

James Murray
OMB Research Limited
The Stables
Bradbourne House
East Malling
West Malling
Kent
ME19 6DZ

7th March 2017

BY EMAIL ONLY

Dear James,

Research and Evaluation Framework Agreement – Lot 1: MIXED-METHODS RESEARCH ON EMPLOYERS' UNDERSTANDING OF THE GENDER PAY GAP AND ACTIONS TO TACKLE IT

Thank you for your response to the Specification for the above Commission by the Department for Education (the Customer) through the Research and Evaluation Framework dated 18th November 2016 between (1) Secretary of State for Business, Energy and Industrial Strategy; and (2) OMB Research Limited (the Framework Agreement).

Annexes:

- A. Tender from OMB Research, dated 6th December 2016.
- B. Specification for mixed methods research on employers' understanding of the gender pay gap and actions to tackle it
- C. Post tender clarification questions, answers and correspondence

The Department for Education accepts your Tender (Annex A), submitted in response to our Specification (Annex B) as clarified or modified by the correspondence between us (Annex C).

The Call-Off Terms and Conditions for this Contract are those set out in Schedule 5 to the Framework.

The agreed total initial charges for Wave 1 are £79,494.00 exclusive of VAT which should be added at the prevailing rate. The agreed invoice schedule is as follows:

Wave 1:

Date	Milestone	Payment (excluding VAT)
31 st March 2017	Completion of pilot and 50% of Quantitative Survey fieldwork	£30,371
1st May 2017	Delivery of fully checked and cleaned survey dataset (Output 4)	£24,963
31st May 2017	Delivery of draft report (Initial analysis of survey questions) (Output 1)	£16,210
8th Sept 2017	Acceptance of final report and presentation (Outputs 2 and 3).	£7,950
	TOTAL	£79,494

Please note that the final payment will be made on acceptance of the final report which is requires sign off by a senior analyst in the Department for Education.

Wave 2:

The commencement of Wave 2 will be subject to approval by senior officials in GEO and dependent on a high quality output from Wave 1. This will be reviewed following the completion of wave 1. If approved, Wave 2 will be delivered as laid out in the Tender (Annex B).

All invoices should be emailed to Fran Smith at the Government Equalities Office (frances.smith@geo.gov.uk).

You are reminded that any Customer Intellectual Property Rights provided in order to perform the Services will remain the property of the Customer. The following deliverables have been agreed:

- Output 1 - Initial analysis and draft report on the survey questions; results sufficiently robust to inform policy decisions.
- Output 2 - Written report on the analysis of the survey findings and interview data; addresses all the key research questions agreed at inception and be presented in a way that is accessible and engaging for policymakers, ministers and wider stakeholders, including employers.
- Output 3 - PowerPoint presentation of the findings for policymakers.
- Output 4 - Clean and clearly labelled survey dataset in Excel or SPSS.

The Services Commencement Date is 17th January 2017

The Completion date is 8th September 2017.

The Contract may be terminated for convenience by giving two weeks' notice in accordance with clause 37 of the Call-off Terms and Conditions.

Your invoice(s) for this work must include the following information:

Commission number: **EOR/SBU/2016/042**

The Authorised Representative for this Commission will be Lauren Probert who can be contacted on 0114 2742738 or by email at lauren.probert@education.gsi.gov.uk

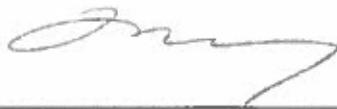
Congratulations on your success in being selected to undertake this Commission.

Yours sincerely,



Helene Reardon-Bond
Government Equalities Office

BY SIGNING AND RETURNING THIS COMMISSIONING LETTER THE SERVICE PROVIDER AGREES to enter a legally binding contract with the Customer to provide to the Customer the Services specified in this Commissioning Letter and Annexes incorporating the rights and obligations in the Call-off Terms and Conditions set out in the Framework Agreement.

A handwritten signature in black ink, appearing to be 'J. M. Omb', written over a horizontal line.

Signed on behalf of OMB Research Limited

Annex A – Tender from OMB Research, dated 6th December 2016.

Annex B – Specification for mixed methods research on employers' understanding of the gender pay gap and actions to tackle it

Annex C – Post tender clarification questions, answers and correspondence



Government
Equalities Office

Tender to the Government Equalities Office from OMB Research - December 2016

Section A: Background and context

The Government has committed to eliminate the Gender Pay Gap (GPG) within a generation. The GPG is an overall measure which reflects differences in median hourly earnings and labour market participation by gender. Currently the overall gender pay gap for all employees (18.1%) is the lowest since records began.

The most well known cause of GPG is that women are significantly more likely than men to take prolonged periods away from employment in order to start and raise a family. A survey conducted by BIS/Equality and Human Rights Commission found that around one in nine mothers returning to work felt they were forced to leave their job¹. The same survey found that half of mothers granted flexible working on their return felt it resulted in negative consequences in the workplace. The ONS's 'Women in the labour market' report also highlights that men with children are more likely to work than those without, with the opposite being true for women².

Furthermore, ONS figures show that women are over three times more likely to be working part-time than men and there is a lack of well paid part-time work available³. Long-standing stereotypes within society as well as prejudice within the workplace can also impact the value of specific jobs as well as whether men or women fill those roles. For example, very few women work in the more highly paid STEM (Science, Technology, Engineering and Mathematics) sectors.

Employers are well placed to tackle many of the issues that drive the GPG. In 2011, the former Minister for Women and Equalities launched the *Think, Act, Report* initiative, a set of principles and suggestions on how to improve gender equality in the work place. While over 300 businesses are now signed up to *Think, Act, Report* only a small proportion of these have voluntarily published their gender pay gap. Perhaps connected to this, previous research commissioned by The Government Equalities Office (GEO) in 2014 highlighted that although the majority of employers indicated that reducing the gender pay gap was a priority, most did not have an approach in place for doing so.

The Government's response has been to introduce the Gender Pay Gap (GPG) transparency regulations, which implement Section 78 of the Equality Act 2010 and are designed to encourage employers to take informed action to close their GPG where there is one. These regulations will come into force from April 2017 and will require private and voluntary sector employers with over 250 employees to publish GPG statistics. While public sector organisations are not mandated to do so, they will also follow the requirement. In total, the new GPG regulations will therefore affect around 9,000 employers, who between them employ over half of the GB workforce.

There is now a requirement to conduct further research to provide a baseline measure of large employers' understanding of the transparency regulations and the actions they are taking to close their GPG. The research will need to provide robust evidence on the following key areas (as well as addressing a number of more specific objectives):

- Whether employers know what the GPG is?
- Whether they are aware of the GPG regulations?
- What support they need to comply with the GPG regulations?
- How they plan to tackle or are already tackling the GPG in their organisation?

It will be critical to develop a robust and replicable methodology which lays a solid foundation against which further progress can be measured. The first survey will provide an initial baseline prior to the introduction of the regulations in April 2017.

¹ Equality and Human Rights Commission: Pregnancy and maternity discrimination research findings
<https://www.equalityhumanrights.com/en/managing-pregnancy-and-maternity-workplace/pregnancy-and-maternity-discrimination-research-findings>

² ONS: Women in the labour market: 2013
<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/womeninthelabourmarket/2013-09-25>

³ ONS. UK labour market: 2016
<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/november2016>

Section A: Understanding

Challenge	Response
<p>Willingness to divulge potentially sensitive information, firms may feel they're being checked up on and may feel compelled to give the 'correct' response.</p>	<ul style="list-style-type: none"> • Strong survey positioning both in survey introduction and information emails, highlighting GEO/DfE sponsorship and MRS Code of Conduct, the objectives of the research and reassuring respondents of anonymity and confidentiality. • Well-designed questionnaire with clear and succinct questions, enabling respondents to provide the required information in a logical and unthreatening way. Drawing on our vast experience of researching businesses and measuring compliance with regulation. • Cognitive testing and full CATI pilot to assess how respondents interact with questions, check respondent understanding and willingness to answer questions. • Fully briefed and engaged interviewer team able to guide respondents and clarify as necessary.
<p>Ability to secure interviews with senior-level respondents in large organisations (who are often time poor and well protected by 'gatekeepers')</p>	<ul style="list-style-type: none"> • Senior team of experienced B2B interviewers who are well versed at negotiating gatekeepers, building rapport and achieving high levels of co-operation. • Strong survey positioning stressing GEO/DfE sponsorship and confidentiality of research. • Detailed and well thought through introduction & screening questions to ensure speaking to appropriate person/level. • Sophisticated CATI system utilising an intelligent call pattern, flexible appointment setting and no limit on number of call attempts (to 'live' sample records).
<p>Ensuring that the research captures the views and behaviours of a representative and wide range of large firms</p>	<ul style="list-style-type: none"> • Sufficiently robust interview numbers to deliver a 5% confidence interval for each of the 3 sectors. Stratified random sampling approach within each sector. • We will impose and achieve a sufficiently high response rate to minimise any non-response bias.
<p>The limited population for in-scope public sector organisations (627 in total based on ONS data) and the need to interview 34% of these in order to achieve the required 95% confidence interval.</p>	<ul style="list-style-type: none"> • Achieving sufficient interviews among this group will be a challenge but it is certainly achievable. • We will employ a number of response rate enhancing techniques that are tried and tested (detailed later). • We have conducted numerous other Government employer surveys and have a proven ability of delivering (and exceeding) response rates of this level.
<p>Achieving a 95% confidence interval for each of the three sectors means that the voluntary and public sectors will be over-represented in the achieved sample. This also impacts on the robustness of the industry level analysis within the private sector (assuming a total sample of 900 interviews).</p>	<ul style="list-style-type: none"> • We have used the finite population correction on the calculations of the confidence intervals and for reasons of pragmatism have based calculations on these being rounded to 5% (i.e. up to 5.49%). • This reduces the number of interviews required with voluntary/public sector and allows more interviews with private sector businesses (within overall budget constraints). • The final data will be weighted to address this imbalance at a sector level, but our proposed sampling approach reduces the need for further weighting.

<p>Timelines are tight in some areas. For the quantitative survey, fieldwork will not start until early February but an initial report is due in mid-March. Given the sampling approach and the limited sample availability for some groups this will be challenging.</p>	<ul style="list-style-type: none"> • We will use a suitably large interviewer team, with resource allocation adjusted based on daily monitoring of interview numbers and call outcomes. With a 160-seat CATI centre and a large team of experienced B2B interviewers we are confident of our interviewing resource level. • Balancing the need for a high response rate with completing fieldwork on schedule. We will monitor outcomes daily and (where available) will feed in fresh sample where records become unusable. • We will use a specialist B2B interviewer team to work the sample efficiently, build appointments and develop relationships with gatekeepers / respondents. • We will set-up analysis early based on interim data to ensure key headlines can be produced immediately on fieldwork completion (and measure estimates provided on interim data).
<p>Achieving a broad and representative sample in the qualitative stage will depend on the number and type of respondents indicating they are willing to participate following the initial quantitative stage.</p>	<ul style="list-style-type: none"> • We will carefully position the qualitative stage during the quantitative fieldwork to maximise willingness to be re-contacted. • We will be mindful when designing the quantitative questionnaire that increasing engagement in the topic will potentially impact on the proportion willing to take part in the qualitative follow-up. • We will use executive recruitment of the qualitative stage (rather than a recruitment agency) to maximise cooperation rates. Executives immersed in the project are better able to explain the nature and purpose of the research and therefore able to secure higher levels of co-operation, particularly among senior level audiences. • On-going sample profile monitoring and contingency sample profile in place in case of difficulties with particular quotas
<p>Achieving continued participation over time in qualitative stage</p>	<ul style="list-style-type: none"> • We will invite all participants to take part in the next stage to maximise the potential pool for the next wave. • We will maintain regular contact with qualitative participants (post Wave 1 and pre Wave 2) to foster involvement and 'buy in'. • We will offer financial incentives to participate in the qualitative phase, and these will increase for those also taking part in Wave 2 (to encourage longitudinal participation)
<p>Avoiding bias in longitudinal qualitative sample because of survey participation</p>	<ul style="list-style-type: none"> • By focussing businesses attention on these issues, we may be influencing their likelihood of taking new or different actions than they would have done otherwise. • We will be mindful of this issue at the qualitative stage and reflect this in our discussion guides. • We will ensure at the second stage of the qualitative research that a mix of both those taking part in the first stage and those that are fresh to this research are included.

Section B: Proposed Methodology

Discussion of approach

We concur that the best approach for the quantitative stage will be a **CATI telephone survey** of large employers. This is the most effective way of engaging with a large and geographically diverse range of organisations. It allows us to tightly control the sample profile to ensure that results are robust at a sector level (i.e. private, voluntary and public) and are representative within each of these sectors (in terms of size and industry type). Crucially, our proposed methodology and the detailed sampling approach will be directly replicable in future waves. This will be vital as any deviations in approach could undermine the validity of the survey as a tool for tracking changes in behaviour over time (i.e. if apparent differences over time were caused by changes in the respondent profile rather than true changes in behaviours/understanding).

While we have considered alternative approaches (e.g. an online or postal self-completion survey), we believe an interviewer-led approach will be necessary to identify and recruit the appropriate level of respondent within each organisation. Furthermore, the additional persuasion offered by an interviewer will elicit a significantly higher response rate among senior-level staff, which will be important given the relatively limited sample ratio for some groups (particularly public sector organisations). A higher response rate also minimises non-response bias (i.e. where those with particularly strong views are more inclined to take part in the survey). A CATI approach will also enable us to deliver a high volume of interviews in a short time frame, through the use of a large and experienced interviewer team and sophisticated sample management and appointment setting.

We agree that a separate qualitative follow-up stage will be essential to provide a more detailed and nuanced understanding of the actions employers are taking to close the gender pay gap. There is a strong need for flexibility, probing and challenging if we are to fully explore their actions, motivations and barriers. This can only be effectively delivered by using pure qualitative interviewing techniques and experienced qualitative executives (able to adapt their questioning, use enabling exercises to encourage creative thinking and uncover the deeper drivers and motivations behind employers' behaviours, and interpret responses in the context of the broader study).

We propose to undertake the qualitative stage via **telephone depth interviews**. This is the most effective way of conducting a detailed and honest investigation of the measures being taken by employers to meet the GPG transparency regulations and the barriers to doing so. It allows for an in-depth discussion, providing illustrative examples and case studies to bring a greater depth of understanding than would be achievable in a group environment. Individual interviews will also provide privacy and anonymity to respondents. With a sensitive topic such as the GPG it is important that respondents feel comfortable discussing their policies and practices in this area, without feeling judged. While focus groups have the potential to enrich understanding through interaction and debate, there is a danger that participants will seek to meet the expectations of others by over-stating their views or the actions being taken by their organisation. With the considerable amount of recent press coverage of gender equality and pay gap issues, the potential for 'hot housing' and over-claim within a focus group environment is increased. In contrast, an individual approach will enable us to dig deeper into personal perceptions and understand the nuances of opinions more clearly.

Telephone interviews provide an efficient and pragmatic solution to re-contacting employers that have already participated in the quantitative survey. The sample will be drawn from those taking part in the quantitative survey and agreeing to be re-contacted for further research, and the interviews will be targeted at specific cohorts based on level of engagement with GPG, size, sector and region. As a result, the available sample may be limited for some groups and it will not be practical to cluster the depth interviews geographically, meaning that a face-to-face approach would be expensive and time-consuming. Furthermore, respondents will be in senior level positions in large organisations, and therefore have significant pressures on their time. Telephone interviews place less of a burden on respondents and offer flexibility in terms of scheduling (or re-arranging) appointments.

Quantitative methodology

Based on the latest BIS/ONS population figures, there are around 9,000 UK organisations that have 250+ employees and will therefore be affected by the new GPG regulations. To cover c.10% of this population we will need to complete **900 interviews**, which is feasible within the available budget.

The survey needs to deliver a +/- 5% confidence interval (CI), at the 95% level of confidence, for *each* of the private, public and voluntary sectors. This is achievable, but an exact +/- 5% CI would necessitate 292 interviews with the voluntary sector and 239 with the public sector (even when using finite population correction), which would only leave 369 interviews with private sector companies. While this would still deliver a +/- 5% CI for the private sector, it would mean that it is significantly under-represented in relation to its position in the overall population; private sector firms account for 80% of all 250+ employee organisations but would account for just 41% of all interviews. This would necessitate a high weight of 1.94 being applied to private sector firms when reporting on the 'total' level results, which could amplify the impact of any atypical responses and potentially undermine the reliability of the results. Furthermore, it is important to maximise the sample size for the private sector to enable robust analysis by industry sector within this group.

To try and address this, we have assumed a degree of flexibility and limited the CIs to less than +/- 5.5% (i.e. +/- 5% when rounded to a whole percent). This reduces the number of interviews required for the voluntary and public sectors, and hence allows us to increase the sample size for the private sector to 437. It should be noted that these CIs are based on the 'worst case scenario' of 50% of the surveyed population answering in the same way, so where results are more polarised then the CI for each sector will reduce and fall below +/- 5.0%. The table below sets out the universe for each sector, our suggested interview numbers, the associated CIs and the weights required.

Figure 1: Proposed quantitative sample structure

Sector	Universe	Interviews	CI (95%)	Weight
Private	7,200	437	+/- 4.543	1.64
Voluntary	1,215	252	+/- 5.496	0.48
Public	627	211	+/- 5.495	0.30
Total	9,042	900	+/- 3.010	-

The above population figure for the public sector is taken from the ONS data (with the latest BIS Population Estimates putting the figure at 1,250 organisations). The ONS figure is lower for a number of reasons, such as treating NHS England as a single organisation, allocating local authority run schools to the individual local authority, and only including HM Forces employees based in England. Our view is that this represents the most sensible definition in the context of this GPG research.

We agree that it will be important to interview a **representative** sample of large employers **within each sector**. In theory this could be achieved simply by allowing a 'natural fall out' of interviews within each sector, but we know that survey participation often varies widely across different types of business, so a natural fall out could result in an achieved sample that is skewed towards certain sectors/sizes. As a result, we strongly recommend adopting a stratified random sampling approach within each of the 3 sectors. The initial sample would be stratified by employees numbers and SIC (in the case of the private sector). Quotas would then be placed on size/SIC to ensure that the final interview numbers match the known profile of employers in each sector (using the BIS/ONS population data). We would select and contact organisations at random within each strata/quota cell. This approach will ensure the achieved sample is truly representative, and will be easily replicable in future survey waves. It will also minimise the need for weighting, although the total level data will still need to be weighted to account for the disproportionate sampling approach across the 3 sectors (i.e. over-representing the voluntary/public sectors and under-representing the private sector).

Given that the 437 private sector interviews will be distributed across 16 industries (as defined by SIC), the CIs for each of these industries will be large. For example, based on our proposed representative sampling approach the largest base (88 interviews) would be for 'C – Manufacturing', which would deliver a confidence interval of +/- 10%. For some other industries, the number of large employers is so low that it will only result in a handful of interviews. As such, we recommend grouping 'like' industries together in the analysis to provide a greater degree of robustness. We have considered increasing the private sector interview numbers to address this, but the scale of the increase would need to be extremely significant to bring the CIs by a meaningful amount. For example, even if we did an additional 200 interviews with the private sector this would only increase the base for 'C – Manufacturing' to 129 and reduce the CI to +/- 8%. One solution might be to boost

particular industries of interest (e.g. STEM) and address this skew in the weighting. At this stage we have quoted based on 900 interviews but there would be scope to increase this within the total available budget, and we would welcome further discussion of this with the GEO.

We have given lengthy consideration to the most appropriate sample source for this survey, and on balance we favour the IDBR. The IDBR has comprehensive coverage of all UK businesses with the exception of sole traders, non-VAT registered and some not-for-profit organisations. The first two segments are outside the scope of this research, and we understand that the missing non-profit making organisations are at the smaller end of the spectrum and hence will not affect the validity of the IDBR as a sample frame for 250+ employee organisations. While it is true that commercial sample providers such as D&B and Experian also have comprehensive coverage of large employers, they cannot accurately identify public and voluntary sector organisations (as they have to make assumptions based on SIC codes and/or overlay the data with information from the Thompson/Yell directories). Our proposed sampling approach relies on being able to set quotas on the 3 broad sectors, and if this data is not available on sample then screening questions would be needed to identify this. This would significantly add to the fieldwork costs and timings, and would jeopardise our ability to achieve the detailed size/SIC quotas within each sector. In contrast, the Legal Status field on the IDBR enables accurate identification of the sector of all listed businesses.

One flaw in the IDBR as a survey sample frame is that it does not contain telephone numbers for a large proportion of businesses. However, this issue is much more widespread for small businesses and less of a barrier in the context of this research. This is illustrated by the 2015 Longitudinal Small Business Survey (LSBS), which used the IDBR as the primary sample source⁴. This survey did not cover 250+ employee businesses, but found a linear relationship between telephone availability and business size (4% for 0 employees, 8% for 1-4, 14% for 5-9, 40% for 10-49, 62% for 50-249). On this basis, we expect telephone numbers to be available for at least 70% of 250+ employee firms. To address this, we propose to source records for all large employers from the IDBR, and use an automated **number-matching** process to identify missing telephone numbers. The success of number-matching varies widely, but in the LSBS a valid phone number was identified for 60% of the 50-249 employee businesses that did not have one listed on the IDBR (compared to just 21% for zero employee firms). Again, we expect this to increase for 250+ employee organisations. As such, we estimate that we will end up with telephone numbers for c.90% of large employers (70% with numbers on IDBR and 20% from number-matching). We will analyse the profile of the records without a number and if certain sectors/sizes are disproportionately affected we will supplement this with manual matching using online searches, business directories, etc.

Using the IDBR will also be more efficient from a cost perspective, as there will be no need to purchase sample from an external provider. IDBR data can only be released to non-Government bodies on successful application to the Micro Data Release Panel, and we have allowed for this in our timetable and will submit our application immediately on award of the contract.

Based on the population statistics for large employers and our proposed interview numbers, we will need to interview 34% of the public sector, 21% of the voluntary sector and 6% of the private sector universes. In a general business survey where respondents have no particular 'buy-in' to the research we normally expect to achieve a response rate of 20-25%, although this can be lower among large organisations (particularly when needing to interview senior-level staff). On the face of it, this suggests that it will be challenging to complete the required interview numbers with the public sector. However, public sector organisations are typically more willing to take part in other government research, particularly when the survey is in relation to a high profile policy area (such as GPG), so we do not envisage any problems in this respect. Over the course of numerous employer surveys we have developed and fine-tuned a range of techniques to help us **maximise response rates**, and we will implement these on this survey. They include:

- *Experienced and informed interviewer team:* All interviewers have an aggregate score for performance and quality assurance, derived from all surveys they have worked on, which can be broken down by audience, study type and sector. This enables us to put together a

⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/522381/bis-16-228-small-business-survey-2015-technical-report.pdf

specialist team for this survey, based on each individual's track record on other relevant government business surveys (e.g. those with a proven ability to engage with senior level business people and secure high response rates). Interviewers will be fully briefed on the survey objectives, respondent profile and questionnaire terminology/nuances.

- *Intelligent and flexible resource allocation:* Targets will be set for the number of interviews completed each day. These will not simply be calculated as the required interviews divided by the number of fieldwork days, but will reflect the fact that we typically see a non-linear distribution of interviews during business surveys. Progress is typically slower at the outset of the project while interviewers focus on identifying the most appropriate person and scheduling appointments, but then picks up as these appointments come to fruition. Progress then tends to slow again towards the end of fieldwork as sample availability diminishes and interviewers are focussing on filling the last remaining quota cells. The automated dialling plan accounts for fluctuations in productivity and adjusts targets and interviewing resources accordingly.
- *Strong survey introduction:* A clear and persuasive introduction that identifies the GEO/DfE as the survey sponsor and details the purpose, importance and value of the research. This will also explain that the survey is being conducted by an independent research agency (OMB) on behalf of the GEO, provide reassurances of confidentiality and include contact details for a senior executive at OMB in case the respondent has any queries. We will also use interviewers who can talk around the introductory script and react to respondent queries.
- *Information emails:* An automated email triggered by the interviewer if they contact someone who requests further details about the research before participating. It will cover similar ground to the survey introduction, albeit in more detail, and will ideally contain contact details for someone at GEO in case the respondent wishes to confirm that the research is bona fide. A call-back will be automatically scheduled for 1-2 days after the email is sent.
- *Efficient sample management:* A sophisticated CATI system that implements an intelligent call pattern (i.e. varying the call times and days to maximise the chances of being answered). Sample will be 'drip-fed' during fieldwork both to ensure no more sample is used than is necessary and maintain impetus through regular provision of fresh contacts. The CATI system allows interviewers to make (and keep) time-specific appointments with respondents. Where possible, the CATI system will also allocate each appointment to the same interviewer, as they may already have established a rapport with the respondent.
- *No call-back limit:* Respondents will often be busy and difficult to get hold of. If an arbitrary limit (e.g. 5 attempts) was imposed this could easily be reached without ever speaking to the correct individual (i.e. if the outcome is always voicemail, no reply, etc). This would result in discarding a perfectly usable sample record. As a result, we will not set any cap on the number of times each records is called. However, we are conscious that some firms will therefore be called on numerous occasions (e.g. 20+ times) and it will therefore be vital that interviewers approach these calls in a sensitive manner and establish a rapport with 'gatekeepers'.

We have successfully employed similar techniques on a wide range of surveys that require a high response rate (often in tight timescales). For example, we have met the 50% response rate requirement on every wave of the Performance & Impact Monitoring Survey (PIMS) for the Department for International Trade (DIT), which involves c.8,000 telephone interviews per year (with c.600 of these conducted with 250+ employee businesses). We also achieved a 36% response rate in the Pensions Regulator's DC Quality Features survey, which looked at compliance with legislative standards (with the response rate rising to 50% among large schemes with 1,000+ members). We have significant experience of researching public sector organisations, including another project for the Pensions Regulator to evaluate local/central government pension schemes. Fieldwork for this project is almost complete, and to date we have achieved a 63% response rate. We have also conducted numerous other employer surveys where response rates were less critical but we still

typically achieved good co-operation levels and delivered all interviews on schedule. Recent examples include 1,500 CATI interviews for the Legal Services Board to a 22% response rate, and 1,400 CATI interviews with medium/large businesses for UK Export Finance to a 20% response rate. Ensuring that the survey provides detailed and accurate insight into employers' awareness, understanding and behaviours in relation to GPG is fundamental. It is also essential that the initial survey functions as a robust and comprehensive baseline against which future progress can be measured. Employers are not homogenous and their attitudes and behaviours are influenced by a wide range of factors (including less tangible attributes such as management mindset, organisational culture and ambition, as well as size and sector). We will design the questionnaire with this diversity in mind, and draw on our extensive experience of other employer surveys. We will incorporate complex routing and text substitution to tailor the survey to different types of organisations and their experiences, ensuring that the questionnaire is relevant and engaging. Following the set-up meeting we will design a draft questionnaire to be reviewed by the GEO. Although this is a new survey, we will review and draw on the questionnaire used in the 2014 IFF survey, not least because there may be some metrics that is it useful to cover in a consistent way to allow comparative analysis.

It will be imperative to conduct a comprehensive, **multi-stage piloting phase** prior to the initial wave of the survey. We recommend cognitive testing followed by a live CATI pilot. The role of the cognitive testing will be to ensure accurate and reliable measurement, by assessing the degree to which each question is understood and relevant. To achieve coverage of a range of different organisation types, we suggest a total of 8 interviews (4 private, 2 public, 2 voluntary). Each interview will be conducted over the telephone by one of OMB's qualitative specialists and will last around 20-30 minutes. To maximise the value of the cognitive testing, we will adopt 2 different approaches. For half the sample, we will complete the entire questionnaire in one go (i.e. as would happen in the CATI survey) but will note down any areas where respondents appear to be unclear on questions or provide unexpected answers. At the end of the interview we will then explore overall understanding of the questions and probe on those where issues/concerns had been noted. This approach will avoid interrupting the flow of the interview by providing too much discussion and information to respondents, which can influence their understanding of, or response to, subsequent questions. For the other half of the sample, we will probe and explore any difficulties or confusion (as well as general understanding and interpretation) as we go through the question. This approach will risk introducing the bias outlined above, but has the advantage of enabling immediate exploration of issues. The results of the cognitive testing will be reported back to the GEO and any questionnaire changes agreed before moving on to the 'live' CATI piloting stage.

The CATI pilot will take place over 2 days, involving 20-30 interviews, all of which will be monitored by the OMB project team. We will ensure coverage of all key organisation types and questionnaire routings. The pilot will allow us to make improvements to the script to ensure common understanding and/or help to ensure that as many of the individual circumstances of survey respondents are reflected and catered for as possible. It will also check that the interviews flow smoothly and the interview duration is within acceptable limits. At the end of the pilot session a debrief will be held with the interviewer team as they can provide a different and valuable perspective on any questions that proved problematic or were being misinterpreted. We will also check top-line data after the pilot to ensure that all routings and filters are working correctly. Following the pilot, we will report back any issues to GEO and agree any changes to the questionnaire. If necessary, anonymised recordings of pilot interviews can be provided to illustrate any concerns. We have assumed that cognitive testing will only be required prior to Wave 1, but we will have a CATI pilot before both waves.

Prior to fieldwork going live the final CATI script will be put through a rigorous and multi-layered testing process to ensure that all wordings, text substitutions and routing variations are functioning correctly. The script is first tested by the CATI programmer, and then tested by at least two members of the OMB executive team (who can remotely log-in to the survey platform to view the questions in exactly the same way as they will appear to the interviewers). We feel that interviews will need to last an average of **15 minutes** to address all of the research objectives, and have costed on this basis. While the questionnaire design will need to be very efficient to achieve this, we feel it is important to keep interview length within this parameter to encourage participation and minimise

business burden. We have assumed that the questionnaire will largely consist of closed questions and rating scales, but have allowed provision for up to 4 open-ended questions (responses to which will be coded into common themes for ease of analysis, as well as being provided verbatim).

We are conscious that the IDBR sample will not contain a named contact for the relevant individual to interview (e.g. HR Manager, Financial Director, etc). As a result, we will include a detailed introductory script that sets out what the survey will focus on and who will need to be interviewed (based on role/responsibilities/knowledge). We will also include screening questions to confirm that we are speaking to the most appropriate person, and these will be tested in the piloting phases.

Qualitative methodology

We will conduct **30 telephone depth interviews** in wave 1. Based on the key variables of interest set out in the ITT, we propose that the primary sample profile be based on level of engagement and business size. Level of engagement with GPG is clearly a critical area of focus and it will therefore be important to ensure adequate representation of the different groups. We also know that organisation size has a significant impact on behaviour and decision-making, and is often a key differentiator. Therefore, we propose the following as an over-arching sampling profile:

Figure 2: Proposed qualitative sample structure

Engagement	250-500 emps	501-1,000 emps	1,000+ emps
Not taken action & no plan to do so	4	3	3
Planning to take action	4	3	3
Already taking action	4	3	3
Total	12	9	9

In addition to these quotas, we will structure the qualitative sample by the other variables of interest set out in the ITT. We will aim for 20 interviews with the private sector and 5 with each of the voluntary and public sectors, and ensure at least 2 interviews with organisations in Scotland and Wales. However, we are conscious that the qualitative sample will be drawn from those taking part in the quantitative survey and consenting to further research. We expect c.75% of respondents to agree to this, but this may vary by sector/size and particularly by engagement level. As such, the precise make-up of the available qualitative sample is currently unknown. Based on the proposed structure of the CATI sample, we are confident that we can achieve the required top-level interview split by size, sector and region, but our ability to achieve the proposed split by level of engagement will depend on the quantitative results. For example, if all organisations with 1,000+ employees have taken action or are planning to do so, then it will clearly not be feasible to achieve 3 interviews with those that have not taken action. It is therefore not possible to guarantee specific interlocking quotas before knowing the profile of the available qualitative sample. We will review this following completion of CATI fieldwork and, if necessary, agree a revised sampling profile with the GEO.

All interviews will be conducted by a senior qualitative practitioner (director level), using a discussion guide informed by the quantitative findings and subsequent discussion with GEO. This will be provided in draft for comment prior to fieldwork starting. We have assumed that interviews themselves will last **c.30 minutes**, as we feel this is the minimum required to generate sufficient depth of understanding on all the key topics.

To ensure the success of the qualitative phase it will be important that a) sufficient numbers of organisations (from across the various strata) agree to take part in the qualitative phase and b) as many as possible of the qualitative participants from Wave 1 also take part in Wave 2. To achieve this, we will first ensure the initial quantitative interview is engaging and not onerous for respondents, as this will encourage more respondents to agree to further research. When asking for permission to contact them for further research we will clearly explain the purpose and benefits of the qualitative phase. The executives undertaking the qualitative interviews will also conduct the recruitment, rather than using an external recruitment company. We find this significantly increases response rates as executives (who are much closer to the project objectives) are better able to convey the purpose of the research and answer questions about confidentiality, use of the findings, etc. Finally, following completion of the first qualitative phase we will email all 30 participants to thank them for their time and remind them that we will be getting in touch again for Wave 2 in due course. Potentially this

could include sharing the published report to increase their engagement. Prior to the second wave of qualitative interviews we will again email this group to give them advance warning of the research and again stress why it is important that they take part again (and remind them of the incentive). We will also offer a £50 financial incentive for participation in the qualitative phase, but the value of this incentive will increase to £70 for the longitudinal sample in Wave 2. We will also exclude previous qualitative participants from Wave 2 of the CATI survey, as this would be unnecessarily burdensome and may deter them from taking part in the next qualitative phase.

We will develop a short screening questionnaire for use during recruitment to ensure that participants meet the agreed sample criteria. Where sample volumes allow, we will randomly select a subset of individuals within each quota cell to contact during the recruitment stage. This approach minimises the chance of any bias in selection.

One other consideration is the (potentially conflicting) need to get as many interviews as possible with the longitudinal group while also delivering a very specific sample profile for Wave 2 of the qualitative phase. The issue is that some qualitative participants will have changed their level of engagement by the time of the second phase, but we will not know this until we interview them again, and this may affect our ability to achieve the detailed quota targets. We suggest that in Wave 2 we first focus on interviewing the longitudinal sample, and once we have exhausted this sample we will analyse the achieved interview profile and then target 'fresh' qualitative respondents (recruited from Wave 2 of the CATI survey) based on the 'gaps' we need to fill.

Analysis & Reporting

All quantitative analysis will be undertaken in SPSS, which offers extensive capabilities in terms of running cross tabulations and constructing derived variables/measures. Our analysis will go beyond simple cross-tabulations and will also explore multi-variate patterns/relationships. A key strength of the OMB team is that the executives themselves conduct the analysis. This means that the core project team are very 'close' to the data and are often able to notice and investigate issues that may be missed if the analysis was conducted by a separate data processing team. During the early stages of fieldwork, we will conduct topline analysis on interim data to check that both surveys are functioning correctly and to give us an indication of how the results are falling out. At each stage of the analysis process we employ a rigorous quality assurance regime, with all analysis and outputs being checked by another executive.

We approach qualitative analysis in a systematic manner, with field notes and audio recordings used as the 'raw data' for analysis. This data is organised using an Excel spreadsheet, with the rows of the sheet represent topics or issues, and the columns represent respondents/groups. Once the data has been organised in this way, we analyse each topic, developing a range of themes, and noting the weight of opinion for each. This results in a comprehensive list of the range of opinions given, and their relative weight. We use the grid analysis described above as the basis of our interpretation, and this is supplemented by brainstorming within the team to generate recommendations and a strong narrative to the reports/presentations.

After each wave of the survey we will produce the outputs set out in the ITT. These will include a **draft report** (of the quantitative findings), a **final report** (integrating both the quantitative and qualitative findings), a **face-to-face presentation**, and an **SPSS dataset** (with all variables clearly labelled).

In our experience, when reporting on public sector surveys a balance often needs to be found between making the outputs sufficiently detailed to meet the client's requirements, but also ensuring that they are accessible to the wider public as the reports are typically published. As such, we recognise the importance of understanding the needs of the likely audience and tailoring our output accordingly. We will work closely with GEO to ensure that the style, format, content and tone of the outputs meets your needs. This could include following an 'in-house' reporting style if required, using dashboards or infographics to convey headline results, producing stand-alone summaries, etc.

We are always mindful that when comparing results between sub-groups or over time there can be apparent differences that are not statistically significant, and there is therefore a risk of audiences drawing conclusions that are not backed up by the data. To address this, all results will undergo statistical testing and in the report we will generally only comment on differences that are significant

at the 95% level of confidence. Similarly, if there are non-significant differences in areas that are likely to attract significant attention, we will make this very clear in the accompanying commentary. We will include base sizes in all outputs and draw attention to cases where these are very low.

Section C: Skills, Experience & People

About OMB

OMB Research has developed a strong track record for robust, independent, evidence-based evaluation and research. We are B2B research experts, and interviewing companies of all sizes and sectors is a daily undertaking for us. We typically conduct around 12-15,000 business telephone interviews a year for various government departments, regulators and in conjunction with academic organisations.

Delivering research of the highest quality is central to the philosophy of OMB Research. We take an extremely purist approach to research, and the quality of our questionnaire design, understanding of sampling and project management skills are the heartbeat of our business. By ensuring that the data we collect is of the highest quality we can be confident that the analysis and insights we present to our clients are reliable and robust.

All executive staff are members of the Market Research Society (MRS) and abide by the MRS Code of Conduct and all interviewing will be conducted to ISO 20252 standards.

Having considered the scope and complexity of the research, and the fundamental requirement to provide robust and accurate results capable of withstanding close scrutiny by external parties, we will use Pexel Research Services to conduct the telephone fieldwork. We feel that the strength of our working relationship and our combined knowledge and experience of B2B research and work within the public sector will ensure that we deliver the evaluation to the highest standards of quality, and to time.

We believe we have the unique blend of skills necessary for this assignment:

- We have particular expertise in conducting public sector evaluations, with this type of work accounting for the majority of our turnover. We have an extremely strong and experienced team, and believe that it is the quality of our researchers that give us the edge over other agencies. Our philosophy is to offer senior level involvement at every stage of the research process, whether this is questionnaire design, fieldwork management or data analysis, and delivering research of the highest quality is central to our business model;
- Pexel undertake numerous surveys for central government departments/agencies, regional and local authorities and the voluntary sector. With a 'state-of-the-art' 160 seat contact centre, its own trained and managed field force and a team of experienced executives and account managers, Pexel has the capacity to deliver large volumes of interviews to the highest quality standards and within the strictest of deadlines;
- Specialist business interviewer team: through the inclusion of Pexel on the team we can offer a dedicated team of telephone survey interviewers who have experience of researching businesses and proven expertise in engaging with senior level business people, and;
- A focus on quality evaluation and customer satisfaction as evidenced by our quality assurance techniques.

OMB and Pexel have recently worked together on B2B projects for clients such as The Pensions Regulator, Legal Services Board, Warwick Business School, UK Commission for Employment & Skills and UK Export Finance. Further details on these projects are included under the 'relevant projects' heading within this section.

Key Staff

The following provides brief biographies for the key OMB and Pexel staff who will form the core project team.

[REDACTED]

Pexel Research Services

OMB first appointed our fieldwork provider, Pexel, on the strength of their public sector experience, rigorous quality systems and willingness to establish a long-term working relationship. Since this point they have proved that they can deliver telephone fieldwork to the high standards that we demand. Over the course of our relationship with Pexel both organisations have developed a strong understanding of how the other operates and have established proven working practices that place the onus on frequent and open communication.

Pexel are telephone research specialists with extensive experience of conducting business interviews. They have a 'state-of-the-art' 160 seat contact centre and a pool of over 400 interviewers to draw on. Their interviewers are well educated, often to degree level and some to post graduate level. These factors ensure that they have the capacity to deliver interviews to the highest quality standards and within the strictest of deadlines.

OMB Research have an extremely 'hands-on' management style and we will remain in constant contact with the Pexel project team throughout the fieldwork period. OMB are also able to log into Pexel's CATI system remotely to monitor interview progress, check topline results and test the 'live' questionnaire script. All Pexel interviewers are trained to IQCS and ISO20252 standards. The Pexel team responsible for the telephone fieldwork will be:

[REDACTED]

Example Projects

At OMB Research, we pride ourselves on our flexible and rigorous approach to analysis and reporting. Much of our government research is published and is often subject to external scrutiny from steering groups, economists, statisticians or the National Audit Office. Our work has directly influenced policy decisions and helped improve the quality and impact of government services/initiatives. As such, it is imperative that the analysis and reporting is accurate and transparent, as well as the methodology being robust and reliable.

Below are details of projects referenced in the team biographies as well as links to reports where the research has been published:

Department for International Trade - *Performance & Impact Monitoring Surveys (PIMS)*: PIMS is a monthly survey of business beneficiaries of DIT support. It currently consists of 8,500 x 15 minute business telephone interviews a year, covering companies of all sectors and sizes. The research includes a monthly survey to measure satisfaction and service quality, followed by an additional impact survey c.6 months later (with the sample consisting of firms that took part in the original survey and gave consent to be re-contacted). OMB designed and piloted the initial PIMS research approach in 2005 and have since been commissioned for each of the subsequent survey waves undertaken to date. Over time, the PIMS programme has evolved to cover 30 different DIT services, and utilises an extremely detailed and complex questionnaire script to ensure that the interview is tailored to each audience/service. To ensure adequate coverage of lower incidence groups and minimise non-response bias, an extremely high response rate of 50% is required. We achieve this through stringent sample management, flexible appointment-setting, well-briefed interviewers and clear/persuasive survey introductions.

The PIMS evaluation programme also includes separate qualitative deep-dive projects to understand emerging findings in greater depth and understand the challenges UK exporters face over time. We believe that our successful delivery of the PIMS research to date clearly demonstrates our questionnaire design and sampling expertise and our capability of delivering business surveys on time, to budget and to a high response rate.

<https://www.gov.uk/government/collections/uk-trade-investment-performance-and-impact-monitoring-survey#history>

TPR DC Schemes Survey: Over the last two years OMB have successfully delivered 6 research projects for TPR including the 2016 DC Schemes Research. This looked at the activities, behaviours and control processes of those running Defined Contribution (DC) pension schemes to understand the likelihood of delivering good member outcomes. 639 x 20-minute telephone interviews were conducted. Responses to the survey were used to derive proxy measures to assess compliance with a number of legislative governance standards and allow comparisons of behaviours and performance across different scheme types/sizes. OMB was responsible for all aspects of this research including producing a final report for publication with Pexel conducting the telephone interviews.

<http://www.thepensionsregulator.gov.uk/docs/dc-research-technical-report-2016.pdf>

TPR Trustee Landscape Research: This involved 816 x 25 minute CATI interviews with pension scheme trustees followed by 30 follow up qualitative interviews. The research examined the ability of trustee boards to fulfil their roles and responsibilities in an increasingly complex pensions environment, and explored variance between different segments of the population. It was structured so as to provide robust coverage of both lay and professional trustees.

<http://www.thepensionsregulator.gov.uk/docs/trustee-landscape-quantitative-research-2015.pdf>

<http://www.thepensionsregulator.gov.uk/docs/trustee-landscape-qualitative-research-2016.PDF>

Legal Services Board Pricing Research: The research consisted of 1,500 CATI interviews with solicitors and other legal services providers to understand the price of common legal services purchased by consumers, and how this differs by region, provider type, charging structure, etc. This research was the first of its kind to robustly benchmark the prices that consumers pay for key services and was extremely challenging. A comprehensive cognitive testing stage was required during the questionnaire development phase to ensure firms were willing to take part/disclose their prices and in ensuring that they all provided comparable data (through the use of detailed and tightly defined scenarios). The sample design was complex to ensure robust representation of the whole legal services sector. We successfully completed it in full and on time, and the final report was heavily publicised in the media.

<https://research.legalservicesboard.org.uk/wp-content/media/Prices-of-Individual-Consumer-Legal-Services.pdf>

British Red Cross Workplace First Aid Research: This project explored the decision-making process of businesses looking to access First Aid training, and their perceptions of BRC and other training providers. It also investigated how BRC could better communicate with businesses and strengthen its position in the market. The project involved qualitative interviews among senior decision-makers in a wide range of businesses, followed by a stage of quantitative telephone interviewing (200 x 15 minute interviews with a sample of suitable businesses sourced by OMB).

Department for Business, Innovation & Skills - *Impact Evaluation of CompeteFor*: OMB Research was part of a consortium consisting of The Evaluation Partnership, Aston Business School and Warwick Business School that undertook the longitudinal evaluation of the CompeteFor service. CompeteFor was the chosen site of the London 2012 Olympics for the publication of Games-related contract opportunities and acted as a brokerage service between buyers and potential suppliers throughout the London 2012 supply chain, as well as providing access to business support services to build skills and capacity. OMB Research was responsible for conducting 3 separate surveys, the first of which was conducted in 2009, the second in 2010 and the final one in 2012. Together, these

consisted of c.7,000 interviews with businesses that had registered with the site. OMB had overall responsibility for delivering these surveys, and worked closely with TEP, the LDA and BIS to achieve this goal.

UKCES Professional Services Innovation Study 2016: Working alongside innovation experts at Warwick Business School we were commissioned to speak to UK businesses in 'professional service' sectors to provide a measure of innovation. The research took the form of telephone interviews lasting 20-25 minute conducted on CATI. A total of 900 interviews were completed. OMB were responsible for the sampling design which involved detailed SIC analysis to identify relevant sectors. A disproportionate stratified sampling approach was adopted to allow analysis both by particular sectors and by size of firm.

Section C: Governance & Dependencies

The figure below outlines the key members and governance arrangements of our proposed project team:

[REDACTED]

[REDACTED] will be the project director and will take overall responsibility for the project.

[REDACTED] will be involved with and oversee all aspects of the project including questionnaire and sample design, project management and reporting. [REDACTED] will take the lead in managing fieldwork progress, and will play a major role in the questionnaire development, analysis and reporting. [REDACTED] will be the lead analyst, as well as assisting with the drafting of the report and presentation. [REDACTED] will provide additional support as and when required, including processing the sample, testing the CATI script, checking top-lines, and assisting with the analysis.

[REDACTED] will oversee all aspects of the qualitative stages. [REDACTED] will develop the discussion guide, carry out all of the cognitive testing and around half of the qualitative follow-up interviews, and lead on the analysis and reporting. [REDACTED] will be joined by [REDACTED] and [REDACTED] who would each conduct a proportion of interviews and contribute to the analysis. As well as working together on OMB projects, the team have all collaborated on numerous other occasions – working together at Synovate and since then on over 20 projects in the past six years. They have a strong understanding of each other's approach and are used to working together during analysis.

At Pexel, [REDACTED] will take overall responsibility for the telephone fieldwork, monitor operational compliance and provide overall quality assurance. [REDACTED] will select and manage the interviewer team, monitor progress and check quality. [REDACTED] will script the CATI survey and run the initial data validation prior to providing OMB with a fully coded dataset in SPSS.

The above staff members will be assisted by other members of the OMB and Pexel teams as required. At every stage of the project the team will adopt a shadowing approach. This means that with any task there are always at least two project team members able to complete that task. This provides a strong level of risk minimisation to the delivery of this project as any staff sickness/absence is accounted for.

Section D: Timetable & Monitoring Techniques

The following sets out our suggested timetable for Wave 1 of this research, and has been developed based on the deadlines set out in the ITT.

Task	Responsibility	Date
Successful provider notified	GEO	w/c 12 Dec
Inception meeting	Both	w/c 12 Dec
Component 1: Telephone survey		
IDBR sample request to ONS	OMB	19 Dec
Questionnaire development	Both	19 Dec – 5 Jan
Draft questionnaire agreed	OMB	6 Jan
Recruitment for cognitive testing	OMB	w/c 2 Jan
Cognitive testing of questionnaire	OMB	w/c 9 Jan
IDBR sample received from ONS	OMB	By 13 Jan
Sample processing	OMB	w/c 16 Jan
Questionnaire agreed for piloting	Both	By 17 Jan
CATI set-up & testing	OMB	18-23 Jan
Pilot	OMB	24-25 Jan
Final questionnaire agreed	Both	27 Jan
CATI changes & testing	OMB	30-31 Jan
Fieldwork start	OMB	1 Feb
Initial top-line check	OMB	8 Feb
Interim data cut (for draft report)	OMB	w/c 27 Feb
Fieldwork end	OMB	10 Mar
Draft report (based on interim quant data)	OMB	w/c 13 Mar
SPSS/Excel dataset provided	OMB	w/c 20 Mar
Revised draft report (based on full quant data)	OMB	w/c 27 Mar
Component 2: Qualitative Interviews		
Draft discussion guide provided	OMB	w/c 27 Feb
Recruitment screener agreed	Both	w/c 27 Feb
Qual recruitment	OMB	6-17 Mar
Discussion guide agreed	Both	w/c 6 Mar
Fieldwork start	OMB	13 Mar
Fieldwork end	OMB	31 Mar
Component 3: Final Reporting		
Draft final report provided	OMB	w/c 17 Apr
Final report agreed	OMB	w/c 24 Apr
Presentation of findings	OMB	w/c 24 Apr

The time-scales required for Wave 2 would be broadly similar, although less time would be needed for questionnaire development (as there would be no cognitive testing).

We confirm that we have the capacity to conduct the project to the timescales outlined. While we are confident that we can successfully deliver to these timings, we acknowledge that timings are tight in a few key areas and the project will require close project management. We envisage discussing exact timings in more details at the inception meeting and agreeing a final timetable (with precise dates rather than w/c).

Please note that in order to meet the overall timings, we propose to develop the qualitative discussion guide and start recruitment prior to the end of quantitative fieldwork. However, recruitment will continue during the first week of qualitative fieldwork, ensuring that all quantitative respondents can potentially be included.

At this stage, we have assumed that the presentation to policymakers would be once the qualitative stage is complete to ensure the debrief covers the whole research programme. However, it would certainly be possible, and perhaps preferred, to schedule the presentation for soon after the end of the quantitative fieldwork stage to inform policy work prior to April. We would welcome further discussion of this with the GEO.

We will provide a weekly progress report to the GEO project manager throughout the project, and more frequently if there are any concerns. The progress report will refer to the project plan and detail whether activities are complete, in-progress or scheduled along with approaching deadlines. It will also highlight any concerns and the remedial actions planned. The project plan has been designed with regards to a certain level of contingency at key stages. For example, our proposed sampling approach is to use the IDBR for which we are reliant on ONS for sample provision, and as such our timings allow slightly longer than we anticipate needing in reality.

OMB Research has developed a strong track record for robust, independent, evidence-based evaluation and research. We are B2B research experts, and interviewing companies of all sizes and sectors is a daily undertaking for us. We typically conduct around 12-15,000 business telephone interviews a year for various government departments, regulators and in conjunction with academic organisations. Quality is at the forefront of everything we do, and all research and management practices are based on ISO20252 quality procedures.

[REDACTED] will be the designated Project Director, overseeing the conduct and delivery of the study and with overall responsibility for ensuring the highest quality research and analysis. OMB's philosophy is to provide senior level involvement at every stage of the research process and as such the senior team will be heavily involved in every stage of the research, and not just figure heads at the start and end of the project. The senior management team will be the first point of contact for all project queries and will be writing and delivering the reports and presentation.

To ensure that we are covered against any planned (e.g. holidays) or unplanned (e.g. sickness) absences by members of the project team, we propose to adopt a 'team shadowing' approach. This will involve at least 2 staff members being fully involved and informed at every individual stage of the project, so that there is always backup available from a suitably qualified and knowledgeable source.

Utilising Pexel's state-of-the-art CATI system, 160-seat contact centre, and their large team of experienced B2B interviewers provides robust capacity for the quantitative element. Our large and senior-level proposed project team also enables flexibility and contingency for all other aspects. The strength of our working relationship with Pexel and our combined knowledge and experience of employer research will ensure that we deliver this project to the highest quality standards and on schedule.

All OMB staff are members of the Market Research Society (MRS) and abide by the MRS Code of Conduct. Pexel hold the recognised standard for the provision of market research services ISO 20252. All interviews and data processes are in accordance with the codes of conduct laid down by the MRS and the Interviewer Quality Control Scheme (IQCS).

Our quality control procedures cover each stage of the research process from design to delivery, a copy of our quality management system can be provided on request.

Section E: Risk Management

The table below sets out the key risks we have identified to the successful delivery of this project, along with our approach to addressing them.

Risk	Risk Minimisation Strategy	Likelihood	Impact
Inception Phase: Delay to the project inception meeting	<ol style="list-style-type: none"> 1. Suggest date (w/c) for inception meeting within tender. 2. Confirm exact date of inception meeting upon commission. 	MEDIUM	MEDIUM
Inception Phase: Delay in agreeing sampling frame and interview targets	<ol style="list-style-type: none"> 1. Timings agreed at inception meeting. 2. Sampling frame and targets to be prioritised on commission to avoid delays in starting fieldwork 	LOW	MEDIUM
Inception Phase: Delay in sample provision from IDBR	<ol style="list-style-type: none"> 1. Contact IDBR and obtain GEO sponsorship upon commission 2. Place sample request immediately once sample frame is agreed 3. Chase IDBR at regular intervals 	MEDIUM	MEDIUM
Inception Phase: Delay in questionnaire sign off	<ol style="list-style-type: none"> 1. Discuss questionnaire design and coverage in detail at inception meeting. 2. Provide adequate provision in timetable for OMB to design and test a comprehensive questionnaire that meets all research objectives. 3. Highlight to GEO project manager strict timetable detailing when questionnaire feedback and sign off will be required. 	MEDIUM	HIGH
Fieldwork Phase: Not being able to achieve the required number of telephone interviews on time	<ol style="list-style-type: none"> 1. Well briefed specialist B2B interviewer team to work the sample efficiently, build appointments and develop positive relationships with gatekeepers / respondents. 2. Daily monitoring of interview numbers and call outcomes to manage sample and team size. We will monitor outcomes daily and feed in fresh sample where records become unusable. 3. Sending out of information emails to explain the research and increase participation 4. Set up analysis and reporting templates based on interim data, allowing us to quickly finalise outputs if fieldwork needs to be extended. 	MEDIUM	HIGH

<p>Fieldwork Phase: Increased cost of fieldwork</p>	<ol style="list-style-type: none"> 1. We are confident our costs are realistic, based on experience of previous surveys of this nature. Assuming there are no fundamental changes to the project specification the impact of any increase in fieldwork costs is absorbed by OMB. 2. Highlight to GEO any fundamental changes to the project specification and the likely impact on costs. 3. Agreement in writing from the GEO Project Manager to any changes to the quoted cost prior to proceeding. 	<p>LOW</p>	<p>MEDIUM</p>
<p>Fieldwork Phase: Willingness of respondents to provide open/honest responses to key survey questions</p>	<ol style="list-style-type: none"> 1. Stress the independent nature of the research and provide reassurances of anonymity and confidentiality in the survey introduction, etc. 2. Well-designed questionnaire with clear and succinct questions, and cognitive testing and CATI pilot prior to fieldwork proper. 3. Fully briefed and engaged interviewer team to be able to advise and clarify as necessary. 4. All survey questions will be discussed and developed by experienced OMB executives with input and sign-off from GEO before being accepted for the final questionnaire. 	<p>MEDIUM</p>	<p>HIGH</p>
<p>Analysis Phase: Data missing from the telephone survey</p>	<ol style="list-style-type: none"> 1. Ensure appropriate resource and checks employed before survey goes live to fully check CATI script. 2. Check interim topline data once fieldwork has begun to check all routings are working correctly 	<p>MEDIUM</p>	<p>HIGH</p>
<p>Analysis Phase: Reduced timeframe during which to analyse survey results</p>	<ol style="list-style-type: none"> 1. Run interim analysis while fieldwork is ongoing to create and test any derived variables and outputs. 2. Increase resources in order to keep reporting deadlines on track 	<p>MEDIUM</p>	<p>MEDIUM</p>
<p>Operational: Staff absence/sickness</p>	<ol style="list-style-type: none"> 1. Staff shadowing in place at all levels to ensure that at least two of the project team can complete any task. 2. Regular project progress meetings to ensure adhering to project plan and that everyone is up to speed on all aspects of progress 	<p>LOW</p>	<p>HIGH</p>

Section E: Principles

This section summarises the key aspects of OMB's policies on equality, diversity, complaints, environmental sustainability and data security. Copies of our detailed policies on these areas can be provided on request.

Equality & diversity

Our policy is to ensure that equality and diversity issues are positively and fully incorporated in all aspects of OMB's work. This includes ensuring that all employees demonstrate respect and fairness to their colleagues, clients and the audiences with whom we come into contact. Our policy ensures that no present or future employee or job applicant receives less favourable treatment on the grounds of race, colour, creed, religion, ethnic or national origin, nationality, sex, marital status, disability, sexuality or social status, or is disadvantaged by any conditions or requirements which cannot be shown to be necessary. This helps us recruit and retain the best staff and celebrate the benefits of diversity.

OMB expects all employees and sub-contractors to positively promote this policy in all aspects of their work and their dealings with people, both internally and externally. In order to ensure this OMB has an equal opportunities policy to ensure that equality and diversity issues are positively and fully incorporated in all aspects of its work.

OMB's equal opportunities policy covers all aspects of our work including recruitment, working environment, training, promotion and grievances.

OMB is committed to promoting and developing equality and diversity and keeps under review its policies, procedures and practises to ensure they all accord with the principles of equal opportunities and are consistently applied.

Complaints handling

OMB take complaints both internally and externally extremely seriously. Any complaint raised is immediately allocated to a Company Director as well as being logged on our incident system.

Our policy is to ensure that all complaints are fully investigated, and swift and appropriate action taken to ensure that the incident cannot occur again.

Our quality management system has documented procedures in place for

- Non-conformance & corrective action
- Procedures for customer feedback
- Procedures for preventive action and risk analysis
- Internal audit

Our employee handbook also has clear and documented procedures in place to deal with complaints relating to staff and any disciplinary action.

Copies of both our quality management system and employee handbook can be provided on request.

Environmental sustainability

OMB acknowledges the importance of being responsible, sustainable and ethical in order to meet the needs of the present and leave a better environment for future generations. It is the aim of OMB Research to minimise the impact of its business activities on the environment. In order to achieve this aim, staff are provided with a copy of our environmental policy and encouraged to follow these measures.

Our policy includes:

- Recycling
- Unnecessary use of paper
- Minimising energy consumption
- Consideration of environmental impact of products/equipment

- Consideration of environment policies of sub-contractors and suppliers

Our policy is reviewed annually, and is adapted if changes to the company occur. This policy is communicated to all staff and to clients as requested.

Data Security

Both OMB and Pexel take data security extremely seriously. Both companies are entered on the public register of data controllers and as such abide by the Data Protection Act 1998.

In addition to our own procedures for securing data, we are accredited by IASME against the Government's Cyber Essentials Scheme (Certificate Number: IASME-A-01214). IASME is one of the four Cyber Essentials accreditation bodies appointed by the UK Government. The international standard, ISO27001, is comprehensive but extremely challenging for a small company to achieve and maintain. The IASME standard is written along the same lines as the ISO27001 but specifically for small companies. The gold standard of IASME demonstrates baseline compliance with the international standard.

We have a secure password protected IT network and use up-to-date virus-scanning software. All personal computers are password protected and users are required to log out of their workstations if they are to be left unattended for any significant length of time (and there are time limits set whereby the system will automatically log users off if the workstation is not used). As a general policy sample files or other confidential data are not taken out of our office, but on any occasions where this is necessary the data will be encrypted and password protected (on laptops, memory sticks or CDs). When transferring sample data or other confidential information from OMB to Pexel (or vice versa) this is done by either emailing encrypted data (WinZip or PGP) or via a secure ftp site.

All data stored on secure servers. It should be noted that the remote access to our CATI system is also extremely secure and access can only be gained from an IP address that has been approved by Pexel and relies on the user providing the correct (personalised) password.

Section F: Costs & Value for Money

Our costs for conducting this research, to the specification outlined in this proposal, are as follows:

Wave 1 – Total Costs

Activity	Task	Total (excl. VAT)	Total (incl. VAT)		
Project Management					
Quantitative Telephone Survey	Development (incl. questionnaire design, cognitive testing & piloting)	[REDACTED]	[REDACTED]		
	Fieldwork				
	Analysis				
	Reporting				
Qualitative Depth Interviews	Development				
	Fieldwork				
	Analysis				
	Reporting				
Incentives for qualitative interviews (8x cognitive test & 30 x depths)					
Travel					
Total		£77,932.00	£93,518.40		

Wave 2 – Total Costs

Activity	Task	Total (excl. VAT)	Total (incl. VAT)		
Project Management					
Quantitative Telephone Survey	Development (incl. questionnaire design & piloting)	[REDACTED]	[REDACTED]		
	Fieldwork				
	Analysis				
	Reporting				
Qualitative Depth Interviews	Development				
	Fieldwork				
	Analysis				
	Reporting				
Incentives for qualitative interviews (30 x depths)					
Travel					
Total		£73,643.00	£88,371.60		

Wave 1 – Cost break-down by staff-level

Activity		Personnel	No. of days	Day rate	Over-heads	Total (excl. VAT)
Project Management		Director	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		AD				
		SRE				
		RE				
Quantitative Telephone Survey	Development	Director				
		AD				
		SRE				
		RE				
	Fieldwork	900 x interviews				
	Analysis	Director				
		AD				
		SRE				
		RE				
	Reporting	Director				
		AD				
		SRE				
RE						
Qualitative Depth Interviews	Development	Director				
	Fieldwork	Director				
	Analysis	Director				
	Reporting	Director				
Other costs	Incentives for qualitative interviews					
	Travel					
Total						£77,932

Wave 2 – Cost break-down by staff-level

Activity		Personnel	No. of days	Day rate	Over-heads	Total (excl. VAT)
Project Management		Director	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		AD				
		SRE				
		RE				
Quantitative Telephone Survey	Development	Director				
		AD				
		SRE				
		RE				
		Pilot Interviewing				
	Fieldwork	900 x interviews				
	Analysis	Director				
		AD				
		SRE				
		RE				
	Reporting	Director				
		AD				
		SRE				
		RE				
Qualitative Depth Interviews	Development	Director				
	Fieldwork	Director				
	Analysis	Director				
	Reporting	Director				
Other costs	Incentives for qualitative interviews					
	Travel					
Total						£73,643

These costs are for the methodology set out in this proposal and are fully inclusive. These costs include:

- Project management
- Attendance at an initial set-up meeting
- Questionnaire & discussion guide development
- IDBR sample sourcing and subsequent telephone matching
- Cognitive testing
- Piloting
- CATI fieldwork (900 x 15 minute interviews in each wave)
- Qualitative fieldwork (30 x 30-min tele-depths in each wave)
- Incentives for qualitative fieldwork as described
- Analysis
- Reporting as specified (draft report, full report, f2f presentation, raw SPSS/Excel data)

[PART 4]

THE DEPARTMENT'S REFERENCE NO:

DECLARATIONS AND INFORMATION TO BE PROVIDED BY THE TENDERER

Declarations

- 1 **OMB Research** declare that we accept the Department's standard terms and conditions as the basis of the contract; and
- 2 declare that we have not communicated to any other party the amount or approximate amount of the tender price other than in confidence and for the express purpose of obtaining insurances or a bond in connection with this tender. The tender price has not been fixed nor adjusted in collusion with any third party, and
- 3 declare that the tender will remain valid until **31st April 2017** and that we are not entitled to claim from the Department any costs or expenses incurred in preparing the tender or subsequent negotiations whether or not the tender is successful.

Signed on behalf of the Tenderer

.....

Please print full name.....James Murray

Date.....6th December 2016

Undertaking

The Department requires all tenderers to make full and frank disclosure to the Department in the form of a signed undertaking in respect of any or all of the following:

- a) any state of bankruptcy, insolvency, compulsory winding up, administration, receivership composition with creditors or any analogous state of relevant proceedings;
- b) any convictions for a criminal offence committed by the tenderer (or being a company, by its officers or any representative of the company);
- c) any acts of grave misconduct committed by the tenderer (or being a company, by its officers or any representative of the company) in the course of their business or profession/the company's business;
- d) any failure by the tenderer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of Social Security contributions; and
- e) any failure by the tenderer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of taxes.

For research and analysis, **conflict of interest** is defined the presence of an interest or involvement of the contractor, subcontractor (or consortium member) which could affect the actual or perceived impartiality of the research or analysis.

A conflict of interest for this project would include the circumstance in which a contractor, subcontractor or member of a consortia has had prior involvement with the scheme which is being evaluated, either through governance or delivery of services.

Where there may be a potential conflict of interest, it is suggested that the consortia or organisation designs working arrangements such that the findings cannot be influenced (or perceived to be influenced) by the organisation which is the owner of a potential conflict of interest. For example, consideration should be given to the different roles which organisations play in the research or analysis, and how these can be structured to ensure an impartial approach to the project is maintained.

The process by which this is managed in the procurement process is as follows:

1. **During the bidding process, organisations may contact DfE to discuss whether or not their proposed arrangement is likely to yield a conflict of interest.** Any responses given to individual organisations or consortia will be shared with all tendering organisations (in a form which does not reveal the questioner's identity).
2. **Contractors are asked to sign and return Annex 4 to indicate whether or not any conflict of interest may be, or be perceived to be, an issue.** If this is the case, the contractor or consortium should give a full account of the actions or processes that it will use to ensure that conflict of interest is avoided. In any statement of mitigating actions, contractors are expected to outline how they propose to achieve a robust, impartial and credible approach to the research.
3. **When tenders are scored, this declaration will be subject to a pass/fail score,** according to whether, on the basis of the information in the proposal and declaration, there remains a conflict of interest which may affect the impartiality of the research.

Potential conflicts of interest may include (but are not restricted to);

- For evaluation projects, a close working, governance, or commercial involvement in the project under evaluation
- A professional or personal interest in the outcome of this research
- Current or past employment with relevant organisations
- Payment (cash or other) received or likely to be received from relevant organisations for goods or services provided (including consulting or advisory fees)
- Gifts or entertainment received from relevant organisations
- Shareholdings (excluding those within unit trusts, pension funds etc.) in relevant organisations
- Close personal relationship or friendships with individuals employed by or otherwise closely associated with relevant organisations

Conflict of Interest Declaration Form

Organisations **must** complete either part 1 or 2. Please return this form with your ITT documentation.

A declaration of interest will not necessarily mean the individual or organisation cannot work on the project; but it is vital that any interest or conflict is declared so it can be considered openly.

Failure to declare or avoid conflict of interest at this or a later stage may result in exclusion from the procurement competition, or in DfE exercising its right to terminate any contract awarded.

Part 1

I have nothing to declare with respect to any current or potential interest or conflict in relation to this research (or any potential providers who may be subcontracted to deliver this work, their advisers or other related parties). By conflict of interest, I mean, anything which could be reasonably perceived to affect the impartiality of this research, or to indicate a professional or personal interest in the outcomes from this research.

If my situation or that of my organisation changes during the project in terms of interests or conflicts, I will notify DfE immediately.

Signed
Name James Murray.....
Position Director.....

OR

Part 2

I wish to declare the following with respect to personal or professional interests related to relevant organisations (insert name(s) below):

-
-

Where a potential conflict of interest has been declared for an individual or organisation within a consortia, please clearly outline in your tender the role which this individual or organisation will play in the proposed project and how any conflict of interest has or will be mitigated.

If my situation or that of my organisation changes during the project in terms of interests or conflicts, I will notify DfE immediately.

Signed
Name
Position

ANNEX B – Specification for mixed methods research on employers’ understanding of the gender pay gap and actions to tackle it



From:
[REDACTED], Strategic Analysis and
Research, Department for Education
[REDACTED]:
tel: [REDACTED]
18 November 2016

BY EMAIL ONLY

**BEIS Research & Evaluation Framework Contract: CR150025BIS
LOT 1 (Commercial, Economic and Social Impact Assessment and Analysis)**

INVITATION TO TENDER FOR

**MIXED-METHODS RESEARCH ON EMPLOYERS’ UNDERSTANDING OF THE
GENDER PAY GAP AND ACTIONS TO TACKLE IT**

TO

THE DEPARTMENT FOR EDUCATION

Your organisation is invited to offer a tender for provision of the above research (specified below) via Lot 1 of the BEIS Research and Evaluation Framework Contract (CR150025BIS).

This document sets out the relevant information required for the Department of Education to commission research. As set out in the Framework Contract, it includes details on the following:

Part	Title	Action required by tender
1	Instructions and information on the tendering process	Tenderers are asked to read this section in full.
2	Statement of requirement/ The research specification	Tenderers are asked to read this section in full.
3	Tendering requirements and Award Criteria	Tenderers are asked to read this section in full.
4	Declaration and information to be provided by Tenderer	To be completed and returned with the proposal.
5	Conflict of Interest Declaration Form	To be completed and returned with the proposal.
6	Deducting Information	To be completed and returned with the proposal (only if required).

INSTRUCTIONS AND INFORMATION ON TENDERING PROCEDURES

1. About these instructions

These instructions are designed to ensure that all tenders are given equal and fair consideration. It is essential, therefore, that you follow the instructions and provide all the information asked for in the format and order specified otherwise your bid may not be assessed.

We would appreciate it if you could confirm by email whether you will be accepting or rejecting the invitation to tender by Wednesday 30th November. Please email [REDACTED]

2. Return details for tender documents

Your response to the ITT should, unless otherwise agreed, be word-processed, using a font of Arial 12 point and should be written in English. All pages should be consecutively numbered.

You must submit your ITT response **electronically** by the deadline and method specified. Late bids may not be accepted. As well as your proposal you must submit the Declaration by Tenderer and Conflict of interest declaration form (Part 4 and Part 5 of this ITT). Part 6 (Dedacting Information) is optional, if required.

Electronic copies must be in a format compatible with Microsoft Word 2002 (not PDF). A hard copy is not required.

The deadline for submitting a full proposal is **12.00 on Tuesday 6th December 2016**.

Responses should be e-mailed as MS Word documents to [REDACTED] ([REDACTED]) with the subject line 'GPG employer research bid - [organisation name]'.

A broad timetable for tendering is provided below.

Mini completion published	23 November 2016
Clarification question and answer period	23-30 November 2016
Deadline for response	6 December (12:00)
Evaluation of bids	w/c. 5 December 2016
Providers notified of outcome (successful & unsuccessful)	w/c. 12 December 2016
Contract Awarded - Completed Commissioning Letter and place an order	w/c. 12 December 2016

3. Conditions applying to this tender

The contract will be signed on agreement of a final proposal subject to the contractor(s) meeting the minimum requirements of data security requirements, set out in the Framework Terms and Conditions.

Your tender should remain open for acceptance for not less than 90 days from the tender submission date.

You may not alter any of the documents.

Tenders may be rejected if the complete information called for is not given at the time of tendering.

5. Acceptance of tenders

By issuing this invitation the Authority is not bound in any way and does not have to accept the lowest or any tender.

7. Period for which tenders shall remain valid

Unless otherwise stated by the tenderer, tenders shall remain valid for 90 days from the closing date for receipt of tenders.

8. Inducements

Offering an inducement of any kind in relation to obtaining this contract will disqualify your tender from being considered and may constitute a criminal offence.

9. Costs and expenses

You will not be entitled to claim any costs or expenses that you may incur in preparing your tender whether or not your tender is successful. This may include costs for attendance at meetings throughout the procurement exercise.

10. Confidentiality

All information supplied to you must be treated in confidence and not disclosed to third parties except insofar as this is necessary to obtain sureties or quotations for the purposes of submitting the tender. All information supplied by you will similarly be treated in confidence.

11. Freedom of Information Act

The Department is committed to open government and to meeting their responsibilities under the Freedom of Information Act 2005. Accordingly, all information submitted to the Department may need to be disclosed in response to a request under the Act. If you consider that any of the information included in your tender is commercially sensitive, please identify it and explain (in broad terms) what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity. You should be aware that, even where you have indicated that information is commercially sensitive, we may still be required to disclose it under the Act if a request is received. Please also note that the receipt of any material marked 'confidential' or equivalent by the Department should not be taken to mean that we accept any duty of confidence by

virtue of that marking. If a request is received, we may also be required to disclose details of unsuccessful tenders.

STATEMENT OF REQUIREMENTS / RESEARCH SPECIFICATION

MIXED-METHODS RESEARCH ON EMPLOYERS' UNDERSTANDING OF THE GENDER PAY GAP AND ACTIONS TO TACKLE IT

1. INTRODUCTION

The Government has committed to eliminate the Gender Pay Gap (GPG) within a generation. The Government Equalities Office (GEO) in the Department for Education (DfE) is responsible for policy to reduce the GPG. Much of GPG policy activity focuses on employers, and in particular, on the forthcoming GPG transparency regulations. The regulations come into force in April 2017 and require private and voluntary sector employers with over 250 employees to publish GPG statistics between April 2017 and April 2018⁵. The requirements will be replicated for the public sector and will follow the same reporting timetable. The aim of these regulations is to encourage employers to take informed action to close their GPG where there is one.

The GEO would like to commission a robust, timely and cost-effective **telephone survey and telephone qualitative interviews** with large employers in the private, voluntary and public sector in Great Britain to provide representative evidence on employers' response to the transparency regulations, their understanding of the transparency regulations and GPG, and the types of actions they are taking to close it.

This research will comprise a nationally representative telephone survey to understand the extent to which employers affected by the regulations are aware of the regulations and what the GPG is, the support they need to comply with the GPG regulations, and the extent to which employers are planning to or are already taking action to close the GPG in their organisation. The results will provide a baseline for activity prior to the introduction of the regulations in April 2017, and we expect the survey will be repeated for a second wave (timing to be agreed). There is also an option to extend to a third wave subject to ministerial approval.

A second element of the research will involve qualitative interviews with employers identified by the survey as having varying levels of engagement on GPG, from *not taking any action* to tackle their GPG, to *planning to take action* and *already taking action*. This will help us understand in more depth how employers interpret the GPG and the drivers of it, barriers to taking action, and the types of actions they are taking/intending to take to address their GPG. For wave 2, we propose a split sample. Contractors will return to some of the same employers to understand whether employers are following up earlier commitments and how plans have evolved or changed and how challenges have been overcome. New employers will be added to the qualitative sample in wave 2, those identified by the survey as not taking action at wave 1 but taking some action by wave 2, to understand whether the regulations have influenced employers' behaviour.

A draft analytical report for the first wave of the survey should be delivered in March 2017. The final report for the survey and qualitative interviews should be delivered in April 2017.

2. BACKGROUND

Policy context

The GPG is an overall measure which reflects differences in median hourly earnings and labour market participation by gender. Currently, the UK GPG stands at 18.1%⁶. Closing the GPG was a manifesto commitment for the Conservative Party in 2015 and has cross-party support. Eliminating the GPG within a generation is a key Government commitment⁷.

Much of GEO policy activities focus on employers as a route to do this. The Government's 'The Equality Strategy – Building a Fairer Britain' (GEO, 2010) set out a commitment to work with businesses and others to address the main challenges to equality in the workplace. In 2011, the former Minister for Women and Equalities launched the *Think, Act, Report* initiatives, a set of principles and suggestions on how to improve gender equality in the work place. Over 300 businesses employing over 2.5 million people are now signed up to *Think, Act, Report*. Signatories undertake to 'Think' about (analyse) their data to uncover and understand the barriers to gender equality in the workplace, then 'Act' on the issues identified and 'Report' publically on their progress. While many signatories have reported a range of information on what they are doing to progress gender equality in the workplace, few had voluntarily published their gender pay gap at the point at which the Government committed to bringing in legislation to mandate employers to do this.

The GPG transparency regulations follow on from *Think, Act, Report* and will require employers with over 250 employees to publish GPG statistics by April 2018. The regulations, which come into force in April 2017, apply to private and voluntary sector employers with over 250 employees in England, Scotland and Wales. Relevant employers will be required to publish the following for 2017 and each subsequent year using the same snapshot date:

- The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- The proportions of male and female relevant employees who were paid bonus pay (see regulation
- The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

⁶ ONS (2016). Annual Survey of Hours and Earnings: 2016 provisional results. <http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2016provisionalresults>

⁷ GOV.UK (2015). Prime Minister: My one nation government will close the gender pay gap. <https://www.gov.uk/government/news/prime-minister-my-one-nation-government-will-close-the-gender-pay-gap>

⁸ GOV.UK. Think, Act, Report. <https://www.gov.uk/think-act-report>

Employers will also have the opportunity to provide a written statement setting out the context of their organisation alongside these statistics. The GEO is developing an online portal where employers can publish this information and which will provide data on levels of compliance.

These requirements will also be replicated for public sector employers with over 250 employees and will follow the same reporting timetable. In total these requirements will affect around 9,000 employers, employing around half of the working population in Great Britain.

Employers are well placed to tackle many of the issues that drive the GPG. That is why these activities deliberately place the onus on employers to own, confront and prioritise challenges to gender equality in their organisation and take informed action to address them.

However, the drivers of the GPG are complex, there is regular confusion and conflation of the GPG and equal pay⁹, and most employers are not yet taking action to tackle their GPG. A previous survey, commissioned by GEO from IFF Research (2014)¹⁰, showed that while the majority (63%) of employers in Great Britain considered closing the GPG in their organisation to be a priority, a minority of organisations (41%) had analysed the pay data necessary to explore their GPG. Moreover, two-thirds (66%) of organisations had no approach for reducing the gender pay gap. This lack of action may also be more of an issue in strongly male-dominated organisations; where 10% or less of the workforce was female, only 41% of organisations said closing the gender pay gap was a high priority.

These findings were informative but the fieldwork was completed before the transparency regulations were announced. **We now want to update and expand this work to inform and support the roll out and evaluation of the transparency regulations and employers' responses to these.**

3. AIMS AND OBJECTIVES

Purpose

The purpose of the research is to provide robust, timely and representative evidence on English, Scottish and Welsh employers' understanding of the transparency regulations and GPG and the actions they are taking to close it, to aid policy development and measure responses to the regulations.

Aim

The aims of the research are:

1. To provide insight on employers' understanding of the GPG, including current levels of awareness of the GPG, understanding of the transparency regulations,

⁹ Government Equalities Office (2016). Trailblazing Transparency: Mending the Gap. Page 17 for details on the difference between equal pay and GPG
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498743/Trailblazing_Transparency_-_Mending_the_Gap_report_Feb_2016.pdf

¹⁰ IFF Research (2014). Company Reporting: Gender Pay Data.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445458/Company_Reporting_GPG_research.pdf

ability to interpret GPG statistics and understanding of the factors that influence their GPG.

2. To understand how employers are planning to comply with the regulations, including when they plan to publish their statistics and what support employers think they need to be compliant.
3. To gather detail on the actions employers are planning or taking to address their GPG and employers' experiences of taking action. The research should address barriers to taking action, what informs the actions employers choose and experiences of what works and barriers faced when implementing these actions.
4. In the second wave, the aim will be to understand how employers have responded to the regulations. The survey will track changes in responses and the qualitative interviews will help understand why employers are taking action where they were not previously and, where they were previously taking action on GPG, any changes in previous plans and commitments and how activities have been received.

Objectives

The key objectives of this research are:

- to design and conduct a robust telephone survey of employers with over 250 employees which provides a representative baseline by sector (and by industry for the private sector) prior to the introduction of the regulations. Where possible it should allow some comparison across size of organisation and country.
- to deliver a second wave of the telephone survey to accurately measure and identify statistically significant changes (at a 95% confidence level) in responses after employers are required to have complied with the regulations. The sample needs to be representative by sector (and by industry for the private sector) and should allow some comparison across size of organisation and country.
- to design and conduct qualitative interviews with employers across a range of sectors and industries who are taking varying levels of action to address their GPG: from none, to planning, to having actions in place.
- to conduct a second wave of qualitative research with a split sample to understand employers' responses to the regulations. The sample will include some of the same employers to understand whether employers are following up their commitments and their reflections on the process of implementing interventions. It will also include employers still not taking action and employers who having started implementing strategies to tackle their GPG since wave 1, to help understand how employers are responding to the regulations.
- Analyse employer responses to research questions (below) by sector, country and size of organisation and over time.

Research questions

The research questions below outline the breadth of information we are interested in collecting across the quantitative and qualitative methods, as most appropriate.

1. To what extent are employers aware of the GPG transparency regulations, what the GPG is and how to interpret the statistics they will be required to publish?
2. To what extent are employers aware of their own GPG and how are they currently using their GPG data? What types of gendered analysis have they done?
3. How prepared are employers for complying with the regulations? Have they calculated the required GPG statistics? When do they intend to publish?
4. To what extent are employers planning to or already taking action to close the GPG in their organisation and what types of action are they taking?

5. How do employers decide what actions to take, if any?
6. What are the barriers for employers to taking action to address their GPG?
7. What are employers' experiences of taking action to close the GPG, including barriers and learning on what works (and why) when implementing these actions?
8. What support, if any, do employers need to:
 - o to comply with the regulations?
 - o help them close their GPG? Where do they expect this support to come from?
9. What have employers done in response to the regulations and policy interventions? (i.e. wave 1 compared to waves 2 and 3)

4. PROPOSED METHODOLOGY

Component 1: Representative cross-sectional telephone survey (two waves)

We propose a representative survey of private, public and voluntary sector employers with over 250 employees (those affected by the regulations) in Great Britain. We anticipate this will take the form of short telephone interviews with one person per organisation who is in a position to talk about their organisation's HR strategy.

At a minimum, the research design and timetable must allow for:

- **Provision of robust estimates** of the levels of understanding of the gender pay gap and regulations, preparedness to meet the regulations and action being taken by employers.
- **Stratified random sampling** to provide a representative sample of employers with over 250 employers for the public and voluntary sector, and a stratified sample by industry for private sector employers. Sampling should be at organisation level as it is at this level that HR strategy is most commonly directed. Proposals for the sampling strategy should be based on the 2016 Business Population Estimates¹¹ and ONS Public Sector Employment data¹². For each stratum, organisations should be randomly selected to provide a representative sample from each sector and by industry for the private sector. For the private sector, industry strata may be based on the 16 UK Sections from the Business Population Estimates (a rationale should be provided if a different approach is proposed):
 1. Agriculture, Forestry and Fishing
 2. Mining and Quarrying; Electricity, Gas and Air Conditioning Supply; Water Supply; Sewerage, Waste Management and Remediation Activities
 3. Manufacturing
 4. Construction
 5. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
 6. Transportation and Storage

¹¹ GOV.UK (2016). Business population estimates.

<https://www.gov.uk/government/collections/business-population-estimates>

¹² ONS (2015). Public sector employment for organisations with 150 or more employees and 250 or more employees: September 2015

<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/adhocs/005439publicsectoremploymentfororganisationswith150ormoreemployeesand250ormoreemployeesexcludingorganisationswherethemajorityofemploymentisoutsideofenglandseptember2015>

7. Accommodation and Food Service Activities
8. Information and Communication
9. Financial and Insurance Activities
10. Real Estate Activities
11. Professional, Scientific and Technical Activities
12. Administrative and Support Service Activities
13. Education
14. Human Health and Social Work Activities
15. Arts, Entertainment and Recreation
16. Other Service Activities

- We expect the sample to cover roughly 10% of employers affected by the regulations and achieve 95% level of confidence and +/-5% margin of error at sector level: private, public and voluntary. We anticipate a higher margin of error at industry level, but would be interested in costed options setting out the sample size calculations for different levels of certainty within budget.
 - *Bidders should set out their sample size calculations and response rate that would be needed to achieve different levels of certainty at sector/industry level and the associated costs of this. Expected response rates should be based on your experience of conducting similar projects. Please provide us with examples of achieved response rates on employer surveys.*
 - *Bidders should be explicit about the sampling frame they intend to us, such as Dun and Bradstreet or Inter-Departmental Business Register, and the rationale for this.*

- **Development of survey content.** We anticipate that the survey development will be informed by consultation with GEO. Most questions will be designed in a way to be repeated in future waves and track changes in responses, although a small number of questions on preparing for the regulations may only be relevant for the baseline survey (wave 1).
 - As a minimum, wave 1 should cover:
 - the context of the organisation e.g. proportion of men and women in the workforce, proportions in managerial or senior official posts
 - awareness of the transparency regulations and what is required
 - levels of understanding of the GPG and gender equality issues in their sector/industry – do employers know their GPG? Have they done any other types of gender equality analysis? What previous work have they done to address gender equality or their GPG?
 - levels of preparedness to comply with the regulations
 - when employers are planning to publish their GPG statistics
 - what support they think would help them comply with the regulations
 - whether they are taking or planning to take any actions to address their GPG
 - As a minimum, wave 2 should cover:
 - the context of the organisation e.g. GPG statistics, proportion of men and women in the workforce, proportions in managerial or senior official posts
 - awareness of the transparency regulations
 - levels of understanding of the GPG and gender equality issues in their sector/industry – are employers able to interpret their GPG statistics? Do they understand the drivers of the GPG in their sector/industry?

- whether employers have complied with the regulations and how – have they produced their GPG statistics? Did they add contextual information or an action plan?
 - employers' experiences of compliance, including any difficulties with the process or reasons for non-compliance
 - whether – and how – employers have used their GPG statistics
 - whether they are taking or planning to take any actions to address their GPG
 - if taking action, is this being evaluated and how
- **Testing** of the survey to ensure it is understood by employers and will produce good quality data. Given the level of misunderstanding around equal pay and the GPG, we would anticipate the inclusion of cognitive interviews.
 - *Bidders should set out how they propose to test and pilot the survey and include costings for these options.*
- **Identification and recruitment** of the relevant person within each organisation to complete the survey is crucial. It is likely that the person who is best placed to complete the survey will vary by organisation as the responsibility for publishing gender pay gap statistics will span different roles. We expect, in most cases, that human resources directors, finance directors or other senior managers would be best placed to respond to the survey. In order to ensure appropriate response rates we would anticipate the use of screening calls and multiple attempts per organisation (minimum 20).
 - *Bidders should set out how they will identify the right individual and the number of attempts per organisation in order to ensure achieving the response rate. Bidders should also set out how they will maximise response rates while minimising the burden on organisations.*
- **Data collection** from all types of organisations, including data on the context of the organisations e.g. proportion of female employees.
- **Analysis** techniques that will be used to provide robust estimates and identify statistically significant changes between the two waves of the survey. Bidders should set out any necessary weighting.
 - *Bidders should set out their approach to any proposed weighting of the data.*
- **Report** – survey results and draft report delivered by mid-March in order to inform policy decisions. The full report will be delivered in April 2017.

Component 2: Qualitative interviews

The phone survey should be complimented by qualitative telephone interviews to explore the actions employers are taking to close the gender pay gap in their organisation. These will build on the survey results, and allow us to document in greater detail *how* employers go about tackling the gender pay gap and differences in experiences between organisations and sectors.

Follow-up interviews will be conducted with employers identified by the survey and with varying levels of engagement in GPG activities, including: *taking no action* (employers

who have not complied or have completed mandatory reporting but nothing else), *planning to take action* and *already taking some action* to address their GPG. We would like to understand the types of gender equality analysis being done now (i.e. pre-regulations), what has informed the actions proposed and the barriers and challenges faced.

For the second wave of research, the sample will be split. Some qualitative interviews will be conducted with the same organisations to provide insight on: experiences of complying with the regulations and calculating their GPG statistics, changes to the approaches (or planned approaches) to tackling their GPG since wave 1, what worked and what didn't from actions taken, how these have been evaluated, and reflections on engagement with managers and employees on this issue. Other qualitative interviews will be conducted with new organisations identified by the survey as starting to take action since the introduction of the regulations in order to understand how employers have responded to the regulations.

At a minimum, the research design and timetable must allow for:

- **A sample that sufficiently captures a range of organisations by sector, country and size.** Sectors of particular interest include finance, STEM, retail and legal. The sample will consist of employers with a gender pay gap who have varying levels of engagement: not taking action, are planning to take action or have already started to take actions to address their GPG. It is anticipated that employers will be identified through the first wave of the survey and some of these will participate in longitudinal research. New organisations for the second wave will be recruited through the second wave of the survey. We would expect approximately 30 interviews per wave across a range of sectors and with varying levels of engagement with this issue. Table 1 sets out the variables to be covered within the sample.

Table 1: Minimum sample numbers for variables of interest

Variables of consideration for sampling	Minimum number sampled
Level of engagement: 1. Employers who are not taking action beyond mandatory publication of statistics and with no plan to do so 2. Employers with a plan to take action on their GPG 3. Employers who are already taking actions to tackle their GPG 4. Employers who have started taking action since wave 1 (for wave 2)	Minimum 7 per group (1-3 for wave 1 and 1-4 for wave 2)
Private sector – with particular focus on the finance, STEM, retail and legal industries	Minimum 20, including a minimum of 3 interviews in each of the finance, STEM, retail and legal industries, although we are more interested in finance and STEM
Voluntary sector	Minimum 5
Public sector	Minimum 5
Size of organisation - 250-500	Minimum 5 per size group, although we are more interested in the 250-500 group

- 501-1000 - 1000+	as there is greater variety amongst employers of this size.
Country - England - Scotland - Wales	Minimum 2 per country
Wave 2 - Longitudinal - New participants	Minimum 15 in the longitudinal group, although consideration should be given to attrition rates and coverage of the variables above.

- *Bidders should identify their approach for selecting a sample for wave 1 and 2 which will ensure a range of engagement from organisations across sectors, industries, country and size of organisation and provide a rationale for this decision.*
- **Identification, recruitment and consent of the relevant individual** within each organisation to take part in interviews. This may vary by organisation but is expected to be the same person who completed the survey, in most cases human resources directors, finance directors or other senior managers. Individuals may be identified through the survey and recruited to participate in one wave of research or two waves of longitudinal research (with the possibility of extending to a third wave).
 - *Bidders should specify how they will identify and approach participants, seek consent and encourage participation. Bidders should also consider ways to minimise the burden on participants and to ensure attrition from the longitudinal section of the sample is minimised.*
- **Development of a topic guide** which will build on the evidence from the survey and provide detail on the experience of complying with the regulations, the types of actions employers are taking to tackle their gender pay gap, barriers to taking action, employers' perceptions of the issue of GPG and experiences of what has and has not worked when trying to tackle it. We expect that this will be informed by consultation with GEO. There may be some variations in questions depending on the organisations' levels of engagement, but we would anticipate the core of the topic guide being the same. We anticipate that interviews will last approximately 20-30 minutes and will cover, as a minimum:
 - Awareness and perceptions of the transparency regulations
 - Awareness, understanding and perceptions of GPG as an issue and understanding of the drivers of it in their organisation
 - Current gender equality analysis being conducted or actions to address gender equality in the organisation
 - Detail on the actions planned or being taken to tackle the gender pay gap
 - What informed the choice of actions to take / understanding of the drivers of the GPG
 - What is or will be the process for implementing these activities
 - Barriers faced to taking action and how challenges have been overcome, as well as what has worked well
 - Perceptions of how these actions will / have been received by management and employees

- Support employers are receiving or would like to help tackle their GPG
- Evaluation mechanisms being used and any findings from these

As well as covering the above, the longitudinal element of the second wave of qualitative research should aim to understand whether employers are following up their commitments and reflections on the process of implementing interventions. For employers who have started taking action since wave 1, the research should cover what prompted this action. As well as covering the above, wave 2 should cover:

- Reflections on the introduction of the regulations and potentially first attempt at generating the GPG statistics (wave 2)
 - Response to the regulations (wave 2):
 - Reasons/motivations for employers who have started to take action since the introduction of the regulations
 - Reasons for non-compliance with the regulations and/or not taking action beyond mandatory reporting
 - Any changes in approaches to tackle the GPG and reasons for this between wave 1 and 2
 - Barriers and challenges faced when attempting to tackle the GPG, as well as what has worked well
 - How actions are to being evaluated and the findings of evaluation used
- **Data collection** from organisations identified from the survey and agreed to participate in the qualitative research. Interviews conducted by telephone.
- **Report** delivered in April to provide learning to support other employers and inform decisions about how best to support employers.

All research methods and analysis must be **robust, transparent, and objective**.

- *Tenderers are required to provide a detailed outline of the selected research methodology. This must include your rationale and justification for the proposed approach. Any justification of the proposed design should contain consideration of the alternatives that have been ruled out and document the relative advantages of the selected approach. Bidders should consider what will change in terms of methodology between waves 1 and 2.*
- *If more than one option is presented, all options should be fully costed in the same way, and bidders should provide a justification for why one is preferred.*

5. OUTPUTS

We expect the following outputs for this work:

- Initial analysis and draft report on the survey questions to be delivered by mid-March 2017; the results must be sufficiently robust to inform policy decisions.
- A written report on the analysis of the survey findings and interview data - this should address all the key research questions agreed at inception and be presented in a way that is accessible and engaging for policymakers, ministers and wider stakeholders, including employers.
- PowerPoint presentation of the findings for policymakers.
- Clean and clearly labelled survey dataset in Excel or SPSS.

We reserve the right to ask for an early, descriptive, cut of survey data for key questions once the survey has been completed where this is of importance for ongoing policy development.

In addition to these outputs, we also expect regular updates on progress, including weekly updates during the development and fieldwork stages. Specifics will be agreed with the GEO project manager.

It is imperative that all outputs are well-structured, succinct, written in Plain English and are suitable for a non-specialist policy audience. Reports should include a short executive summary (3-page maximum). **The final reports should not exceed 40 pages** (excluding appendices). Contractors are also required to provide a 1-page summary of the key findings.

Where possible, the text should be supported by appropriate figures, charts, tables and graphics. Sample sizes and response rates should be clearly labelled with all charts and tables. All outputs and reports should be written to **publication standard**.

All outputs should be agreed in advance in writing (for example, report outline and structure before drafting). The final drafts of all outputs should be thoroughly proof-read prior to submission to the department and must meet DfE standards of reporting and accessibility (see: <https://www.gov.uk/government/publications/research-reports-guide-and-template>.)

GEO analysts and policy officials will need the opportunity to comment on and agree the final reports. The final draft of the report for publication will need to be signed off by a senior analyst in the Department for Education.

6. TIMETABLE

The table below sets out our anticipated timetable for this work. We welcome the thoughts of bidders on whether this is appropriate and achievable, bearing in mind that the timeliness of high quality findings is key for establishing a baseline prior to introduction of the regulations.

Date	Milestone
23 November	Issue ITT
30 November	Confirmation whether plan to submit a bid
30 November (17:00)	Deadline for queries relating to ITT
6 December (12:00)	Deadline for bids
w/c 5 December	Evaluate bids
w/c 12 December	Inform bidders of outcome
w/c 12 December	Award contract; Set-up meeting with GEO
January 2017	Survey development, sampling, pilot recruitment, survey piloting, main stage recruitment
February 2017	Survey fieldwork
February 2017	Survey analysis and reporting
March 2017	Deliver initial survey analysis and draft report

March-April 2017	Case study recruitment and fieldwork
April 2017	Deliver final report
<p>Please note that final payment will be made <u>on acceptance</u> of the final report which requires sign off by a senior analyst in the Department for Education.</p>	

- *If a tenderer does not feel that it is possible to deliver the work within this timescale, they are invited to discuss, what, in relation to the stated research aims and objectives, is achievable by this date. Please ensure that this is clearly flagged in the bid.*

7. SKILLS & EXPERIENCE REQUIRED

This project requires experienced and highly qualified researchers with the following skills and experience:

Necessary

- A proven track record of designing and delivering mixed-methods projects with businesses and organisations, including:
 - Undertaking robust surveys with employers and delivering high response rates
 - Conducting high-quality qualitative research with senior managers and in particular undertaking longitudinal qualitative research
- Strong programme / project management skills that demonstrate a track record of delivering mixed-methods projects and research outputs on time and to agreed costs and quality.

Desirable

- Knowledge, awareness and experience of researching equality issues, in particular gender equality, in businesses and organisations.

8. BUDGET RANGE

Because the Department has left this project's scope, methodology and outputs relatively open we have decided to declare the budget in order to keep it within reasonable limits. We expect the maximum price for this work to be £80,000 - 100,000 for wave 1 (survey and qualitative components).

This contract covers up to three waves of this research dependent on approvals. We have approval for wave 1 to be conducted in 2016/2017. Wave 2 will be subject to approval by senior officials in GEO and dependent on a high quality output from wave 1. This will be reviewed on completion of wave 1. Wave 3 is subject to ministerial approval and will be reviewed on completion of wave 2. The contract will include a break clause between wave 1 and 2 and an option to extend for wave 3.

In your bid, please provide a full cost breakdown for both wave 1 and 2, presented separately. Bidders should make it clear whether there are cost savings for future waves given reduced development time.

- *Your tender should provide a detailed breakdown of costs on the basis of:*
 - *project management and professional time;*
 - *survey costs;*
 - *secretarial and administrative costs;*
 - *travel and subsistence (please note details below);*
 - *stationery, postage and telephone; and*
 - *publicity*

- *Costs should be shown separately by wave and where more than one type of methodology is involved the costs need to be shown separately for each element, e.g.:*
 - *telephone survey;*
 - *group discussions;*
 - *personal interview; and*
 - *desk research.*

- *For the telephone survey, please provide costs for:*
 - *development*
 - *fieldwork*
 - *analysis*
 - *reporting*

If more than one option is proposed, all options should be fully costed in the same way.

All costs should be quoted exclusive of VAT but please indicate if the project will attract VAT. If your proposal includes costs for sub-contractors these costs must be shown inclusive of any VAT element (e.g. sub-contractor's costs to you are £10,000 plus VAT, your proposal should show sub-contractors costs as £12,000 inclusive of VAT @ 20%).

9. CONSENT ARRANGEMENTS

The Department and the successful contractor shall agree in advance of any research activity taking place the consent arrangements that shall apply. All participants should be informed of the purpose of the research, that the Contractor is acting on behalf of the Department and that they have the option to refuse to participate (opt out). Contact details should be provided including a contact person at the Department.

10. THE USE OF INCENTIVES

With some important exceptions, the Department believes that the routine use of respondent incentives in surveys is, in general, not justified as they are rarely cost effective in either increasing participation or reducing non-response biases. If you are proposing the use of respondent incentives in your tender proposal you must set out

why you feel they are necessary, why it is not possible to achieve the required sample sizes or response rates without the use of incentives, how and to what extent they will raise the overall response rate, how you will mitigate any specific biases that could be introduced, and provide a cost comparison with non-incentive methods. Your arguments should be supported by empirical evidence from past use. The exceptions are payment for participation in group discussions or in-depth qualitative interviews, payment to cover respondent expenses e.g. travel and childcare costs, and compensation for excessive demand on respondents, e.g. taking basic skills tests, diary keeping, panel maintenance and compensating for the respondent's time. If you wish to use a prize draw incentive then you must also set out in your tender how you will comply with all relevant legislation and codes of practice (e.g. the British Code of Advertising and Sales Promotion), state that you shall be solely liable for any breach of these and that you shall indemnify the Department against any claims that may be made under them.

11. DATA PROTECTION ACT 1998

If the project will involve the collection of personal data please state how you will ensure compliance with the Data Protection Act 1998.

12. FREEDOM OF INFORMATION

The Department is committed to open government and to meeting their responsibilities under the Freedom of Information Act 2005. Accordingly, all information submitted to the Department may need to be disclosed in response to a request under the Act. If you consider that any of the information included in your tender is commercially sensitive, please identify it and explain (in broad terms) what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity. You should be aware that, even where you have indicated that information is commercially sensitive, we may still be required to disclose it under the Act if a request is received. Please also note that the receipt of any material marked 'confidential' or equivalent by the Department should not be taken to mean that we accept any duty of confidence by virtue of that marking. If a request is received, we may also be required to disclose details of unsuccessful tenders.

13. SPECIFICATION QUERIES

Any clarification queries regarding the research specification should be addressed in writing to [REDACTED] by **17:00 on Wednesday 30 November** (email: [REDACTED]).

Queries from tenderers and our response will be circulated to all tenderers for transparency purposes and to ensure all tenderers have access to the same information.

14. REFERENCES

Department for Business, Energy & Industrial Strategy (2016). Business population estimates on GOV.UK

<https://www.gov.uk/government/collections/business-population-estimates>

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Government Equalities Office (2016). Trailblazing Transparency: Mending the Gap.
[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498743/Trailblazing Transparency - Mending the Gap report Feb 2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498743/Trailblazing_Transparency_-_Mending_the_Gap_report_Feb_2016.pdf)

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<https://www.gov.uk/government/news/prime-minister-my-one-nation-government-will-close-the-gender-pay-gap>

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<https://www.gov.uk/think-act-report>

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ONS (2016). Annual Survey of Hours and Earnings: 2016 provisional results.
<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2016provisionalresults>

ONS (2015). Public sector employment for organisations with 150 or more employees and 250 or more employees: September 2015
<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/adhocs/005439publicsectoremploymentfororganisationswith150ormoreemployeesand250ormoreemployeesexcludingorganisationswherethemajorityofemploymentisoutsideofenglandseptember2015>

[PART 3]

TENDERING REQUIREMENTS AND AWARD CRITERIA

Tendering

This section provides instruction on how you should submit a tender for this project, and what the anticipated process will be. You are advised to follow it closely, and where you do deviate you should only do so for specific reasons that are clearly articulated.

The tender document should include the following sections A-F. **The document should be no more than 17 sides in length** (single line spacing 12-point font, 1.5cm margins) excluding staff profiles / CVs and the information on principles (see below). Please do not exceed the specified length.

Section A:

Background and context – One-page maximum, giving your view on the wider context that is important for this project, including related government activity, research etc.

Understanding – Two pages maximum, setting out what you think are some of the key challenges and issues facing work in this area and what might be done to address these challenges. The preferred format for this is a simple table setting out each challenge in one column and the proposed responses in another.

Section B:

Proposed methodology – Up to 5 pages, setting out how you would undertake the research and develop the outputs. Please ensure you include a response to the following requests for information:

- *Bidders should set out their sample size calculations and response rate that would be needed to achieve different levels of certainty and the associated costs of this. Expected response rates should be based on your experience of conducting similar projects. Please provide us with examples of achieved response rates on employer surveys.*
- *Bidders should be explicit about the sampling frame they intend to use, such as Dun and Bradstreet or IDBR, and the rationale for this.*
- *Bidders should set out how they propose to test and pilot the survey and include costing for these options.*
- *Bidders should set out how they will identify the right individual and the number of attempts per organisation in order to ensure the response rate. Bidders should also set out how they will maximise response rates while minimising the burden on organisations.*
- *Bidders should set out their approach to any proposed weighting of the data.*
- *Bidders should identify their approach for selecting a qualitative sample which will ensure a range of levels of engagement from organisations across sectors, industries, country and size of organisation and provide a rationale for this decision.*
- *Bidders should specify how they will identify and approach participants, seek consent and encourage participation. Bidders should also consider*

ways to minimise the burden on participants and ensure attrition from the longitudinal section of the sample is minimised.

- *Tenderers are required to provide a detailed outline of the selected research methodology. This must include your rationale and justification for the proposed approach. Any justification of the proposed design should contain consideration of the alternatives that have been ruled out and document the relative advantages of the selected approach. Bidders should consider what will change in terms of methodology between waves 1 and 2.*
- *If more than one option is presented, all options should be fully costed in the same way, and bidders should provide a justification for why one is preferred.*

Section C:

Skills, experience and people – Set out for each skill who in your organisation or consortium can provide the skill and/or experience required. For each one, give details of where the individual(s) have applied that experience, and ideally a link to a publicly available report containing examples of having applied that experience where applicable. You should also provide information about (potential) partners – this may include letters of support.

Governance and dependencies – 1 page maximum – You should provide a detailed list of the existing and planned members and/or partners engaged in the tender and the existing/planned governance arrangements. Where appropriate, the lead (contractual) partner should be clearly identified.

You should indicate if you are reliant on any third party with any information, data or undertaking any of the work specified.

Section D:

Timetable and monitoring techniques – A maximum of 2 pages – you should provide a detailed timetable for the project from inception to completion for wave 1. You should indicate how you will monitor the project to ensure it is delivered in terms of quality, timeliness and cost.

Section E:

Risk Management – Two pages maximum, providing a summary on what you believe will be the key risks to delivering the project and what contingencies you will put in place to deal with them.

A risk is any factor that may delay, disrupt or prevent the full achievement of a project objective. All risks should be identified. For each risk, the summary should assess its likelihood (high, medium or low) and specify its possible impact on the project objectives (again rated high, medium or low). The assessment should also identify appropriate actions that would reduce or eliminate each risk or its impact. Typical areas of risk for a research project might include staffing, resource constraints, technical constraints, data access, timing, management and operational issues, but this is not an exhaustive list.

Principles – An overview of guiding principles that will be used across the project and how these will be applied. This should include issues related to:

- diversity
- ethical guidelines and how they are operationalised/refreshed and monitored complaints procedures

- your approach to environmental sustainability including whether/how you monitor and publicly report on any commitments
- Data security. Tenderers are required to state their quality control procedures for data processing. A statement on data security is required.

Section F:

Costs and value for money – A maximum of 4 pages - you should provide tables outlining, in as much detail as possible, the costs of this project. Please provide as much detail on each separate element of the project, plus day rates. This should include a cost per task. All costs quoted should be exclusive of VAT but please indicate if the project will attract VAT. If your proposal includes costs for sub-contractors these costs must be shown inclusive of any VAT element (e.g. sub-contractor's costs to you are £10,000 plus VAT, your proposal should show sub-contractors costs as £11,750 inclusive of VAT).

Summary of tender response requirements

The table below is a summary setting out the maximum number of pages for each section. There is no specified maximum number of pages for the subsection on skills, experience and people and for the subsection on principles, however tenderers should aim to keep these sections to a minimum.

Section	Theme	Maximum number of pages
Section A	Background and context	1 page
	Understanding	2 pages
Section B	Proposed methodology	5 pages
Section C	Skills, experience and people	As required
	Governance and dependencies	1 page
Section D	Timetable and monitoring techniques	2 pages
Section E	Risk Management	2 page
	Principles	As required
Section F	Costs and value for money	4 pages
	Total bid	17 pages plus staff profiles / CVs

Award Criteria

The tender process will be conducted in a manner that ensures tenders are evaluated fairly. A tender panel, comprising at a minimum one analyst and one policy official, will assess the tenders. Your response to our requirements will be evaluated under the following headings. Any elaboration/indicators are for illustration only and do not represent an exhaustive list:

1. Demonstration of understanding of the research aims, requirements and challenges, for example:

- Explanation of why this research is needed in the bidder's own words
- Evidence of knowledge and experience of undertaking research in and with businesses and organisations

- Evidence of knowledge and understanding of challenges associated with managing a mixed-method project, particularly telephone surveys and qualitative interviews
 - Evidence of knowledge of equalities issues, particularly gender equality
 - Evidence that the research questions have been considered and developed
- 2. Provision of robust methodological approach, for example:**
- Justification of the appropriateness, feasibility and efficiency of the methods proposed, including rationale for sample design and size, approach to maximise response rates in the survey and minimise attrition in the qualitative sample
 - Assessment of the strengths and weaknesses associated with the proposed methods
 - Gathering high quality robust data with minimal burden on respondents
 - Consideration of ethical, confidentiality and data protection issues
- 3. Indication of quality, skills and experience of the staff in relation to their role in the project, for example:**
- Demonstration that the team has required skills as set out in the brief
 - Proven experience of delivering similar research to a high standard e.g. employer survey response rates achieved
 - Evidence that the team has previously produced high quality research reports
 - Appropriate allocation of staff seniority to task, and hours per team member per task for delivery of the project
- 4. Ability to meet the timetable and deliver outputs, for example:**
- Capacity to conduct the project to timescales
 - Assessment about challenges in delivering outputs
 - Appropriate resource allocation
 - Arrangements for managing the research, including quality control mechanisms, awareness of risks and mitigation, for example:
 - Assessment of the likelihood and impact of each risk
 - Review of appropriate actions or strategies that reduce the likelihood and/or mitigate the impact of risks
- 5. Cost/value for money, for example:**
- Assessment of whether the proposal is competitively priced and offers quality research at a reasonable cost

Scoring

The criteria will be marked on a scale of 0 – 5 where:

- 0 – No evidence
- 1 – Very poor evidence
- 2 – Poor evidence
- 3 – Some evidence
- 4 – Good evidence
- 5 – Excellent evidence

Weighting

Weighting will be applied to the evaluation criteria, as set out in the Framework Contract. The relative importance of each criterion, expressed as a percentage, is set out below. Your total score will be determined by the scores awarded for each criterion and then multiplied by applicable weighting. **Responses will need to meet the minimum requirements in the following criteria in order to be considered further:**

Framework evaluation criteria	Framework criteria weighting	Criteria	Criteria weighting	Max Available Score	Minimum Score
Quality	50%	1. Demonstration of understanding of the research aims, requirements and challenges	10%	50 (5 x 10)	30
		2. Provision of a robust methodological approach to the brief	30%	150 (5 x 30)	100
		3. Indications of quality of the staff in relation to their role in the project and experience of delivering similar projects	10%	50 (5 x 10)	30
Delivery	30%	4. Ability to meet the timetable and deliver outputs	30%	150 (5 x 30)	100
Cost	20%	5. Cost and value for money	20%	100 (5 x 20)	80
TOTAL	100%		100%	500	340

The assessment will be concerned with value for money, taking account of the quality and cost of tenderers' proposals.

The contract will be awarded to the bid with the highest overall score.

THE DEPARTMENT'S REFERENCE NO:

DECLARATIONS AND INFORMATION TO BE PROVIDED BY THE TENDERER

Declarations

- 1 (Name of tenderer) declare that we accept the Department's standard terms and conditions as the basis of the contract; and
- 2 declare that we have not communicated to any other party the amount or approximate amount of the tender price other than in confidence and for the express purpose of obtaining insurances or a bond in connection with this tender. The tender price has not been fixed nor adjusted in collusion with any third party, and
- 3 declare that the tender will remain valid until (insert date here) and that we are not entitled to claim from the Department any costs or expenses incurred in preparing the tender or subsequent negotiations whether or not the tender is successful.

Signed on behalf of the Tenderer

.....

Please print full name.....

Date.....

Undertaking

The Department requires all tenderers to make full and frank disclosure to the Department in the form of a signed undertaking in respect of any or all of the following:

- a) any state of bankruptcy, insolvency, compulsory winding up, administration, receivership composition with creditors or any analogous state of relevant proceedings;
- b) any convictions for a criminal offence committed by the tenderer (or being a company, by its officers or any representative of the company);
- c) any acts of grave misconduct committed by the tenderer (or being a company, by its officers or any representative of the company) in the course of their business or profession/the company's business;
- d) any failure by the tenderer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of Social Security contributions; and
- e) any failure by the tenderer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of taxes.

For research and analysis, **conflict of interest** is defined the presence of an interest or involvement of the contractor, subcontractor (or consortium member) which could affect the actual or perceived impartiality of the research or analysis.

A conflict of interest for this project would include the circumstance in which a contractor, subcontractor or member of a consortia has had prior involvement with the scheme which is being evaluated, either through governance or delivery of services.

Where there may be a potential conflict of interest, it is suggested that the consortia or organisation designs working arrangements such that the findings cannot be influenced (or perceived to be influenced) by the organisation which is the owner of a potential conflict of interest. For example, consideration should be given to the different roles which organisations play in the research or analysis, and how these can be structured to ensure an impartial approach to the project is maintained.

The process by which this is managed in the procurement process is as follows:

4. **During the bidding process, organisations may contact DfE to discuss whether or not their proposed arrangement is likely to yield a conflict of interest.** Any responses given to individual organisations or consortia will be shared with all tendering organisations (in a form which does not reveal the questioner's identity).
5. **Contractors are asked to sign and return Annex 4 to indicate whether or not any conflict of interest may be, or be perceived to be, an issue.** If this is the case, the contractor or consortium should give a full account of the actions or processes that it will use to ensure that conflict of interest is avoided. In any statement of mitigating actions, contractors are expected to outline how they propose to achieve a robust, impartial and credible approach to the research.
6. **When tenders are scored, this declaration will be subject to a pass/fail score,** according to whether, on the basis of the information in the proposal and declaration, there remains a conflict of interest which may affect the impartiality of the research.

Potential conflicts of interest may include (but are not restricted to);

- For evaluation projects, a close working, governance, or commercial involvement in the project under evaluation
- A professional or personal interest in the outcome of this research
- Current or past employment with relevant organisations
- Payment (cash or other) received or likely to be received from relevant organisations for goods or services provided (including consulting or advisory fees)
- Gifts or entertainment received from relevant organisations
- Shareholdings (excluding those within unit trusts, pension funds etc.) in relevant organisations
- Close personal relationship or friendships with individuals employed by or otherwise closely associated with relevant organisations

Conflict of Interest Declaration Form

Organisations **must** complete either part 1 or 2. Please return this form with your ITT documentation.

A declaration of interest will not necessarily mean the individual or organisation cannot work on the project; but it is vital that any interest or conflict is declared so it can be considered openly.

Failure to declare or avoid conflict of interest at this or a later stage may result in exclusion from the procurement competition, or in DfE exercising its right to terminate any contract awarded.

Part 1

I have nothing to declare with respect to any current or potential interest or conflict in relation to this research (or any potential providers who may be subcontracted to deliver this work, their advisers or other related parties). By conflict of interest, I mean, anything which could be reasonably perceived to affect the impartiality of this research, or to indicate a professional or personal interest in the outcomes from this research.

If my situation or that of my organisation changes during the project in terms of interests or conflicts, I will notify DfE immediately.

Signed

Name

Position

OR

Part 2

I wish to declare the following with respect to personal or professional interests related to relevant organisations (insert name(s) below):

-
-

Where a potential conflict of interest has been declared for an individual or organisation within a consortia, please clearly outline in your tender the role which this individual or organisation will play in the proposed project and how any conflict of interest has or will be mitigated.

If my situation or that of my organisation changes during the project in terms of interests or conflicts, I will notify DfE immediately.

Signed

Name

Position

Deducting Information

The Department has a legal obligation to publish the signed contract on contract finder. The Department will deduct personal information eg, names of individuals, days rates or any information which could lead to a calculation of the day rate prior to publishing on contract finder.

If there is anything further you wish deducting please state clearly what this is and the reason in the space below.

Signed

Name

Position

ANNEX C – Post tender clarification questions, answers and correspondence

OMB Research: Response to GPG Tender Clarification Questions 8th Dec 2016

1. Can you confirm how you will identify voluntary sector employers using the IDBR?

We proposed to use the Legal Status field on IDBR to allocate organisations to the voluntary, private and public sectors, as follows:

Legal Status on IDBR	Allocate to
Company	Private sector
Sole proprietor	Private sector
Partnership	Private sector
Public corporation/nationalised body	Public sector
Local authority	Public sector
Non-profit body	Voluntary sector

We will also include a question at the start of the interview to check the above status, and re-allocate to the correct sector if required. We do not expect many organisations to self-define themselves into a different sector but will monitor this during fieldwork and raise this with GEO if it applies to significant numbers of organisations.

2. Your bid includes the assumption that telephone numbers will be available through the IDBR for at least 70% of 250+ employee firms. What are your plans if this assumption is not correct?

If telephone number availability is lower than 70% we will just put more records through the automated number matching process (and supplement with manual matching if required). We will cover the costs of this unless our initial estimate is very significantly out (e.g. <60% with numbers). In the unlikely event that the % with numbers is lower than this we would discuss options with GEO – and the level of action required will depend on which sectors are most effected (e.g. it is less of an issue for the private sector, as the universe is much larger). However, we think this is very unlikely given that we know (from the LSBS) that presence of telephone numbers increases with organisation size and stands at 62% for 50-249 employee organisations

3. Can you provide costs for face to face qualitative interviews for those ‘planning to take action’ and ‘already taking action’?

Face-to-face depth interviews are more costly for a number of reasons:

- Recruitment is more challenging as businesses are typically less inclined to agree to F2F interviews than telephone ones. As a result, more time needs to be allocated to recruitment and the incentives need to be slightly higher (£75 vs £50).
- F2F interviews will incur travel expenses, particularly for those taking place outside of London and the South East (which will often also involve accommodation/subsistence costs)
- A greater fieldwork resource is required, as it will only be feasible for each researcher to conduct c.2 interviews per day (taking account of travel time between interviews, the need to allocate a longer interview slot to allow for respondents running late, etc)

To keep additional costs to a minimum, we have assumed that we will only do F2F interviews where there are 2-3 respondents clustered in the same geographical/metropolitan area that can be interviewed on the same day.

Our tender proposed an equal split of the 30 qualitative interviews by engagement level (no action/planning action/taken action). To use a F2F approach for all those that planning/taken action would therefore require 20 F2F and 10 telephone depth interviews. For costing purposes we have assumed a 60/40 split between London/South East and elsewhere (e.g. North, Midlands, South West). So if we were to do 20 F2F interviews, 12 would be in London/South East and 8 elsewhere. We have also assumed that the qualitative interviews with organisations in Scotland and Wales would all be undertaken by phone.

On this basis, the additional cost of 'upgrading' each depth interview to F2F rather than telephone would be **£315 per interview**. If this applied to 20 interviews in Wave 1, the total additional cost would therefore be **£6,300** (exc. VAT).

Please note that due to the more challenging nature of F2F recruitment, we would typically need an available sample ratio of 10:1 (although it may be feasible to secure interviews from a lower available sample depending on level of engagement with the topic etc). As a result our ability to conduct 10 F2F interviews with each of the planning action and taken action groups will depend on a) how many of the organisations interviewed in the CATI survey and agreeing to further research fall into each of these groups and b) how geographically clustered these organisations are. We would review this based on the emerging quantitative results and agree a plan in conjunction with the GEO, but there may need to be a balance struck between the number of F2F interviews and the degree to which the ideal qualitative sample profile can be met.

F2F also requires more time in field (c.1 week extra if we were to do 20 of the interviews F2F). To accommodate this, we would suggest starting qualitative recruitment and fieldwork 1 week earlier than in the latest timetable (see below). There would therefore be more of an overlap with the CATI survey, which would be fine from a sample profile perspective (as we know the profile we are aiming for) but would mean that the qualitative discussion guide would be informed by less robust quantitative data.

Finally, depending on the number of F2F interviews required, we may need to expand our proposed qualitative team by one member to allow more flexibility when arranging geographically dispersed interviews. Any additional qualitative team member would be at a similar level and have similar experience of the current team members.

4. Can you confirm who will be the project lead and point of contact for the project?

[REDACTED] (Director) will be project lead and first point of contact.

5. We have agreed that it is not essential to deliver a draft report of the quantitative findings by mid-March. Given this, can you allow more time in the timeline for questionnaire development and for longer for GEO to contribute and comment on each product (e.g. questionnaire, discussion guide, report)? Please can you send a revised timetable.

We agree that it would be prudent to allow more time for questionnaire development and input from GEO, given that this is the baseline wave on an on-going survey. We also agree that more time for GEO to review and contribute at other times (e.g. discussion guide design, draft report) would be beneficial.

We understand that it will be feasible to push back the final reporting dates to accommodate this. However, it is still essential that all CATI fieldwork is completed by the end of March, before the

new regulations come into force. This is less imperative for the qualitative follow-ups, and needs to be balanced against the benefits of staggering the 2 phases to allow the qualitative discussion guide to be informed by robust quantitative data.

The following sets out our recommended timetable for the research, based on the above considerations. Please note that this represents our 'ideal' timetable (within the constraints of finalising the report by early/mid May) but it could be condensed if required.

Task	Responsibility	Date
Successful provider notified	GEO	w/c 12 Dec
Inception meeting	Both	w/c 12 Dec
Component 1: Telephone survey		
IDBR sample request to ONS	OMB	19 Dec
Questionnaire development	Both	19 Dec – 5 Jan
Draft questionnaire provided	OMB	5 Jan
Draft questionnaire agreed	Both	11 Jan
Recruitment for cognitive testing	OMB	w/c 9 Jan
Cognitive testing of questionnaire	OMB	w/c 16 Jan
IDBR sample received from ONS	OMB	By 13 Jan
Sample processing	OMB	w/c 16 Jan
Questionnaire agreed for piloting	Both	By 25 Jan
CATI set-up & testing	OMB	26-31 Jan
Pilot	OMB	1-2 Feb
Final questionnaire agreed	Both	7 Feb
CATI changes & testing	OMB	8-9 Feb
Fieldwork start	OMB	10 Feb
Initial top-line check	OMB	17 Feb
Fieldwork end	OMB	24 Mar
Component 2: Qualitative Interviews		
Recruitment screener agreed	Both	w/c 13 Mar
Analysis of interim quant data (to inform discussion guide)	OMB	13-15 Mar
Draft discussion guide provided	OMB	16 Mar
Recruitment	OMB	20-31 Mar
Discussion guide agreed	Both	By 24 Mar
Fieldwork start	OMB	27 Mar
Fieldwork end	OMB	14 Apr
Component 3: Reporting		
SPSS/Excel dataset provided (quant data)	OMB	w/c 3 Apr

Draft report (quant data only)	OMB	w/c 10 Apr
Revised draft report (quant & qual data)	OMB	w/c 1 May
Final report agreed	OMB	w/c 8 May
Presentation of findings	OMB	w/c 8 May

6. Are meetings with GEO included in the costs?

Our costs assumed 2 face-to-face meetings per wave (the initial set-up meeting and the final presentation), with any other meetings/discussions done remotely. If you would like more face-to-face meetings then please let us know and we can incorporate these into our costs.

From: [REDACTED]
Sent: 01 March 2017 16:49
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: GPG pilot - questionnaire changes

Hi [REDACTED],

Please see below the cost differences based on the changes to the specification since we submitted our original proposal:

- **Original Cost:** 900 x 15 minute CATI Interviews, 30 Qual Depths, 8 x Cognitive Testing, Telematching) - £77,932 excl. VAT
- **Original Cost (excl. cog testing and telematching):** 900 x 15 minute CATI Interviews, 30 Qual Depths, No Cognitive Testing, No Telematching) - £73, 827 excl. VAT
- **20 Minute Interviews Cost (excl. cog testing and telematching):** 900 x 20 minute CATI Interviews, 30 Qual Depths, No Cognitive Testing, No Telematching) - £79,674 excl. VAT

If the questionnaire can be trimmed down to 20 minutes the new cost, which takes into account the increased interview length and that we didn't do the cognitive testing and telematching exercise, is £79,674 (excl. VAT). This is a net gain of £1,742 to the original cost submitted in our proposal. To avoid having to redo the contract to cover the increased cost there are two options to bring the price back down to the original - i) reduce the CATI interviews down to 860 or ii) reduce the number of Qual Depths to 26.

Hope that all makes sense but if you have any queries before our call tomorrow then please let me know?

Regards,
[REDACTED]

From: [REDACTED]
Sent: 06 March 2017 16:44
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: GPG pilot - questionnaire changes
Attachments: GPG Employer Research - Revised Costs.docx

Hi [REDACTED],

[REDACTED] has left the office for the day but I've put together a table showing the breakdown of our revised costing. For ease, I've taken the £180 ONS charge out of the 'development' phase.

Hopefully all self-explanatory but let us know if not.

Thanks,
[REDACTED]

Activity	Task	Total (excl. VAT)	Total (incl. VAT)
Project Management		[REDACTED]	[REDACTED]
Quantitative Telephone Survey	Development (incl. questionnaire design & piloting)		
	Fieldwork		
	Analysis		
	Reporting		
Qualitative Depth Interviews	Development		
	Fieldwork		
	Analysis		
	Reporting		
Incentives for qualitative interviews (30 x depths)			
Travel			
Total			

From: [REDACTED]
Sent: 06 March 2017 16:22
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: GPG pilot - questionnaire changes

Hi [REDACTED],

Is there any chance you could produce a table like the one below (from the ITT) that reflects the revised £79,674 costing you quoted previously, but also subtracting the £216 (£180 + £36 VAT) we paid on your behalf for the ONS IDBR data? So should

be £79,494 as the final amount I think (but feel free to correct). Am trying to get all the approvals sorted as soon as is possible, and this would be a very useful explanatory tool!

Happy to discuss if you've any questions – will be at my desk for at least another hour.

Questionnaire feedback to follow soon...

Thanks,

[REDACTED]

Activity	Task	Total (excl. VAT)	Total (incl. VAT)
Project Management		[REDACTED]	[REDACTED]
Quantitative Telephone Survey	Development (incl. questionnaire design, cognitive testing & piloting)		
	Fieldwork		
	Analysis		
	Reporting		
Qualitative Depth Interviews	Development		
	Fieldwork		
	Analysis		
	Reporting		
Incentives for qualitative interviews (8x cognitive test & 30 x depths)			
Travel			
Total		£77,932.00	£93,518.40