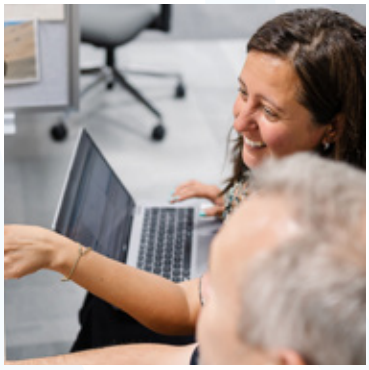


# Oxford Instruments

Gender Pay Gap Report 2022

# About Oxford Instruments

## Our purpose is to enable a greener, healthier, more connected advanced society

We design, supply and support high-technology products and systems which allow the world's leading companies and scientific research communities to image, analyse and manipulate materials down to the atomic and molecular level.

Our products and services help our customers to accelerate R&D, increase their manufacturing productivity and make ground-breaking discoveries across our key market segments: Semiconductor & Communications, Advanced Materials, Healthcare & Life Science, Energy & Environment and Quantum Technology.

Founded in 1959 as the first technology business to be spun out from Oxford University, Oxford Instruments is now a global company listed on the FTSE250 index of the London Stock Exchange (OXIG).

Innovation is the driving force behind our growth and success, supporting our core purpose to enable a greener, healthier, more connected advanced society.

### We are guided by our values:

**Inclusive:** by seeking out different perspectives and diverse collaboration, we deliver better solutions and lasting success.

**Innovative:** through our knowledge, expertise and focused curiosity, we create new possibilities for ourselves and for our customers.

**Trusted:** we build successful, long-term relationships based on accountability, integrity and respect.

**Purposeful:** we care, and our passion and commitment drive positive change in the world.

## Our Gender Pay Gap Report 2022

# What are the Gender Pay Gap Regulations?

Gender pay gap legislation has required employers in Great Britain with at least 250 employees to publish data on their gender pay gap on an annual basis since 5 April 2017. This is our 6th annual Gender Pay Gap Report, based on data from April 2022. One Oxford Instruments group company is captured by this legislation: Oxford Instruments Nanotechnology Tools Limited ("OINTL"), with employees across the NanoAnalysis, NanoScience and Plasma Technology businesses.

We believe it is important for us to understand our gender pay gap across the whole UK organisation, and so in this report we have included both the data required under the regulations and the data for everyone in Oxford Instruments in the UK. Our gender pay results are calculated for 1,028 employees, working for six business units in the UK (Andor Technology, Head Office, Magnetic Resonance, NanoAnalysis, NanoScience and Plasma Technology), and representing more than 50% of our global workforce.

**"Our approach to doing business at Oxford Instruments is founded on our values of inclusivity, innovation, trust and being purposeful. We strive to create a workplace where everyone feels valued, everyone is treated equally, and all voices and viewpoints are heard. These values are not simply the right way to do business – they are also fundamental to the success of our business. It is only by representing all sections of society, and a wide range of viewpoints and experiences, that we can truly understand the needs of our customers, and create the positive impact we seek through our purpose: to enable a greener, healthier, more connected advanced society.**

**We are committed to making Oxford Instruments a great place for women to build their careers, both for our current employees, and for those who will join us in the future. We're conscious that, like many of our peers in science and technology, we still have further to go on our journey to gender balance, and parity of pay. We are taking positive action today, and will continue to do so, in order to realise our vision of a fully inclusive and representative workforce."**

**Ian Barkshire**
Chief Executive

# Oxford Instruments gender pay gap data

## Pay gap data

### Oxford Instruments Nanotechnology Tools Limited ("OINTL") and Oxford Instruments UK employees

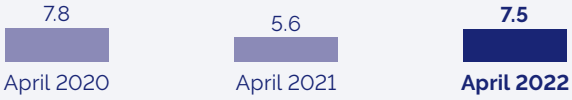
In 2022, our mean pay gap within Oxford Instruments Nanotechnology Tools Limited ("OINTL", the organisation covered by the reporting requirement) was 11.5%, an increase from last year's 8.9%. Our median pay gap has also risen slightly year on year, from 15.1% in 2021 to 15.4% in 2022. Factors contributing to these increases are set out on page 4. In the spirit of transparency, we also set out below figures for our whole UK workforce.

**OINTL mean pay gap**
(%)


**OINTL median pay gap**
(%)


### All UK

**All UK mean pay gap**
(%)




**All UK median pay gap**
(%)


## Bonus pay gap data

### OINTL

In 2022, our mean bonus pay gap within OINTL was 27.7% compared with 19.3% in 2021. Our median bonus pay gap is 13.7%.

**OINTL mean bonus pay gap**
(%)


**OINTL median bonus pay gap**
(%)


### All UK

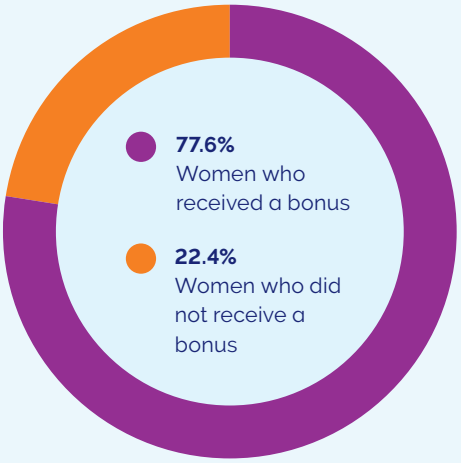
**All UK mean bonus pay gap**
(%)


**All UK median bonus pay gap**
(%)

## Proportion of employees receiving a bonus

The total number of employees receiving a bonus in 2022 was 860.

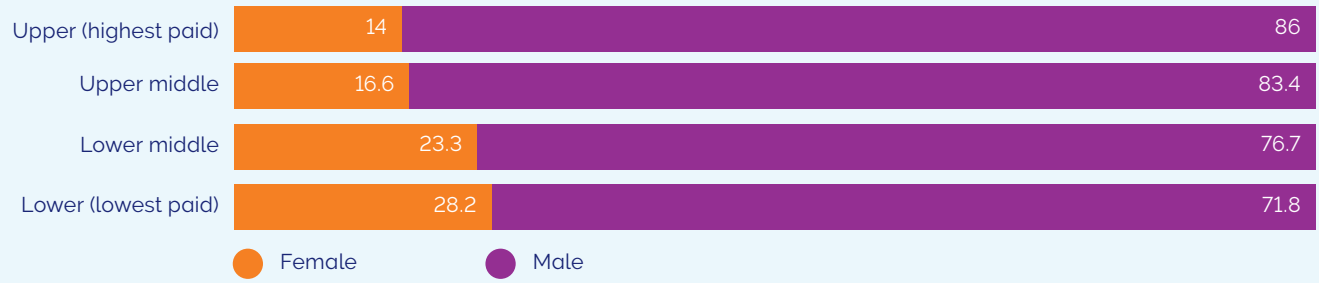
### Percentage of women receiving a bonus




## The gender distribution of employees at each pay quartile

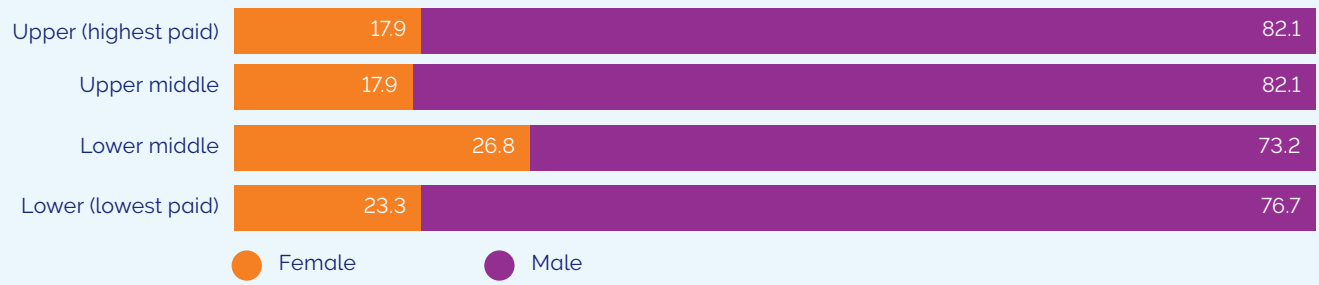
OINTL

### Percentage of male and female employees in each pay quartile band (%)




UK

### Percentage of male and female employees in each pay quartile band (%)



## Analysing our gender balance and pay gap

# Why do we have a gender pay gap?

Science and technology companies have historically had predominantly male workforces, and Oxford Instruments is no exception. The lower proportion of women holding specialist scientific and engineering roles has led to an imbalance in representation, with a disproportionately high number of women in administrative roles, and more men in specialist roles which tend to attract a higher salary.

At 7.8%, our mean hourly pay gap across our UK employees compares favourably with that of our peers in the professional, scientific and technical sector (11.8% at the time of writing). However, this figure is slightly higher than the prior year (7.5%), and our ultimate goal remains to eradicate the gap entirely.

Our analysis indicates that the primary cause of the increase in our hourly pay gap was a higher percentage of women than men leaving the business during and following the Covid-19 pandemic, including some women in the top quartile. Subsequent data indicates that retention levels are returning to normal, and we anticipate that the 2021/22 reporting year will be an outlier. We also saw an increase last year in the number of women recruited into middle and lower quartile roles.

The rise in our bonus pay gap primarily related to the outcome of our growth incentive plan, which in 2020/21 saw a higher number of colleagues of both genders receive a bonus than in 2021/22.

We are determined to eradicate gender pay gaps from Oxford Instruments by shifting the gender balance of our organisation across all business units and regions.

"At Oxford Instruments we are dedicated to creating an inclusive environment and culture, where difference is valued, and people are recognised for what they deliver and bring to the team.

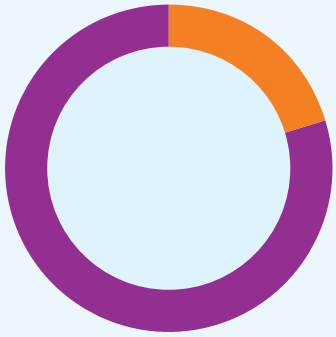
Inclusion is central to how we operate – indeed, it is one of our four core values. It reflects our purpose-driven approach, and our determination to make a positive difference in the world. I am proud that 83% of respondents to our most recent engagement survey feel that everyone is treated with respect at work, whoever they are, while over three quarters believe we strive to have a diverse mix of people working at Oxford Instruments – but I am conscious there is still further to go, and no room for complacency.

I hope that through our actions, we will continue to make positive strides forward, creating an atmosphere where all can thrive and build a fulfilling career."

**Vicki Potter**
Chief HR Officer and Services Director

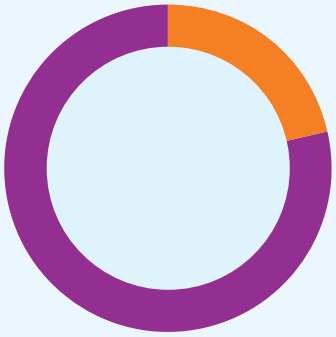
# What is our gender balance?

**OINTL**
(%) gender distribution



Female | 20.5%
Male | 79.5%

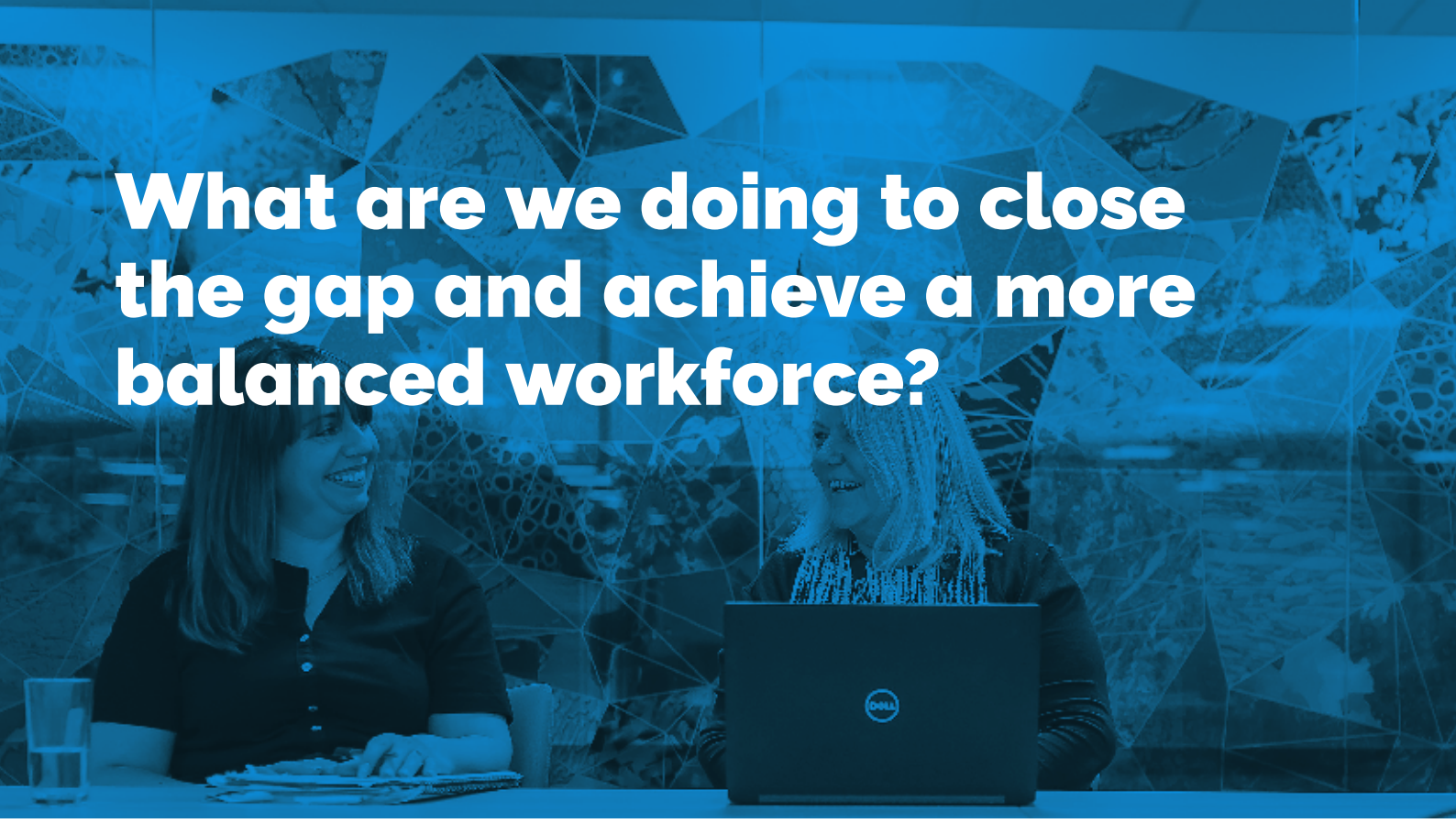
**UK**
(%) gender distribution



Female | 21.5%
Male | 78.5%

Our overall UK workforce in the period under review constituted 78.5% men and 21.5% women (a positive shift from 80%/20% respectively last year).

In the period between 1 April 2021 and 31 March 2022, 41% of new hires in the UK were women. Of those, 32% were recruited into leadership and business support roles, while 27% were recruited into technical roles, in areas including software and software test engineering, applications engineering, graduate innovation development and mechanical engineering. The dial is shifting and we are starting to see a more representative balance among our new recruits which will help to eliminate the gender pay gap.



# What are we doing to close the gap and achieve a more balanced workforce?

We are determined to address our gender pay gap and recognise that the primary way we will do so is by recruiting more women into specialist technical roles and leadership roles, which attract higher salaries. This will take time, but we are making good progress.

We are also committed to achieving a better gender balance right across our workforce, to make it more reflective of the world we operate in.

Our focus is on achieving a fully inclusive and representative workforce, where everyone feels valued, everyone feels equal, and all employees have the opportunity to develop their career to reach their full potential, right across our business units and the regions where we operate.

## Processes and policy

Through our business processes, we seek to ensure that everyone is treated fairly regardless of gender, and we are continuing to review our policies and benefits packages, and update them, where necessary, to ensure they are explicitly inclusive by design.

- Our pay review and performance calibration processes are designed to ensure fair treatment.
- We have introduced a permanent hybrid working policy as a result of our learning throughout the pandemic, which helps employees to better balance their work and personal commitments. We support flexibility in both where and when we work, to enable individuals to perform at their best, working closely and collaboratively with colleagues, and meeting the needs of our customers and teams around the world.
- We regularly conduct global employee engagement surveys and feedback sessions to find out more from our employees about their experiences of working for Oxford Instruments, which helps to inform updates to our processes and policies.

## STEM and wider educational outreach

Our focus on building a diverse workforce does not begin at the point of hiring. We believe we have a responsibility to work with children and young people in our local communities to show how exciting and fulfilling careers in STEM can be. Our sites run a range of outreach programmes including school visits, work experience programmes and industrial post-doctoral placements, which allow students the opportunity to gain meaningful industrial experience. We have also created a suite of careers videos for use in schools.

## Recruitment

Our inclusive approach to recruitment includes the use of technology to ensure that the language used in job advertisements is free from gender bias. We have introduced e-learning for hiring managers, including a course on unconscious bias, and have also carried out training on interview and selection techniques, reaching some 40 managers in 2021/22.

In line with our commitment to building a diverse workforce, we are targeting 100% balanced shortlists for recruitment (defined as including at least one candidate from a group currently underrepresented at Oxford Instruments). Internal reports are created quarterly on our progress in this area. In January to April 2022, 82% of recruiters achieved balanced shortlists.

As part of our work to attract a more diverse range of people into specialist roles, we are working with STEM Returners (see case study opposite) and Business in the Community.

## Working with STEM Returners

We are working with an award-winning organisation to help encourage talented people back to highly skilled roles. STEM Returners matches highly qualified and experienced people returning to science, technology, engineering and maths (STEM) roles following a career break, with supportive companies who are keen to build a diverse talent base. Candidates are offered career coaching and mentoring, while employers typically offer 12-week placements which in many cases lead to permanent roles. STEM Returners operates in partnership with the Women's Engineering Society, the Association for Black and Ethnic Minority Engineers, the Armed Forces Covenant and the Institute of Marine Engineering, Science and Technology. Our ongoing work with STEM Returners has seen two software engineers join us in permanent roles so far; we hope the programme will continue to go from strength to strength.

## Developing talent

Recruiting more women is just one part of the story – we need to ensure that we make Oxford Instruments a great place to stay and build a long-term career.

To that end, we offer a wide range of training and development opportunities, ranging from comprehensive self-led and manager-led learning on thousands of subject areas through LinkedIn Learning, to bespoke leadership training through our Oxford Instruments Leadership Programme. Half of the current cohort on our Leadership programme are women.

Throughout Oxford Instruments we actively seek out high-performing, high-impact women, offering mentoring and proactively identifying opportunities for promotion and progression.

We also offer opportunities to pursue external qualifications in parallel with paid work, through apprenticeships and degree placements.

## Fostering inclusion

We are committed to being an inclusive workplace, where everyone feels able to be their authentic self at work.

Through internal communications and events, we seek to inform, support and celebrate diversity at key moments such as awareness days and months. Two recent examples of this are International Women in Engineering Day in June 2021, where we celebrated the achievements of female engineers and innovators both today and through history, and International Women's Day in March 2022, where events were held globally to celebrate our female colleagues and #breakthebias, in line with the event's theme.

In addition to marking awareness days and months, we are also building a network of employee impact groups focused on less represented groups within our employee network.

We are proud that 83% of respondents to our recent engagement survey feel that everyone is treated with respect at work, whoever they are, while over three quarters believe we strive to have a diverse mix of people working at Oxford Instruments – but we are conscious there is still further to go, and no room for complacency.

# Meet some of the women forging brilliant careers at Oxford Instruments

**"I had a mentor very early on in my career and was part of a high-potential programme. Both helped me see how to use my strengths to my advantage."**

**Claire Greenwood,**
Director of Engineering at
Oxford Instruments Andor

Claire joined Oxford Instruments Andor twelve years ago as an engineer working on silicon device design. Supported by a mentor, Claire's career has evolved over the last decade from technical to managerial positions, including her current role as Andor's Engineering Director. Claire explains that this transition can cause a dilemma for a lot of engineers who value a technical role:

"When the opportunity to move from a technical role to a project management role came up, I wondered whether this would be the end of my technical career, but actually, I realised that engineering is always about problem-solving and finding a solution to a complex problem. Right now the issues that I have to find solutions for aren't technical, but it's still about finding solutions and being able to lead a team to do so.

I was supported really well by Oxford Instruments in that transition. I was given lots of formal training, I had a mentor very early on in my career and was part of a high-potential programme. Both the mentor and the programme helped me see how to use my strengths to my advantage and how to improve in my role."

Claire is excited by how she can help other engineers, especially women, navigate their own career challenges: "I am really pleased to be able to support those who report to me with their own career development. Quite often people come to me with the same anxiety I had: they're worried about the risk of taking the next step, of trying out something new. Because of my own experiences,I am able to tell them that it's a safe space to take risks and that they're a valuable asset to the team who has my full support".

**"It's fantastic working for an innovative company that's trying to break down barriers both internally and externally in the world of plasma and nanotechnology."**

**Rachel Stafford,**
Production Engineer at
Oxford Instruments Plasma Technology

Rachel joined Oxford Instruments in 2020 as a Production Engineer. Applying for a technical position was a step change from Rachel's previous careers in legal expenses and delivering technical training. She explains the move: "I didn't want a desk job any more, so I started retraining to do domestic and commercial electrical installation. When my apprenticeship fell through, I applied to Oxford Instruments where I was able to complete my HNC qualification."

After joining Oxford Instruments, Rachel suffered a setback that turned into an opportunity: "I broke my wrist, which meant I couldn't physically build the systems. The company was incredibly supportive and I was offered a secondment to go and work in the Engineering department. After that, I was approached by one of the managers who was impressed with my work and it was suggested that I apply for the production engineering role."

Rachel quickly settled into her new role and puts this down to her positive attitude and the environment at Oxford Instruments. She explains, "there were always people within the business who were more than willing to spend time and go through things to increase my knowledge, whether that was within the job role or with my studying.

It was such a big change, but it was a case of jumping in and doing my best to learn as fast as I possibly could. I think the company appreciated that, and I appreciated that they let me progress so quickly."

She added that, "the same doors are open to me that are open to everyone else. So I would say to any woman considering a career in disruptive tech: take the leap and don't look back."

Rachel would recommend a change to a technical career for anyone who feels frustrated by being deskbound, or wants more variety at work: "every day is different, and every day I'm putting all these pieces together to try and come up with a solution to the problem, which is great, because it always feels like you've achieved something at the end of each day."

# Meet some of the women forging brilliant careers at Oxford Instruments continued

**"By recognising the unconscious barriers which sometimes stop women from pursuing jobs at the top of their fields, Oxford Instruments supports everyone to achieve their full potential."**

**Celine Bansal**
Senior Sales Manager
at Oxford Instruments NanoScience

Celine joined Oxford Instruments NanoScience three years ago as the Senior Sales Manager for the EMEA region. She described her move to Oxford Instruments as a decision driven by a "constant thirst to learn new things and a curiosity to understand why and how things work". Celine has always enjoyed high-tech international sales and managerial responsibilities alongside the opportunity to help customers who are working on some of the world's biggest challenges.

Given her passion for science and tech, Celine has worked in several traditionally male-dominated industries, beginning her career in international sales within the software industry. She describes it as "a reality that women are still a minority in science and high-tech and even more so in the sales sector of these industries". She added, however, that the industry is seeing gradual change and that "Oxford Instruments recognises the importance of diversity if we want to stay competitive in our field. "

At Oxford Instruments, a structured and sustained training plan has made Celine feel supported in her work and confident in her abilities and experience. Her training has included a remote team management course and the Oxford Instruments Leadership Programme. Celine found working with a mentor when she first started especially useful: "the mentor programme is a fantastic initiative which helped me grow my network internally, gain a better understanding of the workings of other business units and understand how we can improve processes together."

# Board-level representation

Our Board recognises that diversity, in its broadest sense, encompassing gender, religion, ethnicity and age, alongside other factors such as personality and background, is a crucial element in creating an effective and successful organisation. In particular, the Board members consider issues of gender and ethnic diversity when determining board composition and are committed to increasing female and ethnic representation as a matter of priority.

Significant progress has been made in recent years, with women now holding three of the eight Board positions (37.5%), exceeding the targets set out in the Hampton-Alexander Review.

However, we are committed to going further and exceeding the recommendations made in the FTSE Women Leaders Review, which calls for 40% female representation on boards by the end of 2025.

In addition to ensuring women are represented on our Board, we strive for a meaningful gender balance in the Board activities. Our Senior Independent Director is female, and two of our committee chair roles are currently held by women.

When recruiting new Board directors, the Nomination Committee will only engage search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms on gender diversity and best practice, in line with the FRC Guidance on Board Effectiveness recommendation to work with recruitment consultants who have made a commitment to promote diversity.

## Declaration

We confirm that the information and data provided in this report is accurate.

**Ian Barkshire**
Chief Executive

**Vicki Potter**
Chief HR Officer and Services Director

**The Oxford Instruments plc Board and Company Secretary**
Top row, left to right: Gavin Hill, CFO; Alison Wood, Senior Independent Director; Mary Waldner, Non-Executive Director; Professor Sir Richard Friend, Non-Executive Director; Sir Nigel Sheinwald, Non-Executive Director.

Bottom row, left to right: Sarah Harvey, Company Secretary; Ian Barkshire, Chief Executive; Neil Carson, Chair; Reshma Ramachandran, Non-Executive Director.

## Find out more online

www.oxinst.com

For more information please email: info.oiplc-web@oxinst.com



Designed and produced by
lyonsbennett

www.lyonsbennett.com