we have made is to offer enhanced Shared Parental Pay for those employees with over 5 years' service who wish to take Shared Parental Leave. We already offer enhanced maternity pay for those with more than 5 years' service, so this is a positive step towards encouraging partners to feel that they are equally (financially) able to take periods of time off work to spend time with their new child.

We will continue working with our Managers across Head office and Retail to look at how we can promote policy changes like these.

Developing our Attitudes to Flexible Working

One of our aims from our 2017 report was to give all our employees the opportunity to request to work flexibly.

We have worked hard with our Leadership Team to review our approach to Flexible Working within the business and through our 'Open House' survey have sought feedback on how we could make Oasis an even better place to work. One of the key messages we received from our Head Office employees was about enabling greater flexibility, which has led to the introduction of our Core Hours Scheme.

Our Core Hours Scheme allows employees to choose their start and finish time each day Monday to Thursday, to help them better balance their personal and work commitments. We already offer a 3pm finish every Friday, so it was felt this was the perfect accompaniment to allowing more flexibility throughout the entire Head Office working week.

Raising Awareness and Helping our Managers Learn

In our April 2017 report, one of our actions that we committed to was to encourage more men in to our Retail Management and Sales Advisor roles throughout the UK and not just in our Flagship stores.

Over the past 12 months, we have carried out focus groups with our male employees across the business to better understand how we can attract and recruit more men into our retail roles throughout the UK.

This has coincided with a recent refresh of our brand, which has given us the perfect opportunity to start reviewing our tone of voice in all our recruitment materials so that we can ensure we're reaching the very best and broadest range of talent, as well as reviewing our current benefits proposition and its relevance to our male employees.

We will continue to build on this, but we also want to look at what we believe is driving our gender pay gap and look at increasing our representation of women in the more 'traditionally' male-orientated fields, such as Finance and Digital. We believe our insight weeks will support this, but through building relationships with organisations like Stemettes.org, who's aim is to inspire the next generation of females into the Science, Technology, Engineering and Maths fields, we believe this will support us in driving this area even further.

Last year, we also said we would look at the need for equality and unconscious bias training for our team leaders and those who have recruitment responsibility, and we plan to launch and roll-out these training programmes to our teams over the coming months.

Supporting National Campaigns

- We continue to be actively involved with the charity Speakers for Schools, which helps state schools inspire their students through the expertise of leading business figures and spending quality time learning within our business

In July 2018, we took on 12 work experience school-age students from Speakers for Schools to give them experience of working in our Head Office, which was hugely successful and we plan to offer this opportunity again this year

- Hashim Ladha, our CEO is an ambassador for Be Inspired, which exists to promote gender balance at all levels across retail and encourage women to fulfil their career aspirations

- We are starting to explore, with the support of Stemettes, how our business can inspire the next generation of females in to careers in the Science, Technology, Engineering and Maths fields

DIRECTOR STATEMENT

Even though we are proud of the activity we undertake, the gender pay gap shown in this report demonstrates that male employees in Oasis receive a higher average pay rate than our female employees. This is through men being largely underrepresented at our most junior level and more represented in the most senior or highly paid roles and functions.

We welcome the annual requirement to publish gender pay comparisons - it offers an important opportunity to reinforce our existing programme of work, as well as provide us with a stimulus for fresh initiatives.

Reporting annually also allows us to measure the progress that our interventions make, and encourage all our employees to be aware of the contribution they can make to supporting opportunities for themselves and their colleagues.

This report covers employees of Oasis Fashions Limited. The report covers employees at all levels, including our Leadership Team.

I confirm the information and data reported is accurate.



Sarah Welsh
Managing Director, Oasis Fashions