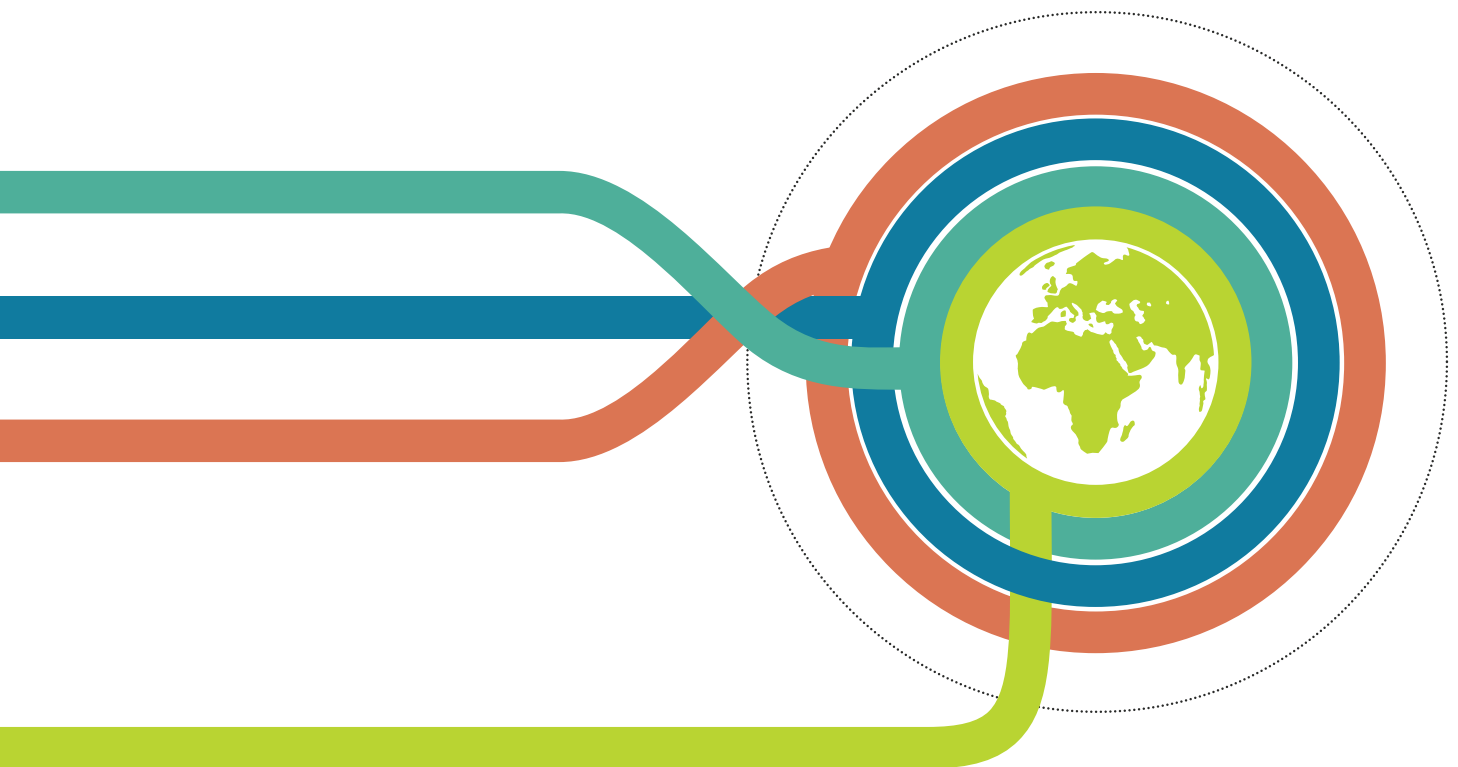


# Gender Pay Report

2020



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## Foreword from the Chief Executive

The success of every organisation depends upon the quality and commitment of the people it employs. That is even more true in a high-skill, scientifically driven organisation like the Met Office.

It is for this reason that 'Excellent People and Culture' forms one of three anchors in our Corporate Strategy. We want to ensure that the Met Office has access to people with the right talent and skills to deliver our future business and that every staff member can develop their skills to enable them to have a fulfilling and adventurous career with us.

This report sets out the data for the Met Office, alongside what we are doing to reduce the gender pay gaps going forward.

I am pleased to report that our overall gender pay gaps are decreasing; the mean pay gap has dropped from 11.7% in March 2017 to 7.3% in March 2020 and the median gender pay gap has almost halved, from 9.9% to 5.7%. This is a direct result of the Met Office targeting base pay gaps through the 2017-2020 Pay Agreement, the final outcomes of which are reported in this report. Within the same period, the representation of women in the upper pay quartile has increased from 22% to 29%.

I note that the reduction in the median gender pay gap reversed this year, and although this may be due to a change in the calculation method, it is a sign that we should not take continued improvement for granted: it is something we will have to continue to work on. Since these figures were harvested, we have restructured the organisation and I am hopeful that the influx of new talent will be reflected in further improvements to the representation of women in the upper pay quartiles next year. While this report focuses specifically on gender it should be considered in the wider context of our passion for equality and diversity across the whole business and all societal groups so that everyone in the Met Office can bring their whole self to work and achieve to their potential.

## Penny Endersby, Chief Executive



## Introduction

The Met Office has prepared this report as part of the legal requirement for public authorities to publish their gender pay gap on an annual basis.

In 2017 the government introduced world-leading legislation that made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data by 30 March the following year, including:

- mean and median gender pay gaps;
- mean and median gender bonus gaps;
- the proportion of men and women who received bonus payments, and:
- the proportions of male and female employees in each pay quartile.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be several issues to address, and the individual calculations may help to identify what those issues are.

**The gender pay gap is different to equal pay.** Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. This report sets out where Met Office fulfils our reporting requirements, analyses the figures in more detail and sets out what we are doing to close the gender pay gap in the organisation.

## Headline Figures for 2020

This is the fourth year the Met Office has published gender pay gap figures in line with legislative requirements. For context, we have therefore included the figures from previous years (2017, 2018 and 2019) in our analysis.

The headline 2020 gender pay gap figures show a **mean gender pay gap of 7.3%** and a **median gender pay gap of 5.7%**.

Gender Pay Gap	2017	2018	2019	2020
Mean gender pay gap	11.7%	8.5%	8.1%	7.3%
Median gender pay gap	9.9%	8.5%	4.4%	5.7%

Measures show that the gender pay gaps are reducing overall. The mean gender pay gap has consistently reduced each year from 11.7% in 2017 to 7.3% in 2020. Whilst the median gender pay gap has also reduced in recent years, there has been an increase in 2020. This is believed to primarily be the result of a change to way the pay data is calculated. The Met Office is required to submit pay data to BEIS using a centralised data template, in line with Civil Service requirements, and this is the first year that the hourly rate was calculated using the annual salary, rather than the gross pay for March, as the baseline data. It is evident that other government departments and executive agencies using these new calculation methods have also experienced a small increase to their gender pay gaps for this reporting period.

## Organisational Context

The Met Office is an Executive Agency with Trading Fund status and is sponsored by the Department for Business, Energy, and Industrial Strategy (BEIS).

Since 2017, the Met Office has implemented a multi-year pay agreement (implementation of 4 pay awards within the period November 2017 – March 2020), including a new pay structure that is equality proofed, with shortened pay ranges and pay groupings that are based on job evaluation scoring. Part of the 2017 Pay Agreement included equality-based pay movement to move staff through the pay ranges, and this has been a primary factor in reducing the overall pay gaps within the reporting period. This report shows the impact of the 4th pay award (out of the 4 in total).

The Met Office is committed to working towards a diverse and inclusive organisation and to value and utilise the visible and non-visible individual differences that people bring. This includes working to ensure that there are no barriers implicit in our policies and procedures that prevent individuals from performing to the best of their ability, along with creating a positive and open environment in which to work.

## **The Data**

This report provides our gender pay gap, using the Government Equalities Office methodology, on the snapshot date of 31 March 2020. For bonuses, we used the period of 1 April 2019 to 31 March 2020, which was the 12 months preceding the snapshot date.

The gender pay gap at the Met Office for 2020 is a **mean pay gap of 7.3%** and a **median pay gap of 5.7%**. The mean pay gap is the lowest figure to date, whilst the median pay gap has slightly increased from 2019 but is still lower than previous years.

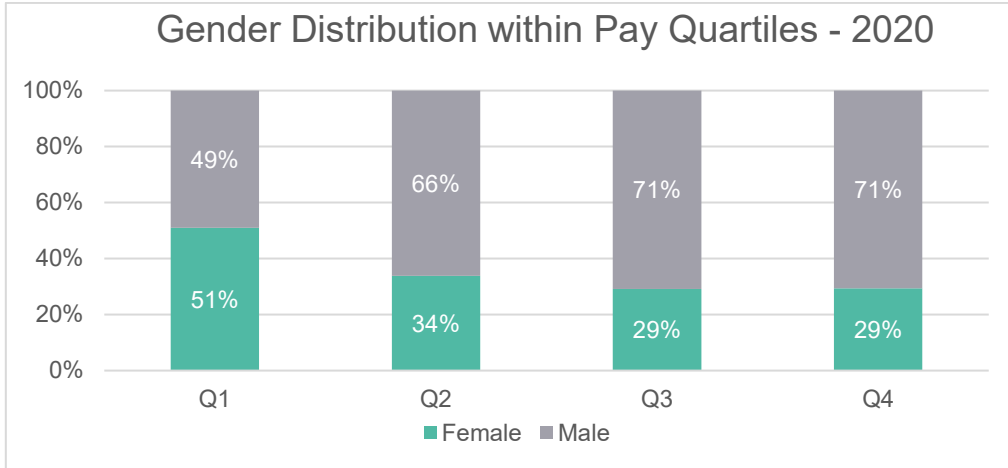
## **Bonus Payments**

The Met Office offers both end of year performance awards, as well as small value in-year awards in the form of gift vouchers. Awards reflect high performance at organisational and individual level, either consistently across the year, or for delivery of specific one-off achievements.

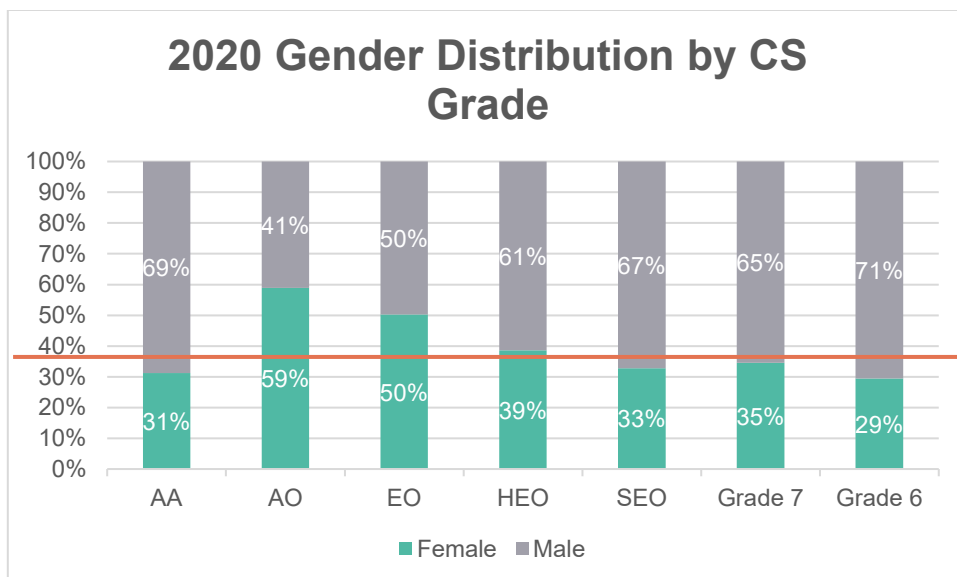
The 2020 **mean bonus gap is 6.9%** and the **median bonus gap is 1.3%**, both of which are slightly higher than previous years. The increase in 2020 figures is evidently from Instant Recognition Scheme (IRS) awards; although a higher proportion of female staff received an award, the average award value for male staff was of a higher value, consequently widening the bonus gap. We have identified an action to update our current guidelines on the provision of IRS awards, to ensure that line managers have a clear understanding of their purpose and corresponding award values. Our aim is to improve the consistency of IRS awards and to reduce the bonus gap in future years.

### Pay Quartiles

Within both of the upper pay quartiles there is a higher proportion of male staff (71% in Q3 and Q4).

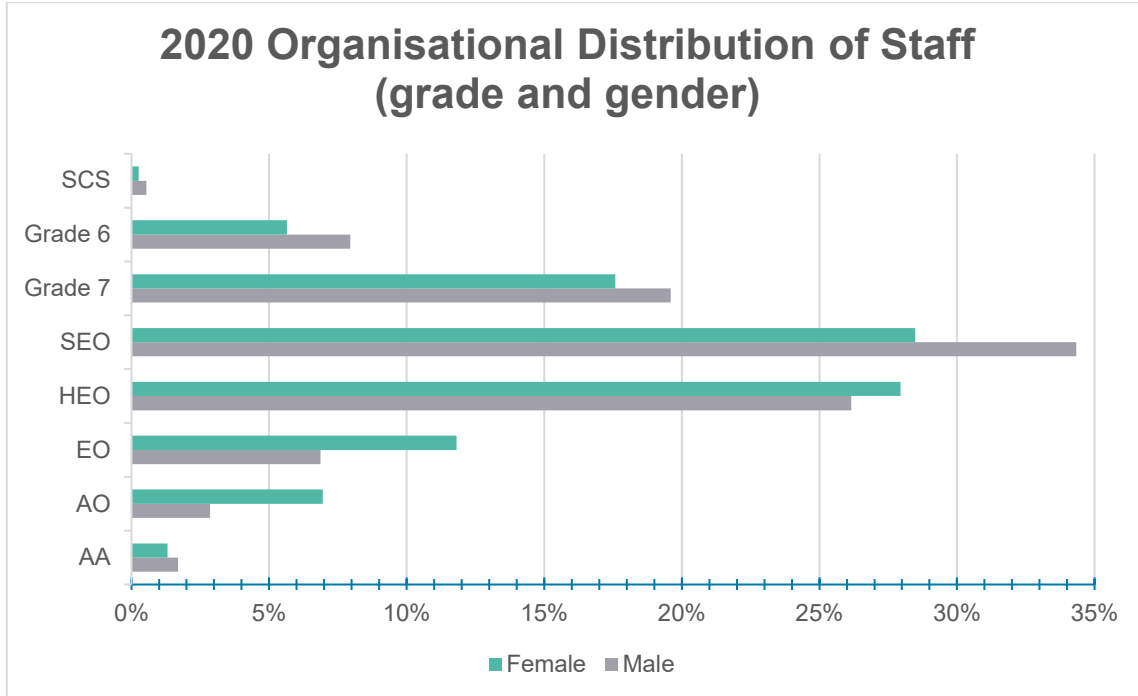


There are a greater proportion of male staff employed in higher paid roles and proportionately more than the overall gender split (37:63) from SEO (Met Office Pay Group 3 upwards). Encouragingly, there is now a higher proportion of female staff in Grade 7 (Met Office Pay Group 2) in comparison to 32% in the previous reporting period.



*The red line on the chart above indicates the organisational proportion of female staff (37%)*

The chart below illustrates the overall distribution of staff at the Met Office, by grade and gender, indicating that the highest proportion of staff, both male and female, occupy the grade of SEO, closely followed by HEO and then Grade 7.





## **Closing the Gender Pay Gap**

### **Flexible working**

We continue to work together to ensure flexible working arrangements are available and that employees are fully supported to work in the most suitable way for them, whilst helping to identify ways of balancing work and carer requirements.

We've also adopted a flexible approach to recruitment and have extended our campaigns to reach candidates from much further afield, as the majority of our roles can be successfully carried out remotely. This has many positive results for the Met Office, primarily attracting key employees for technical and specialist roles which have previously been difficult to fill, whilst at the same time increasing our talent pool and the diversity of our workforce.

### **Equality Diversity and Inclusion**

It has been a year since we launched our Enhancing Equality, Diversity and Inclusion strategic action and we celebrate progress this year by launching our new ED&I Employee online hub, a Diversity Dashboard, and a new Ally Community.

We recognised the need for a targeted and focused approach and identified enhancing ED&I as a key theme within the People Strategy. The ED&I Strategy paves the way for our “business-as-usual” approach for the continuous delivery and governance of ED&I improvements, the key objectives, and the route to ensure it is an evolving, integral part of the organisation. It also outlines the equality objectives we publish externally to show our commitment to creating a great place to work for everyone, as part of our meeting the Public Sector Equality Duty.

We have always been committed to ED&I and have done some great work in this space. But now for the first time, we have a clear line of sight from the Corporate Plan, through the People Strategy, to embedding a coordinated approach to enhancing ED&I at the Met Office via this new ED&I Strategy and Action Plan. Championed by the Board and Executive Team, we have published a set of equality objectives which demonstrate externally our commitment and focus to enhance ED&I at the Met Office.

- Objective 1) Engaging with and understanding the diversity of our people.
- Objective 2) Advancing equality of opportunity.
- Objective 3) Increasing representation of under-represented groups at all levels.
- Objective 4) Zero tolerance to bullying, harassment and discrimination.

We are also focussing on the need to improve data collection around all the protected characteristics to ensure we are representing all areas of society.

### **Empowering Staff Networks**

This year we launched our Diversity Council to allow representatives from each network to influence and collaborate with our Senior Executive team and have their voices heard.

### **Our processes: recruiting, retaining, and developing a diverse workforce**

At the Met Office, we work in accordance with the Civil Service recruitment principles of fair and open competition, with candidate selection based on merit. As a Government Department, we are accountable to the Civil Service Commission. To ensure fairness we use the following methods:

- mandatory mixed sift and interview panels;
- use of a gender decoder for all job roles / advertising with a focus on increasing neutral language in adverts;
- unconscious bias training available for all hiring managers and employees as required;
- we are embedding ED&I strategies throughout our recruitment processes and will soon be utilising a new recruitment system that will enable us to better capture diversity data at all stages of the recruitment process.
- we have reviewed our advertising methods, including how we promote opportunities to a wide range of different societal groups, and this is now incorporated into our approach to flexible working and recruitment.

### **Performance Management**

Successful performance management is fundamental to the effectiveness of any organisation. It is through the high performance of our employees that the Met Office can deliver our world-class products and services.

All employees have regular performance reviews, which are based on performance expectations in meeting personal objectives and behaviours that align to our organisational values. Through our new strategy, which sets out a clear vision and the strategic anchor “Excellent People and Culture”, there is now a greater emphasis on personal and professional development, which improves job satisfaction, morale, and staff retention. Our

performance management process also supports diversity and inclusion, encouraging managers to have good quality conversations with their staff about personal objectives and aspirations.

Our performance management operates through our guiding principles of:

- focusing on the right things;
- rewarding the right things;
- joint responsibility for development between our staff and managers, and
- easy to engage with.

### **Shared Parental Leave**

The Met Office offers family friendly policies including Shared Parental Leave and Pay. Take up of shared parental leave has been positive, with a total of 20 staff taking paid shared parental leave in 2019-20. This uptake includes 22% of men who took paternity leave within the same year.

### **Careers, Development and Progression**

We believe that learning and development is fundamental to achieving excellence and improving performance at both business and personal levels. As reflected in our People Strategy, we are investing time and resource in our people so that they and our business are both ready for the future.

We have strategic actions to develop our management and leadership capability; to enhance our equality, diversity, and inclusion; and to enable and develop our people. This combined focus is bringing together a programme to increase training and guidance aimed at developing our managers and leaders' skills and behaviours, and, how they build inclusive, resilient, and high performing teams. We are also introducing a mentoring and matching scheme for aspiring leaders and managers.

We have an internal Leadership Development Programme for high potential leaders and leaders in critical roles. This provides personality profiling, 360 feedback, coaching and targeted training. One of these courses is Inclusive Leadership where delegates learn how to foster an inclusive team environment and adopt a positive approach to leveraging people differences. We also sponsor participation of female staff in the Glass Lift programme, 'Elevate'.

### **Next Steps**

As we celebrate a year since we launched the strategic actions around 'Enhancing Equality, Diversity and Inclusion' we will continue to support and empower staff-led networks to feed into corporate plans, and to hold the executive team accountable for delivery in order that each of the actions have a real impact that enhance how the organisation works.

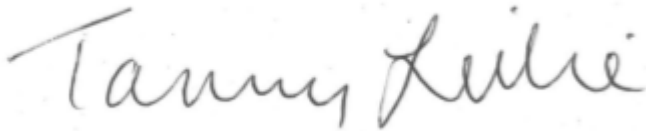
We will continue to review and develop our practices and policies to ensure we are being fair, consistent, and transparent.

### **Declaration**

We confirm that the data reported by the Met Office is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.



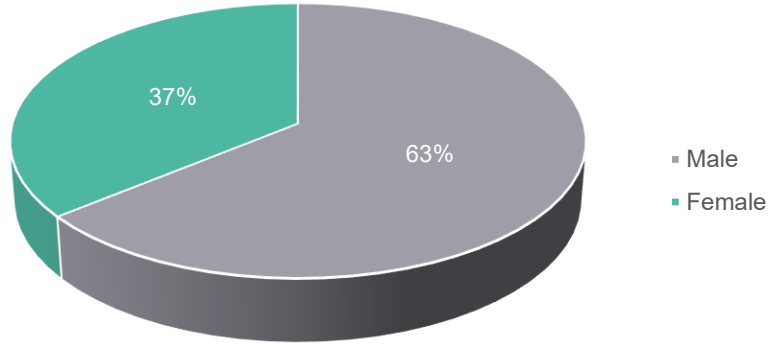
**Penny Endersby, Chief Executive**



**Tammy Lillie, Chief People Officer**

### Annex – Met Office Data

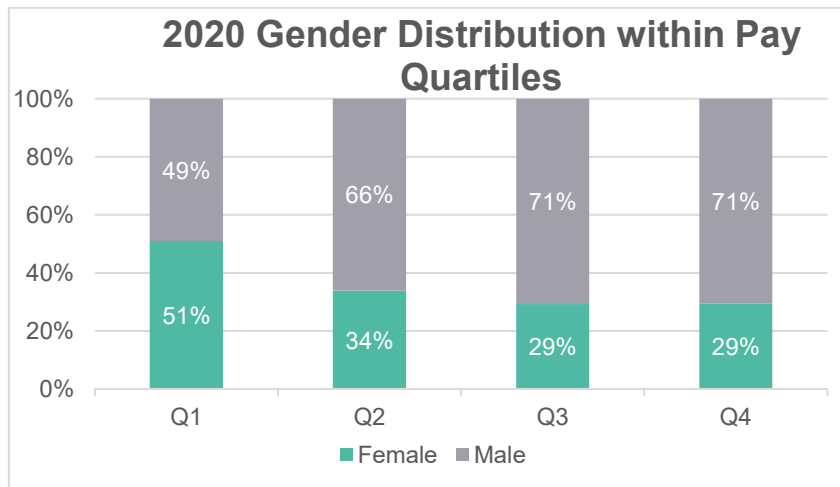
Based on the number of staff employed on the snapshot date, the gender make-up of the Met Office has risen over the last decade from 25% female in 2008, to 37% female as at 31 March 2020.



Summary table of the overall gender pay gaps and bonus gaps (in favour of men):

Gender pay gap	2017	2018	2019	2020
Mean gender pay gap	11.7%	8.5%	8.1%	7.3%
Median gender pay gap	9.9%	8.5%	4.4%	5.7%
Gender bonus gap	2017	2018	2019	2020
Mean gender bonus pay gap	10.6%	6.0%	6.0%	6.9%
Median gender bonus gap	1.4%	0%	1.1%	1.3%

### Pay Quartiles



Proportion of men and women in each pay quartile, tabulated by reporting period:

Quartile	2017		2018		2019		2020	
	Women	Men	Women	Men	Women	Men	Women	Men
Q1	46%	54%	50%	50%	48%	52%	51%	49%
Q2	36%	64%	35%	65%	35%	65%	34%	66%
Q3	29%	71%	31%	69%	30%	70%	29%	71%
Q4	22%	78%	24%	76%	27%	73%	29%	71%

### Bonus Pay

'Bonus Pay' comprises the total figure of bonus payments made to staff in the year 1 April 2019 – 31 March 2020. The total figures averaged £1,595 per person. This comprises the following payments:

- Corporate Performance Pay, which is based on an assessment of the performance of the Met Office against its Key Performance Indicators and the level of declared profit for the previous financial year. Paid as a flat net rate to 92% of staff employed on 31 March 2020.
- Instant Recognition Scheme Vouchers (IRS); the sum total of vouchers issued throughout the performance year comes to an average of £205 per person. Although the proportion of women in receipt of IRS awards is slightly higher (78% women compared to 77% men), the values received by women are slightly lower, average £197 in comparison to average £210 for men.
- Personal Bonus, which recognise exceptional achievement/performance in the preceding performance year. Paid to 20% of staff employed on 31 March 2020, with 20% of men awarded a Personal Bonus compared to 18.9% of women.

The proportion of men and women employed on 31 March who were paid a bonus:

Employees	2017	2018	2019	2020
Men	98%	98%	98%	92%
Women	98%	96%	96%	94%

## Gender Pay Gaps by Grade

For equivalent grades with less than 10 staff we have redacted the figures to protect identifiable personal data.

Met Office Pay Group	CS Grade Equivalent	Mean 2017	Mean 2018	Mean 2019	Mean 2020	Median 2017	Median 2018	Median 2019	Median 2020
Pay Group 1, plus Associate Directors and Principal Fellows	GRADE 6	5%	5%	4.4%	2.4%	-2%	5%	3.7%	0.0%
Pay Group 2	GRADE 7	6%	4%	3.9%	4.0%	5%	2%	0.2%	1.0%
Pay Group 3	SEO	6%	4%	4.3%	2.5%	1%	9%	3.4%	2.4%
Pay Group 4	HEO	8%	4%	3.2%	-0.3%	5%	7%	9.9%	2.4%
Pay Group 5	EO	8%	6%	3.9%	4.5%	9%	5%	9.4%	3.8%
Pay Group 6	AO	0%	2%	1.2%	0.5%	-5%	-3%	7.4%	0.9%
Pay Group 7, Plus Apprenticeships and Industrial Placements	AA	-	-	-3.9%	-4.1%	-	-	-3.6%	-7.6%

*A negative value indicates a gender pay gap in favour of female staff*

The table below highlights that the highest mean pay gap by grade (in favour of male staff) is 4.5% and based on median values, 3.8%.

At Grade 6 (Met Office Pay Group 1, plus Associate Directors and Principal Fellows) the median pay gap has now been closed (the median hourly rate is identical for both male and female staff).

There are several pay gaps in favour of female staff, including at AA Grade (Met Office Pay Group 7 plus Apprenticeships), where there is a higher proportion of female staff in Pay Group 7 than in Apprenticeship groups. Also, at HEO (Met Office Pay Group 4) where the mean and median gaps have decreased most noticeably, 25% of female staff employed at this grade are Operational Meteorologists, many of whom have graduated from the Met Office's meteorological training programme. At the snapshot date, over 67% of those currently training in Operational Meteorology at the Met Office were women.