



National
Oceanography
Centre

GENDER PAY GAP REPORT 2024

NOC.AC.UK

CELEBRATING DIFFERENCE BUILDING INCLUSION STRIVING FOR EQUALITY

The National Oceanography Centre (NOC) is dedicated to exploring the depths of the ocean to benefit all life on Earth. Through advanced research and technology, it aims to understand ocean ecosystems and processes. This understanding guides the organisation in promoting sustainable practices and policies for the protection of marine life and beyond. It serves as a steward for our planet's well-being, recognising the vital connection between ocean health and global flourishing.

A CULTURE OF BELONGING, A CULTURE OF INCLUSION

Establishing an inclusive environment where every team member feels acknowledged, listened to, and appreciated has been shown to boost both personal and organisational success. Specifically, regarding gender diversity, companies with greater gender diversity have demonstrated a remarkable 48% (according to ONS figures) outperformance compared to those with less gender diversity.

Striving for diversity that mirrors the communities we serve offers a significant advantage. It aligns with our overall mission, purpose and strategic objectives to promote equity across research and science,

ensuring that every individual has an equitable opportunity to achieve their full potential.

Moving towards a diverse composition of our workforce, encompassing a range of backgrounds and experiences further enhances our comprehension of the understanding the ocean. This understanding is crucial for developing impactful scientific and technological solutions tailored to meeting our purpose and potential Leveraging our workplace diversity strengthens our capacity to tackle and take on these big challenges.

MAKING STEADY PROGRESS

In 2021, we embarked on a transformative journey with the implementation of our Diversity, Equality, and Inclusion (DE&I) strategy. Embracing a methodical approach of trial, learning, and adaptation, we've taken significant strides forward. This deliberate strategy allows us to pinpoint the most effective interventions in our efforts to narrow the pay gap and focus on areas of greatest need.

While we celebrate our progress, we also acknowledge that there is still more to be done. Through this ongoing process of refinement, we are committed to building an even more equitable and inclusive workplace where every member of staff feels valued and empowered to thrive.

We take pride in our continuous progress towards closing the gap. We remain committed to fostering diversity that leads to meaningful breakthroughs.



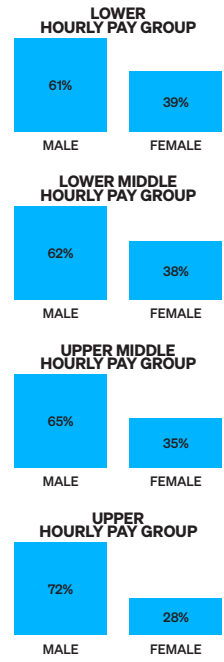
WHAT IS THE GENDER PAY GAP?

The gender pay gap represents the disparity in average hourly pay between men and women within an organisation, expressed as a percentage of men's earnings. A positive percentage indicates that women earn less on average per hour than men, while a negative percentage indicates the opposite. Essentially, it provides a broad perspective on an organisation's gender pay distribution.

Although our reporting currently doesn't encompass non-binary or other identities that some colleagues may identify with, we adopt an intersectional approach to foster an inclusive workplace culture. This is reinforced by the efforts of our Staff Focus Groups and Culture Club, which address various aspects such as gender, ethnicity, LGBTQ+, generational diversity, neurodivergence, and disabilities

It's noteworthy that NOC reports gender diversity in a binary manner, acknowledging only male and female categories. This approach aligns with the current reporting requirements of HMRC.

It's essential to distinguish between the gender pay gap and unequal pay. Unequal pay occurs when men and women receive different compensation for similar work. Legislation to address unequal pay, such as the Equal Pay Act of 1970, has been in place for over 50 years, and the NOC adheres to these regulations.



HOW THE FIGURES ARE CALCULATED

MEDIAN VS MEAN

The median pay gap is determined by identifying the midpoint between the lowest and highest salaries of both men and women in the organisation, then comparing these figures. Conversely, the mean pay gap is calculated by totalling the hourly wages of all women in the company and dividing by the number of women, repeating the process for men and comparing the results.

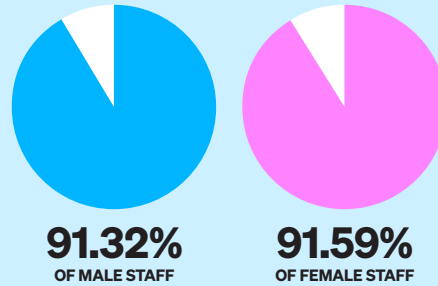
QUARTILES

Hourly pay quartiles categorise earners from lowest to highest into four equal groups, offering insight into the position of male and female employees within the pay hierarchy.

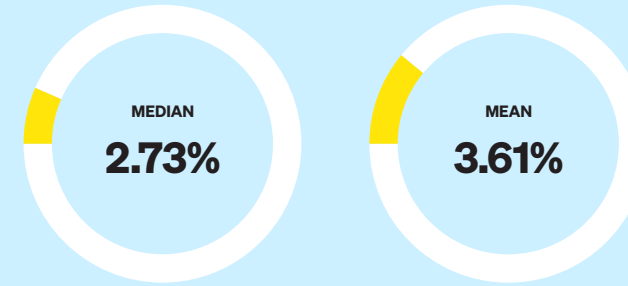
The analysis is based on the pay period in which the snapshot date of 31 March 2023 sits. The numbers above represent our combined NOC figures. Under the regulations, we are required to report our gender pay gap data for each separate legal entity that has at least 250 employees and therefore we have reported data for National Oceanography Centre (NOC). 689 relevant employees have been reviewed for the NOC analysis overall, as of 31 March 2023.

Those excluded from the analysis typically had some form of unpaid leave as of 31 March 2023

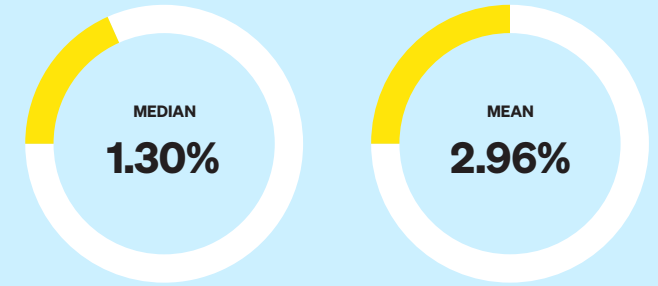
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GENDER PAY GAP



BONUS PAY GAP

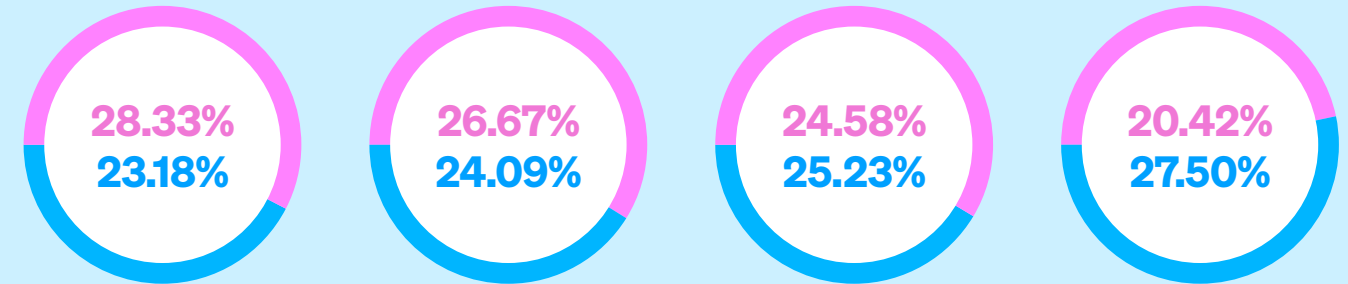


OVERALL HEADCOUNT



689

PAY QUARTILES



OUR DIVERSITY, EQUALITY, AND INCLUSION STRATEGY

Equality and inclusion are fundamental principles at NOC, alongside excellence, integrity and sustainability. We remain fully dedicated to fostering a workplace characterised by a steadfast commitment to diversity, equality and inclusion.

Back in 2021, we introduced our Diversity, Equity, and Inclusion (DE&I) strategy. This takes a test, learn, and adapt approach across five initiatives, each identified for their positive impact on equity. Those initiatives are:

FOCUSING ON RECRUITMENT DIVERSITY

Encouraging a balanced gender candidate pool is instrumental in attracting a diverse pool of talent at every stage of recruitment and across all levels. This approach ensures that we continue to select the most qualified individuals for each role while fostering inclusivity and diversity within our workforce.

CREATING A TRUSTING, FLEXIBLE WORKPLACE

Establishing a better work-life harmony that empowers each member of staff to operate at their optimal level, and realise their full potential.

WELCOME BACK SUPPORT

We strive to guarantee that all staff returning from extended absences feel supported, engaged, and reintegrated into the organisation, with equal opportunities for advancement.

CAREER PATHWAYS

This initiative will empower staff to gain clarity, momentum, and direction, facilitating positive changes in their career paths.

FAMILY FRIENDLY PRACTICES

To assist staff at all stages of the family life cycle, including providing support for caregivers and implementing Smarter Working (hybrid) arrangements, acknowledging that the contemporary family unit takes diverse forms.

In the years following its implementation, our strategy has continued to support the reduction of our gender pay gap. As of April 2023, the UK gender pay gap stands at 14.3%* for comparison, NOC's gender pay gap stands at 3.61%.

Staff throughout our organisation actively participate in efforts to narrow our gender pay gap. They contribute expertise and guidance, identify, develop, and execute solutions, and serve as advocates for change across our entire organisation. They have a voice.

Our approach to data and metrics tracks progress, showcases impact, and ensures a clear understanding of how to optimize and direct our efforts effectively. Alongside dedicated microsites for each recruitment initiative, we utilise workforce dashboards to gauge uptake, effectiveness, and engagement. Moreover, we have a centralised dashboard aggregating and assessing data from all initiatives comprehensively.

*ONS Gender Pay Gap in the UK: 2023



ENSURING DIVERSITY IN RECRUITMENT

Our objective is straightforward: to maintain a diverse workforce of skilled individuals. It all begins with our recruitment efforts. We actively pursue a balanced gender candidate pool, allowing us to select the most qualified candidates for every position, regardless of gender, across all levels of the organisation.

To achieve this, we continually review and streamline our recruitment process and ensure that all job descriptions are engaging, easy to comprehend, utilise gender-neutral language, and include statements promoting flexible working arrangements.

Adopting best practices in recruitment enables us to draw applications from a diverse array of candidates, including those from underrepresented groups. To further this approach, we provide hiring managers with an interactive PDF containing comprehensive checklists, people-related policies, and resources essential for identifying the most suitable candidate for each role.



CREATING A TRUSTING, FLEXIBLE WORKPLACE

Industry research incorporating McKinsey & Company's Women in the Workplace Report 2023, cites flexibility as by far a significant factor of career engagement - one in five women as a key factor in retaining their jobs or preventing a reduction in their working hours.

We advocate for trust-based, flexible collaboration within every team, benefiting all members. Through our team-based staff based groups, teams are provided with a supportive environment to collectively explore flexible working options. These workshops facilitate discussions on individual preferences and needs, enabling teams to strike a balance between personal requirements, team productivity, and broader business demands.

Additional workshops focus on trust and communication within teams: so that challenges can be resolved quickly and effectively.

As flexible working patterns continue to evolve, we have created new workshops to support colleagues to keep adapting their flexible working arrangements to ensure that they remain sustainable for the long- term.

WELCOME BACK SUPPORT

Various factors, such as caregiving responsibilities, career breaks and / or sabbaticals, may lead staff to take extended leaves of absence.

Our goal is to ensure that upon their return, all colleagues feel supported, engaged, and fully integrated into the business, while also having equal opportunities for advancement.

To achieve this, we provide personalised support for colleagues both before they go on leave and upon their return from a long-term absence..

We continuously aim to provide line managers, teams, and returning staff with clear processes and refreshers to facilitate smooth reintegration into their roles upon their return.

Our business-friendly guidance and support through strategic HR Business Partnering and Centres of Expertise provides support on digitalised customer guidance inc. application forms, checklists, people-related policies, Occupational and EAP provision and resources required by line managers and staff, at every stage of the return process.



CAREER PATHWAYS

In 2023, the Workplace Report published by McKinsey & Company reported that 56% of women seek support in developing leadership or management skills, while 38% feel an urgent need to acquire new digital or technical skills to meet job demands.

Career advancement, development and progression is a priority for all staff, and we aim to empower them to take ownership of their career paths and pursue developmental opportunities. We encourage staff to cultivate the confidence and mindset necessary to pursue senior roles and to explore non- linear career paths.

In early 2025, we will be launching our newly developed Career Pathways initiative, supporting talent identification and career management wider across the organisation. Our robust mentorship program involves colleagues from all levels of our organisation, stepping up to mentor others.

Through impactful career stories shared by colleagues, they learn how to highlight their achievements, develop their skills, and actively engage in their own career journeys within the organisation.



FAMILY FRIENDLY PRACTICES

We recognise the diverse structures of modern families, and thus, we have crafted a range of tools and resources to aid staff members at all life stages.

This includes heightened support for those with care-giving responsibilities, supporting menopause in the workplace, promoting staff wellbeing, and offering assistance through a dedicated Employee Assistance Programme and Occupational Health facilities for both staff and their families.

Our comprehensive family-friendly policies and procedures are designed to support every staff member, irrespective of gender, background, or circumstances.

We are proud to boast a wealth of wellness resources that encompass not only physical and mental health but also financial and spiritual wellbeing, ensuring holistic support for our staff.

Moreover, we provide comprehensive tools specifically tailored for paternity and shared parental leave, underscoring our commitment to promoting a supportive and inclusive work environment for all.

NEXT STEPS

As we enter 2024, our aim is to further deepen the integration of diversity and inclusion as core principles and expectations of our organisation. This involves strengthening our work methods and sustaining engagement, enthusiasm, and commitment to the initiatives that look to propel positive change.

To do that we will:

- Maintain Executive and Board-level oversight of our progress.
- Collaborate closely with our leaders and managers to share best practices and encourage their active involvement as sponsors and role models for their teams.
- Empower all staff to engage in this effort by sharing ideas, initiating new projects, and advocating for existing ones.
- Regularly review and update our resources to ensure they are easily accessible and comprehensive.
- Promote awareness and utilisation of our resources among staff and partners, emphasising their impact and encouraging participation in workshops.
- Streamline our Welcome Back Support program to better assist line managers in facilitating career progression discussions.
- Continuously improve our recruitment external and internal microsites for improved navigation.
- Champion increased staff-driven initiatives in fostering inclusion, reinforcing collective responsibility for closing the gender pay gap and cultivating a truly inclusive workplace culture.
- Continue to deliver against our actions and commitment derived from our DE&I strategy and plan.





STATUTORY DISCLOSURE

NOC has one legal entity with at least 250 employees - National Oceanography Centre (NOC). Under statutory regulations we are required to report our gender pay gap data for this entity, as set out below:

NOC as of 31 March 2023	
Female Staff	245
Male Staff	444
Median Gender Pay Gap	2.73%
Mean Gender Pay Gap	3.61%
Median Bonus Pay Gap	1.3%
Mean Bonus Pay Gap	2.96%
Female Staff who received a bonus	91.32%
Male Staff who received a bonus	91.59%

PROPORTION OF FEMALES AND MALES IN EACH PAY QUARTILE	FEMALE	MALE
Lower Quartile	39.29%	60.71%
Lower Middle Quartile	38.69%	61.31%
Upper Middle Quartile	32.14%	67.86%
Upper Quartile	30.36%	69.64%

We confirm that NOC's gender pay gap calculations are accurate and meet the requirements of the regulations.

Sarah Kenny OBE

Chair NOC Remuneration Committee

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