



Marine
Management
Organisation

Gender Pay Gap Report 2020



...ambitious for our seas and coasts

Gender Pay Gap report 2020

Introduction

As an inclusive employer the Marine Management Organisation (MMO) supports the fair treatment and reward of all of our colleagues irrespective of their gender.

Our approach is also underpinned by Gender Pay Gap legislation (developed by the Government Equalities Office) which was introduced in April 2017. This requires all employers of 250 or more employees to publish their gender pay gap for workers in scope as of 31 March 2020.

The gender pay gap differs from equal pay.

Equal pay deals with the pay difference between men and women who carry out the **same** jobs, similar jobs or work of equal value. It is against the law to pay people unequally because they are a man or a women.

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation and how talent is being maximised. This equation relates to men and women working in the **same** place and can vary by occupation and working patterns. For example: occupations where women are under represented typically produce higher pay gaps.

Under Gender Pay Gap legislation, relevant employers (over 250 employees at the snap shot date of 31March 2020) are required to calculate:

- Mean gender pay gap (the mean is the average of the numbers)
- Median gender pay gap (median is the halfway point between two numbers)
- Proporrtion of males/females in pay quartiles
- Mean bonus gap
- Median bonus gap
- Bonus proportions on a gender basis

The organisation is split equally into 4 quartiles based on the actual headcount at the 31 March 2020. This year the snapshot is taken on a headcount of 371 will be split into 3 equal quartiles of 93 and the uppermost quartile of 92, there will be a varying number of grades within each quartile.

MMO's organisational context

MMO's pay system covers Civil Service grades ranging from administrative to managerial level. Grades vary according to the level of responsibility of colleagues. Each grade has a set pay range with pay gaps in between grades.

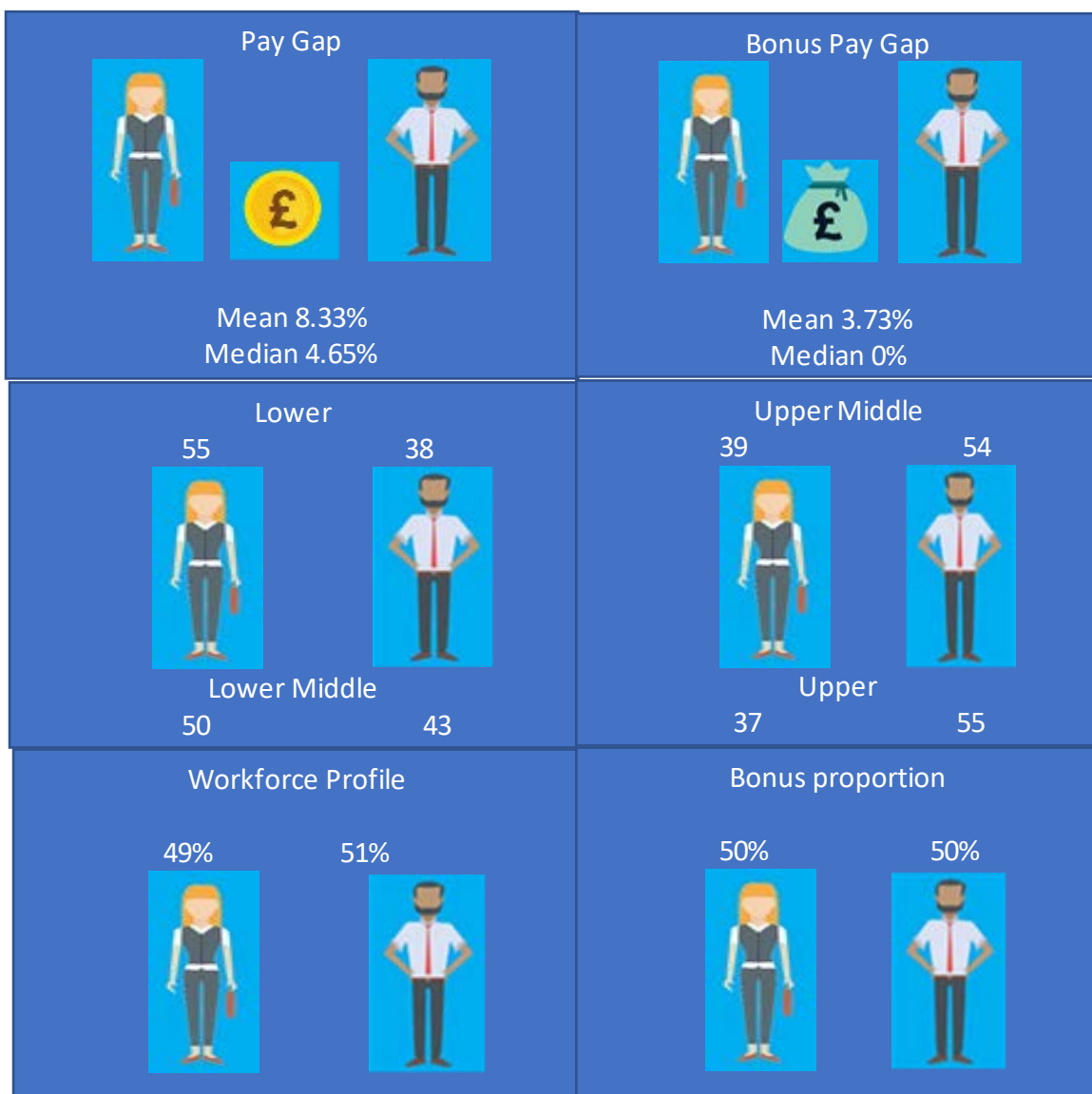
MMO's Senior Civil Servants are covered pay arrangements which apply across the Civil Service.

Comparison of mean pay in MMO shows a gap in favour of men of 8.33% against 13.62% in 2019. Comparison of median pay in MMO shows a gap in favour of men of 4.65% in comparison to 14.52% in 2019.

The most recently reported national gender pay gap is 17.1% (*Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics.*)

When pay is analysed by grade, average pay gaps are smaller or non-existent than the overall figure; in most grades there is no gap or the gap is in favour of women.

MMO gender pay gap data



Closing the gender pay gap

MMO is committed to fair pay irrespective of gender. Although the gaps determined are minimal, we approach any gap as something that must be remedied and continue to strive for greater diversity and inclusion.

Data around male and female pay has been analysed to understand where the mean gap of 8.33% arises from, it has been identified that looking within the grading structure there is a minimal pay gap between male and female employees and that the overall gap is present due to a higher proportion of males in the upper and upper middle quartiles. Data below:

Gender Breakdown by Quartile (Hourly Pay)					
Quartile	Total	Count		Proportion	
		Male	Female	Male	Female
Lower	93	38	55	40.86%	59.14%
AO	29	6	23	21%	79%
EO	56	25	31	45%	55%
NED	8	7	1	88%	13%
Lower Middle	93	43	50	46.24%	53.76%
AO	3	1	2	33.33%	66.67%
EO	69	26	43	37.68%	62.32%
HEO	21	16	5	76.19%	23.81%
Upper Middle	93	54	39	58.06%	41.94%
EO	24	9	15	37.50%	62.50%
HEO	48	31	17	64.58%	35.42%
SEO	21	14	7	66.67%	33.33%
Upper	92	55	37	59.78%	40.22%
EO	1	1	0	100.00%	0.00%
HEO	7	4	3	57.14%	42.86%
SEO	35	23	12	65.71%	34.29%
G7	31	14	17	45.16%	54.84%
G6	11	10	1	90.91%	9.09%
SCS1	5	2	3	40.00%	60.00%
SCS2	1	1	0	100.00%	0.00%
NED	1	0	1	0.00%	100.00%
Full Pay Relevant Employees	371	190	181	51.21%	48.79%

To note that there are EO, HEO and SEO Grades represented in more than one quartile reflective of the increase in pay commensurate with TARA appointments (Temporary Additional Responsibility Allowance).

The reason for the small gap continues to be the ratio of males to females at more senior grades. Where the overall gap closed by 5.29% in mean pay and 9.87% in median pay both still in favour of men, it is due to the appointment of more women into senior roles.

Over recent years the following initiatives may have helped to increase the number of women being appointed to senior roles:

- Greater line manager understanding and capability through training and development which emphasised the development of people management skills, self awareness and ethical leadership.
- Continual review of our recruitment processes to ensure gender neutrality
- A recruitment policy which encourages recruiting managers to consider advertising their roles in non-traditional social media spaces where they are more likely to be seen by a more diverse cross section of society
- Enabling gender diverse recruitment panels wherever possible
- A regular keeping in touch email that is sent to all employees who are on extended absence from the MMO including on shared parental or maternity leave which advises of all internal job vacancies, or upcoming learning and development opportunities or temporary additional responsibility appointments (TARA)
- All vacancy holders required to attend Effective Recruitment training. This training includes topics such as non-discriminatory job design, avoiding discrimination, challenging your own unconscious or personal bias, combating stereotypical thinking, creating and sustaining positive psychological contracts and effective blind sifting and selection of applicants by focussing on the role competencies and MMO values.
- Improved team leader skills through application of apprenticeship standards
- Utilising outputs from our people survey, IIP accreditation to establish other routes of reduction
- Consistent capture and monitoring by the HR department of feedback from colleagues both anecdotally and formally when grievances or appeals occur or a leavers form is submitted. This learning informs future policy review and application.

However it is recognised that greater understanding of the reason for the remaining gap and the true drivers that impact upon it, further action is needed.

Therefore the MMO as well as continuing with the above practices will in addition:

- Collect data and insights from surveys and focus groups to help inform our understanding of factors that contribute to the continued existence of a pay gap.
- Engage with key stakeholders across the organisation such as the Women's Network and the Menopause Awareness working party to help shape and drive forward our diversity and inclusion agenda based on the collected and analysed evidence.
- Once any barriers or disproportionate impacts have been identified seeking to address those at every point in the employee experience.
- Explore whether and to what extent the Coronavirus Pandemic may have had a disproportionately adverse effect on the working lives and future career paths of certain groups (including women) within society. It is likely that these impacts will only become evident in the longer term. It is our working hypothesis that MMO's covid response (particularly the extensive provision of

paid special leave and greatly enhanced flexibility in working arrangements)
may have mitigated some of the initial impacts