

Empowering Every Voice, Nurturing Every Journey



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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.



Lisa Davies
Executive Director of People and Culture

Our Inclusive Culture

Where everyone can grow and thrive

At MPS, our commitment to diversity, equality and inclusion (DEI) is not just a strategic objective - it's the very fabric of who we are as a global, member-owned organisation

Central to this is the belief that a fair and inclusive culture is not a lofty ideal but a daily practice. It's about creating an environment where everyone, irrespective of their background, feels not only welcomed and respected, but truly valued. We know our organisation thrives when the unique perspectives, experiences, and talents of each colleague are not only acknowledged but celebrated. There is a direct correlation between feeling included and being engaged with your organisation, and we know that engagement contributes to increased business performance.

Collaboration and innovation flourish, which are essential for serving our membership in complex and rapidly changing, global markets. We also know that we cannot attract and retain a candidate base that is representative of our members if we do not have an inclusive workplace.

I joined MPS because of its culture, and I am excited to further build and guide the organisation in the next steps along its DEI journey. That includes delivering a new 5-year People Strategy designed to enable colleagues to collectively achieve excellence.

Milestones and perspectives

This report is in part a testament to the work accomplished so far. But it's also a milestone – our first, full Diversity, Equality and Inclusion report, analysing the employment lifecycle through the lens not just of gender, but now of ethnicity, representation, career progression, health and wellbeing.

I am also thrilled to share the news that we have been recognised externally, achieving accreditation as a Menopause Friendly Workplace, being shortlisted for not one, but three prestigious awards:

- [enei Inclusivity Excellence Awards for Leveraging Data to Advance Workplace Diversity, Equality, and Inclusion](#)
- [Yorkshire Post Excellence in Business Awards for Diversity & Inclusion](#)
- [Menopause Friendly Workplace – Outstanding Campaign](#)

... and our colleague, Paula Rix, winning the Menopause Friendly Community Award for leading the internal support and training for MPS. This is a fantastic acknowledgement of the effort and commitment we have all put in across the organisation over the last few years in helping to create and promote a more inclusive and diverse workplace.

Finally, I want to thank the people who have contributed to our progress and challenged us to do more – our DEI Forum and colleague network members, as well as countless individual colleagues who shared their experiences, raised their voices, participated in open and frank discussion and embraced change. Together, we thrive, and in our diversity, we embody the values of the professions we serve.

Lisa Davis,
Executive Director of People and Culture at MPS



Cultivating Inclusive Excellence

Embedding DEI through engagement, training and leadership

We want our workplace to be one where diversity thrives and inclusion is second nature

We have a comprehensive DEI strategy and goals, and a dedicated DEI Forum driving awareness and engagement.

We also invest in mandatory training that not only educates but empowers those in supervisory roles to recognise the impact on inherent bias and privilege, engage in open dialogue, and gain a deeper appreciation for diverse perspectives

Progress made

Our D&I Forum has been renamed to Diversity, Equality and Inclusion Forum to recognise that an inclusive workplace is about more than just diverse representation, it also requires equal opportunity.

In 2020, we launched our first Diversity and Inclusion Strategy, which is focused on data, building understanding, networks, colleague lifecycle, policies and practices, reward and recognition. This strategy, has enabled many successes, facilitating our awards and accreditation.

These include:

- Increasing our diversity data completion from 47% to an average of 81% through the #includeme campaign.
- Designing and launching the Diversity Includes Everyone training
- The creation of seven colleague-led networks, whose members make up 16% of the organisation.
- Increased flexibility for additional working patterns in our Flexible Working policy
- MPS receiving the Menopause Friendly accreditation
- MPS marked its first Invisible Disabilities Day on 15 May, as well as celebrating International Women's Day, and Black History Month
- A calendar of inclusive events throughout the year, including marching together at the Leeds Pride Parade after such a success in 2022, South Africa Heritage Day, New Zealand Waitangi Day, and many more
- Continuing to focus on how we can influence achievement of our 2027 strategic goals
- The existence of this report.



Diversity includes everyone

MPS partnered with diversity training expert Toby Mildon, to develop the Diversity Includes Everyone training. Toby normally delivers the diversity workshop alongside his own team, but MPS wanted to build its internal

capability and capacity and so a 'train the trainer' approach was adopted instead, using colleagues from across the organisation. Launched in 2022, the workshop (available to all colleagues) has been attended by over

320 people across the organisation. The workshop aims to raise awareness of three behaviours that impact DEI culture; micro-incivilities, bias, and privilege.

“All educational and of great value I learned a lot from all topics.”

“Good content, delivery and mix of interaction. I will be following up with further reading to understand the areas we discussed, in particular unconscious bias and areas of privilege.”

“The whole session has stuck with me. I cannot think of anything that was not of high value for me. All of it was very much of value”.

Inclusive leadership: Leading by example

Leadership sets the tone for an inclusive culture, and at MPS we understand the pivotal role leaders play in shaping our community.

All leaders and managers at MPS undertake mandatory DEI training. Our leadership fundamentals development program emphasises diversity, equity, and inclusion, ensuring people are not only equipped with the skills to lead diverse teams but are also committed to creating an environment where everyone can flourish.

Emerging People Leaders Programme

The Emerging People Leaders Programme has launched to support participants develop the skill set required when transitioning into their first people leadership role. We received a fantastic response to its recent launch, with 59 applications from across the organisation.

The final cohort of delegates consists of twelve colleagues: eight female and four male. Together they are comprised of a diverse demographic on factors such as age, race, nationality, geographic location, and length of service. We expect this to have a positive impact on our people leader pipeline.

Fostering development

Investing in your success

At MPS, we believe that every career is a journey, and each stage deserves thoughtful support and investment. Our commitment to career progression is not just about climbing the corporate ladder it's about providing the resources, mentorship, and opportunities for each colleague to thrive in their professional pursuits

Through talent management and training programs, mentorship and coaching initiatives, and career development resources, we are dedicated to empowering our people to reach their full potential. However, we recognise that colleagues experience MPS differently based on their protected characteristics, and we must do more to ensure we have an equitable workplace for everyone, at every stage in their career.

Attracting diverse talent

- agencies on our preferred supplier list are asked to confirm their DEI activity
- we apply DEI lens to everything – our communications and promotions, tone of voice, timings for religious and cultural observance etc
- proactively asking if candidates need any sort of reasonable adjustments in the screening process
- promoting DEI activity through our LinkedIn page
- partnering with jobs boards such as Diversity Jobs to target a diverse range of people. An increase of 60% in applicants per role
- using direct sourcing technologies so we can actively promote our vacancies to candidates that traditionally would not be aware of MPS and improve diversity at shortlisting
- Candidate Satisfaction Survey for all candidates, regardless of whether they are successful in securing the role or unsuccessful in securing an interview, to ensure anyone who 'touches' MPS has a voice to provide feedback on how we can improve.

Recruitment and Onboarding

- training on the Academy and through Diversity Includes Everyone sessions
- content of role profiles and job adverts, challenging managers on essential criteria
- introduction of diverse hiring panel feedback on how we can improve.

Performance and Development

- analysis of performance and talent by diverse characteristics to identify act of bias.

Life Transitions and Celebrations

- offering Shared Parental and Adoption leave, as well as 10 paid "Keeping in Touch" days designed to help individuals stay connected with their workplace, update skills, and gradually transition back into the workforce
- trading Bank Holidays in lieu of alternative days. As Bank Holidays follow the Christian calendar, we knew they may not best serve 35% of colleagues
- enabling Muslim colleagues (who represent 7% of colleagues) to work from home during Ramadan. We extended the same opportunity to candidates – fitting timings or interview location around fasting/prayer
- analysing engagement results by protected characteristics to understand how the colleague experience differs – with expert insights from the networks.

Leaving MPS

- colleagues who retire or leave via redundancy are still eligible for performance-related bonus

Health and Wellbeing

Prioritising the whole person

A cornerstone of our approach to diversity and inclusion is the unwavering focus on the health and wellbeing of our people

Recognising that a holistic view of wellness encompasses physical, mental, and emotional dimensions, we have implemented initiatives that support colleague wellbeing. From wellness initiatives and mental health resources to flexible work arrangements, we are committed to ensuring that everyone can bring their best selves to work each and every day.

2023 highlights

Take Time to “Check In”

- taking the time for important health checks and appointments
- investing time in a bit of self-care
- taking time to talk about your mental healthfeedback on how we can improve.

Financial Wellbeing

- Talk Money week – webinars and resources to help empower greater financial security and peace of mind
- launched Bonus Exchange programme, one method to potentially address the pension pay gap, and Retirement Readiness Hub
- we also run sessions in collaboration with our colleague networks such as Supporting Working Parents and Women in Retirement.

Jo’s Cervical Cancer Trust “Time to Test” Charter

- inspired by our Women’s Health Awareness Month in 2022
- established a colleague-led peer support network to help raise awareness and encourage the attendance of screening appointments.

Men’s Health Month


- Movember challenge - promoting men’s mental and physical health
- providing a programme of men’s health-specific virtual sessions.

Give Blood, Save a Life

- spotlighting the importance of blood donation for the Black community and other minority groups.

Unity in Diversity

Forging stronger connections and understanding through our colleague networks



At the heart of our commitment to fostering an inclusive workplace lies the recognition that true unity emerges when the diverse voices within our organisation are not only heard but actively amplified

Our colleague-run networks serve as vibrant spaces, where people come together to discuss issues that can impact their personal and professional lives, creating a collective strength that transcends individual differences.

Here, we explore the vibrant narratives and shared experiences that bind us, highlighting the pivotal role our colleague networks play in nurturing a sense of belonging, fostering professional growth, and fortifying the pillars of diversity and inclusion within our organizational culture.

“I became the Chair of the Black Colleague Network as I saw this as a platform to create a safe space for all Black colleagues to come together, meet and support each other, and to educate the wider business about our different cultures”

“In addition, my aim for the network is to help MPS become more inclusive and help educate from real perspectives on not just the struggles but the success of our cultures. In the last few months, the network has become more active in raising awareness and has been able to start more conversation within the business, all of which has been very much welcomed. It feels like we have a face and are being more recognised within the business.

Black History month has been a big month for us, and we want to encourage the continuance of educating everyone with different events, voices and promote all our successes.”

Dominique Francis,
Outcome and Quality
Assurance Adviser

“I started the Asian Network in November 2021 to provide a forum for colleagues who share a common identity and to share experiences, support and raise awareness of issues that can be faced by Asian colleagues in the workplace”

“We aim to promote a sense of inclusion, wellbeing and belonging whilst acknowledging that the Asian group is a very diverse group which transcends ethnicity, nationality, language and religion. Over the last 2 years, our network has grown in number and strength, and I have had the pleasure of getting to know colleagues with a very diverse heritage (born in and outside the UK) from the Philippines, India, Pakistan, Bangladesh, Hong Kong, Singapore, Thailand and Malaysia. Between us, we speak more than ten languages, and it was interesting to hear about similar words shared by different languages. Our meetings consist of often fun subjects like food, celebrations and culture, but never shying away from frank and open discussions on discrimination and racism.

We also work with the DEI Forum to ensure our voices are heard within MPS, and that we have equal opportunities to succeed regardless of our ethnicity, religion, immigration status and accent.

In November 2023, we organised our very first face-to-face event in the Leeds office to celebrate Diwali and promote diversity and inclusion. This event was open to all colleagues regardless of race and religion, involving food, fun and informative activities.

I look forward to welcoming more colleagues to our network in the years to come, and to help them feel more at home in the workplace.”

Dawn McGuire, Medicolegal Consultant and Chair of the Asian Network

Our colleague networks

Women's Inspirational Network (WIN)

works to highlight the experiences and contributions of women in the workplace and wider society, and to raise awareness of issues and unique challenges that they may face.

WIN is committed to developing a community that helps colleagues to network, and to delivering educational events and mentoring opportunities for our female colleagues to grow their support network and succeed through collaboration.

Proud@MPS

is made up of members of the LGBTQIA+ community and allies alike, providing a safe space where members can raise issues, share experiences, and lead discussions on matters of LGBTQIA+ history and culture, equality and representation.

Neurodiversity Network

aims to raise awareness of Neurodiversity and demonstrate how a Neurodiverse workforce supports MPS's inclusive culture and values.

Our ambition is to ensure Neurodiverse colleagues feel safe to bring their whole self to work, through respect and trust in each other to carry out their work with skill, expertise and integrity in the way they know they are able.

Asian Colleague Network

aims to promote a sense of inclusion, wellbeing and belonging whilst acknowledging that the Asian group is a very diverse group which transcends ethnicity, nationality, language and religion. The network provides a safe place to share experiences, support and raise awareness of issues that can be faced by Asian colleagues in the workplace or even in the wider community.

Parent Network

offers advice, guidance and support to parents, prospective parents, carers and guardians, and works to give voice to various issues and challenges such as flexible working and shared parental leave.

Being a parent is rewarding but can also be challenging at times and we are passionate about ensuring that we support MPS' aims as a family friendly employer and continue to make positive changes across the organisation.

Black Colleague Network

creates a safe space and an environment for black colleagues to raise any concerns confidentially, share experiences and provide emotional support.

Menopause Network

brings colleagues together in common purpose – to build understanding of menopause issues that can be faced by diverse groups in the workplace, and to promote a climate of support, inclusion, wellbeing and belonging for colleagues experiencing menopause or perimenopause and anyone who may be supporting others through those experiences.

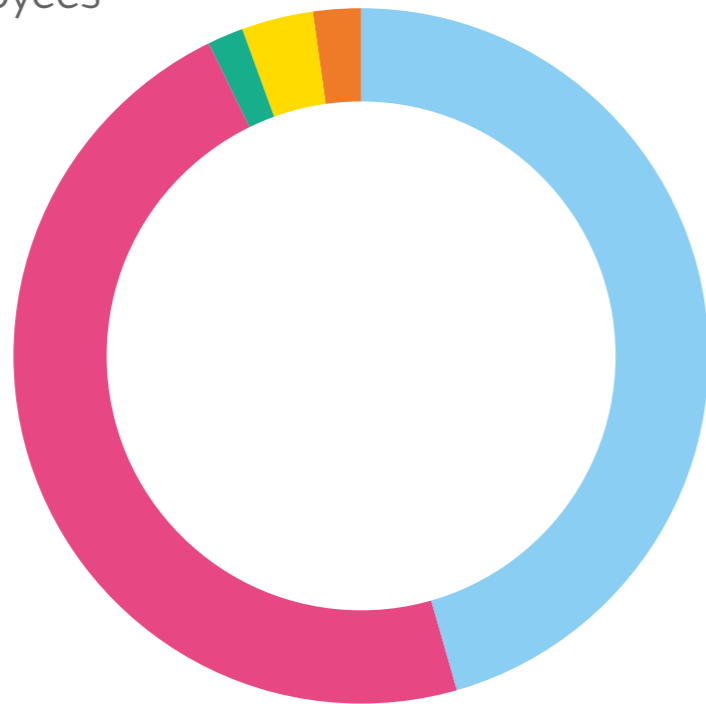
Metrics of Success

UK workplace demographics

As of 6 April 2023

Quantifying our progress is essential to ensuring that our commitment to diversity and inclusion is not just rhetoric but a lived reality. Here we present our key metrics and milestones, offering a transparent view of the drivers behind our figures and our actions to address gaps or imbalances. These metrics reflect our dedication to accountability and continuous improvement.

- **825** “full pay relevant” employees
- **851** colleagues
- **60%** female
- **40%** male
- **26** “relevant” employees



Pay and bonus gap analysis

By gender

Gender distribution at MPS by reporting pay band

Pay quartile	2023		2022		2021	
	Female	Male	Female	Male	Female	Male
Lower (0-25%)	62%	38%	66%	34%	67%	33%
Lower middle (25-50%)	68%	32%	67%	33%	70%	30%
Upper middle (50-75%)	56%	44%	57%	43%	55%	45%
Upper (75-100%)	51%	49%	48%	52%	49%	51%

Gender pay gap

	2023	2022	2021	2020
MPS mean pay difference	22.0%	22.5%	22.1%	23.4%
MPS median pay difference	12.6%	14.7%	22.8%	24.3%
UK national average median*	14.3%	14.9%	12.1%	7.1%

*Office of national statistics

We prefer to benchmark against the median, as the median is not skewed by extremes. Thus, it is a better reflection of the pay for a typical colleague in MPS and a more accurate reflection of the gender pay gap.

Encouragingly, both the mean and median pay gaps have continued to close in 2023, with the median pay gap now sitting 1.7 percentage points below the national average.

Gender bonus gap

	2023	2022	2021	2020
MPS mean bonus difference	41.1%	39.7%	40.3%	40.6%
MPS median bonus difference	28.3%	31.9%	38.6%	35.2%
% of women who received bonus	92.8%	95.8%	93.5%	88.5%
% of men who received bonus	89.3%	92.3%	91.1%	87.9%

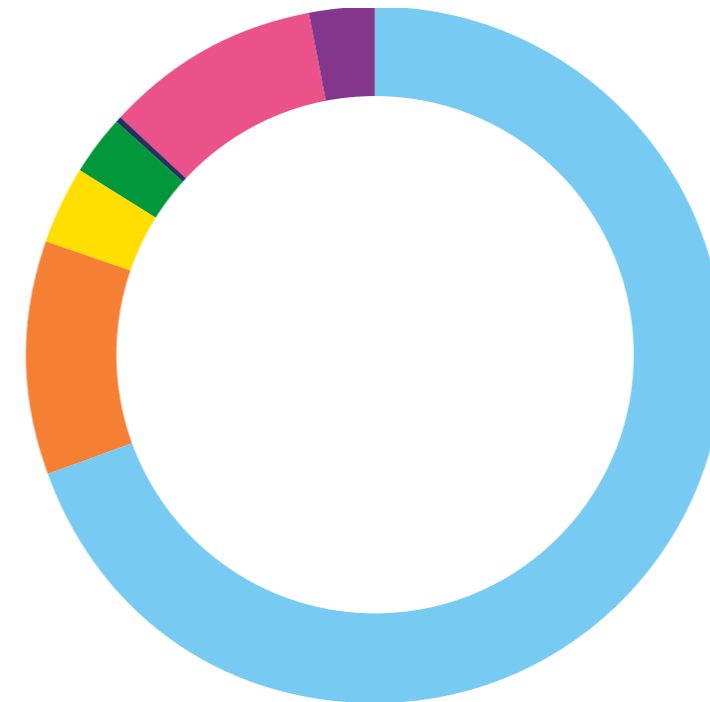
This year, we have seen a slight decrease for both genders in the number of colleagues receiving a bonus. This is due to higher number of new starters joining later in the year, and therefore not meeting the bonus eligibility criteria.

By ethnicity

We follow the UK Government’s guidance on calculating ethnicity pay gap, which uses the same reference date and classification of “relevant” and “non relevant” colleagues as per the gender pay gap analysis.

Ethnic distribution at MPS

- 69.48 % White
- 10.92% Asian or Asian British
- 3.40% Black, Black British, Caribbean or African
- 2.93% Mixed or multiple ethnic groups
- 0.12% Any other ethnic group
- 10.21% Not declared
- 2.93% Prefer not to say



The government guidelines also recommend where there are less than 50 colleagues (6% of our UK workforce) in any grouping then we should consider combining groups to ensure the data is reliable and it protects the confidentiality of colleagues. There is no ideal situation, as it means that differences within ethnic minority grouping may be hidden.

We have considered carefully and consulted with our DEI forum around how best to combine different ethnic groupings.

Pay and bonus gap analysis

Ethnic distribution at MPS across the pay halves

	Lower Pay Half	Upper Pay Half
Asian or Asian British	14.1%	7.0%
Any other ethnicities	7.3%	5.6%
White	64.3%	76.0%
Not declared	11.9%	8.3%
Prefer not to say	2.4%	-

Mean pay gap between different ethnic categories

Ethnic Group	Asian	All other ethnicities	Prefer not to say	Not declared
White	13.5%	23.0%	2.7%	10.1%
Asian	-	11.0%	-12.5%	-4.0%

Median pay gap between different ethnic categories

Ethnic Group	Asian	All other ethnicities	Prefer not to say	Not declared
White	19.5%	9.9%	-2.2%	22.6%
Asian	-	-11.9%	-26.9%	3.9%

Mean bonus gap

Ethnic Group	Asian	All other ethnicities	Prefer not to say	Not declared
White	35.5%	50.0%	13.9%	29.9%
Asian	-	22.6%	-33.3%	-8.6%

Median bonus gap

Ethnic Group	Asian	All other ethnicities	Prefer not to say	Not declared
White	37.3%	34.1%	-1.7%	35.3%
Asian	-	-5.1%	-62.2%	-3.1%

% of colleagues in different ethnic groups receiving bonus pay

Ethnic Category	% of colleagues
Asian or Asian British	81.5%
All other ethnicities	89.3%
White	92.9%
Not declared	83.9%
Prefer not to say	92.0%

Key drivers

MPS's gender pay and bonus gaps are driven by a number of factors:

- attrition of higher paid female colleagues being replaced with colleagues starting lower in the pay range
- more female than male colleagues not eligible for inclusion in the calculation due to unpaid leave at the time of reporting (such as maternity or sick leave)
- newly promoted females into more senior positions who are developing in role and therefore paid lower in the pay band
- part-time v full-time pay salaries are paid pro-rata, thus impacting the hourly pay and bonus calculations. More women
- colleagues' personal choices – participation in salary sacrifice schemes such as pension contribution, childcare vouchers and which reduce the net hourly pay calculation.

Our ethnicity pay gap is primarily driven by a lack of representation of ethnically diverse colleagues at

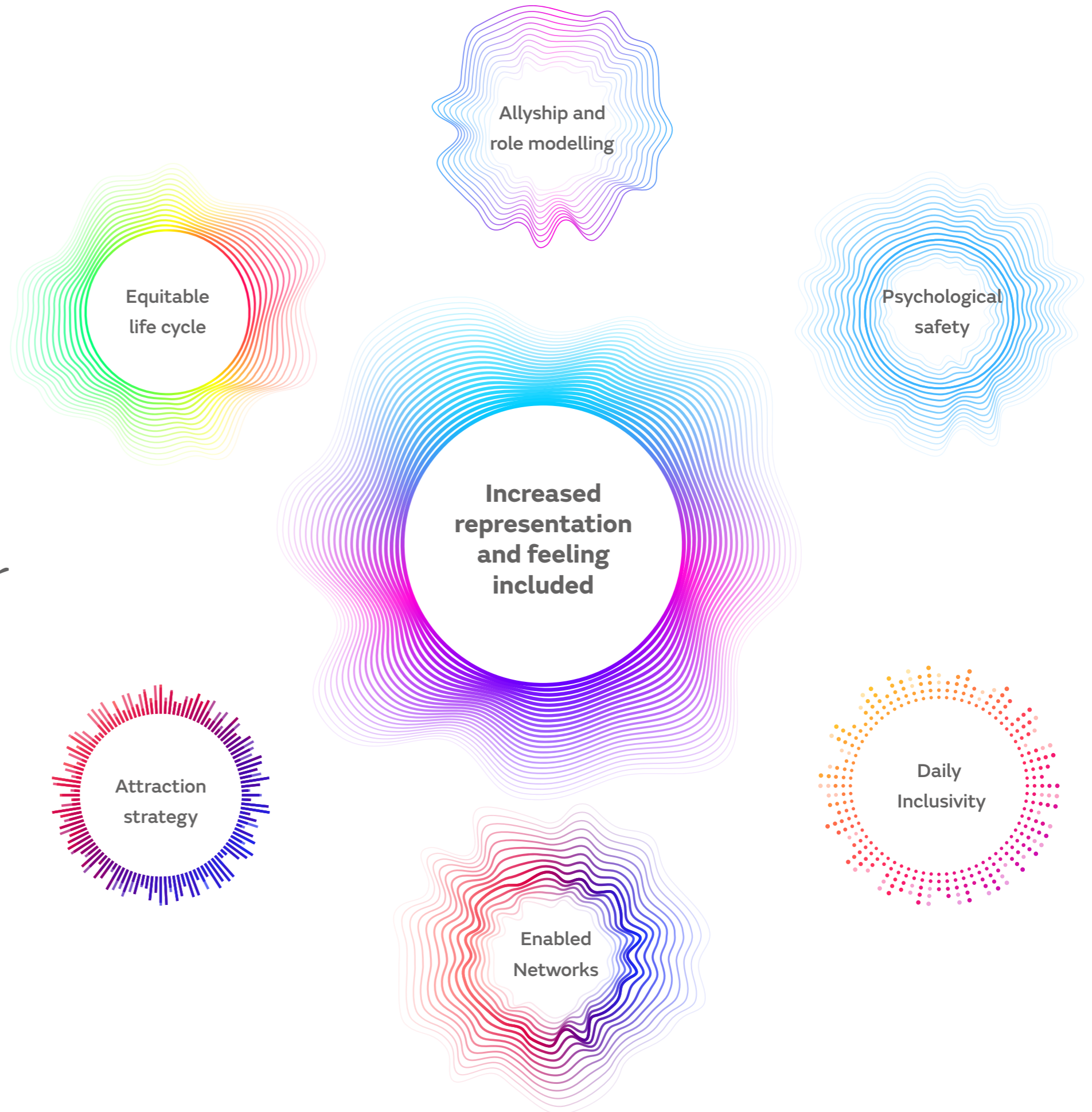
Why representation matters

Representation is not just a numerical metric; it is a fundamental cornerstone for building equitable societies

We are currently completing a full review of the Diversity, Equality and Inclusion strategy to understand which initiatives we can implement that will have the largest impact on increasing our colleague representation, building an inclusive culture, and contributing to a reduction in our pay gaps through equitable reward.

The awareness of DEI topics at MPS has grown exponentially since then and we are currently launching our refreshed DEI Strategy to colleagues, covering six key elements.

To inform this strategy, we will build a suite of monitoring tools that will allow us to analyse all our people metrics through a diversity lens, to identify where in a colleagues' lifecycle with MPS any disparate experiences exist and implement impactful interventions.



Transparent pay framework

At the beginning of 2023 we undertook our triennial benchmarking exercise. This helps us to remain competitive in the market to attract and retain the talent required into MPS to ensure we provide the best service for members

As part of the exercise, we took the opportunity to redefine our role families to ensure they are accurate to the current market context. We introduced two new role families which align closer to the strategic direction of the business and cultural norms as well as to recognise specific skills that are required e.g. Digital, Data and Change.

We continue our commitment to all colleagues being paid the National Living Wage, with this as the lowest salary on our

pay framework. For 2023, 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.

Glossary

Diversity: Diversity refers to the variation between people. This includes parts of our identity that are considered 'innate' (like race, age, nationality, etc.), and aspects that are 'acquired' like cultural fluency and languages spoken.

Ethnicity: A social construct which divides people into smaller social groups based on characteristics such as shared cultural tradition, values, behavioural patterns, language, political and economic interests, history, and ancestral geographical base.

Ethnic groups: The fact or state of belonging to a social group that has a shared cultural tradition.

Ethnicity pay gap: An ethnicity pay gap is a measure of the difference between ethnic groups' average earnings across an organisation, regardless of role or seniority. It is not a like-for-like comparison of employees of different ethnicities.

Equality / Equal opportunities: Treating everyone the same way, often while assuming that everyone also starts out on equal footing or with the same opportunities.

Equity: Working toward fair outcomes for people or groups by treating them in ways that address their unique advantages or barriers.

Gender pay gap: The gender pay gap is calculated as the difference between average hourly earnings of men and women. A positive value for the gender pay gap indicates that on average men earn more than women, whereas a negative value indicates that on average women earn more than men.

Inclusion: The act of creating involvement, environments and empowerment in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate with equal access to opportunities and resources embrace differences and offers respect in words and actions for all people.

LGBTQIA+: The acronym for lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual

Mean: The difference between the averages in the ranges of hourly earnings/ bonus of men and women

Median: The difference between the midpoints in the ranges of hourly earnings/ bonus of men and women

Neurodiversity: The concept that there is great diversity in how people's brains are wired and work and that neurological differences should be valued in the same way we value any other human variation. Conditions linked to neurodiversity include ADHD, Autism Spectrum Condition, Dyslexia, Dyspraxia and Tourette's.

Privilege: Any unearned benefit, right or advantage one receives in society by nature of their identities.

Unconscious bias: Bias is a prejudice in favour of or against one person, or group compared with another usually in a way that is considered to be unfair. Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organise social worlds by categorising.

It is important to note that biases, conscious or unconscious, are not limited to ethnicity and race. Though racial bias and discrimination are well documented, biases may exist toward any social group. One's age, gender, gender identity physical abilities, religion, sexual orientation, weight, and many other characteristics are subject to bias.

