

# MSF UK/IE GENDER PAY GAP REPORT 2019

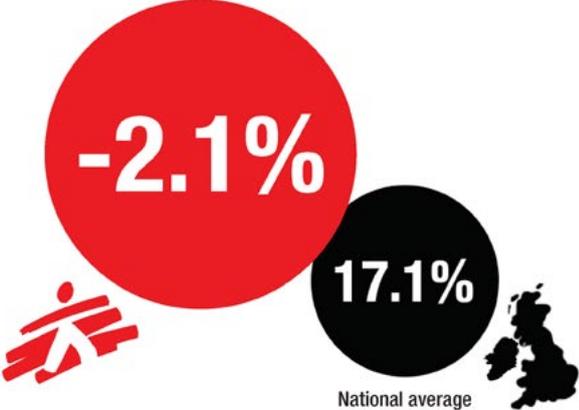


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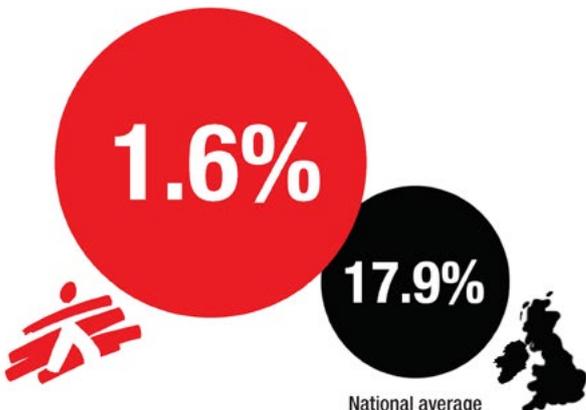
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Cover photo: Dr Jessica Svefors, Dr Roberta Petrucci and Dr Clement van Galen review admission criteria with follow staff members at the Lazaret centre in Niamey, Niger. Photo: Halimatou Amadou/MSF.

### MEAN GENDER PAY GAP

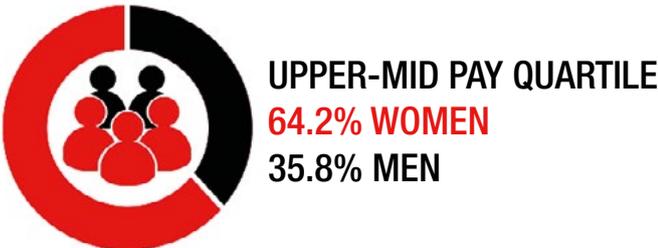
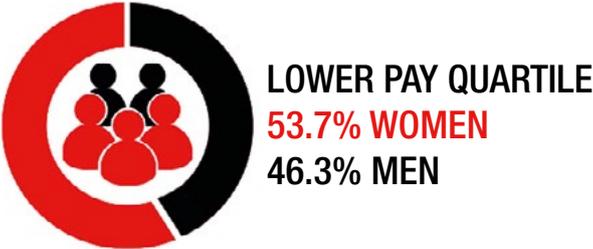


### MEDIAN GENDER PAY GAP



Mean figure: the difference between the average of men's and women's pay.  
Median figure: the difference between the midpoints in the ranges of men's and women's pay.

Of our relevant staff, **63% are female** and 37% are male.



## Foreword

Médecins Sans Frontières/Doctors Without Borders (MSF) is a leading international medical humanitarian organisation dedicated to providing expert medical services to vulnerable populations in times of conflict or disaster. In over 70 countries worldwide, MSF provides both life-saving emergency medical care and longer-term assistance to make healthcare services available to the most vulnerable or excluded communities. MSF's aim is to provide impartial assistance, on the basis of need alone, regardless of ethnic origin, gender, religious beliefs or political affiliation.

MSF UK and MSF Ireland (MSF UK/IE) are collectively one of 38 offices and operational centres (OCs) in Europe, America, Asia and Australasia, which pool funding, expertise and staff for field operations. MSF operates two fair and transparent pay grade systems, for our UK/IE-based staff and international field staff, which are built around skills, equal opportunities and performance.

Although we have achieved an excellent result in our gender pay gap, the mean gender pay gap is still not at zero. The factors that prevented this have been identified and will guide us towards achieving the goal of completely closing our gender pay gap.

We will continue to review our internal policies and procedures, focusing on recruitment and staff retention to reach zero per cent.

MSF UK falls under the Equality Act 2010 (Gender Pay Gap Information) Regulations of 2017. This is our statement on accuracy for the data drawn from the snapshot date 5 April 2019.

**Vickie Hawkins, Executive Director MSF UK**

**Isabel Simpson, Director MSF Ireland**

## 1. Introduction

Starting in April 2018, organisations in the UK with over 250 employees are now required to publish annual gender pay gap statistics. At the snapshot date of 5 April 2019, MSF UK/IE was above this threshold, with 272 relevant paid employees.

This study covers the MSF UK office and the MSF Ireland office, which, for operational purposes, functions as a branch office of MSF UK. MSF Ireland has 36 relevant staff and represents a small proportion of the total staff in this snapshot. All Irish staff, whether based in Ireland or recruited to work internationally are provided an MSF UK contract and have therefore been included in this report.

## 2. What is the gender pay gap?

The difference between the average (mean or median<sup>1</sup>) earnings of men and women is known as the ‘gender pay gap’. The gender pay gap is expressed as a percentage of men’s earnings e.g. women earn 10 per cent less than men.<sup>2</sup>

It is distinct from ‘equal pay’, which refers to the rights of men and women in the same employment performing equal work to receive equal pay.

### Organisations are required to publicly report the following information:

1. Mean gender pay gap
2. Median gender pay gap
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males receiving a bonus payment<sup>3</sup>
6. Proportion of females receiving a bonus payment
7. Proportion of males and females in each quartile pay band

### Staff employed by MSF UK and Ireland were split into two categories:

- A. Full Pay Relevant – Employed on the snapshot date and paid full basic pay.
- B. Relevant – Employed on the snapshot date but paid less than regular basic pay due to leave or contract start/end date during the month resulting in a pro-rata payment. We use these categories to better compare our office-based and international field staff, and our UK and Ireland offices.

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1. UK Government Equalities Office, Gender pay gap reporting: make your calculations: Mean figure (the difference between the average of men’s and women’s pay), median figure (the difference between the midpoints in the ranges of men’s and women’s pay) <https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations>

2. Legislation.gov.uk. (n.d.). Equality Act 2010. Available at: <http://www.legislation.gov.uk/ukpga/2010/15/contents>

3. MSF does not operate a bonus payment system; for our international field staff we have a ‘loyalty’ payment, which applies to all international staff and is counted irrespective of the position occupied. It is a transparent, non-discriminatory system of remuneration for time spent in field positions. Following government guidelines, this loyalty payment falls under the ‘bonus payment’ calculation requirements.

### 3. Results

Compulsory Reporting Data	2019	2018	Difference
Mean Gender Pay Gap	-2.1%	1.8%	-3.9%
Median Gender Pay Gap	1.6%	0%	1.6%
Mean Bonus Gender Pay Gap	20.7%	38%	-17.3%
Median Bonus Gender Pay Gap	-24.3%	23.4%	-47.7%
Proportion of females receiving a bonus payment	28.6%	45.1%	-16.5%*
Proportion of males receiving a bonus payment	26.7%	49.2%	-22.5%*
Proportion of males and females in each quartile pay band	See Figure 3		

\*The calculation for the proportion of males and females receiving a bonus on 5 April 2018 snapshot date used only the international staff, as it is only on this pay structure that a loyalty bonus can be applied. For the snapshot date of 5 April 2019, we have calculated including all staff (office based and international) which has reduced the percentage results considerably. However, in a like for like comparison, the difference in the proportion of males and females receiving a bonus payment is females 18.28 per cent increase and males 5.19 per cent increase.

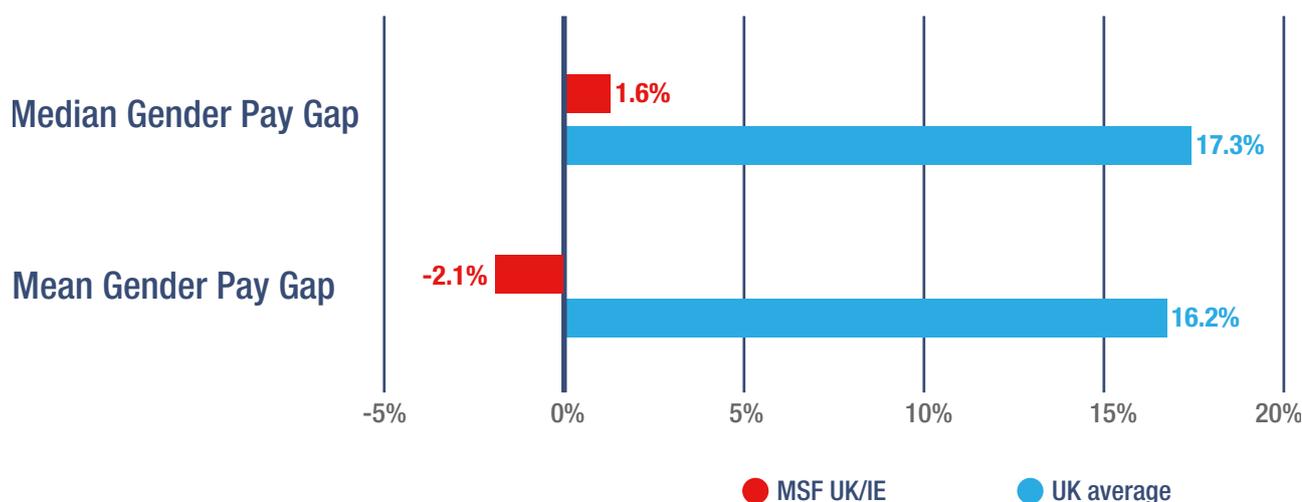
#### i. Gender Pay Gap

The MSF UK/IE mean gender pay gap is -2.1 per cent and the median gender pay gap is 1.6 per cent.

The 1.6 per cent median gender pay gap results from having most of our employees concentrated within the same pay grades. Our -2.1 per cent mean gender pay gap derives from a regularly reviewed and fair pay scaling system, transparent recruitment and career progression, and a broad range of benefits that attract, retain and support our staff. This represents a decrease from the 1.8 per cent reported at the 2018 snapshot date. This can in part be attributed to the MSF IE Executive Director role passing from a male to a female.

According to data published by the UK Office for National Statistics,<sup>4</sup> the mean UK national gender pay gap in 2019 was 16.2 per cent and the median gender pay gap was 17.3 per cent. MSF UK/IE scores favourably when compared to the national average.

Figure 1: How did MSF UK/IE compare to other UK organisations in 2019?



4. Office for National Statistics: Gender pay gap. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>

## ii. Bonus Gender Pay Gap

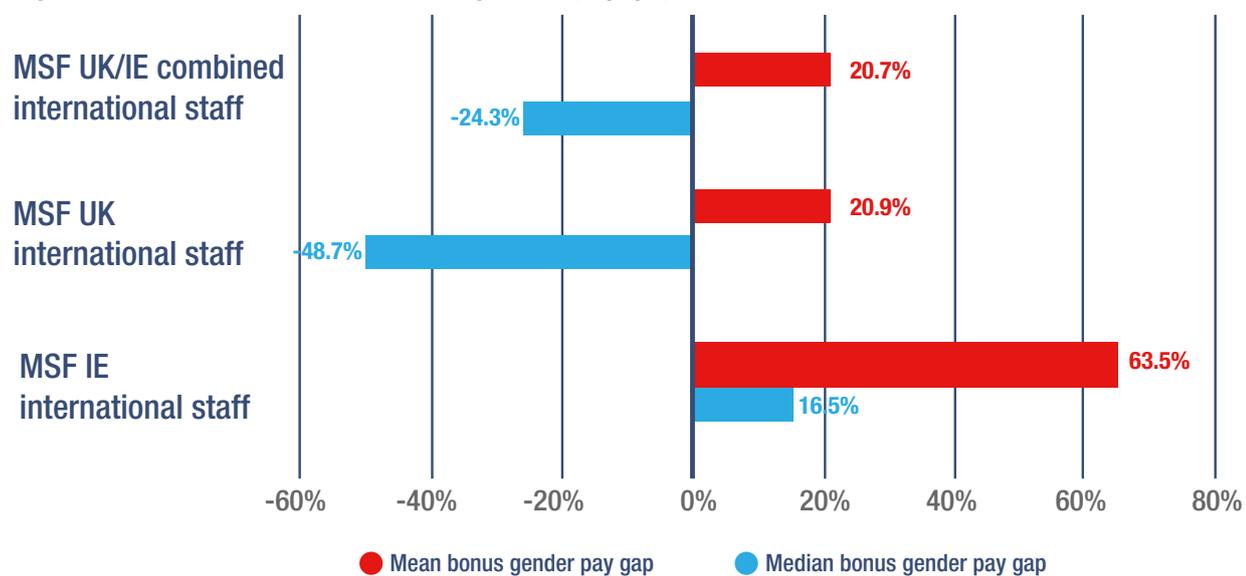
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 define bonuses as “any remuneration that relates to profit-sharing, productivity, performance, incentive or commission”.<sup>5</sup> MSF does not pay such bonuses to office-based staff. However, international staff are entitled to a loyalty bonus,<sup>6</sup> based on time spent working in the field with MSF. It is a transparent, non-discriminatory system of remuneration, as described in the International Remuneration Project 2 Commitment Policy:

Our pay grade systems recognize experience in the same job. MSF also values international staff who continuously make themselves available for international field work. ‘Loyalty’, as it is called in the pay system, applies to all international staff and is counted irrespective of the position occupied. It measures exclusively the time spent in the field as international field staff with MSF. For every 12 months of MSF international field experience, the employee receives an extra 2% of the entry point salary of his/her current salary level. This bonus is capped at 10 years of experience therefore setting the maximum loyalty bonus at 20 percent.<sup>7</sup>

Following a consultation with HMRC, MSF UK/IE have been advised that from now on we should also include office-based staff in the bonus figures, even though they are on a different pay structure and are not eligible for the loyalty bonus payment. This has made only a slight adjustment to the bonus pay figures.

MSF UK/IE have a combined mean bonus gender pay gap of 20.7 per cent and median bonus gender pay gap of -24.3 per cent. The median suggests that MSF UK/IE are retaining females for a longer period of time, who are then receiving on average a higher loyalty bonus. However, there are a few significant male outliers, which skew the mean data for both UK and IE international staff. Due to the extremely skewed nature of the data set (since we have far more UK staff than Irish), it is useful to break this down into UK-based field staff and Ireland-based field staff to achieve a better understanding of the results. Additionally, as mean calculations are significantly distorted by outliers, the median value gives a better idea of a central tendency as it is uninfluenced by skewed distributions.

**Figure 2: Mean and median bonus gender pay gaps for MSF UK and MSF IE international field staff**



5. Legislation.gov.uk. (n.d.). The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Available at: <https://www.legislation.gov.uk/ukdsi/2017/9780111152010>

6. MSF International Remuneration System (internal website)

7. Ibid

### iii. How MSF UK/IE encourages male and female field staff retention

MSF UK/IE offers several packages to help staff with partners or families to work abroad. These include offering assignments where staff can be accompanied by their partner and/or children. In the case of longer-term assignments away from family, MSF UK/IE provides additional leave to support this.

#### Proportion of MSF UK/IE male and female staff receiving a bonus payment

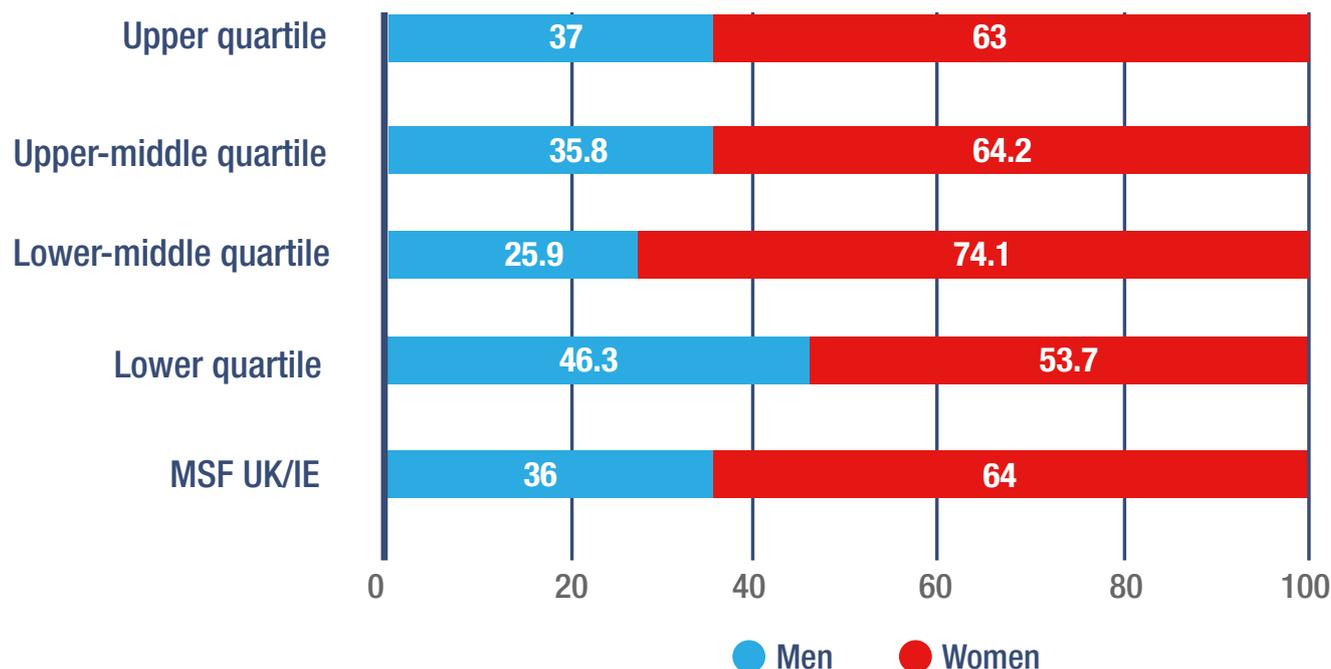
Of the MSF UK/IE female staff who were employed on the snapshot date of 5 April 2019, 26.3 per cent received a loyalty bonus compared to 30.7 percent of male staff. This shows quite an equal proportion of men and women receiving bonus payments. Due to the inclusion of office staff, the figures are significantly lower than the 2018 snapshot data.

Female	Male
26.3%	30.7%

#### Proportion of male and female employees in each quartile pay band

Of the 272 MSF UK/IE full pay relevant staff, 64 per cent were female, and 36 per cent were male.

Figure 3: Proportion of males and females in each quartile pay band (%)



#### iv. The MSF Global Pay Model

To equitably determine the fixed salary of international field staff, MSF developed a global pay model informed both by the international NGO market and the local job market of the staff member's country of domicile.

The structure of the global salary grid rewards responsibility and experience through:

- Seven salary levels
- Three spot rates – entry, mid and upper points – within each level, based on experience.
- Compared to a purely local-based pay system, the global pay model:
- Increases pay equality in the field
- Equalises pay per job, at the upper levels of the organisation
- Comparatively lowers pay for international staff with domicile in high-income markets.

## 4. Conclusion

Our pay-scale structure fosters equal opportunities for all staff, irrespective of gender. It promotes transparent and fair career development, encourages retention and allows MSF UK/IE employees to thrive.

MSF UK/IE are committed to gender equality and will continue to analyse our internal policies and procedures as we move towards closing the pay gap for good.