

REPORT 2024

# Gender Pay Gap



# Our Gender Pay Gap **in 2024**

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.



Our teams are rooted in the communities they serve, from major cities to rural, hard-to-reach villages, reaching over **94,000 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 36 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'.

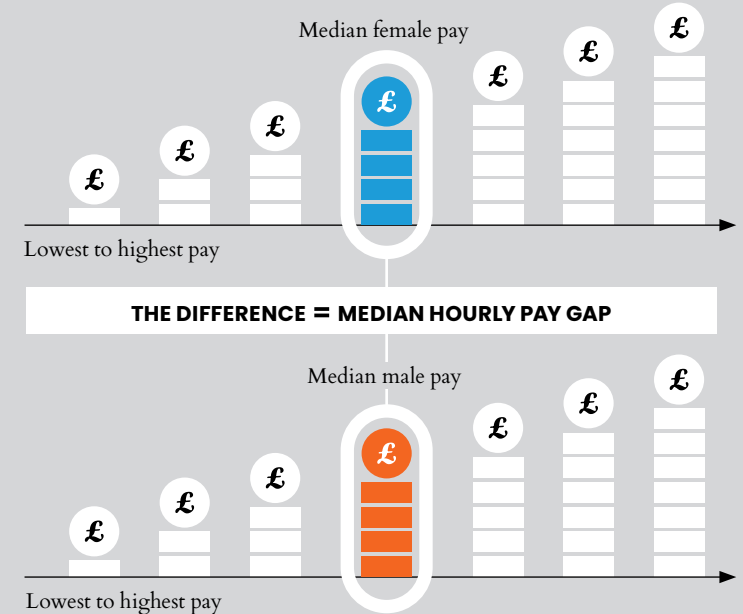
Failing to pay a woman the same pay as a man for doing the same job is likely to be unlawful, whereas having a gender pay gap is not.

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.

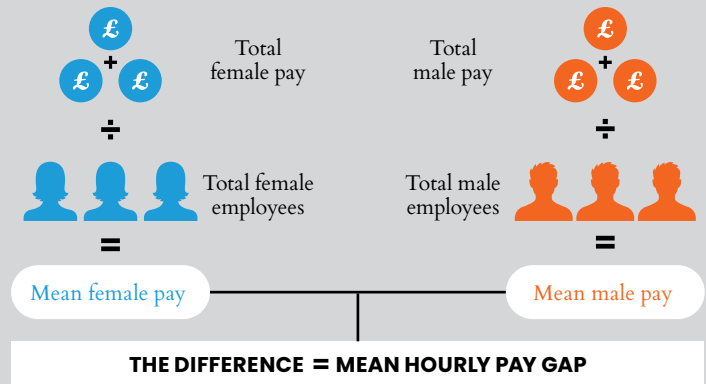
### CALCULATING THE GENDER PAY GAP

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 2024

Our overall gender pay gap was calculated based on 779 employees working for MSI Reproductive Choices in the UK on 5<sup>th</sup> April 2024.

This included 619 people working for MSI's UK operation, which focuses on providing NHS-funded abortion services through our network of clinics, and 160 people in the London Support Office supporting the work of our programmes in 36 countries.

These two workforces are reported together under a single legal entity and the combined median gender pay gap for these two groups is 24.8%, while the combined mean pay gap is 27.7%.

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.

Since we began reporting our gender pay gap in 2017, our combined workforce mean and median figures have reduced to the lowest level they have been.

However, when you look at the breakdown across the two workforce structures, there have been fluctuations over that same period. 2024 data shows that our median pay gap for the London Support Office decreased from 14% in 2023 to 4.9%.

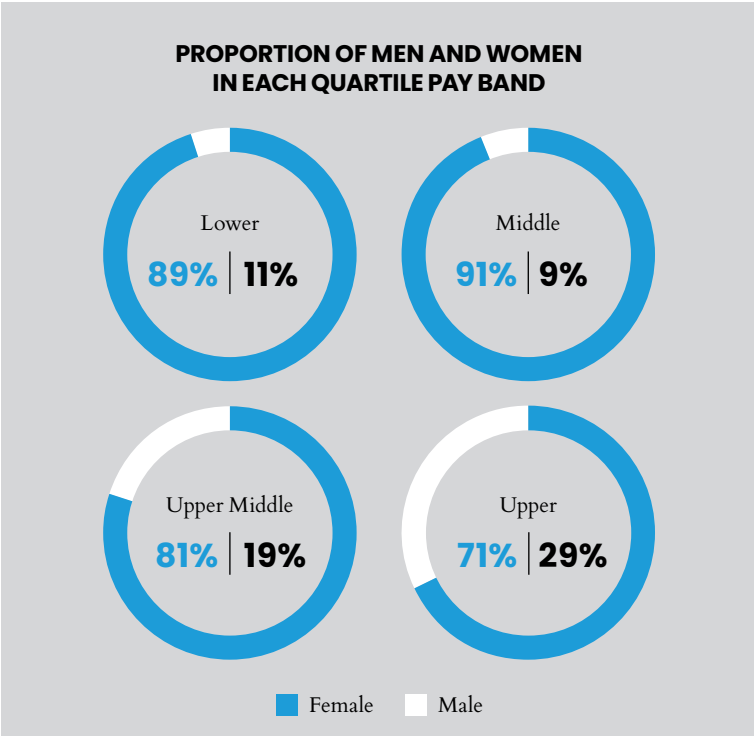
The median pay gap for MSI UK decreased from 28.8% to 20.8% in 2024. The gap for MSI UK is predominantly due to structural issues, which require longer-term change within institutions across the UK healthcare sector.

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 (83%) FEMALE, AND WE HAVE MORE WOMEN THAN MEN AT EVERY PAY QUARTILE AND LEVEL



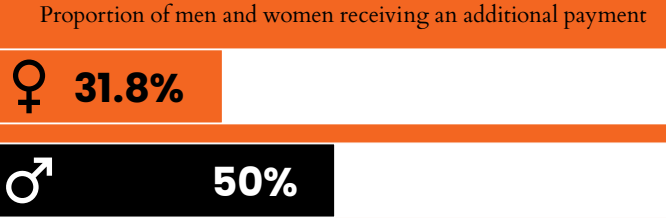
## MEDIAN GENDER PAY GAP



## ADDITIONAL PAYMENTS

In 2024, for our combined UK workforce, 31.8% of women and 50% of men received an additional payment. The mean bonus gap for this combined group was 73.4% and the median gap was 19.1%. For our London Support Office, 92.3% of women and 90.7% of men received a bonus at the GSO, with the GSO mean bonus gap sitting at 71.4% and the median bonus gap at 5.9%. The mean gap reflects the different remuneration structure for staff in the most senior roles.

For MSI UK, 18.5% of women and 30.3% of men received an additional payment, with the mean bonus gap sitting at 75.2% and the median at 45%. For MSI UK, additional payments are made based on job role and are disproportionate because we continue to have a larger proportion of males in the upper quartile.



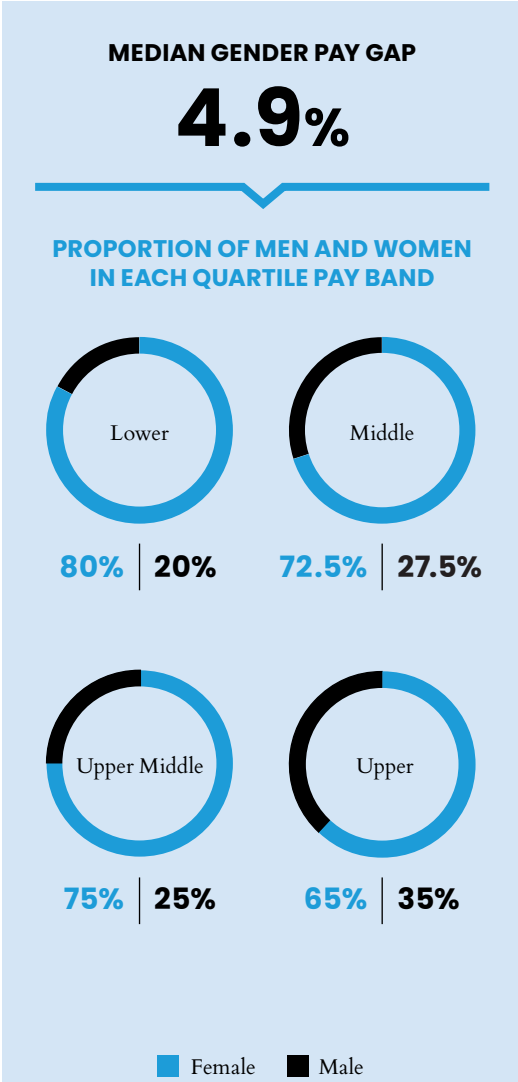
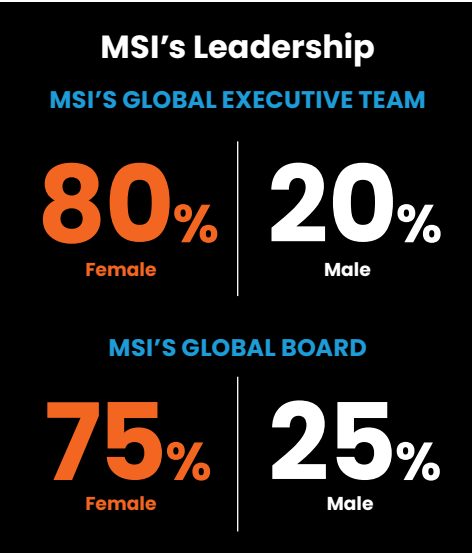


# Our Gender Pay Gap **in 2024**

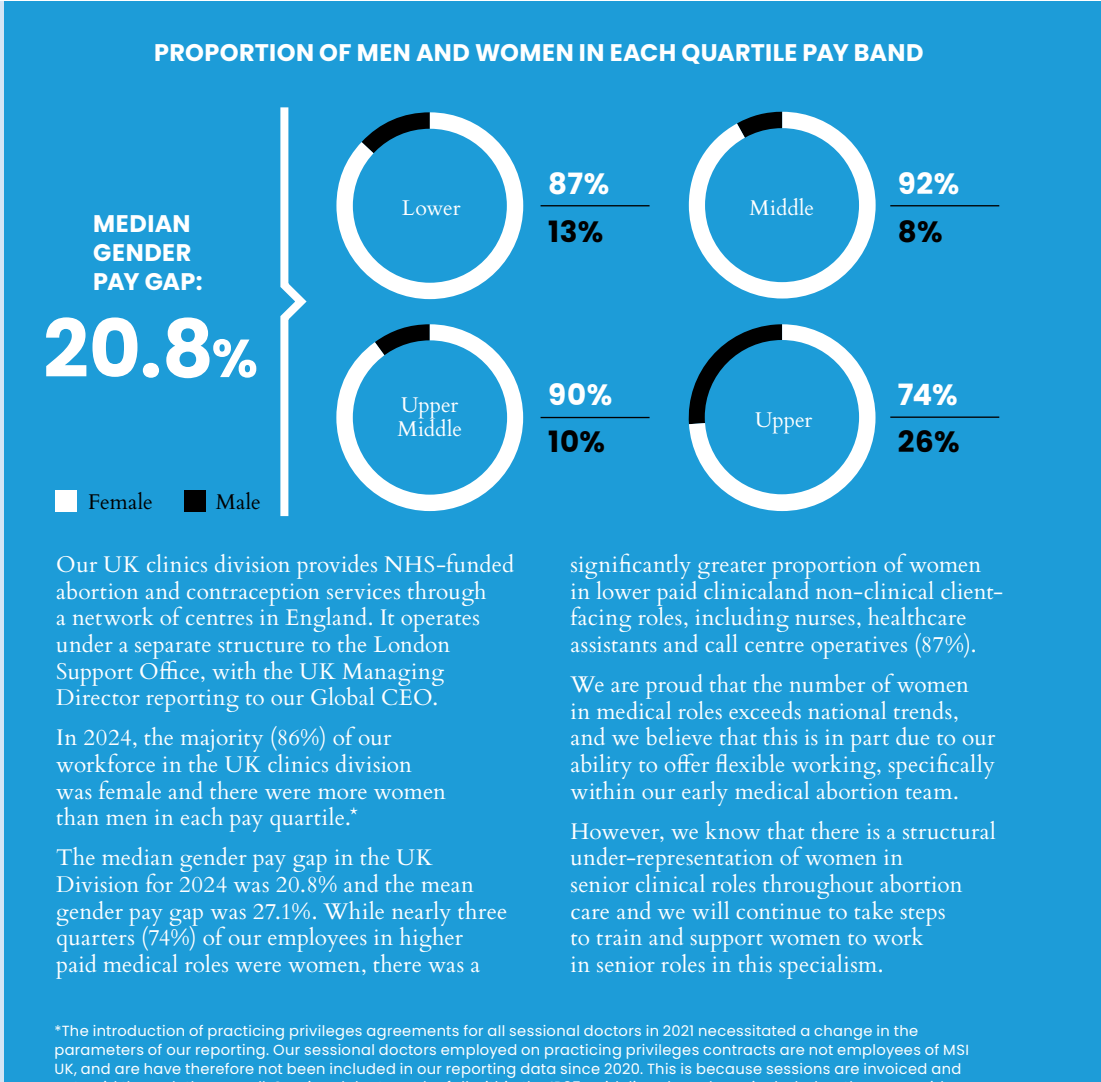
## MSI's London Support Office: **supporting our global programmes**

MSI's London Support Office provides strategic and technical support to our programmes around the world. The workforce was made up of 73% female team members and there was a majority of women at every pay quartile and in senior leadership positions.

In 2024, our median pay gap for the London Support Office was 4.9%, and the mean pay gap was 14.5%.



## MSI UK: **our UK healthcare operation**



# 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

- At the London Support Office, all roles are evaluated using a robust evaluation methodology to identify roles of equivalent value and contribution to the organisation across departments. All roles map into our salary structure which is reviewed once every two years against multi-sector data to ensure all roles are remunerated fairly in accordance with labour market data.
- We continue to embed the core principles of diversity, equality and inclusion into our recruitment processes.
- We've set clear global objectives around pay equity, and are supporting our country programmes to carry out salary benchmarking at least bi-annually (every other year).

## LEADERSHIP DEVELOPMENT

- We remain committed to addressing barriers to gender equity and intentionally developing female talent in the succession pipeline across the partnership:
  - Our ongoing Women in Leadership Programme seeks to address barriers to progression, whilst enhancing leadership skills and fostering a supportive women in leadership network across the partnership.
  - We continue to provide coaching support to women across MSI via qualified coaches.
- Our Female Scholarship Fund continues to help bridge the gap in equitable access to professional development, by enabling talented female colleagues across the partnership to participate in formal development opportunities.
- Our Diversity, Equality & Inclusion (DEI) training builds awareness around the importance of DEI in creating a workplace where everyone feels represented, valued and treated fairly and our annual Global DEI Week celebrations create the opportunity for us to recognise the importance of DEI principles both within our organisation and for the clients we serve.
- Transitional growth and leadership development programmes, such as our bespoke 'ElevateU' programme and the University of Washington's Leadership and Management Programme in Global Health, are designed to develop key leadership skills and behaviours across the partnership.

## POLICY AND PRACTICE REVIEW

- At the London Support Office, we continue to work closely with our Team Member Council on changes to policies and practices, ensuring that there is space for discussion and shared perspectives.
- In 2024, we reviewed the London Support Offices Remuneration Policy to provide clarity on the principles and processes that inform our approach to reward and promote pay equality across our teams. We also introduced a new Promotions Policy providing transparency on the pathways for progression and how compensation is determined in the event of a promotion.
- We continue to be recognised as a 'Very High Performer' in Global Health 50/50's assessment of global healthcare organisation's approaches to gender equality. You can read more about Global Health 50/50 and our participation [here](#).

## STRATEGY AND PLANNING

- We remain dedicated to weaving inclusive values and behaviours deep into every facet of our organisation. Our Global DEI strategy provides a unified direction and framework for the MSI partnership, with implementation driven by local leaders. This approach ensures a global vision which offers consistency, whilst ensuring relevance and agility in implementation, through:
  - Our Global DEI Advisory Panel, whose role is to champion DEI, embedding it operationally and culturally across the partnership.
  - Country-level DEI action plans tailored to specific needs, expectations and culture.
  - The introduction and adoption of inclusive leadership behaviours.
  - Global engagement surveys, which provide insights into the perceptions and experiences of our staff.
  - Bespoke Gender and Social Inclusion programming, which seeks to address the harmful social norms and unequal power relations which create inequality in communities.

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 2024

## 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.