



Marine  
Management  
Organisation

# Gender Pay Gap Report 2021



...ambitious for our seas and coasts

# Gender Pay Gap report 2021

## Introduction

As an inclusive employer the Marine Management Organisation (MMO) supports the fair treatment and reward of all 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 2021.

### 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 male or female.

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 snapshot date of 31 March 2021) 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)
- Proportion 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 2021. This year the snapshot is taken on a headcount of 392 and will be split into 4 equal quartiles of 98. There are a varying number of grades within each quartile.

## MMO's organisational context

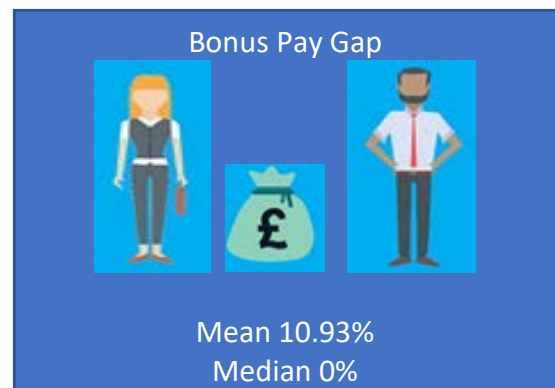
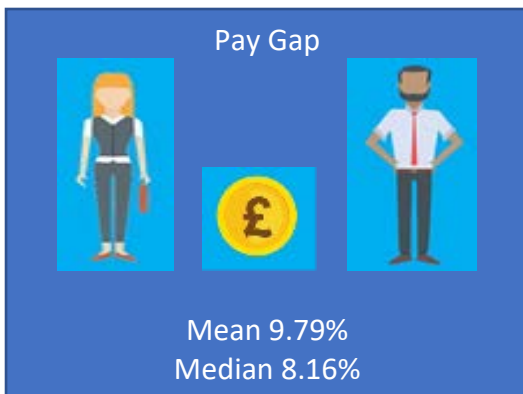
MMO's pay system covers Civil Service grades ranging from administrative to managerial level. Grades vary according to the level of responsibility of colleagues. Each grade has a set pay range with pay gaps in between grades.

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

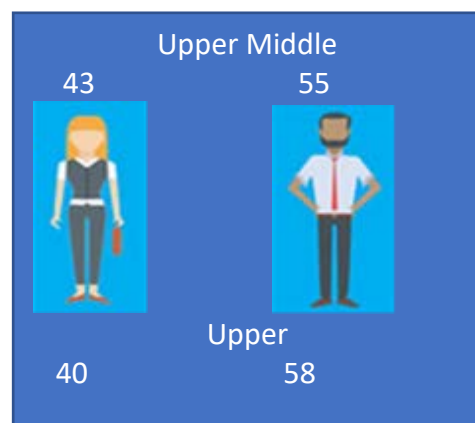
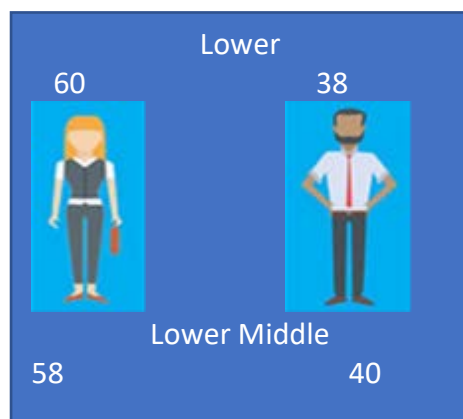
Comparison of mean pay at 9.79% against 8.33% in 2020, shows a slight widening of the gap in favour of men. Comparison of median pay at 8.16% against 4.65% in 2020, shows a further widening of the gap in favour of men.

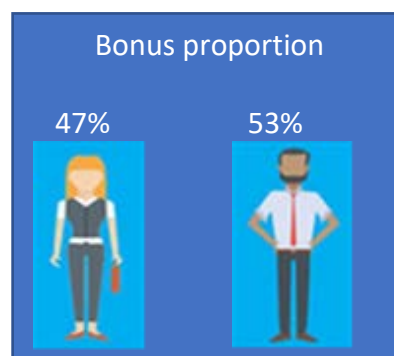
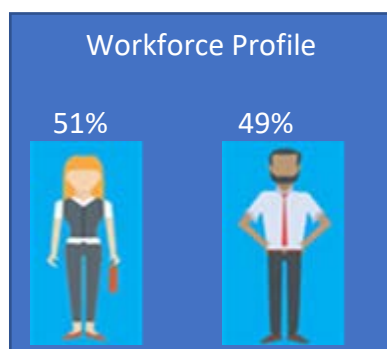
The most recently reported national gender pay gap is 7.9% (*Annual Survey of Hours and Earnings (ASHE)* - Office for National Statistics).

### MMO Gender Pay Gap Data 2021



### Gender breakdown by Quartile





## Closing the gender pay gap

MMO is committed to fair pay irrespective of gender. Although the gaps have widened slightly, we are continuing to approach any gaps as something that must be remedied to ensure we do all we can to be an inclusive employer.

The data around male and female pay has been analysed to understand where the gap of 9.79% arises from, and reasons for the widening from last year. It has been established that despite good work on the recruitment of females into senior grades, the pay gap between male and female employees continues, with the reason for this being complex and due to a number of factors. Firstly, there continues to be a higher proportion of males in the upper and upper middle quartiles as outlined in the table below.

Gender Breakdown by Quartile (Hourly Pay)					
Quartile	Total	Count		Proportion	
		Male	Female	Male	Female
<b>Lower</b>	<b>98</b>	<b>38</b>	<b>60</b>	<b>38.78%</b>	<b>61.22%</b>
AO	33	7	26	21%	79%
EO	57	24	33	42%	58%
NED	8	7	1	88%	13%
<b>Lower Middle</b>	<b>98</b>	<b>40</b>	<b>58</b>	<b>40.82%</b>	<b>59.18%</b>
AO	5	2	3	40.00%	60.00%
EO	63	21	42	33.33%	66.67%
HEO	30	17	13	56.67%	43.33%
<b>Upper Middle</b>	<b>98</b>	<b>55</b>	<b>43</b>	<b>56.12%</b>	<b>43.88%</b>
AO	1	0	1	0.00%	100.00%
EO	27	12	15	44.44%	55.56%
HEO	40	24	16	60.00%	40.00%
SEO	30	19	11	63.33%	36.67%
<b>Upper</b>	<b>98</b>	<b>58</b>	<b>40</b>	<b>59.18%</b>	<b>40.82%</b>
EO	2	0	2	0.00%	100.00%
HEO	9	6	3	66.67%	33.33%
SEO	30	20	10	66.67%	33.33%
G7	34	18	16	52.94%	47.06%
G6	15	11	4	73.33%	26.67%
SCS1	6	2	4	33.33%	66.67%
SCS2	1	1	0	100.00%	0.00%
NED	1	0	1	0.00%	100.00%
<b>Full Pay Relevant Employees</b>	<b>392</b>	<b>191</b>	<b>201</b>	<b>48.72%</b>	<b>51.28%</b>

An exercise to align our salaries with DEFRA was undertaken in 2020. This exercise, together with a higher proportion of temporary additional responsibility allowances awarded to males, has caused the gap to widen further. It should be noted 2020 was an extraordinary year in terms of internal and external drivers, requiring users of the data to focus on longer term trends rather than year on year results.

Overall, the reason for the widening of the gap still continues to be the ratio of males to females at more senior grades. The overall gap has increased by 1.46% in mean pay and 3.51% in median pay in favour of male colleagues. There has been an overall increase in the recruitment of females into MMO, however, recruitment of the number of males still offsets the recruitment of females at senior level, at the time of reporting.

It is likely the pandemic may have had a disproportionately adverse effect on the working lives and future career paths of certain groups (including women) within society, with a higher percentage of females taking on caring responsibilities. In MMO more males than females took up TARA opportunities during this reporting period.

There has also been an increase in the proportion of bonus payments to male employees this year, with a higher proportion of bonus payments being awarded to males over females. Again, it is likely the pandemic, and increased caring responsibilities that fell with women may have impacted recognition of their efforts. We are confident that bonus gaps will reduce by the time the 2022 report is published.

We have continued to increase the number of women being appointed to senior roles through the following initiatives:

- All roles, irrespective of grade, are now advertised with flexible working patterns in terms of job share and part-time working hours now available.
- A recruitment policy which encourages recruiting managers to consider advertising roles in non-traditional social media spaces, where they are more likely to be seen by a more diverse cross section of society.
- Ensuring gender diverse recruitment panels are in place in *all* cases.
- Regular keeping in touch emails, sharing vacancies, learning and development and TARA opportunities, continue to be sent to all employees who are on extended leave of absence from the MMO.
- All vacancy holders are 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, effective blind sifting and selection of applicants by focussing on the role competencies and MMO values.
- Utilising outputs from our people survey, IIP accreditation to establish other routes of reduction.
- Consistent capture and monitoring 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.

As a follow up to the 2020 pay gap report MMO have:

- Collated further data and insights from surveys and focus groups, which has further contributed to our understanding of factors that continues to impact the gender pay gap.
- Worked with the MMO womens network who have piloted a development programme tailored towards women consisting of three learning modules. A decision is to be made on whether to continue with internal delivery or source an external provider.
- Drafted a Menopause policy by engaging with key stakeholders across the organisation, including the Women's Network and the Menopause Awareness working party

Future plans to be considered:

- Improved analysis (to that required by legislation) to ensure we gain a deeper understanding and provide a more detailed narrative of the reasons for the gender pay gap (including bonus payments) within MMO.
- Include images of women when advertising for senior roles and continue with the promotion of MMO flexible working practices.
- Encourage senior leaders to role model and champion flexible working practices, such as shared parental/paternity/carers and other special leave.
- Encourage male employees in general to take up opportunities for shared parental/paternity/carers and other special leave.
- Reach out to returners to work, making every effort to attract those who may be on extended career breaks or maybe working in roles which they may be over qualified for.
- Offer and provide (where required) mentoring and sponsorship to female employees.
- Leverage on Crossing Thresholds training and other initiatives being introduced by DEFRA.
- Attract females into non-traditional scientific roles.
- Undertake wider research into other organisations and how they are tackling the gender pay gap.
- Ongoing training in recruitment practices to ensure we enhance diversity practices already in place.
- Ongoing leadership and management training to raise awareness of the gender specific challenges within the workplace, including refresher training on potential unconscious bias practices.
- Continue to regularly promote and seek out new women's networks within MMO.
- Ensure 'SMART' objectives are set and monitored to tackle the gender pay gap within MMO.