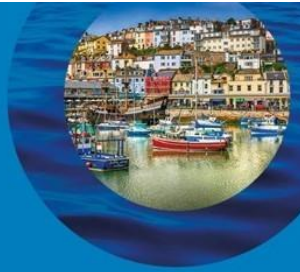




Marine  
Management  
Organisation

# MMO Gender Pay Gap Report 2022



...ambitious for our seas and coasts

## **Gender Pay Gap report 2022**

### **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 2022.

### **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 of their gender.

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 2022) 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 2022. This year the snapshot is taken on a headcount of 402 and will be split into 2 quartiles of 100, and 2 quartiles of 101. There are a varying number of grades within each quartile.

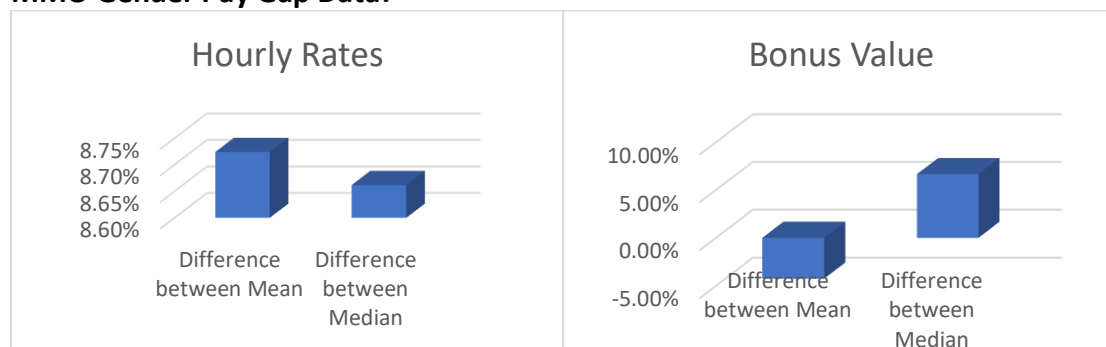
## MMO's organisational context

MMO's pay system covers Civil Service grades ranging from administrative to managerial level. Grades vary according to the level of responsibility of colleagues. Grade is determined using the JEGs system of job matching.

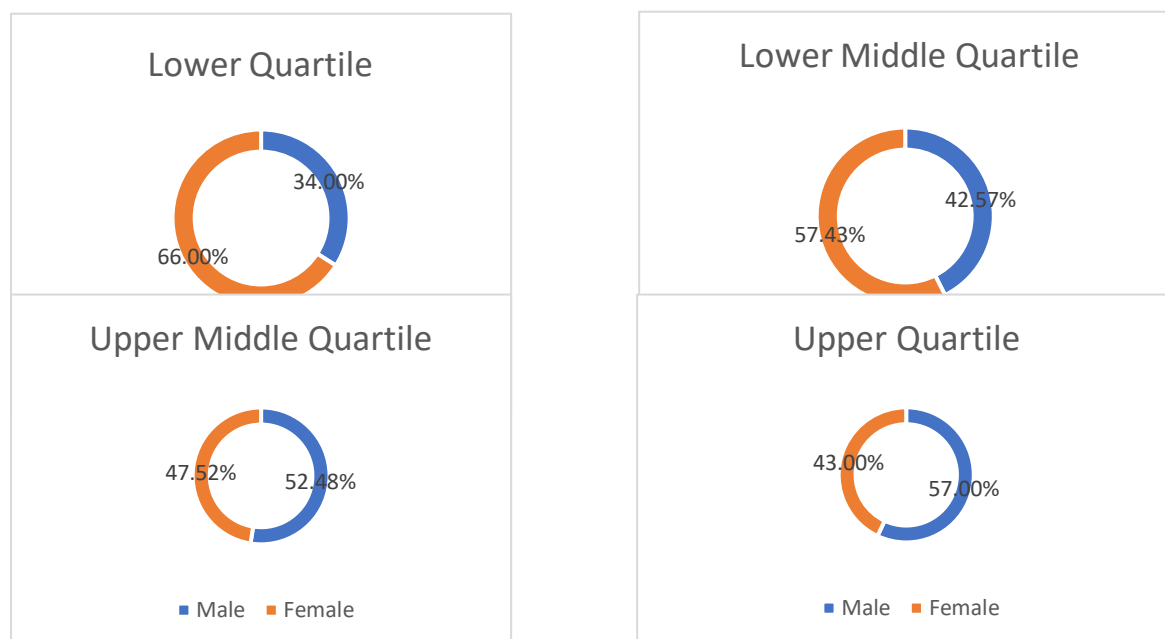
There is no pay range, and employees are appointed onto a singular salary. MMO's Senior Civil Servants are covered by pay arrangements which apply across the Civil Service.

Comparison of mean pay at 8.72% against 9.79% in 2021, shows a slight reduction in the gap between the genders. Comparison of median pay at 8.66% against 8.16% in 2021, shows a further widening of the gap in favour of men. The most recently reported national gender pay gap is 8.3% (Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics, which has increased from 7.7% in 2021. This shows an overall national trend of increase to this gender pay gap.

### MMO Gender Pay Gap Data:



### Gender Breakdown by Quartile:



## Closing the gender pay gap

MMO is committed to fair pay irrespective of gender, and reduction in the gaps is a key priority for the MMO's leadership teams. The data around male and female pay has been analysed to understand where the gap of 8.72% arises from, and steps we can continue to make to further reduce this figure. 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:

Gender Breakdown by Quartile (Hourly Pay)					
Quartile	Total	Count		Proportion	
		Male	Female	Male	Female
<b>Lower</b>	<b>100</b>	<b>34</b>	<b>66</b>	<b>34.00%</b>	<b>66.00%</b>
AO	30	6	24	20%	80%
EO	59	21	38	36%	64%
HEO	2	0	2	0%	100%
SEO	1	0	1	0%	100%
NED	8	7	1	88%	13%
<b>Lower Middle</b>	<b>101</b>	<b>43</b>	<b>58</b>	<b>42.57%</b>	<b>57.43%</b>
AO	4	0	4	0.00%	100.00%
EO	57	27	30	47.37%	52.63%
HEO	40	16	24	40.00%	60.00%
<b>Upper Middle</b>	<b>101</b>	<b>53</b>	<b>48</b>	<b>52.48%</b>	<b>47.52%</b>
AO	2	1	1	50.00%	50.00%
EO	29	9	20	31.03%	68.97%
HEO	34	19	15	55.88%	44.12%
SEO	36	24	12	66.67%	33.33%
<b>Upper</b>	<b>100</b>	<b>57</b>	<b>43</b>	<b>57.00%</b>	<b>43.00%</b>
AO	1	0	1	0.00%	100.00%
HEO	8	4	4	50.00%	50.00%
SEO	23	16	7	69.57%	30.43%
G7	46	25	21	54.35%	45.65%
G6	15	11	4	73.33%	26.67%
SCS1	5	0	5	0.00%	100.00%
SCS2	1	1	0	100.00%	0.00%
NED	1	0	1	0.00%	100.00%
<b>Full Pay Relevant Employees</b>	<b>402</b>	<b>187</b>	<b>215</b>	<b>46.52%</b>	<b>53.48%</b>

The data shows a larger proportion of male employees at Grade 7 and Grade 6, meaning that the most significant reason for the gender pay gap still continues to be the ratio of males to females at more senior grades. 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.

Further, MMO has undertaken an exercise to move employees from TARA roles into permanent posts, which has contributed to the 1% narrowing of the overall gender pay gap. This process is still ongoing, and we therefore expect to see a continued improvement in this area.

We are confident that bonus gaps will reduce by the time the 2023 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.
- Developing the MMO Sounding Board, giving employees from across the organisation the opportunity to input into how we run the organisation
- The continued successes of the MMO Menopause Group put the MMO at front and centre of recognising women's rights in the workplace
- Utilising outputs from our people survey, IIP accreditation to establish other routes of reduction.
- Developing a clear Leavers Survey, to understand the reasons for employees moving on from MMO

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

- Removed the 'pay range' from salaries, ensuring all new employees to MMO start on a specific salary figure. This ensures consistency, and only those moving from another Public Sector/Civil Service organisation, on the same salary grade e.g Grade 7 to Grade 7, are able to join MMO on a different salary.
- 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.
- 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.
- 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.