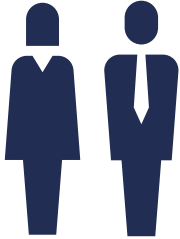




# MDU



## MDU gender pay gap report 2023

*“The MDU was founded on the belief that collaboration and mutual support should be the bedrock of a professional organisation. Our colleagues embody that spirit. They are the people who ensure we are there for our members 24 hours a day, 7 days a week, 365 days a year.*

*“In turn, the MDU is there for them – to foster the very best in all our colleagues, while recognising and rewarding the immense talent that exists in this special organisation.”*

**Dr Caroline Fryar**

Director of medical services

### **About the MDU**

The Medical Defence Union (MDU) is a not-for-profit, mutual organisation. We are owned and run by our members – with more than 200,000 healthcare professionals across the UK and the Republic of Ireland.

We strive to be fair in all that we do – not only in how we work with our members, but also in the way we attract and retain our staff. The MDU is a place where people thrive and excel. Many of our colleagues comment on the professional, relaxed and happy environment. 49% of MDU staff have been at the organisation for more than 10 years. That does not happen for no reason. It happens because the MDU values its people. We embrace and respect all differences, recognising and valuing the contribution of every colleague.

We say it, and we put it into action.

### **Our values in action**

#### **Equality in recruitment**

We are confident that our equal approach to recruitment means we attract high-potential candidates who are genuinely the right fit for their role.

#### **Developing our talent**

We are committed to helping everyone at the MDU grow in their roles and careers.

Everyone in the business has access to LinkedIn Learning – an online library with more than 20,000 multi-media training courses. We make this investment so colleagues can constantly develop in their role at the MDU. But it is more than just that. We also give colleagues access to this suite of courses so they have the option to learn new skills to help them in external pursuits and hobbies – as we recognise the importance of good work-life balance.

## *Developing our talent (continued)*

We invest in our colleagues for the long-term and our in-house training is of the highest quality. Through a package of personal development courses, including bespoke learning and our core management training programme, our expert trainers are there to support colleagues to progress in their career.

The quality of our in-house training has been widely recognised. Our membership team has achieved the Customer Service Excellence Standard, and along with their medical advisory colleagues, has also been awarded Princess Royal Training Awards, recognising the quality of our staff development.



## *An inclusive culture*

We have a dedicated programme at the MDU to help build an inclusive workplace, by sharing the diverse lived experience of colleagues across the organisation.

Our 'Insights' programme from the past 12 months has provided an invaluable platform for colleagues to share with, and learn from, one another – from panel interviews and guest speakers to mark International Women's Day and Black History Month, to podcasts and interactive Q&As with colleagues observing religious festivals.

We have also invested considerable resource in identifying the full breadth of diversity at the MDU, which is informing planning and programme delivery at the most senior levels of the business.

## *One team*

At the MDU, we strive to be one team – working together to deliver for our members.

To support this, we hold monthly all-staff events, to allow colleagues to profile the work of their department to the rest of the business. Events also allow senior leaders the opportunity to communicate information about company strategy and performance to colleagues.

These CEO Forums, town halls and 'Lunch and learn' sessions are a fixture in the MDU workplace calendar, and support the community feel we pride ourselves on.

## *Benefits*

We offer a range of employee benefits, including salary sacrifice schemes and enhanced family leave arrangements to attract and retain colleagues and support their wellbeing.

## *Our report*

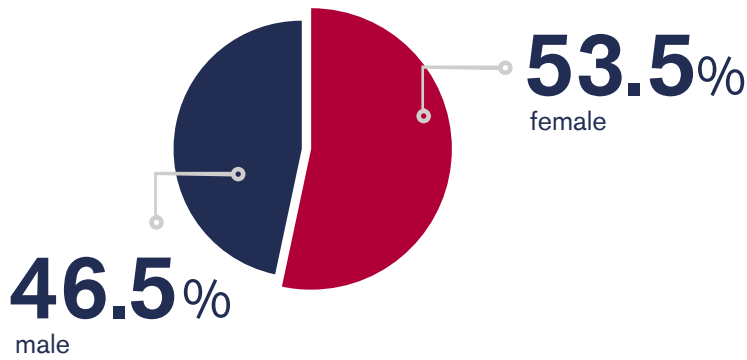
The six calculations contained in this report are produced as part of our obligations under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We provide analysis against each of these calculations.

The numbers listed in this report are accurate and represent data for the snapshot date of 5 April 2023.

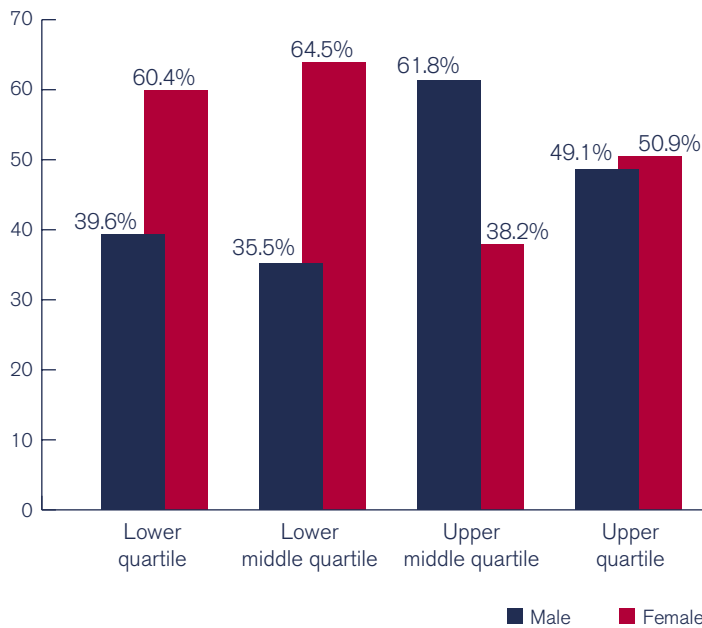
***Dr Matthew Lee***

*Chief Executive Officer*



### *MDU employees*

The MDU employs more female than male employees. 53.5% of our staff are female.



### *Pay quartiles across the MDU*

Pay quartiles are calculated by listing rates of pay across the organisation in order from lowest to highest, and dividing this information into four groups.

UK national data would suggest that the number of female employees decreases toward the upper, or higher paid, quartiles, as in many organisations women tend to be under-represented in more senior roles.

At the MDU, there is a higher proportion of females in all but the upper middle quartile.

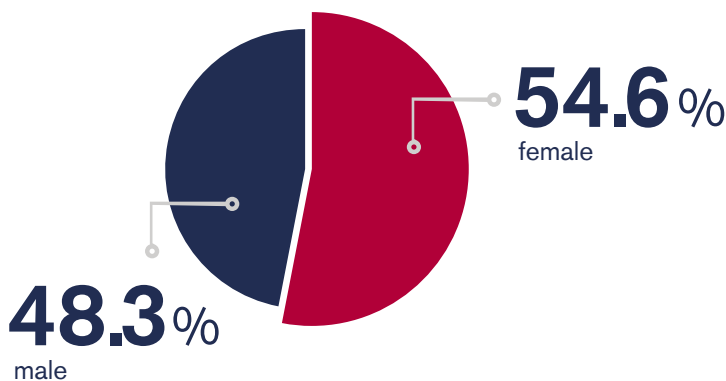
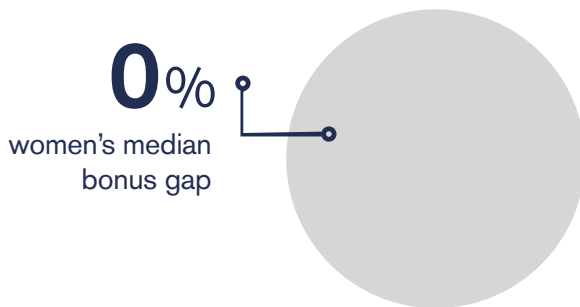
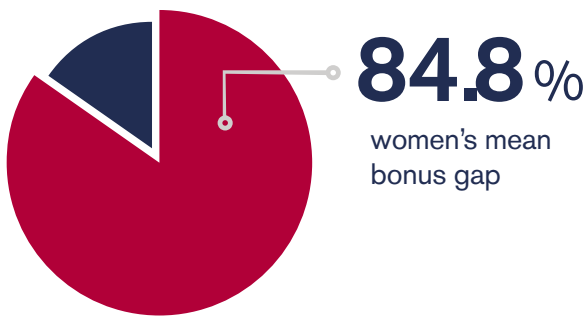


### *Gender pay gap*

A higher proportion of female staff are employed in the lower pay quartiles.

In 2023, the median gender pay gap was 24.3% compared to 21.8% in 2022, and the mean pay gap was 14.3% compared to 11.2% in 2022. A number of factors can impact the data year on year, but like the previous year, the changes in 2023 continue to reflect workforce fluctuations such as retirements and staff changes. More males than females continue to choose not to accrue more pension savings and opt for cash options instead.

The mean pay gap is the difference between the average hourly rate of pay received by men and women, while the median pay gap is the difference between the midpoints in hourly earnings received by men and women.



### *The MDU bonus pay gap*

The MDU's bonus scheme is limited to specific circumstances and roles, with different targets and initiatives in place according to the employee's role.

For example, whereas bonus payments for some senior-level employees are driven by target-led incentive plans linked to business performance, employees in sales roles are more likely to be offered a fixed bonus payment.

Additionally, in 2023 we paid a one-off incentive to support our lower paid employees due to the cost of living crisis.

Incorporating these different pay elements into the same calculation creates a somewhat distorted overall result, as seen in the numbers opposite. The bonus pay gap also reflects the higher number of male employees on the incentive plan, and the higher number of female employees on the fixed bonus plan.

### *Bonus payments*

The proportion of males and females who received a bonus payment.



### *Next steps*

The MDU's gender pay gap compares favourably with other organisations across the UK and we are committed to ensuring equality of pay regardless of gender.

We recognise that the pay gap can fluctuate from year to year as individual employees' career choices change and the structure of our workforce shifts. We continue to review and monitor our remuneration strategy, as well as how we assess and evaluate roles, to ensure consistency and the just and fair approach that we have always prided ourselves upon.