

Gender Pay Report

2022

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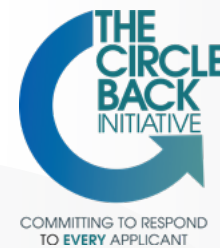
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I can confirm that the information in this report is accurate and meets the requirements of Regulations 2017 (Gender Pay Gap Information) of the Equality Act 2010.



Bev Proctor
Executive Director of People and Culture



Our Values

Member first

We care passionately about our members. We are dedicated to achieving good outcomes for members and place them at the heart of everything we do.



Determined

We are clear on our accountabilities and priorities and collaborate to effectively deliver for members. We manage our risks and are conscious of costs.



Ambitious

We grow sustainably, embrace and implement new ideas. We seek feedback and take action to continually improve personal and business performance.



Empowered

We are inclusive and value the diverse skills, experience and expertise of others. We have the confidence to make decisions, we are accountable for the choices we make and trust each other to deliver our responsibilities with integrity.



Outstanding people. Exceptional culture



Samantha Blackie
Remuneration Committee
Chairperson, MPS Council



Bev Proctor
Executive Director,
People and Culture

2022 marks the 130th anniversary of MPS, an organisation founded on the principles of mutual support and solidarity in the face of external challenges – principles which are as relevant now as they were generations ago. Although our purpose remains the same, we have grown and evolved as a business along the way.

In those early days, our society (and the health professions we served) were very different indeed – formal, homogeneous and predominantly male. What a contrast from today's dynamic and diverse workplaces. Now, over half of MPS's 300,000+ members and 61% of its global workforce are female, spanning five continents and 22 countries, and males and females of different backgrounds and expertise make up our governing Council and committees. But the numbers are only one part of the picture. Along the way, we have built a culture of excellence, driven by shared values and a strong sense of purpose.

Working for MPS has always been more than just a job. It's knowing you're helping healthcare professionals around the world practise in confidence as they help their patients and make a difference to people's lives. It is essential that we have high-performing and highly-skilled colleagues who are committed to delivering the world-class service our members depend on. We deliver that difference because we are the difference.

For the past six years, MPS has been on a path to create an organisation where you want to develop and grow your career. That includes offering more opportunities and flexible benefits that change with your needs, more transparency and discussion around the issues impacting colleagues, understanding the barriers that have traditionally kept people from taking the next steps in their careers, and putting the support in place to overcome them. Diversity, equality and inclusion (DEI), Wellbeing, Talent Development and Flexible Hybrid Working have been key areas of focus.

Our gender pay gap results

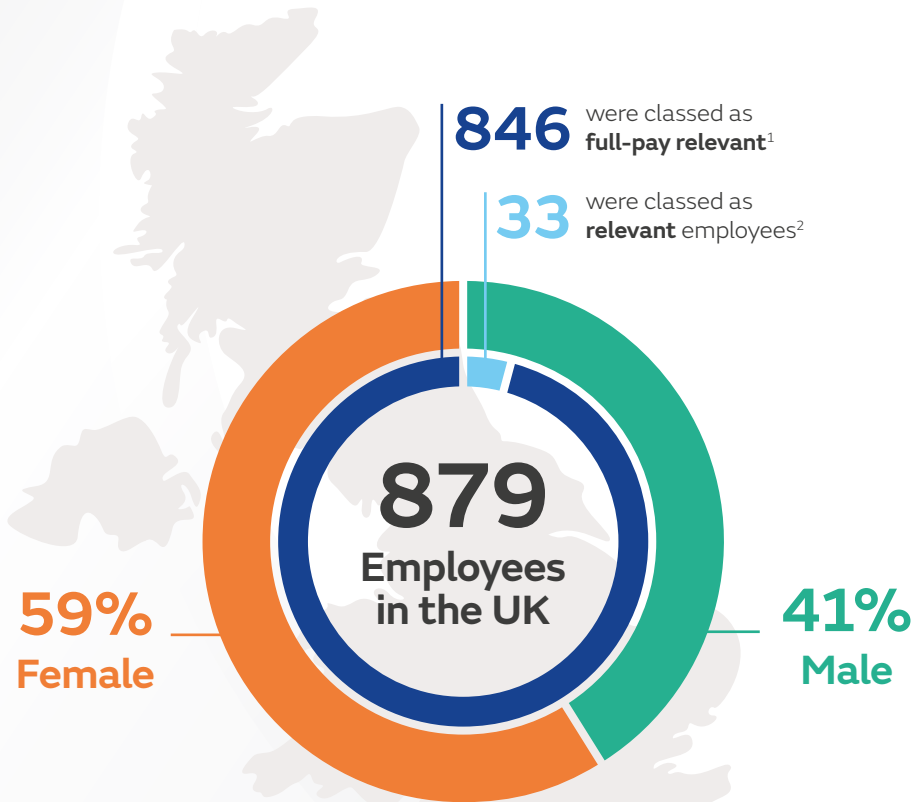
We are pleased to see our overall median gender pay gap close further, by as much 8% points in favour of females. This now sits below the UK national average and is the result of the proactive policies and initiatives put in place starting back in 2017.

However, the gap has not closed at the same pace across all levels of the business. Males continue to outnumber females in the higher remunerated, senior leadership roles; thus, the gap at these levels sits higher in favour of males, although this has improved over the years. There are a number of factors which impact this, which are discussed later in the report.

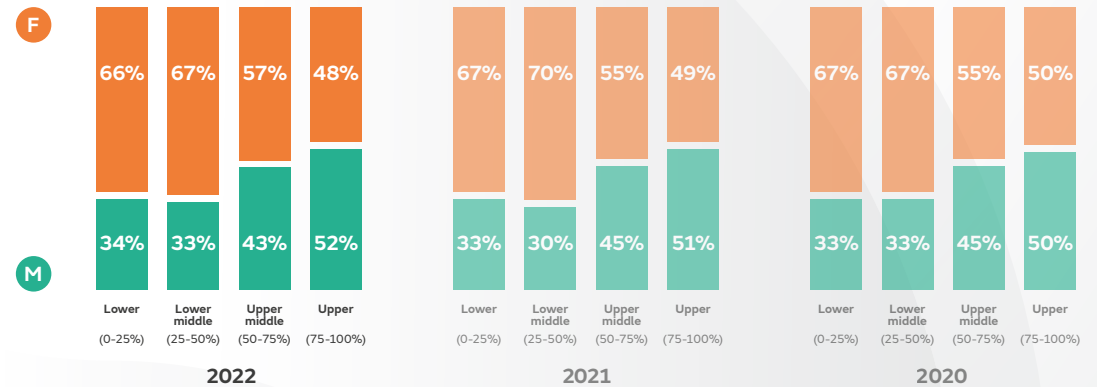
Looking forward, our journey to building a more diverse and inclusive MPS remains a strategic priority. We are proud of the foundations we have laid and our successes to date. But our 130 years have shown us that things never stay the same – and we must strive to do better and do more. We invite you to read on to see the progress made so far.

Gender pay and bonus gaps at MPS

The shape of our workforce



Gender distribution at MPS by reporting pay band



MPS evaluation levels

To ensure a fair and consistent approach to pay, we use a global job evaluation and pay framework which places all colleagues in five evaluation levels, with salary ranges for each level.

When recruiting, the Pay Framework is referenced to ensure that new starters' pay is in line with colleagues already in the organisation, whilst reflecting the skills, knowledge and experience that they bring to MPS.

All colleagues have visibility of the evaluation of their role, their Pay Framework salary range and position on that range. We do this for transparency and to help colleagues navigate their career paths and progression. Less than 9% of colleagues are employed in Senior roles.

1. Received their full pay in the reporting period.
 2. Employed in the reporting period but did not receive their full pay. This could be for reasons such as extended maternity leave, reduced sick pay or unpaid leave of absence.

Gender pay and bonus gaps at MPS

Our gender pay gap

How the pay gap is measured

The UK legislation governing gender pay reporting requires that we divide our workforce into four, equally sized groups based upon their hourly pay – called Lower, Lower Middle, Upper Middle and Upper pay bands. Each represents a quarter of our total UK workforce, including full and part-time employees.

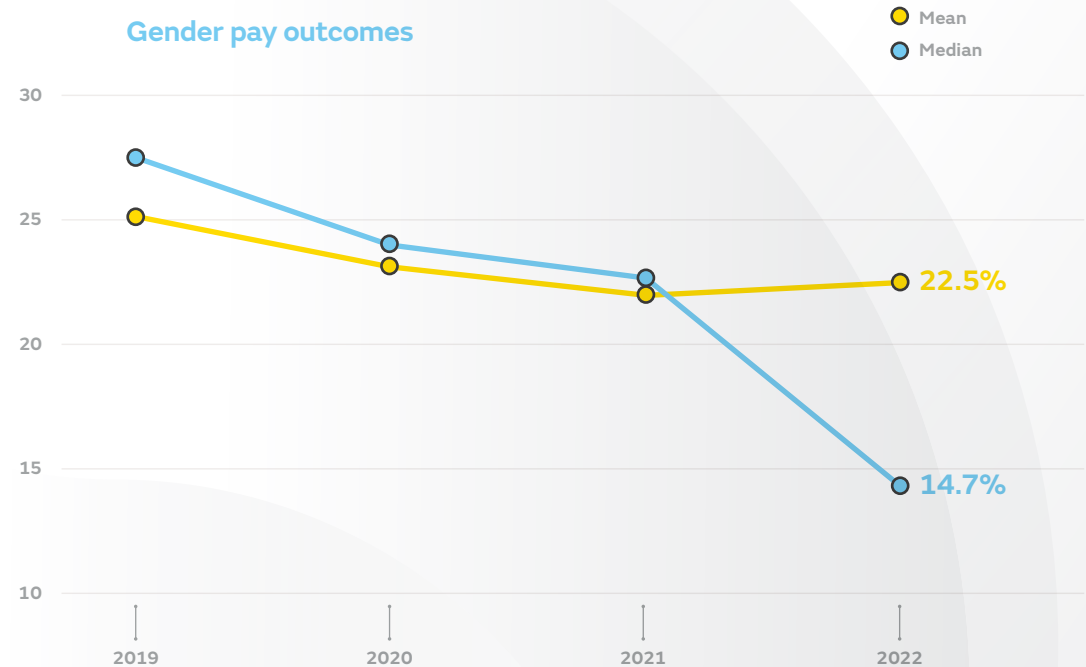
We are also required to report the percentage of males and females within each pay band and calculate the mean and median differences in their pay and bonus^{3,4}. These measurements represent our organisation's gender pay gap. A positive percentage represents where males are paid more. A negative percentage represents where females are paid more. It is important to stress that the hourly average pay gap does not compare the earnings of a male and a female doing the same job. More information on how the pay gap is calculated and measured can be found at the [Equality and Human Rights Commission website](#).

MPS gender pay outcomes

Although we have seen a slight increase in the **mean pay difference** figure in favour of males, the **median pay difference** is a better reflection of the typical pay for colleagues in MPS, as it is not skewed by outliers (those on the lower or higher ends of the scale which differ significantly from the majority). It is encouraging to see a year-on-year reduction of 8% points in our overall **median pay difference**, in favour of females, driven by improvements in the core of our workforce where there is a highest proportion of females.

At a senior level, we have seen a slight increase in the **median pay difference** compared to previous years and there has been a variety of reasons for this including, attrition of higher paid female colleagues being replaced with colleagues starting lower in the pay range, more female colleagues not eligible for inclusion in the calculation, newly promoted females into more senior positions who are developing in role and therefore paid lower in the pay band.

Gender pay outcomes



3. Mean = The difference between the averages in the ranges of hourly earnings/bonus of males and females
4. Median = The difference between the midpoints in the ranges of hourly earnings/bonus of males and females

Gender pay and bonus gaps at MPS

2022 bonus difference

Pleasingly, 2022 saw an increase for both genders in receipt of a bonus. Proportionately, more females received a bonus which contributed to the **mean and median bonus difference** continuing to fall.

Although both the mean and median bonus difference appears to favour males more than females, it is important to consider that the calculation of any gender bonus difference is based on the actual bonus received regardless of hours work. This is impacted by such things as:

- **Flexible working and long-term leave**

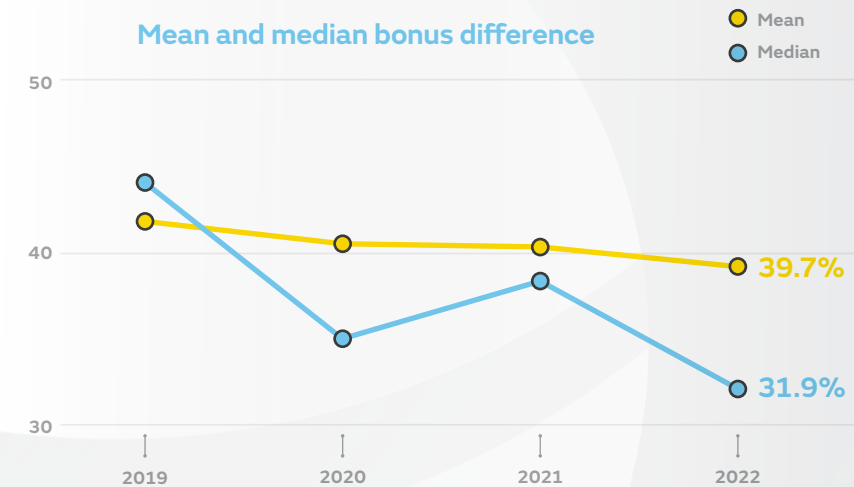
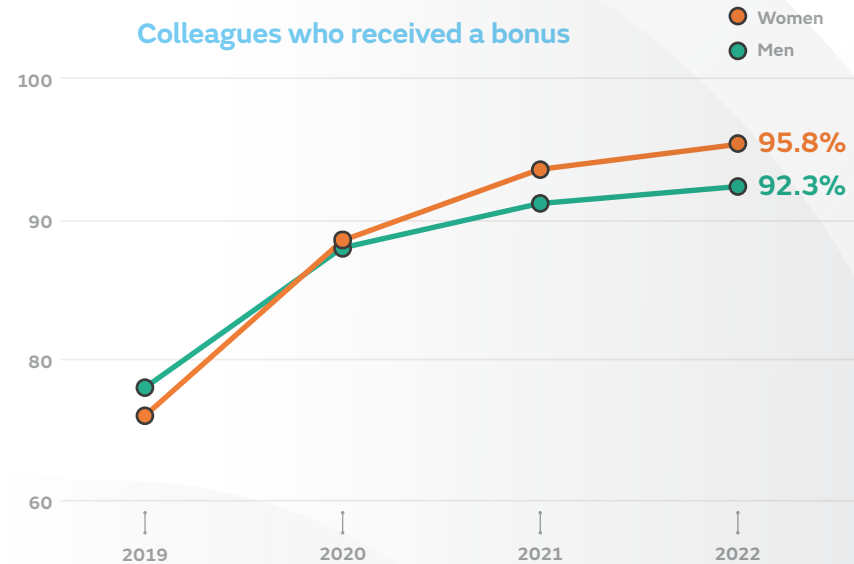
As bonus pay is calculated on a percentage of salary and hours worked, this is reduced for part-time and long-term leave. We are committed to flexible working and around 20% of colleagues choose to work part time of which 90% are female.

- **New starters**

Within MPS, employees are eligible for a bonus once they have successfully completed their probation. It is calculated on their service following the probation period and with nearly 60% of the workforce being female this a contributory factor.

- **Role evaluation level**

Bonus pay is calculated as a percentage of salary, with the percentage increasing higher the role evaluation. In MPS, proportionately fewer females work in more senior roles, and this has also contributed to a higher median bonus difference favouring males.



Beyond the numbers

To support improvements in our gender pay and bonus differences, we are proud of the actions we have continued to take over the past year to help build a more diverse and inclusive workplace for everyone, at each stage in their career.



A flying start

Recruiting the best

Our aim is always to find the best people to join our team, and that starts with a diverse pool of candidates for any recruitment that we undertake and a balanced shortlist of candidates. As role profiles are reviewed or new roles created, we have been challenging managers to think carefully about the wording used which may inadvertently attract one gender.

We have:

- Reviewed job boards and introduced those that target diverse candidates.
- Revised our D&I statement on adverts inviting candidates to inform us about their needs and encourage those from different lived experiences to apply.
- Reviewed our agencies and preference those that target a diverse shortlist.

For the interview stage we have:

- Reviewed the interview packs and included questions around D&I.
- Required hiring managers to select a diverse interview panel.

In the period between 1 April 2021 and 31 March 2022, MPS filled 203 vacancies with 126 external candidates and 77 internal candidates. Of the external candidates, 59% were female and 41% male.

Transparent pay and benefits

We believe being clear and transparent about our salaries and benefits lets everyone know their work is valued equally and fairly, reinforcing a culture of trust and openness.

Our base pay policy provides governance around starting salaries and pay increases. We continue to assess pay issues as they arise and ensure any pay gaps are addressed where necessary.

For 2022, pay increases were awarded across all levels of MPS, with higher increases given to those colleagues paid lower on their Pay Framework range and with higher performance ratings.

In November 2021, we launched our MADE for Me benefits platform which brings together information on pay, benefits and wellbeing, enabling colleagues to easily see what is available to them and make their benefit choices which reflect their personal needs. In April 2022, we introduced Total Reward Statements globally on the platform to help colleagues value their total remuneration from MPS.

Beyond the numbers

Support for everyone to reach their full potential

Developing talent

We believe that all colleagues should be given the opportunity to learn and grow at work, and we are pleased to have a culture that fosters and empowers that growth. If colleagues have ambition, we will support them with development to enhance their skills.

In the last 12 months, we have seen more secondment opportunities and internal promotions benefiting our female colleagues. In addition, 171 colleagues have participated in our leadership fundamentals programme – 54% of whom were female. This is supported by a formal mentoring scheme accessible to all.

Last year we launched the Emerging Senior Leaders Development Programme (clinical) with equal gender attendance. The aim is to build stronger commercial, technical and leadership capability in our clinicians in readiness for senior roles.

Staying flexible with hybrid working

As we emerge out of the pandemic and enforced remote working lifted, we have continued to develop our approach to hybrid working. Leaders and their teams have the flexibility to define when they work in an MPS workspace or remotely. The performance of MPS and the service we deliver to members can't be comprised; however, our people are empowered to agree a team rhythm that balances the needs of members and the performance and effectiveness of their team with colleagues' personal needs, wellbeing and engagement.

As a result, we have seen an increase in the number of formal flexible working applications, of which 88% have been from female colleagues.

Shared parental leave

Childcare is one of the biggest factors impacting gender equality in the workplace. It's understandable that, in a two-income home, it makes financial sense for the person with a lower salary to take time off work to care for children. We know, this responsibility disproportionately falls to females.

Shared Parental Leave is an important tool to tackle this issue. MPS's Shared Parental Leave policy provides mothers, primary adopters, fathers, and partners with equal access to paid leave.

Health and wellbeing matters

Supporting colleagues' physical health and emotional wellbeing whilst working remotely and in an MPS workspace (known as hybrid working) and across various time zones, has remained a key focus in 2022. Our Wellbeing Committee has held a series of internal campaigns on a wide range of topics to promote greater physical and emotional health. These have included:

- Women's Health Awareness month in partnership with our Menopause, Parenting and Women's Inspirational networks.
- Men's Health Awareness.
- The importance of sleep and nutrition.
- Promoting good mental and wellbeing through channelling positivity and practising gratitude, suicide awareness campaigns, and wellbeing walks with colleagues exercising together in support of a sponsored charity event.

Due to the increase in costs of living we have been supporting colleagues to manage their personal finances. The MADE for Me Benefit platform has made it easier to access benefits, shopping discounts and resources that raise awareness through webinars and campaigns such as Payroll Week, Pension Day and Talk Money Week – together aimed at influencing positive, long-term financial wellbeing behaviours.

Beyond the numbers

DEI is in our DNA

Ours is a dynamic, global community of healthcare, legal and business professionals. We know from experience that having more diverse perspectives, approaches and expertise in our workforce brings greater innovation, adaptability and strength to the business. Having a workplace free of barriers and bias is an essential part to improving our pay and bonus gaps.

That is why diversity, equality and inclusion is one of our key strategic goals, with a special focus on deepening our inclusive culture and improving the representation of gender, ethnicity, sexuality and disability at all levels across MPS. We are breaking down barriers, encouraging people to share their experiences and have productive conversations.

Our D&I Forum (supported by D&I Ambassadors) continues to shape and implement the D&I strategy through our colleague-led networks such as our Menopause, Asian, Proud@MPS, Parents, Women's Inspirational, Neurodiversity and Black networks.

Key achievements this year include:

- Public holiday trading which allows colleagues to exchange public holidays for days that mean more to them such as Eid, Diwali and Chinese New Year.
- Adoption of the Halo code.
- Celebrating Black History and Pride months including marching together for the first time at the Leeds Pride Parade.
- Supporting colleagues fasting throughout Ramadan.
- Celebrating events across our different regions eg Anzac Day, Windrush Day, Matariki.
- Virtual educational sessions on Neurodiversity and Menopause awareness led by MPS members and colleagues.
- Male leaders undertaking the Menovest Challenge, to better understand the impact of hot flushes whilst working.

All of this has been enhanced by the appointment this year of Mildon, a UK's Leading Diversity & Inclusion Architect, who has built workshops for leaders and colleagues on a range of diversity subjects.

Beyond the numbers

Menopause in the workplace

As an organisation which serves and supports healthcare professions, MPS cares about the wellbeing of members and our people, most of whom are female. This includes a duty to understand the various factors which can negatively affect a female's ability to flourish at work throughout their career which may limit progression and, ultimately contribute to the gender pay difference. Therefore, it is only right that we talk openly about menopause and put the right support in place for those who need it.

Over the past two years, we have built awareness and understanding of the symptoms associated with the menopause, implemented a programme of support and training for leaders and colleagues, and are proudly working towards becoming an accredited Menopause Friendly Workplace by 2023.

Any learning or experience we gain which improves working lives within MPS, has the potential to influence and inspire better support across the whole membership and the wider healthcare arena. As President, I am proud to be part of MPS's external campaign calling for comprehensive support and training for the professions, preventing highly-skilled doctors and dentists from leaving the professions prematurely.

Our hope is that by coming together and talking about the menopause, the more aware we become, the more we normalise it, and the better equipped we are to help each other.

Professor Dame Jane Dacre
President of MPS Council



Our voices



Menopause Network

I have found the support from the MPS Menopause Network and the MenoChat support group to be invaluable. When I've been feeling worried about symptoms and at times when I've needed advice on how to manage symptoms that can be very debilitating, this network has given me the voice I needed to reach out to gain medical advice and how to approach the subject with my manager. Without this being in place I know I wouldn't have felt like I had allies as much as I have. I've been empowered to fully flex my working hours when needed and also provide support to others.

Sarah Manning

Outcome and Quality Assurance Business Partner



Black Network

I started working with MPS in 2019 and what a ride it has been! I am proud to be aligned with this organisation because it allows me to express myself, my culture, my background.

I recently joined the Black Network – more out of curiosity than the need for networking – but, I've found the group to be quite engaging and informative. What I appreciate the most however, is knowing that we have the full support of the organisation from top down. I am looking forward to visiting the Leeds office rocking my halo 'fro knowing that I will be accepted totally for who and what I am. One love!

Ruth Russell Hutton

Business Development Manager – Jamaica



Parents Network

I was fortunate enough to be able to take two extended periods of leave after the birth of our daughter, Kirsty, thanks to MPS's very generous Shared Parental Leave policy. This meant I was able to support my wife in the early stages, when it really was all hands to the pump, then go back to work for a few months while she looked after Kirsty. My wife then went back to work, after about 6 months, and I took the remainder of my Shared Parental Leave, spending a few really important months with my daughter as she was developing. I wouldn't have been able to do this without the Shared Parental Leave policy that MPS has, and I'd be a strong advocate for others taking the chance where they can.

Sean Mendelson

Senior Legal Counsel

Our voices



Proud @ MPS

I joined the PRIDE march this year for several reasons:

1. I wanted to be part of the celebration and support what PRIDE means for all of us, which is acceptance and inclusion of everyone.
2. MPS has a worldwide membership and staff base and it's important we share the message globally about our commitment to this important issue.
3. I felt proud to be part of the march, and to show my personal commitment to members, colleagues and friends alike.

Beverley Hampshaw

Business Development Manager – UK



Proud @ MPS

It was great to attend Leeds Pride with my colleagues and allies. I decided to attend not only for myself but on behalf of MPS, to demonstrate internally and externally that being visible and your true self at work matters. I feel supported by my line manager and MPS to turn up as myself every day.

Michelle Herbert

Relationship Manager – General Practice Ireland



Proud @ MPS

As a Proud ally, I had the privilege of taking part in Leeds Pride 2022... what an amazing experience. It was an avenue to embrace diversity, celebrating people of every style, love or culture; provided an opportunity for LGBTQ families and individuals to be visible in large numbers; celebrated the freedom everybody has to be who they are and showcased diversity within the LGBTQ community.

Seeing the large number of families involved was fabulous. Celebrating Pride shows LGBTQ youth that there is a community for them and instils hope and confidence for a bright future. It was an opportunity to have fun and bond as a community, and I'd like to think it strengthened the bonds within the MPS community.

Marie Wepener

Business Analyst, Continuous Improvement and Change

