

Gender Pay Report 2020

Contents

Introduction

Bev Proctor, Executive Director of People and Culture

The shape of our workforce

Our 2020 pay and bonus gap figures

Making meaningful changes

In the spotlight...

Diversity and Inclusion Forum

Women's Inspirational Network

MPS Values Awards

Have you ever been told you can't do something – and what did you do?



When I was a Senior Registrar, midway through my MD, and pregnant with child number two (of three), I was told by an educational supervisor that I couldn't "have it all", and needed to choose motherhood, academia or medicine. It made me very cross, and so I decided to prove him wrong, by continuing to do all three

Prof Dame Jane Dacre
President of MPS Council



Introduction

Bev Proctor

Executive Director, People and Culture



There are numerous studies that evidence the tangible benefits and advantages to having a diverse workforce – from higher productivity rates and innovation to greater financial performance and lower employee turnover. For MPS though, it is simply the right thing to do. We recognise the importance of diversity and bringing divergent thinking into our organisation. We have a diverse membership and therefore need to reflect this in our people.

Our heritage in the medical and dental professions which employ a large proportion of women, MPS has always been supportive of female colleagues progressing through the organisation, and we have been pushing this agenda for some time. We are committed to ensuring that there are no barriers (whether real or perceived) in our people policies and practices which could impede women's careers.

This is now our fourth annual gender pay report since the reporting requirement came into effect in 2017. During these years, we have listened to our people and taken action in areas that we believe will make the greatest difference to them. We have introduced measures to increase transparency in our pay and bonus policies, better support the career progression of our people and ensure we support everyone to perform their best in different ways.

Some of the actions we've taken, such as changes to our flexible working and family leave programmes, are having more immediate impact.

We are committed to 'grow our own' and to see our talent come through the organisation. This is reflected in the whole organisation's gender pay outcomes which are gradually improving year on year. For this latest reporting period, the overall MPS mean and median gender pay gap and bonus gaps have reduced.

The biggest factor behind our gender pay gap is the balance of men and women across job levels. While this challenge isn't unique to MPS, it's one we're working hard to change, and there are several developments which I'm particularly proud to share with you this year:

Transparency

We've introduced a new UK pay and global evaluation framework. This aligns roles across the organisation dependent on the skill set, level of accountability and scope within the role, and sets salary ranges for all roles. Colleagues can now see the salary levels for all job roles and know their remuneration and that of their peers is applied equally and fairly.

Gender balance

We've reviewed our recruitment and promotion processes to reinforce no bias, ensure a balanced pool of candidates and attract more diverse talent. Over the last year, we have seen many female promotions and recruited more females from outside the organisation at our Core, Implement and Guide levels.

Currently **60%** of our team leader roles are filled by women. As we recruit for our new offices in Ireland and South Africa, I pleased to see **84%** of successful candidates have been female.

However, we want to see a balanced representation of different diversity groups across the organisation, not just gender. This is a company-wide priority, not just for our UK-based teams.

Talent pipeline

We are rolling out development assessments and a Leadership Fundamentals Programme to all team leaders and above. This will continue into 2021. In addition, MPS's Emerging Leaders programme will be launched to support our people in building the leadership skills and knowledge to progress within the company.

Support

It was important that we continue to support anyone caring for family, returning to work after an extended break or wanting to take the next step in their career to overcome any of the challenges in doing so.

We expanded our Family Leave programme, which was developed in collaboration with our colleague-run parenting support networks. The aim is to stop extended breaks from being a potential barrier to career progression – not just to women but all colleagues.

2019 also saw the launch of our Developmental and Parental Leave Coaching programmes, offering internally-accredited coaches and mentoring with our executive and other senior leaders.

Inclusive culture

I am especially proud to announce the establishment of our Diversity and Inclusion Forum – and although new to MPS it is great to see people from diverse backgrounds come together on a global basis, to discuss opportunities and to help us embrace a fully inclusive environment. Our focus now is creating the building blocks for the future Diversity and Inclusion work.

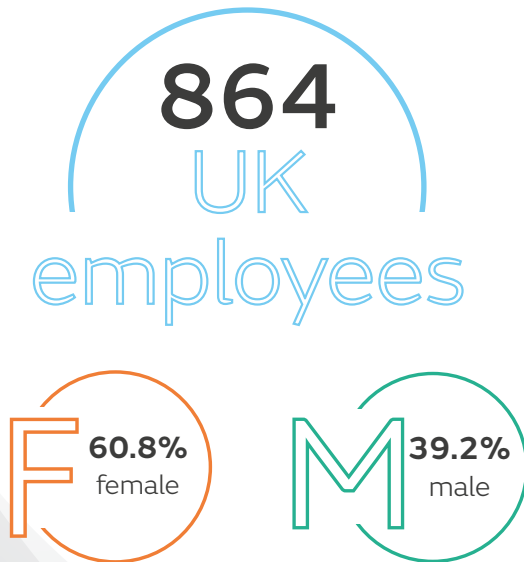
2020: The New Reality

Since March 2020, the vast majority of MPS colleagues wherever they are based in the world have very quickly moved to working from home.

Many did so while schools were closed, and child caring arrangements fell away. Some have partners who are key workers or been furloughed or have lost their job. Others are living in conditions that make working from home challenging. Women and men at every level of MPS have had to juggle new responsibilities and pressures. We are very proud of our doctors and dentists who have returned to the front line to support their NHS colleagues in the fight against COVID-19. As the Executive Director of People and Culture, it has been my priority this year to ensure that we protect the well-being of our people, build on the strengths of the MPS culture of supporting each other while we all work together to support our members globally.

Looking to the future, project **New Reality** is asking our people to reflect on the working practices that COVID-19 has afforded us and to help co-create our new ways of working, taking the best of what we have learnt over the last year whilst ensuring that we continue to support our members' and each other after this pandemic.

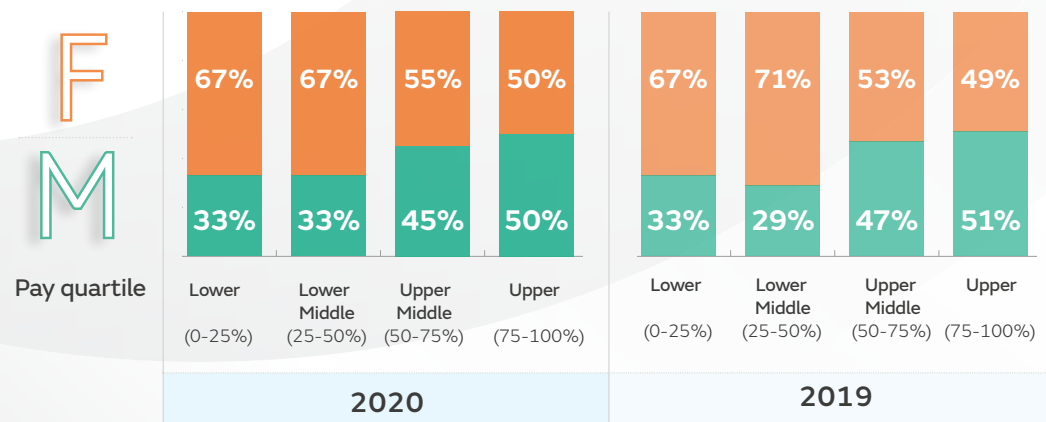
The shape of our workforce



As of 5 April 2020, **842** of our UK workforce were classed as “full pay relevant” who received their full pay in the reporting period, and **22** were “relevant” employees which means that they were employed at the time but did not receive their full pay. This could be for reasons such as extended maternity leave, reduced sick pay or, unpaid leave of absence. Full pay relevant employees are used in all the reporting calculations; however relevant employees are only used in the bonus calculations.

Looking at our figures, the distribution across all quartiles shows a slight improvement against the previous year with a higher percentage of men paid in the in the lower middle range and more females in the upper middle and upper levels. Although there is an improvement in the right direction, the changes aren’t significant as it will take time for the benefits of our policies to filter through.

Gender distribution at MPS by reporting pay band



MPS evaluation levels

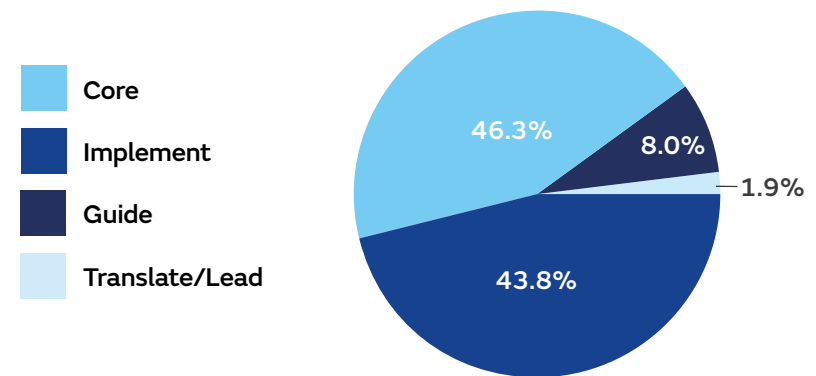
MPS uses a global job evaluation framework which groups all colleagues into five evaluation levels and sets salary ranges for each:

- Lead (executives responsible for the overall performance of the organisation)
- Translate (senior leaders responsible for a significant function within the business)
- Guide (heads of department and senior specialists)
- Implement (team leaders, managers, and specialist advisers)
- Core (administrators and specialist assistants).

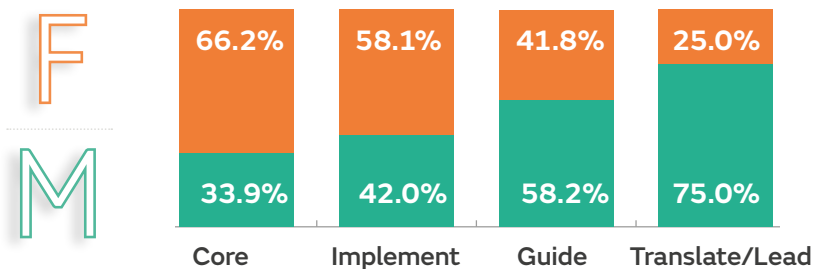
As mentioned above, in March 2020 a new UK Pay and global Evaluation Framework was introduced for all colleagues and the new Pay Framework levels have been used for this gender pay report.

Most people work in three of the five evaluation levels – Core, Implement and Guide. They comprise **98.1%** of our workforce. Our senior leaders make up less than **2%**.

Colleagues within each evaluation level



Gender distribution within evaluation levels



Our 2020 pay gap figures

The tables and infographics which follow represent our overall median and mean gender pay and bonus gap of our UK workforce, as of 5 April 2020

	2020 MPS pay difference	2019 MPS pay difference	2020 UK average ³	2019 Finance and insurance sector
Mean pay ¹ difference	23.4%	25.1%	n/a	31.9% ⁴
Median pay ² difference	24.3%	27.6%	15.5% ⁵	27.8% ⁶

We continue to see an organisational-wide improvement in the gender pay gap from the 2019 figures with both the mean and median pay difference decreasing, although they remain above the national average. Our results continue to be heavily influenced by colleagues in the Lead and Translate levels.

However, for the above analysis to be more meaningful and relevant for our colleagues the mean and median pay gap are also analysed by evaluation level.

¹ **Mean** = The difference between the averages in the ranges of **hourly earnings/bonus** of men and women

² **Median** = The difference between the midpoints in the ranges of **hourly earnings/bonus** of men and women

³ Figure as at 22 April 2020. Office of National Statistics. *Gender pay gap in the UK, 2020*

⁴ *Mean gender pay gap in the financial and insurance sector in the UK, 2019*. statista.com, 14 November 2019

⁵ Due to the Coronavirus outbreak, the UK Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) issued a statement on 24 March 2020 and took the decision to suspend enforcement of the gender pay gap deadlines for the reporting year 2019/20. This means that those organisations who had not already published details of their gender pay gap at that time, did not need to. As of the writing of this report, only 5,889 employers had reported their gender pay gap for 2019. Given the minority of organisations that have reported to date, the above figures may not accurately reflect the actual averages. More information can be found here: ons.gov.uk

⁶ *Median gender pay gap of full-time employees in the UK 2018-2019, by industry*. statista.com, 11 May 2020

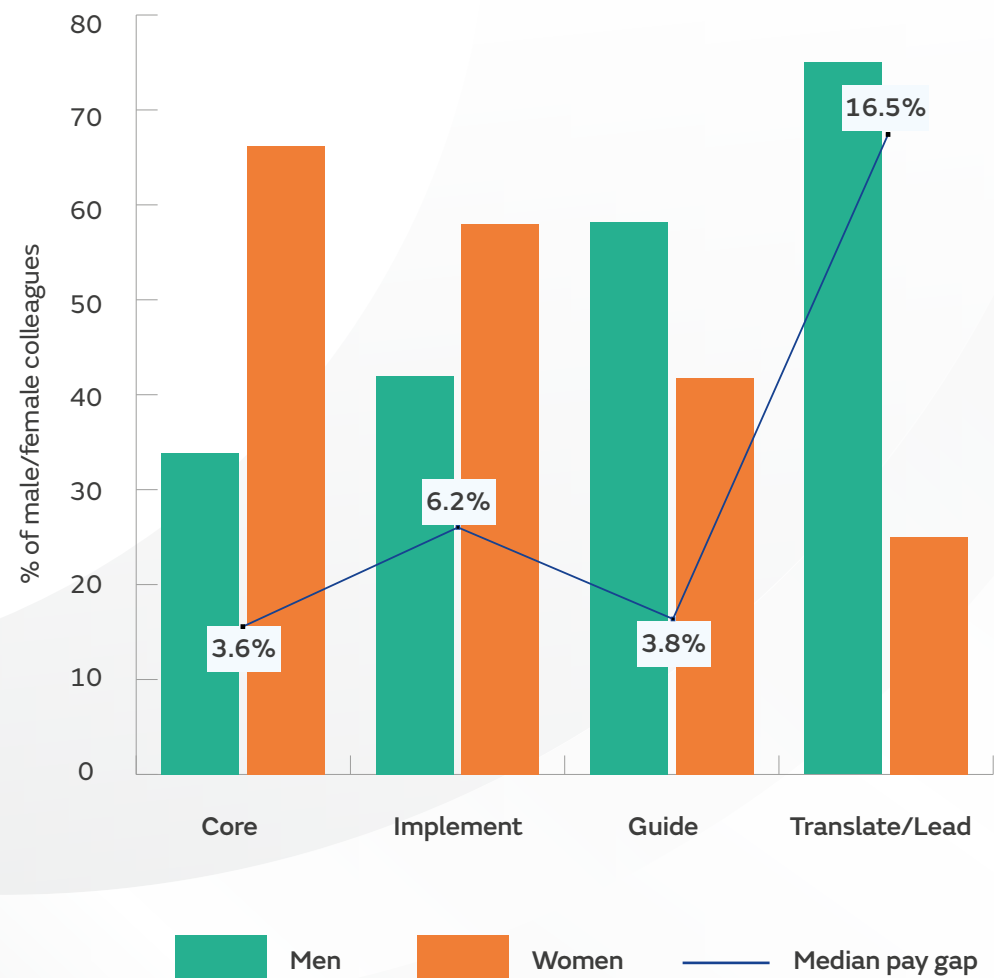
Mean pay gap by evaluation level

Evaluation level	2020	2019
Core	3.6%	6.8%
Implement	6.2%	6.0%
Guide	3.8%	-2.9%
Translate/Lead	16.5%	14.7%

The mean pay gap for Core-level colleagues has reduced significantly, this is likely to be due to the introduction of the UK pay framework. As part of the 2020 pay review process, and subject to performance, larger pay increases were awarded to colleagues who sat lower in the pay range.

When viewed in context with the gender distribution across evaluation levels, it is clear that the biggest driver of our pay gap is the shape of our workforce.

Mean pay gap in relation to the gender breakdown in each evaluation level



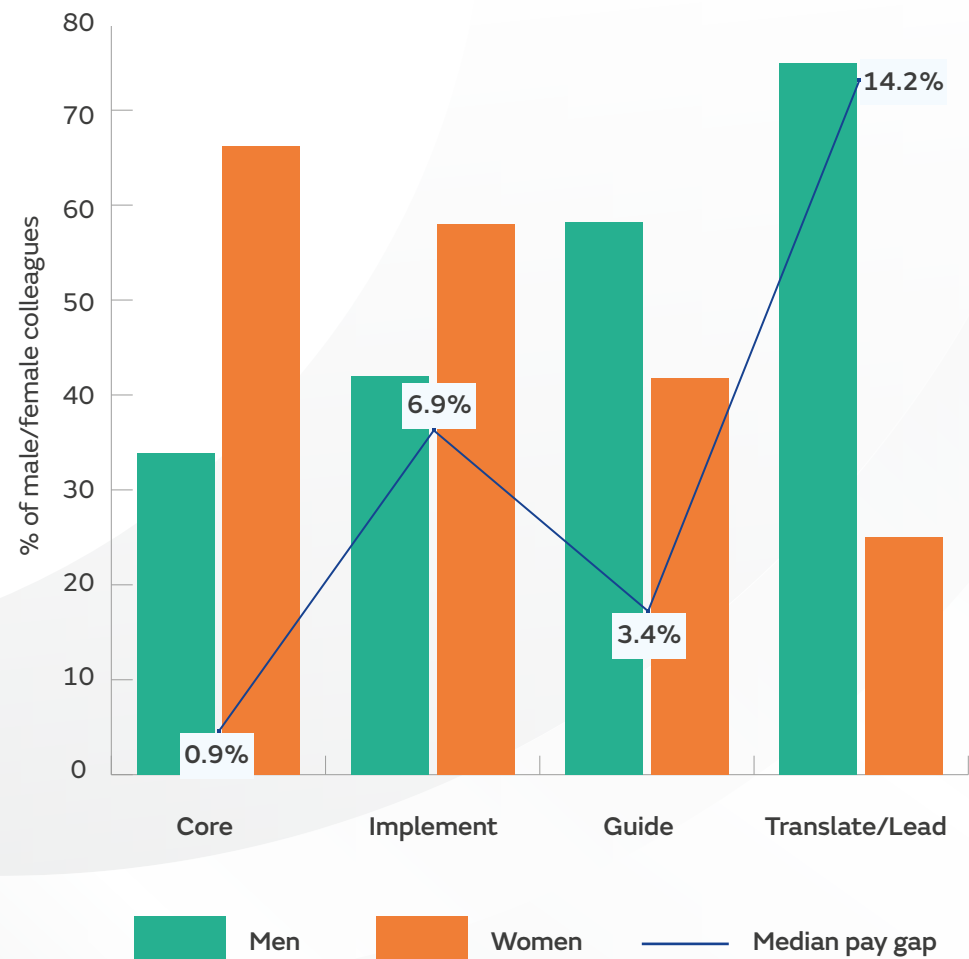
Median pay difference

Evaluation level	2020	2019
Core	0.9%	1.2%
Implement	6.9%	0.3%
Guide	3.4%	-32.8%
Translate/Lead	14.2%	18.6%

The median pay gap has seen a reduction to less than **1%** at core, and a reduction of just over **4%** points at Translate and Lead levels.

However, for roles at Guide and Implement levels the gap has widened. The largest difference is for the median pay gap at Guide level which has increased from **-32.8%** in favour of females to **3.4%** in favour of males. The reason for this is that there are now fewer women working at this level versus the previous reporting period, due to a restructuring of our organisation. When a level has such small numbers of colleagues within it, any changes can make a substantial difference to the figure.

Median pay gap in relation to the gender breakdown in each evaluation level



Our 2020 bonus gap figures

The percentage of males and females that received a bonus in 2020 remains relatively close proportionally.

	2020	2019
Percentage of women who received a bonus	88.5%	76.0%
Percentage of men who received a bonus	87.9%	78.0%

Overall men received a greater bonus amount than women.

	2020	2019
Mean bonus difference	40.6%	42.2%
Median bonus difference	35.2%	44.8%

There are several contributing factors to the way in which bonus is calculated that impact our figures. This includes (but not limited to):

- **Role evaluation level**

Bonus pay is calculated as a percentage of salary, with the percentage increasing with higher role evaluation levels.

- **New starters**

Within MPS, employees are eligible for a bonus once they have passed their probation. The bonus is then prorated for the months they were employed in the year.

In 2020, we changed the eligibility criteria, in order to open this up to more new starters at MPS. Our 2020/21 bonus gap analysis, once completed, will show if this change has an impact on the figures.

- **Flexible working and family leave**

Bonus payments are prorated based on hours worked, which means reduced hours for part-time or extended leave will reduce the bonus payment.

At MPS, **19%** of our people working part-time, and the majority of these (**83%**) are female.

As a result, part-time working and extended leave further contribute to the gender bonus gap. Regardless, we are committed to supporting our colleagues to work flexibly.

Making meaningful changes

All of us at MPS are committed to making strides that create meaningful opportunities for our people

We remain committed to increasing the representation of women in more senior roles by ensuring the short-listed candidates comprise both male and females; at the same time, we encourage recruitment of more males within our Core level.

- Over the last year, **55%** of our recruitment from external candidates at Guide level have been female.
- Internally, three colleagues were promoted to Guide level, two men and one woman.
- We have implemented a new recruitment system to improve on our recruitment practices and monitoring of diversity of candidate attraction and selection campaigns.
- We are working with the Nominations Committee to strengthen the diversity of our Non-Executive Directors.

What our people say



I joined the role during lockdown, the engagement and sense of belonging has been extremely good from the organisation. They have handled the current situation immensely well and I felt part of the organisation from Day 1, even without having the ability to physically meet people or see the office. The work is great and there is always opportunity to challenge yourself, and a real sense of empowerment to progress and make decisions



I have been working at Medical Protection Society full-time for less than a year.

[MPS is] genuinely interested in letting people develop personally and professionally.

I started in February so only had one month in the office before lockdown and since then I have had to learn my new role whilst working remotely.

Everyone has been really helpful and been willing to answer my questions and show me how to do things. The team are amazing and all seem like they are genuinely interested in helping to develop my skills and knowledge

We continue to develop our family-friendly policies, supporting both men and women equally, and allowing them to build a successful career without compromising on family or personal life

- We launched a new family leave policy which enhances maternity and shared parental leave and support for neonatal care.
- We continue to embed and promote wellbeing policies within MPS and fostering a family friendly workplace through flexible working to achieve a work/life balance.
- As a result of COVID-19 and the requirement for all colleagues to work from home, we have identified the opportunity to create a more agile organisation and shape our workforce arrangements for the longer term. We are currently engaging with our people to explore areas such as flexible working and ‘working from home’ as this is a real opportunity to be involved in co-creating our working practices for the future.

What our people say



I would like to say a big thank you to MPS. It is not easy working from home, juggling childcare and caring for parents who are on the shielding list. However, because of the flexibility offered by MPS regarding working hours and the constant communication from my line management team, I have been able to successfully overcome these difficulties and still achieve what I would have working in the office. Thank you



I know where to go if I need help. I am grateful for the security, flexibility and openness of the organisation. Thank you



I feel very supported, much more than any other company I have worked for

We will further develop our gender analysis reporting to support the robust moderation process ensuring fairness and equity

- We continue to review best practice, external statistics and ongoing actions to enhance our gender pay reporting and outcomes.
- Work has started on trying to capture data around diversity across the organisation so that going forward we can also measure this. This will continue throughout 2021.

Salaries paid above the pay scales continue to be managed in accordance with our Base Pay Management Policy and Pay Framework

- As part of the annual pay review cycle, leaders are required to monitor outlying salaries in line with the pay and evaluation framework and consider any pay differentials when making decisions around pay.
- We continue to assess potential pay issues and ensure any pay differentials are addressed, where necessary.
- We are undertaking a full review of our global reward strategy to ensure that reward across the organisation is seen to be fair, measurable and transparent. This is sponsored by the Remuneration and Nominations Committee of the MPS Council.

We continue to enforce robust application of pay policies and practices to ensure no inequitable outcomes for either gender

- We are confident that men and women are paid equally for doing equivalent jobs at MPS. We do not discriminate on any basis. This includes recruitment, promotion, pay and bonus management.
- In March of this year, we introduced a new UK pay and global evaluation framework and used external benchmarking data to ensure we pay competitive in the external market. This Pay Framework is visible to our people reinforcing that we pay people within pay bands for those undertaking similar roles regardless of gender. All our people are paid above the national minimum real living wage. Those new to the role or in training start at the lower end of the salary range, moving through the range for their role as their competency and performance progresses. Conversely, subject matter experts, high-performers or those ready for promotion tend to be paid at the higher end of the salary range.
- At the senior level, there remains individual pay ranges; however, the pay principles and governance of pay continue to be applied to ensure fairness and equity on any pay decisions for current employees and new starters.

We identify colleagues with high potential and put in place development opportunities equally accessible to all

- 2019 saw the start of the Leadership Fundamentals Programme to build consistent leadership capability at all levels in MPS. This flexible Programme allows delegates to undertake much of their learning at a time which is suitable to them. It is not due to complete until the end of 2021 when all our leaders at all levels will have attended. The Emerging Leaders Programme will also be introduced in 2021 and in particular will target future female leaders to support them as they progress their careers.

What our people say



I joined MPS five years ago as a Talent and Development Adviser.

As Talent and Development Adviser, I was already working closely with the Leadership and Culture Consultants (LCCs), and was fortunate enough to support some of the more strategic development activities, which I really enjoyed. This helped me to focus my personal development plan and career conversations with my line manager. When a secondment opportunity arose, I was in a strong position to apply and was successful.

2020 has been an eventful year and, like everyone else, I've had to adapt quickly to the changing work environment. A focus for the LCCs has been to support leadership development as we navigate a global pandemic. I have been fortunate to have facilitated

development activities with leaders in the UK, Ireland, South Africa, Jamaica and Australia during this time – and all from my desk at home in Huddersfield!

My advice to anyone looking to take the next step in their career is to take ownership of your professional development and use the various tools and frameworks available to support you. Take time to identify your strengths and areas for development, and create a plan to focus your goals and aspirations

Becky Todd
Talent and Development Adviser, People and Culture



I first joined MPS as a Dental Claims Manager (DCM) in Triage in November 2018, having previously worked as a clinical negligence and defendant clinical risk solicitor.

I became aware of a secondment opportunity in our Member Protection and Support division. After successfully applying, I now oversee the Medical Triage and Medical Settler team and also offer technical support.

The secondment is a step up from my previous role as a DCM, and given my litigation experience and background coaching more junior team members prior to joining MPS, I was interested to find out more.

I felt that I had the necessary experience to contribute ideas and discussion to the way MPS is evolving and the secondment presented an opportunity for me to offer more in this respect at a management level. I was also keen to offer technical litigation support in a more formal way and this role presented an opportunity for me to do this.

As it happened, no-one could have predicted that when I went through the application process I would be doing so from my spare room whilst working remotely during a pandemic! It was certainly an 'interesting' time to apply for the Team Lead secondment position and also a challenging time to commence a new role, but it has also been very rewarding. The current climate has presented a flexibility that has been supported by MPS and that has been very much needed, especially with two young children at home without school to attend over lockdown.

I felt the process not only gave me an opportunity to showcase myself but also to learn more about the business as a whole.

I recommend the internal recruitment process to other colleagues. As I have mentioned, it was valuable not only in the sense of raising my own profile but also presents an opportunity to understand the organisation better and the people within it

Nicola Watkins
Team Lead, Member Protection and Support

We are identifying internal mentoring and networking opportunities for high-potential people

- We believe the greatest impact comes when our people use their skills and expertise to help others.
- We offer an internal coaching programme to all colleagues, to develop greater career opportunities and support in their current or future roles. In the last 12 months, **86%** of our applicants have been female with early positive results of promotion and corresponding pay progression.
- We are now promoting the coaching programme to returning parents from maternity and paternity and those reducing their hours. The aim is to support them to manage an effective work-life balance.
- We recognise the development of skills through mentorship is an excellent way to promote the retention of key skilled individuals across MPS and build sustainable leadership from that pool of talent. Our female mentor pool act as role models for junior leaders inspiring them to progress their careers.

What our people say



I joined MPS with a background in large Finance functions in telecoms and, more recently, in retail. MPS as a business attracted me mainly because of its desire to do the right thing for the membership and to give something back to the healthcare industry. The culture of MPS had to be right for me too – one which valued work-life balance, flexibility, a focus on developing capability and a desire to change where needed.

Developing talent and leadership skills is a key motivation for myself and has been in all of the roles in my career. I want to enable the next level of finance professionals to drive the business forward and I enjoy the people side of my role here at MPS – whether it be coaching or training with my team.

I am passionate about promoting financial responsibility here at MPS so we use the membership fund in the best way possible for our members, and I thoroughly enjoyed creating and delivering the finance module in the Leadership Fundamentals Programme as a way to communicate this.

In terms of my experience and advice for others, I'd challenge colleagues here at MPS to say yes to opportunities that the business creates, as often our natural tendencies are to tell ourselves we are not "ready" when in reality we are

James White
Group Financial Controller, Finance



I began working at MPS in 2019, so it's almost my first anniversary and it's flown by! I'm an accountant in the Finance Division and I'm loving every minute of it. Everyone is so friendly and supportive and there is such a wonderful culture throughout the organisation.

MPS provides a platform for growth through formal and informal training, regular reviews, and a wealth of information sharing, plus many great initiatives to inspire us and look after us, such as the Women's Inspirational Network and the Wellbeing Group. I feel so lucky to be part of this very caring organisation, working amongst such a lovely group of people.

I look forward to many more opportunities to develop and grow as I continue my journey with MPS and to be continually looked after and encouraged to be the best version of myself

Sharon Sawyer
Accountant, Finance



I specifically joined MPS due to personal recommendations from previous co-workers who are now MPS colleagues and confirmation that I would be trained and gain experience in AGILE project methodology.

As the world becomes increasingly changed by technology don't presume you can't learn new skills because you're not "techie".

Over the past nine months we have all learnt how to use new technology to work remotely, collaborate and adapt... and it doesn't mean that you can't continue this learning and become a more informed, technically savvy colleague to prepare yourself for the future workplace

Laura Smith
Project Manager, Digital and Change

Spotlight on...

MPS Values Awards

The Values Awards were created so that we could recognise and celebrate the exceptional actions from colleagues who demonstrate outstanding performance that reflect our values – being Member-first, Ambitious, Determined and Empowered. They make a real difference to our organisation and to members, and in doing so, they are role models for our behaviours.

- Since its inception, **282** colleagues have been nominated for a Values Award, the majority of which have been women.
- **62%** of all recipients of the award have been women.

Diversity and Inclusion Forum

We are determined to engage with inclusivity and diversity in its many forms. Therefore, a Diversity and Inclusion forum has been established that aims to open the dialogue on diversity, to debate sensitive matters in a respectful and supportive environment, and to develop the D&I strategy and oversee its implementation.



I am a member of the recently formed Diversity and Inclusion Forum. I was motivated to join the forum because of personal experience of bias and privilege, because I believe in the fundamental principle of equality of opportunity for all, but recognise that is not the reality. I was encouraged that MPS is showing commitment to having difficult conversations, analysing and acknowledging our problems and trying to do better.

It's been a great privilege to have the chance to speak to and hear ideas from D&I Forum members across all roles, areas and jurisdictions of the business. It's early days but it's important that the conversations are taking place and a D&I strategy for MPS is being developed

Martha Sweet
Technical Training Lead, MPS Governance Team

Women's Inspirational Network

Our Women's Inspirational Network (WIN) was launched in 2019 to provide a space for all colleagues to share experiences, ideas and raise awareness of issues that can be faced by women in the workplace.

- WIN hosted its first talk on *Understanding the menopause – coping in the workplace* and provides supporting materials and information via the WIN intranet hub.
- As nearly **50%** of female colleagues at MPS are over 40, they are likely to be heading towards 'peri-menopause' or have progressed to menopause. That represents **30%** of our workforce.
- The aim of this work was to help co-workers and managers understand the physical and psychological effects of menopause, and gain insights around supporting a productive and positive colleague to continue to deliver their best in the workplace.

The WIN group continues to actively promote engagement and support the advancement of female colleagues.



I feel passionately that our time at work should be a positive and enriching experience. I know that I perform best in diverse and inclusive environments, where everyone's development and progression are supported.

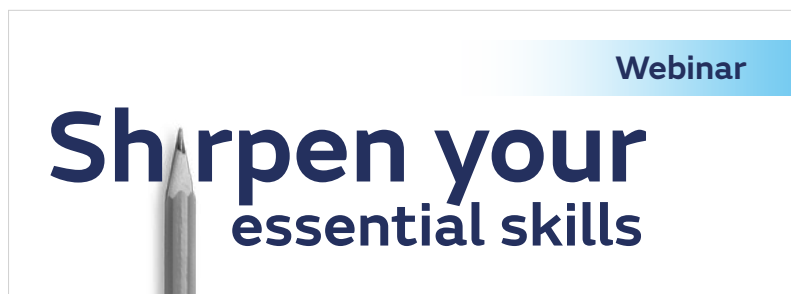
As a member of the MPS Women's Inspirational Network (WIN) I get to work with colleagues from across the organisation. Our purpose is to provide a space to share experiences, ideas and raise awareness of issues that can be faced by women in the workplace. We work to promote a climate of inclusion, wellbeing and belonging for women in MPS. Since launch WIN has delivered educational events and mentoring opportunities. We work to break stereotypes and provide balance by encouraging shared stories of female role models. We have supported the organisation's drive for increased diversity by working with colleagues in People and Culture to help shape plans to attract greater diversity at recruitment and support colleague development. It has been great to have the opportunity to be involved in initiatives which will help female colleagues to achieve their fullest potential.

Diverse organisations have higher employee retention, higher levels of employee engagement, they attract top talent, have positive brand and community image, and are more innovative. All of which delivers stronger financial performance. In my role as a Segment and Regional Planning Lead I know that a global organisation in a changing market needs a diverse team that represents a range of views and experiences in order to deliver the best solutions for our members.

Having role models that I can relate to has and continues to be motivational for me and my career progression. I am proud to do my bit both in my working day and thorough my involvement with WIN

Rose Merritt
Segment and Regional Planning Lead

Risk Prevention webinar series



When considering the composition of our webinar panels, amongst other things, we consciously reflect on gender representation. We recently fielded all-female panels which received positive member feedback:

“ ” Excellent all women panel!

“ ” Delighted to see an all-woman panel... As I run an all-female team it is wonderful to see that reflected in the people giving and presenting advice to the dental profession

“ ” Fantastic presentation and lovely to see women empowerment

“ ” Great to see an all-woman panel. Q&A really important right now. Thank you for a useful webinar and good to see women well represented within your organisation

“ ” The meeting was very well chaired maintaining an excellent flow and continuity thus interest to the webinar. Contributors also very good... pleased to see a female panel

Parent Network

Also launched in 2019, the Parenting Network is a colleague-led group, providing support and promoting issues relevant to working parents.



I set up the Parent Network following my maternity leave and taking a year off after the birth of my daughter. Although I felt my decision to return to work full-time was the right one, it was still a particularly daunting prospect. I wanted to create a group where other colleagues could share their experiences, support each other and provide answers to questions they might have. I formally launched the Parent Network just over a year ago and the support was amazing, not just from other new parents in the business but also those with older children. It was clear that this would be a safe space to discuss our experiences of returning to work and identify where we could bring about some positive changes for colleagues balancing work and family commitments.

We frequently share ideas and challenges with People and Culture, particularly in relation to colleagues' wellbeing. The Parent Network have been supporting individual colleagues on queries and thoughts regarding keeping in touch (KIT) days and our experiences of the logistics of returning to work.

One of our first achievements was to identify how we can better equip managers and colleagues with information they need to consider before, during and after taking maternity leave, and help shape new guidance documents. For the managers, this identifies how to have a positive and

productive conversation and enable the preparation for maternity leave, keeping in touch during leave and preparing for a successful return. For the colleague, this includes key information on timings, relevant policies and a similar approach for the different stages prior to and during leave and the return to work.

The Parent Network was also invited to feedback on MPS's maternity leave policy, which was undergoing review. I was glad to see our input and perspectives incorporated into that review, resulting in a much more inclusive policy. We are also keen to have input into any changes there may be for paternity leave, as and when this is reviewed in the future.

Obviously, the pandemic and lockdown have had a significant impact on us all, but for those who have had to work and care for children, it has been a real challenge. The Parent Network have provided ideas and guidance on activities and online learning as well as raise awareness within the business of some of the concerns when schools reopened in September.

Next year, I'm sure, will present further changes again and we want to continue with the traction gained since we started over a year ago, and ensure that the business continues to be a great place to work for those with families

Anna Stothard
Market Intelligence and Knowledge Manager



For more information on:

Organisation and careers at MPS

medicalprotection.org/uk/careers-at-mps

Gender pay reporting

gender-pay-gap.service.gov.uk

medicalprotection.org

dentalprotection.org

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