

Building our **community**

2025 Equity, Diversity and Inclusion Report

The Medical Protection Society Limited





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Introduction

This is a period of change and opportunity. Our organisation is growing, and we are on a journey where our culture is evolving to better serve our diverse, international members and colleagues.



Our ambition has always been to create a great place to work. **Collaboration, connection and community** sit at the heart of this. These values not only reflect the members we serve and the professions they represent, they also play a vital role in shaping the transformational workplace we continue to build.

Collaboration brings together different perspectives and experiences. It leads to better decisions, more creative thinking and a deeper understanding of the people we serve. **Connection** strengthens this sense of belonging. It helps build trust, and trust allows teams to work more openly and effectively. When people feel part of a community, they are more likely to engage, share ideas and support one another. **Community** also creates the conditions for fairness and a sense of belonging. It encourages shared responsibility and helps ensure that everyone has the chance to grow.

Together, these principles help us create a workplace where people thrive. This is not a single initiative. It is a long-term commitment that touches every part of our organisation.

Shaping Our Culture Through Strategy and Community

2025 marked the launch of our global Equity, Diversity and Inclusion (EDI) value strategy. This sets out a clear direction for how we will embed inclusive practices across every

part of our organisation. It has been shaped by colleagues across regions and reflects our shared ambition to build a workplace where everyone feels they belong.

We have dedicated, ongoing resources in this space, to support our networks, advise on inclusive decision-making and help us measure our progress.

Our colleague networks remain central to our culture. These communities create space for connection, support and change. They have helped shape policies, raised awareness, hosted events and built and reinforced bridges across teams and regions. Their work continues to inspire and inform how we grow together.

Leadership and Accountability

Inclusive leadership is another area where we are investing. Through our transformational leadership journey and the Building Brilliance programme, we are equipping leaders with the tools and understanding they need to foster belonging and equity in their teams. Executive Committee workshops have also provided space for reflection and learning. We know that leadership sets the tone, and we are committed to making that tone one of respect, openness and care.

We also welcome the increased diversity within our senior leadership. Nearly half of our Executive leadership team are now women, which reflects meaningful progress

in representation at the most senior levels of our organisation. However, we also recognise that representation alone does not close the gap. Gender and ethnicity pay gaps are impacted by a number of factors, such as flexible working, paid leave, and personal benefit considerations. Although our gaps have not reduced further since our last reporting, we know we are on the right path and remain committed to policies and benefits that colleagues value.

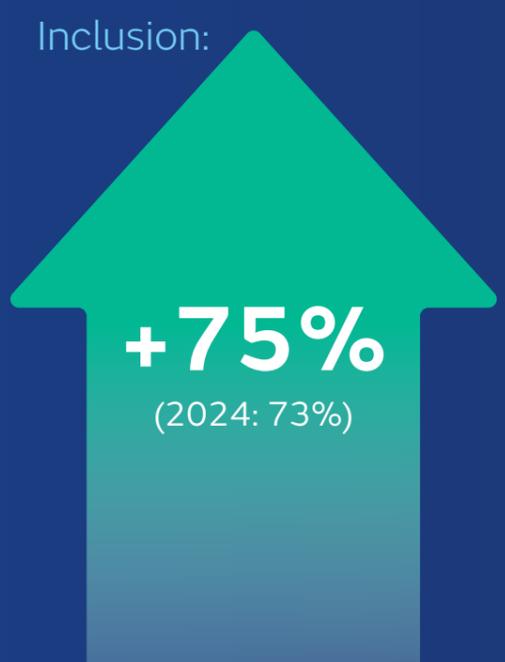
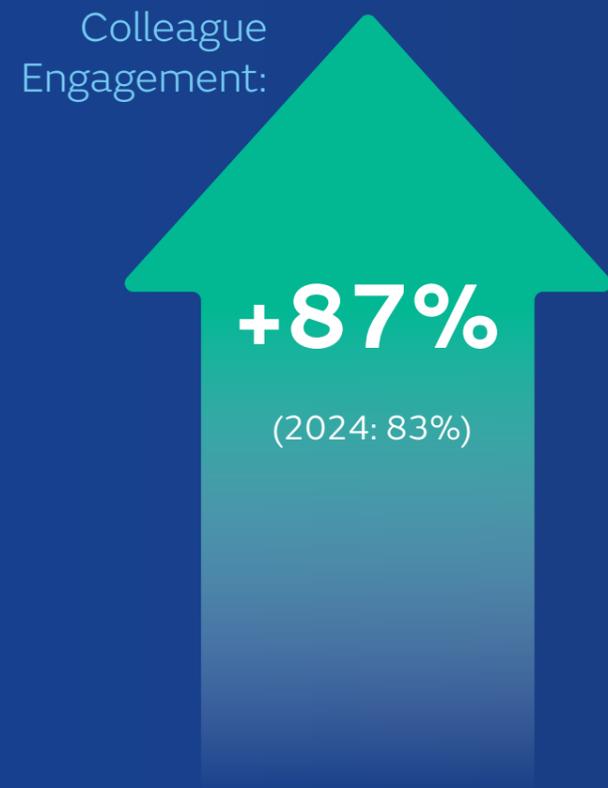
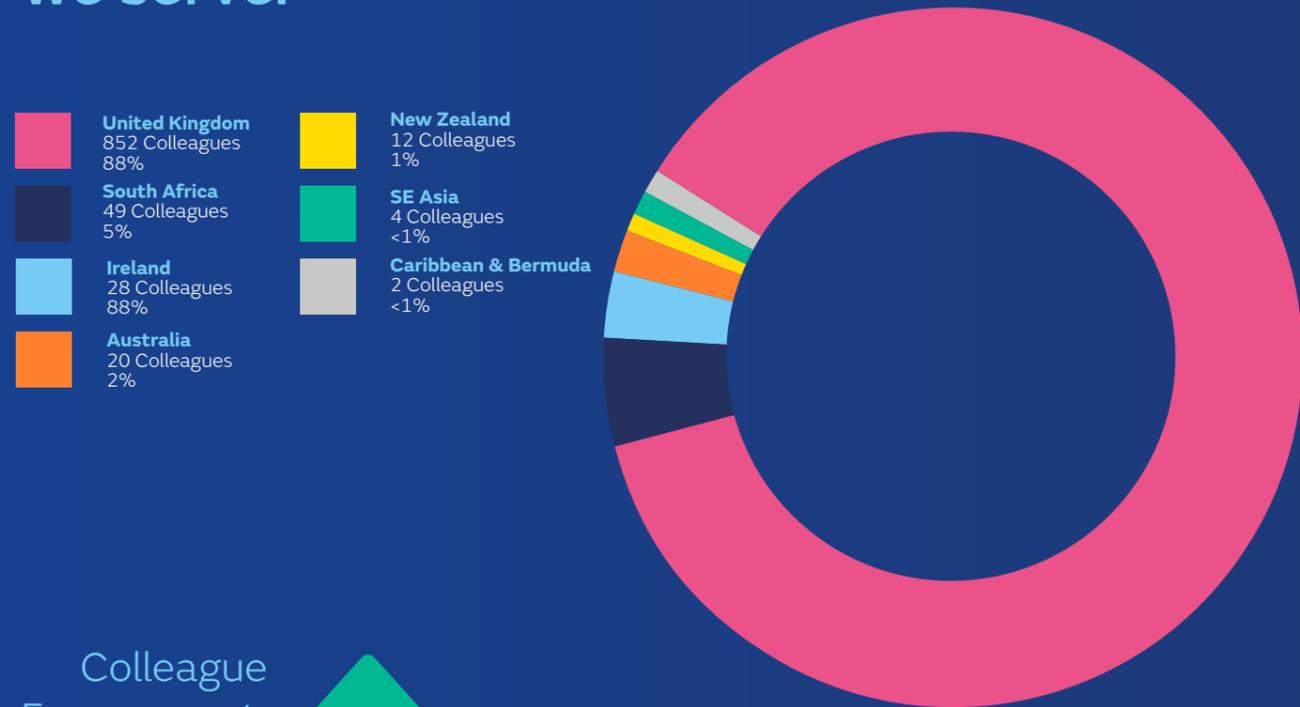
We continue to build momentum through future planned campaigns and partnerships that reflect our values and priorities, such as working with the Disability Confident scheme and Business in the Community. These initiatives support our commitment to inclusive employment and responsible business.

I am pleased to see our hard work being recognised externally, with MPS recently shortlisted for Outstanding Culture at the British Legal Awards and Excellence in Corporate Social Responsibility at the Dental Industry Awards.

Amy Shah
Chief People Officer

Our community

MPS's global footprint reflects the reach of our work and the diversity of the communities we serve.



From our first gender pay report in 2016 to the cultural milestones that have followed, MPS continues to learn and grow. Each step forward has been shaped by the voices of our community, and the values we share.

2017 – first gender pay gap report published

2018 – Women's Inspirational Network and Wellbeing Committee established; Mental Health First Aiders set up and trained

2019 – Families Network and Employee Engagement Forum formed

2020 – EDI Forum and Black, Asian, Proud (LGBTQ+) Colleague networks formed; EDI and employee wellbeing embedded in company's strategic goals

2022 – awarded People Insights' Outstanding Workplace; Menopause Network formed

2023 – Menopause Friendly Employer accreditation; winner Menopause Friendly Community award

2024 – Neurodiversity & Disabilities Networks formed

2025 – Launch of the New World Strategy; dedicated Belonging and Inclusion Adviser appointed; colleague networks and Values Awards refreshed

2026 & beyond – Implementation of the Global EDI Strategy; achievement of inclusive accreditations (e.g. Disability Confident); introduction of social mobility data collection and reporting; and the launch of our Human Library and Neighbourhoods initiatives



Community by design

Building a connected and inclusive culture does not happen by chance. At MPS, we have designed our approach so that equity, diversity and inclusion are embedded in the way we work every day.

Talent acquisition and onboarding

From the first interaction with a candidate, we aim to create a fair and welcoming experience. Our recruitment processes are structured to reduce bias and ensure transparency. Onboarding is designed to help new colleagues feel part of our community from day one, with resources and support tailored to different needs and locations.

Case study: Passport of Me. Developed by our Neurodiversity and Disability Network, this tool offers colleagues a simple and informal way to share how they work best and what support helps them thrive.

Pay transparency and progression

Colleagues are encouraged and supported to grow through dedicated time for learning and growth, regular conversations with line managers about performance and career pathways, and access to mentoring and secondment opportunities.

Leadership development

Inclusive leadership is central to our culture. We provide training and mentoring to equip leaders with the skills to foster belonging and equity within their teams. Leaders are encouraged to listen, learn and act on feedback, creating an environment of psychological safety and belonging.

Council diversity

Representation at the highest level matters, and our Council aims to reflect the diversity of the professions we serve. When leadership brings together people of varied backgrounds, experiences and perspectives, it strengthens our decision-making and shows our commitment to inclusion.



Why this matters

All of this work is making a difference. Our colleague engagement score has increased again to 87%, reflecting a growing sense of belonging and trust. Membership of our networks continues to rise, with the Neurodiverse Network doubling in size over the past year. The diversity of our organisation is also increasing, supported by inclusive recruitment practices and greater visibility of underrepresented groups.

These practices form the foundation of a workplace where community, connection and collaboration are not just words but an essential part of how we work.



Networks that empower

MPS has a vibrant culture of colleague networks that bring people together and create space for meaningful dialogue.

At the heart of this is our EDI Forum, which provides guidance and ensures that our commitments lead to real change. These networks are colleague-led, shaped by lived experience, and focused on building understanding and support. They also help influence decision-making and strengthen the sense of belonging across our organisation. Over the past year, these networks have launched awareness campaigns, hosted events and helped inform our global strategy.

Women's Health



Asian Colleagues



Women's Inspirational



Family



Collaboration

Our colleague networks work closely with one another, creating a strong sense of shared purpose. This collaboration ensures that ideas and experiences from across the organisation inform our approach to equality, diversity and inclusion. Members of these networks have provided valuable input into the development of our new EDI strategy, helping us set priorities that reflect the needs of our community.

Connection

Throughout the year, our networks have organised events that spark conversation and build understanding and greater connection. Highlights include the Colleague Network Fair, which introduced colleagues to the support available, and celebrations such as Diwali and Mandela Day. We have marked Black History Month, World Menopause Day, Baby Loss Awareness Week and Neurodiversity Celebration Week, alongside initiatives to increase awareness of invisible disabilities.

Neurodiversity



Disability



Proud@MPS



Black Colleagues



Voices of our community

Our South Africa team’s Mandela Day initiative this year was a resounding success and deeply meaningful for everyone involved. Mandela Day at MPS embodies the true spirit of Ubuntu – the belief that “I am because we are.” Every year we take part in Mandela Day to live out the spirit of Ubuntu, giving back and standing together as one community.

It is a reminder that through connection and collaboration, small acts can create meaningful change. Working side by side as a team has brought a deep sense of purpose and unity, showing that when we come together, we build more than projects or cases, we build community.

In honour of Madiba’s legacy, we supported an underprivileged and under-resourced children’s home called Give Them Hope. This inspiring organisation provides shelter, care, education, and emotional support to vulnerable and abandoned children – many of whom have faced extreme hardship at a very young age.

Above a huge collection of essentials generously donated by the team, our colleagues spent the day bringing joy, comfort, and connection to the children and caregivers. We read stories to the little ones, played games, held babies, and shared many heartwarming moments. As a special treat, pizzas and cool drinks were served to both the children and the dedicated caregivers, and transport was arranged in the form of a minibus, allowing us to travel together to the home. This thoughtful support made the day even more inclusive and impactful.

It was a day filled with heart, purpose, and humanity. We are incredibly proud of our team for coming together with compassion and enthusiasm to make a real impact.

Agness Ganje
People Relations
Specialist, South Africa



Being part of the Black Colleague Network has shown me the true power of connection, collaboration, and community. Meeting [Council member] Gozie Offiah in one of our session last year was one of the turning point for me – it inspired me to believe that we can all aspire to do bigger things within the organisation.

During the MPS Network fair and Black History Month, it was amazing to see colleagues working flexibly from different locations come together to plan and deliver a lively, both in-person and online celebration of our culture. And when a colleague faced a difficult time few months ago, the way the network rallied around them made me proud to be part of such a caring and supportive community.

Yusuf Badmus
Data Readiness
Analyst, United
Kingdom



My work community plays an important role in my life. These are people I connect with each day and have shared my journey with for nearly ten years. We are like an extended family, and we collaborate and connect easily with colleagues across MPS. That strong foundation allows us to support and provide the best possible service to our members that we possibly can.

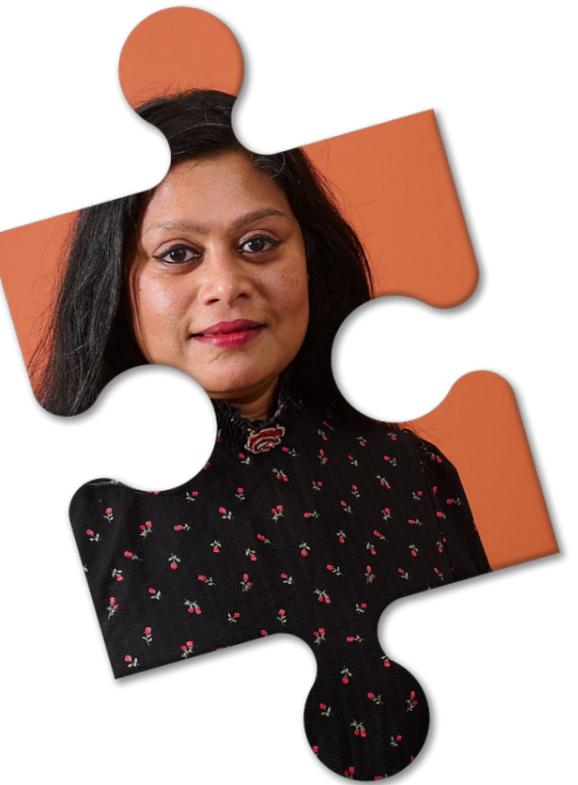
A standout moment for me has been working with our team in Hong Kong on renewals, which was a world-wide, MPS collaboration. One of my tasks was to contact members and help them renew. It was most interesting when my Kiwi accent met their Chinese one! After a long, pleasant conversation with a member who promised to renew, the phone rang again in the office. My colleague answered and had a lively exchange in Cantonese. When she hung up, she laughed and said it was the same member, checking I wasn't a scammer! Moments like these remind me how humour and connection bring us together.

Another highlight was spending a week in the Wellington office with Australian colleagues. We tackled computer training, brainwaved processes, and strengthened relationships. We also connected with our membership team, forging new ties and maintaining old ones.

For me, community, collaboration and connection mean we are not an island – we share, and we unite for personal friendships and positive work relationships. Like the saying goes, there is strength in numbers and when we choose to collaborate rather than compete, to connect rather than divide, we are strengthening our communities.

He waka eke noa – we are all in the same canoe.

Libby Thomas
Business Development
Coordinator,
New Zealand



Building a community away from one's own country is often hard. It usually involves having shared experiences, the search for understanding, longing for familiarity and the joy of rediscovering one's culture in a new environment.

The Asian Network has helped me tremendously in building a sense of community. I've found people I can truly relate to, especially in the way of my habits, quirks, the food, the humour, the values, the gestures, the languages that just don't need explaining!

When I first joined MPS, it felt largely a white British organisation. Now, it's encouraging to see a growing sense of multiculturalism, with people from many different backgrounds. Through the Asian Network, I have gained confidence in embracing and expressing my cultural identity, rather than feeling pressured to "fit in" with the dominant workplace norms.

As time passed and I learnt more about the diversity within the Asian Network, about our sub-regional and diasporic differences. Now I feel confident and empowered to share our festivals and celebrations, not only with each other in the network but also with the wider organisation. This sense of inclusion has helped me feel supported, seen, and increasingly understood.

The Asian Network has been great in actively sharing traditions, offering help and support to one another, and celebrating milestones which form the heart of building any community.

Meenakshi Puppala
Senior Business
Analyst,
United Kingdom

Celebrating festivals like Diwali and Chinese New Year at work helps foster a strong sense of community and belonging among not just those celebrating and organising but also those taking part. These celebrations provide opportunities for colleagues from diverse backgrounds to share their traditions, stories, and values, creating an environment of mutual respect and cultural appreciation.

When employees come together to decorate the workplace, enjoy festive foods, and participate in traditional activities, it strengthens interpersonal connections and teamwork. I feel more empowered to bring my authentic self to work, ultimately enhancing morale, unity, and a shared sense of pride in being part of the same workplace community.

Dawn McGuire
Medicolegal Consultant,
United Kingdom

Transparency that builds trust

Here we focus in on our key metrics and milestones, offering a transparent view of the drivers behind our figures and our actions to address gaps or imbalances.

For the purposes of UK pay gap reporting requirements, the following data is based on our UK-based workforce.

UK workplace demographics

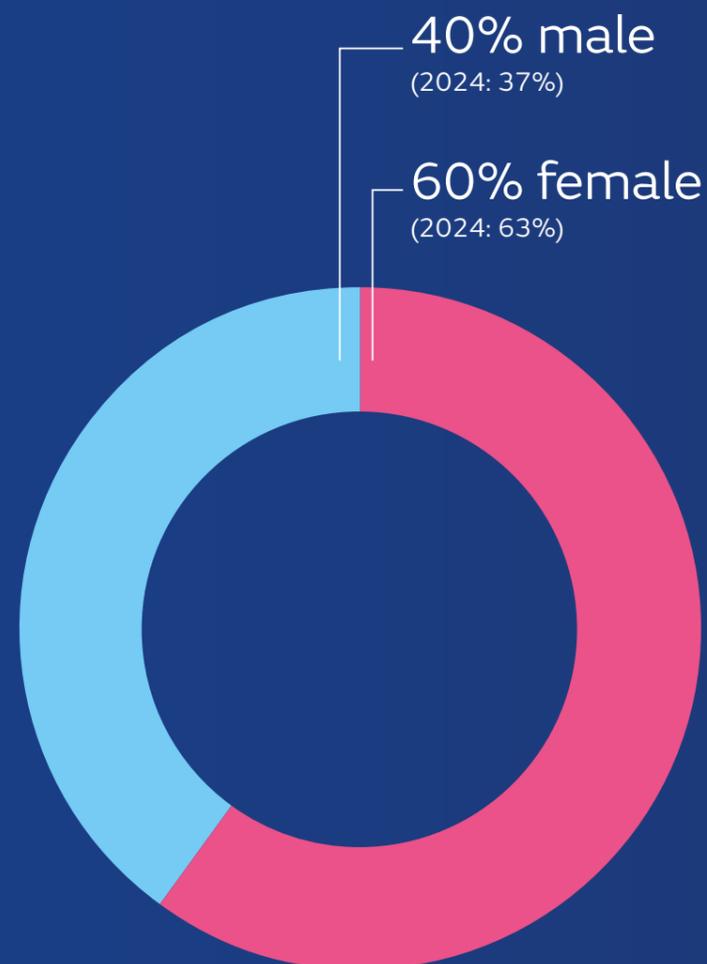
As of 5 April 2025

852

colleagues

825

“full pay relevant” employees¹



Pay and bonus gap analysis

By gender

Gender distribution at MPS by reporting pay band

Pay quartile	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Lower (0-25%)	62%	38%	64%	36%	64%	36%
Lower middle (25-50%)	68%	32%	66%	34%	67%	33%
Upper middle (50-75%)	56%	44%	56%	44%	57%	43%
Upper (75-100%)	51%	49%	52%	48%	49%	51%

¹Full pay relevant employee – received full pay in the reporting period.
²Relevant employees – were employed at the time but did not receive their full pay. This could be for reasons such as extended maternity leave, reduced sick pay or unpaid leave of absence. Full pay relevant employees are used in all the reporting calculations; however relevant employees are only used in the bonus calculations.

Gender pay gap

	2021	2022	2023	2024	2025
MPS mean pay difference²	22.1%	22.5%	22.0%	19.8%	16.3%
MPS median pay difference³	22.8%	14.7%	12.6%	13.0%	14.4%
UK national average median⁴	12.1%	14.9%	14.3%	13.1%	12.8%

During the last 12 months we have seen an increase in representation of women in our more senior grades which has had a positive influence on our mean pay gap and contributed to the reduction from 19.8% to 16.3%. However, as MPS employ more women than men and have a greater proportion of women within our more junior grades, this lowers the calculated median hourly rate for women increasing the gap from 13% in 2024 to 14.4% in 2025.

Gender bonus gap

	2021	2022	2023	2024	2025
MPS mean bonus difference	40.3%	39.7%	41.1%	33.6%	32.5%
MPS median bonus difference	38.6%	31.9%	28.3%	30.5%	26.3%
% of women who received bonus	93.5%	95.8%	92.8%	90.1%	94.5%
% of men who received bonus	91.1%	92.3%	89.3%	91.7%	92.1%

²The difference between the averages in the ranges of net hourly earnings/bonus of men and women

³The difference between the midpoints in the ranges of net hourly earnings/bonus of men and women

⁴UK Office of National Statistics. Average median gender pay gap as of April 2025, for all full and part-time employees



What the data is telling us

We have seen a significant decrease in our median bonus gap, by over 4%, which is very positive. The percentage of colleagues receiving a bonus has increased, with nearly 95% of women receiving a bonus. These positive results are primarily led by changes made to our bonus policy to ensure time spent on parental leave is included in our calculations and attributing fixed percentages to each evaluation level.

Key drivers

MPS's gender pay and bonus gaps are driven by a number of factors:

- More female than male colleagues were not eligible for inclusion in the calculation due to unpaid leave at the time of reporting (such as maternity or sick leave).
- Women newly promoted into more senior positions, who are developing into their role, are therefore paid lower in the pay band.
- Part-time salaries are paid pro-rata, therefore impacting the hourly pay and bonus calculations. More women than men currently work in part-time roles at MPS which means they will receive lower pay and bonuses.
- Colleagues' personal benefit choices – such as participation in salary sacrifice schemes - reduce their net hourly pay calculation (for example, pension contribution and childcare vouchers)

By ethnicity

We follow the UK Government's guidance on calculating ethnicity pay gap, which uses the same reference date and classification of "relevant" and "non relevant" colleagues as per the gender pay gap analysis.

The government guidelines also recommend where there are less than 50 colleagues (6% of our UK workforce) in any grouping then we should consider combining groups to ensure the data is reliable and it protects the confidentiality of colleagues. There is no ideal situation, as it means that differences within ethnic minority grouping may be hidden.

We have considered carefully and consulted with our EDI forum around how best to combine different ethnic groupings.

The following data is based on our UK-based workforce.

Ethnic distribution at MPS

	2023	2024	2025
White	69.48%	68.88%	68.73%
Asian or Asian British	10.92%	10.46%	11.39%
Black, Black British, Caribbean or African	3.40%	3.94%	3.88%
Mixed or multiple ethnic groups	2.93%	2.34%	2.42%
Any other ethnic group	0.12%	0.25%	0.36%
Not declared	10.21%	11.56%	10.67%
Prefer not to say	2.93%	2.58%	2.55%
Grand Total	100.00%	100.00%	100.00%

Ethnic distribution at MPS across pay halves

	2024 Lower Pay Half	2025 Lower Pay Half	2024 Upper Pay half	2025 Upper Pay half
Asian or Asian British	14.8%	13.8%	7.8%	9.0%
Any other ethnicities	7.3%	8.2%	4.9%	5.1%
White	62.7%	64.9%	74.4%	72.6%
Not declared	13.1%	10.4%	10.1%	10.9%
Prefer not to say	2.1%	2.7%	2.8%	2.4%

Mean pay gap between different ethnic categories

Ethnic Group	Asian			All other ethnicities			Prefer not to say			Not declared		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
White (Mean Pay Gap)	13.5%	14%	12.4%	23%	19.7%	21.1%	2.7%	-0.1%	4.5%	10.1%	6.3%	-9.60%
Asian (Mean Pay Gap)	-	-	-	11%	6.7%	10%	-12.5%	-26.8%	-9%	-4%	-23.6%	-22%

What the data is telling us

- Our median and mean pay gaps between White/Asian colleagues has reduced for the first time since reporting and is the lowest it has been during that time. We believe this is a result of increased representation of Asian colleague within the business and their positioning within the upper pay half.
- We have seen significant reductions in our median and mean bonus gaps in 2025 compared to 2024. The mean gap between White/Asian colleagues reduced by 14% and we attribute this to the increased representation of Asian colleagues in our upper pay half and attributing fixed percentages to each grade and performance rating.

Median pay gap between different ethnic categories

Ethnic Group	Asian			All other ethnicities			Prefer not to say			Not declared		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
White (Median Pay Gap)	19.5%	21.2%	18.5%	9.9%	9.1%	10.8%	2.20%	-0.1%	11%	-22.6%	12.6%	11%
Asian (Median Pay Gap)	-	-	-	11.9%	-15.3%	-9.4%	-12.5%	-26.8%	-9.2%	3.9%	10.9%	-19.80%

Key drivers

- We continue to build a clearer picture of our ethnicity pay gap through baseline reporting in the UK, where our data is most complete. Over the past year, the gap has reduced by 1%, and we are committed to further progress. Currently, 2.5% of UK colleagues have chosen not to disclose their ethnicity. Outside the UK, data collection is improving. In Australia, only four colleagues have yet to complete their information. Completion rates are increasing in Ireland (60–70%), New Zealand (50%) and South Africa (75%). As our data becomes more robust, we will be better placed to identify trends, set meaningful goals and take action.

Mean bonus gap between different ethnic categories

Mean Bonus Gap	Asian	Other	Prefer not to say	Not declared
White	30.0%	51.8%	24.2%	-2.5%
Asian	-	31.2%	-8.4%	-46.4%

Median bonus gap between different ethnic categories

Median Bonus Gap	Asian	Other	Prefer not to say	Not declared
White	49.1%	40.9%	30.1%	43.8%
Asian	-	-16.3%	-37.4%	-10.4%



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