

Report 2021

Gender Pay Gap



Gender Pay Gap Report 2021

MSI Reproductive Choices is one of the world's leading providers of sexual and reproductive healthcare, supporting women and girls around the world with contraception, safe abortion and life-saving post-abortion care, so they can determine their futures, on their terms.



Today, we have more than **9,000** team members working in **37** countries

Our teams are rooted in the communities they serve, from major cities to rural, hard-to-reach villages, reaching over **75,000 people** every day.

At MSI, we believe that our diversity is our strength and we are committed to fostering a fair and inclusive culture. Gender equality is foundational to our mission, and we are focused on ensuring that there are no barriers or biases in place at MSI that deny equality of opportunity to women or any other group in society.

In line with UK requirements, this report analyses the gender pay gap for UK-based MSI employees, including those working for our UK operation, which provides NHS-funded abortion services through our network of clinics, and those in our London Support Office who support the work of our programmes in 37 countries.

Explaining gender pay gap reporting

What is the gender pay gap?

According to the Office for National Statistics (ONS), the gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women, as a proportion of men's average hourly earnings (excluding overtime).

It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job.



Gender pay gap reporting can highlight issues with the structural representation of women in organisations and can encourage employers to create positive action plans to address this.

How is the gender pay gap different to equal pay?

The gender pay gap measures the difference between men and women's average pay. Equal pay, on the other hand, is the legal obligation under the Equality Act 2010 requiring employers to give men and women equal pay if they are employed to do 'like work'.

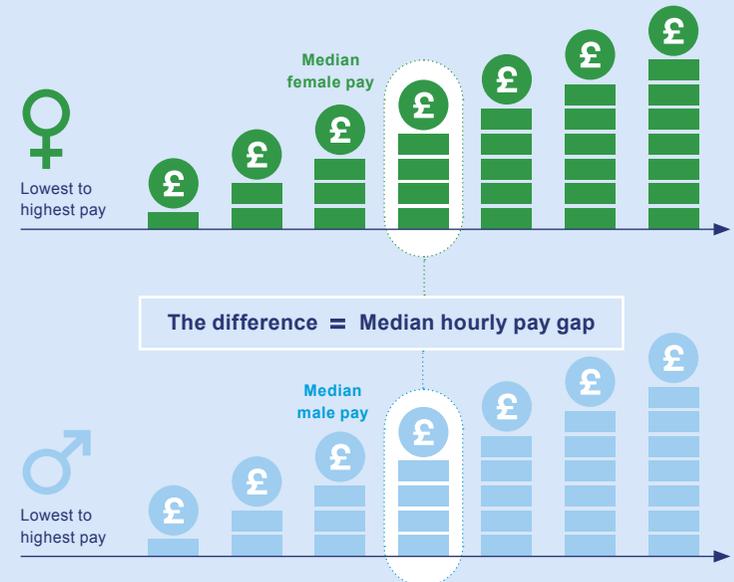
Failing to pay a woman the same pay as a man for doing the same job is likely to be unlawful, whereas having a gender pay gap is not.

An employer providing entirely equal pay between men and women in the same job may still have a large pay gap because, for example, women are in predominantly lower grades or in less well-paying parts of the business.

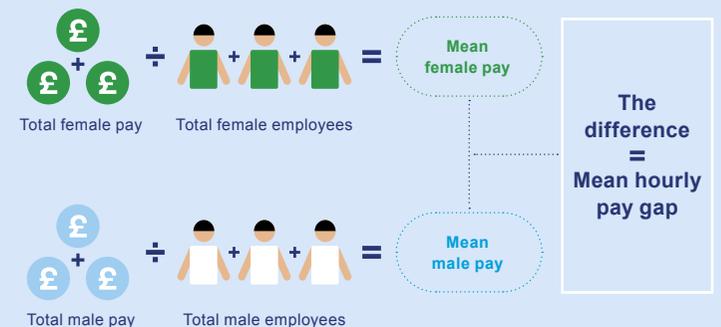
Calculating the gender pay gap

When talking about the gender pay gap people usually refer to the median figure rather than the mean. The median is the number that falls in the middle of a range when everyone's salaries are arranged from lowest to highest. This is generally accepted as the more representative measure. However, in this report, in line with reporting requirements, we also report our mean pay gap.

How we calculate the median difference



How we calculate the mean difference



Our Gender Pay Gap in 2021

Our overall gender pay gap was calculated based on 679 employees working for MSI Reproductive Choices in the UK on 5th April 2021.

This included 481 people working for MSI's UK operation, which focuses on providing NHS-funded abortion services through our network of clinics, and 198 people in the London Support Office supporting the work of our programmes in 37 countries.

Since we began reporting our gender pay gap in 2017, the combined median figures, as well as those for our London Support Office and MSI UK workforces have reduced, in part thanks to the activity outlined on page 5 and 6 of this report.

These two workforces are reported together under a single legal entity and the combined median gender pay gap for these two groups is 30.3%, while the combined mean pay gap is 35.1%.

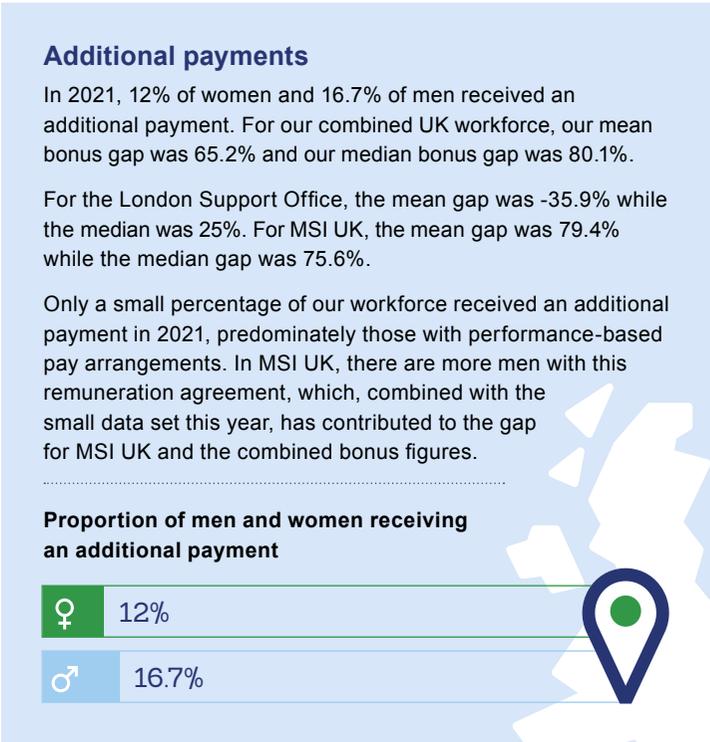
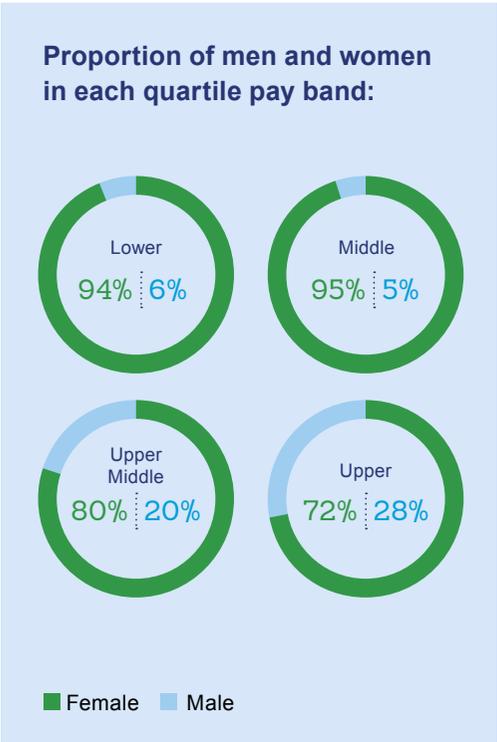
While our median pay gap for our London Support Office now sits at -0.6%, the gap within MSI UK remains higher at 26%.

This is predominantly due to structural issues, which require longer-term change within institutions across the UK healthcare sector.

They are, however, two separate workforces with distinct structures and so we have provided an analysis of the gender pay gaps in both. We welcome the opportunity to report on our Gender Pay Gap as doing so supports our goal to build and maintain an equitable and inclusive culture at MSI.

We are committed to being part of that change, and will continue to work with partners, professional bodies and government departments to address this challenge over the years ahead.

Our workforce is predominantly (85%) female, and we have more women than men at every pay quartile and level.

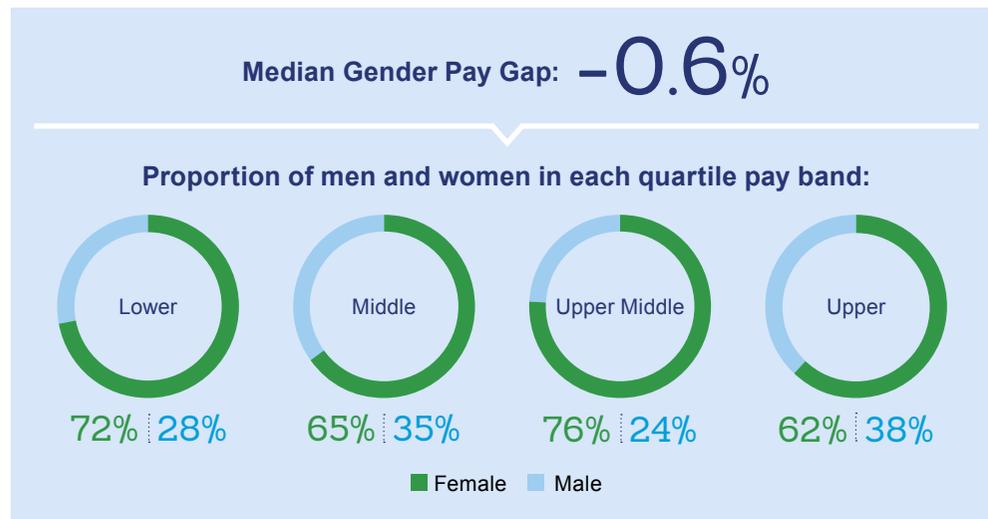


Our Gender Pay Gap in 2021

MSI's London Support Office: supporting our global programmes

MSI's London Support Office provides strategic and technical support to our programmes around the world. The workforce was made up of 69% female team members and there was a majority of women at every pay quartile and in senior leadership positions.

In 2021, our median pay gap for the London Support Office was -0.6% and the mean pay gap was 11.5%. In the period since we began reporting our gender pay gap, the median gap has reduced from 12.2% to -0.6% which we believe is partly attributable to the focused activity we have undertaken outlined on page 5 and 6 of this report.



MSI's Leadership

MSI's Global Executive Team



MSI's Global Board



MSI UK: our UK healthcare operation

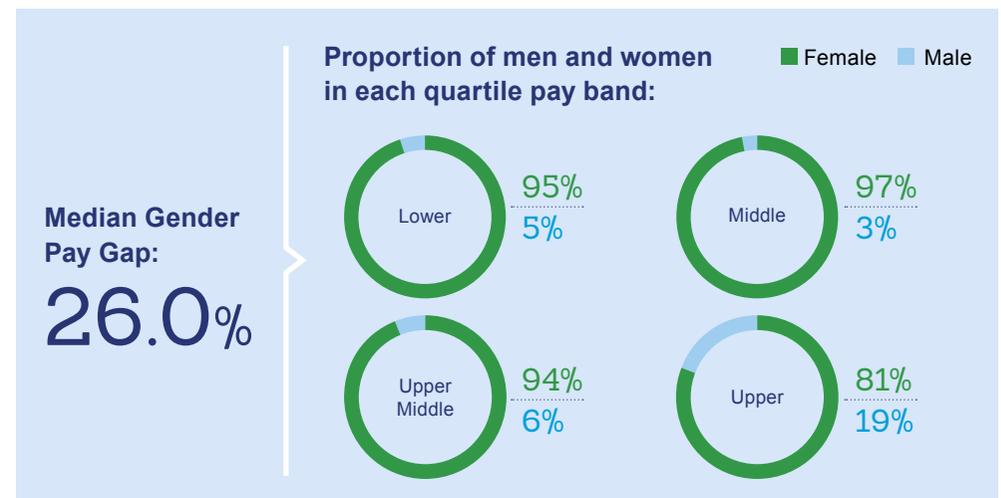
Our UK clinics division provides NHS-funded abortion and contraception services through a network of centres in England. It operates under a separate structure to the London Support Office, with the UK Managing Director reporting to our Global CEO.

In 2021, the majority (92%) of our workforce in the UK was female and there were more women than men in each pay quartile.*

The median gender pay gap in the UK Division for 2021 was 26% and the mean gender pay gap was 41.2%. While more than half (69.5%) of our employees in higher paid medical roles were women, there was a significantly greater proportion of women in lower paid clinical and non-clinical client-facing roles, including nurses, healthcare assistants and call centre operatives (94%).

We are proud that the number of women in medical roles exceeds national trends, and we believe that this is in part due to our ability to offer flexible working, specifically within our early medical abortion team.

However, we know that there is a structural underrepresentation of women in senior clinical roles throughout abortion care and we will continue to take steps to train and support women to work in senior roles in this specialism.



*The introduction of practicing privileges agreements for all sessional doctors in 2021 has necessitated a change in the parameters of our reporting. Our sessional doctors employed on practicing privileges contracts are not employees of MSI UK, and are therefore not included in the 2021 data. This is because sessions are invoiced and not paid through the payroll. Sessional doctors who fall within the IR35 guidelines have been included as they are paid through the payroll and are considered MSI employees for tax purposes.

Our focus on gender equity

To achieve our strategic goal of making diversity and inclusion, including gender equity, central to our organisational culture, we have a number of projects and initiatives aimed at improving our ability to attract, develop, engage and retain women.

Recruitment

 We've set out our commitment to gender equity in our global strategy, MSI 2030, which also reiterates the importance of pay parity and female representation at senior leadership level.

 We've engaged specialist external consultancies to support our work on gender equity in our programming, as well as MSI's organisational Diversity, Equality and Inclusion (DEI) strategy and vision.

 We've established a Diversity, Equality and Inclusion Panel, made up of team members from across our organisation, to focus on evolving MSI's approach to DEI by driving meaningful change in culture and working 'norms'.

 Our Women's Equality Network continues to address and integrate gender equality as a cross-cutting theme in client-centred care, equity and rights, to contribute to and strengthen MSI's impact and achieve our 2030 strategy goals.

Leadership development

 We're continuing to focus on developing our female talent and providing opportunities for women to expand their leadership skills through our Women in Leadership Programme, which has supported over 160 women across 10 countries since it was launched in 2020.

 We provide coaching support for women across MSI via qualified in-house coaches.

 We provide mentoring opportunities for women across MSI through internal schemes and external programmes.

STEM We have set up working groups designed to address the under-representation of women in Science, Technology, Engineering and Mathematics (STEM), and particularly in STEM leadership roles, which continue to research how MSI can improve gender diversity and career progression opportunities for women in this area.

Policy and practice review

 We've introduced new global principles around pay parity and internal promotion, which set out minimum standards and expectations around pay and progression equity across the organisation.

 We've introduced an Agile Working Policy which focuses on providing flexibility for those who need it and continue to review ways of introducing a more flexible approach to job design.

 We've reviewed our family-friendly policies at the London Support Office to challenge gender stereotypes and provide greater support to working parents.

 We reviewed and re-launched our organisational code of conduct to strengthen our approach to anti-discrimination and the promotion of equity.

 In 2022, we're reviewing our pay philosophy, job evaluation methodology and salary structure at the London support office, with the aim of improving equity, consistency and transparency in compensation and benefits management.

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MSI's 2030 strategy commitment:

We commit ourselves to diversity, inclusion and gender equity, acknowledging the benefits that this brings for a truly global organisation. We will ensure all staff are representative of, and sensitive to all the communities we serve, and we will place a particular emphasis on female leadership development.”

Strategy and planning



We've issued clear guidance for all MSI hiring managers providing practical tips on how to take an equitable and inclusive approach to recruitment.



We signed up to the UK 'Show the Salary' campaign for our London Support Office, reiterating our commitment to salary transparency in job advertisements.



We continue to review our recruitment practices through the lens of inclusivity for all, regardless of gender or any other protected characteristic.

Beyond gender



Our Executive Team, Senior Leaders, Country Leaders and HR Leads attended comprehensive DEI workshops in January 2022.



We held a number of roundtable sessions to discuss DEI at MSI in February 2022, involving over 80 team members across 18 countries and looking at themes such as diversity of thought, inclusive working culture, linking DEI to business strategy and how global goals translate to local actions.



We ran a global engagement survey to gather feedback and identify any patterns/trends in experiences by demographic, including gender. We continue to work with our teams to analyse the results and form action plans.



We're also committed to ensuring that our workforce is representative of the clients we serve, and have set out goals around national and regional representation in our country leadership. We've already made great progress against this goal, and 83% of our country directors are nationals of the programme they manage, or of a country within the same region. Our strategic goal is to increase this to 100% by 2030.



We've introduced two new organisational values: 'Inclusive' and 'Resilient' and will be working to embed these into our organisational culture through 2022.

We welcome the opportunity to report on our Gender Pay Gap as doing so supports our goal to build and maintain an equitable and inclusive culture at MSI.

This document sets out our gender pay gap for all MSI employees based in the UK, as combined data and split between the two distinct workforces operating in the UK.

I can confirm that the information contained in the report is accurate.

Sue Holland,
Global Director of People and Culture
March 2022



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