1.0   Introduction

The Manufacturing Technology Centre (MTC) is committed to progressing gender equality throughout its workforce, strategy, policies and within our delivery/ interactions with customers and stakeholders. This Gender Equality Plan (GEP) sets out our overall approach, including the analysis undertaken and actions to promote and sustain gender equality. Furthermore the GEP is a key step towards the organisation developing a deeper understanding and commitment to gender equality.

Whilst the GEP will evolve over time, it will aim to;

1) Conduct and present an impact assessment to identify any gender bias;
2) Identify and implement innovative strategies to correct any bias;
3) Set targets and monitor progress via indicators

The GEP will create a real and sustainable impact, and ensure commitment and availability of the necessary resources to implement the activity and actions outlined.

Who are the MTC?

MTC was established in 2010 as an independent Research & Technology Organisation (RTO) with the objective of bridging the gap between academia and industry – often referred to as 'the valley of death'. It represents one of the largest public sector investments in UK manufacturing and over the last 11 years, MTC's rapid growth has seen its expansion across the UK with our role increased to cover not only R&D but Training, Advanced Manufacturing Management and Factory Design. We now have 800 talented employees working with us and have supported hundreds of companies across a range of sectors and industries.

The MTC is also part of the High Value Manufacturing Catapult (HVMC), which is sponsored by Innovate UK. The HVMC is the catalyst for the future growth and success of advanced manufacturing in the UK. It consists of seven Technology and Innovation centres across the UK and its vision is to work with companies of all sizes to bridge the gap from concept to commercialisation.

2.0   Strategic Context

We have a range of strategies and policies promoting gender equality. These will be outlined below;

Equal Opportunities Policy;

- This policy sets out our commitment to providing equal opportunities for all colleagues and applicants who apply to join the organisation. It also illustrates our commitment to promoting diversity and treating all colleagues and job applicants equally, with respect and dignity.
- The Equal Opportunities policy underpins our duty to promote equality, diversity and inclusion under equality legislation and directives, including the Equality Act 2010 (and other legislation and codes of practice).
- The policy sets out our intention to enable all our colleagues and apprentices to work in an environment which allows them to fulfil their potential without fear of discrimination, harassment or victimisation. This extends to all aspects of work including:

- o Recruitment and selection procedures
- o Terms of employment, including pay, conditions and benefits
- o Training, appraisals, career development and promotions
- o Work practices, conduct issues, allocation of tasks, discipline and grievances
- o Work-related social events
- o Termination of employment and matters after termination, including references

Annual Gender Pay Gap (GPG) Report

- We are committed to supporting equality through fair pay and we strive to ensure that men and women are paid equally for doing equal work. The GPG shows the difference between the average (mean and median) earnings of men and women. The 2020 GDP identifies that our mean pay gap is well below the national average at 9.95%, our median pay gap is as 12.71% and our mean bonus gap is at 1.54%.

Anti-Harassment & Bullying Policy;

- The policy sets out our commitment to ensuring all colleagues are treated, and treat others, with dignity and respect, free from harassment and bullying. This includes harassment related to gender.

Ethics policy

- The policy sets out the standards of behaviour expected of all colleagues, including to act with honesty, fairness and integrity.
- The policy outlines that all colleagues will enjoy a work environment free from sexual harassment, and one with equal opportunities for recruitment, promotion and advancement.

Flexible working agenda;

- We aim to create a contemporary, flexible working culture to help balance work with personal responsibilities and interests. The flexible working policies promoted under this agenda include;
    - o Career break / sabbatical
    - o Emergency Time Off for Dependants
    - o Flexible Working Requests
    - o Homeworking / remote working
    - o Part-time working and Talent Partnerships (Job-Share)
    - o Phased retirement
    - o Parental Leave
    - o Maternity and Adoption
    - o Paternity Leave
    - o Shared Parental Leave
- To promote flexible working further, we have piloted a fully flexible working week since April 2020. This allows colleagues to truly embrace flexible working with a focus on balancing work/ home life and wellbeing with delivery. This is being formally adopted in October 2022.
- Furthermore, Hybrid working has been introduced to support and bolster flexible working.

Learning & Development Policy;

- The policy sets out MTC's commitment to providing colleagues with appropriate learning and development opportunities. Equality of access to learning and development opportunities, including gender, are fundamental principles of the policy.

There are also policies and processes to enable reporting and addressing of behaviours or conduct that are contrary to the above policies. This could include dealing with any gender inequalities or gender based issues. The policies include; Whistleblowing Policy, Grievance Policy and a Disciplinary Policy.

MTC continuously review/ assess existing and new policies (where required) to promote gender equality. As an example, MTC is currently working towards a policy/ guidance relating to menopause at work to ensure support and raise awareness.

3.0   Resource for Gender Equality

We pride ourselves on all colleagues taking collective responsibility for gender equality. We promote inclusion throughout our working culture and environment, and we adopt our RIGHT Way values and behaviours to support our daily interactions and foster our commitment to a diverse organisation.

MTC's Board, Executive Team and governance structures are committed to and champion gender equality ensuring that as an organisation we challenge any attitudes or unconscious biases that could undermine our progress. The Human Resources Team lead the Diversity and Inclusion agenda on behalf of the organisation with clearly defined and measurable objectives within the People Plan that are monitored and reported.

In creating an environment and culture where difference is valued and where every colleague is treated fairly, all colleagues, and managers, receive EDI (Equality, Diversity and Inclusion) training and regular refreshers. We have introduced a suite of articles and modules on the subject of Diversity on our Learning and Experience Platform, including gender equality topics.

We also support affinity groups, enabling colleagues to connect and celebrate their common interests, their diversity, individuality whilst raising awareness and concerns. The Women at the MTC is one such thriving affinity group.

The Tilly Shilling Initiative (TSI) is a group of colleagues passionate about promoting engineering as a profession and aspires to have a positive effect on changing the industry. As professionals within the industry, they use their position to inspire and engage students of all ages and to show how challenging and rewarding a career in engineering can be. TSI deliver a number of activities/ events, including International Women's Day events to break down barriers and remove stigma through a range of activities about women achievers. The TSI joined forces virtually with Outbox 2020 Programme, working with girls and non-binary young people to discuss how to deliver an engineering project.

4.0   Data and Analysis

The below is a headline summary of the data related to gender equality at MTC;

- Women represent 30% of our workforce overall. At the Executive level, women represent 29% of our Executive Team, and 17% at the Board level. Furthermore women make up 75% of the HR and Remuneration Committee and 33% of the Audit and Risk Committee.
- 31.8% of our senior managers (i.e. those at level 2 and above of the career level framework) are women.
- THE 2020 GPG Report identifies that out mean pay gap is well below the national average. When looking at salary quartiles, 35.7% of females are in the lower quartile, compared to 20.77% within the upper quartile. And for bonuses, 5.36% of women were paid a bonus, compared with 11.2% of men.
- In terms of recruitment, in 2020 we successfully recruited more women into the workplace. 38.4% of new colleagues that joined the organisation were women. 53% of those recruited into the upper middle and upper pay bands were women. 30% of the graduate intake were women.
- We conduct a number of colleague surveys to gather and analyse information on the organisational culture, engagement, work-life balance and general attitudes towards work.
- Monitoring of gender equality is undertaken on a regular basis and incorporates the gender breakdown of the organisation, age by gender, gender in employee relations.

Whilst a significant level of data has been captured, the analysis phase has identified that there is an opportunity to collect a wider set of data to support the overall assessment of gender bias.

In March 2022, MTC issued a Diversity Survey to gather data related to a range of characteristics, including sex and gender, as well as qualitative data relating to individual experiences, access to opportunities/ support and views on the inclusivity and diversity of MTC. The results of the survey will be analysed in April 2022 and will inform equality, diversity and inclusion action planning, including the GEP Action plan. The survey will be conducted annually.

5.0   Thematic Area and Actions;

In compiling the GEP, we have undertaken an initial analysis of available data, our procedures, processes and practices with a view to assessing, detecting and ultimately addressing any gender inequalities and gender bias. Whilst this is an ongoing process, the next section identifies a set of actions under 5 key thematic areas, and a final set of actions, to promote gender equality to support the delivery of this plan.

1. Work life balance and organisational culture

    1.1   Continue to monitor, improve and innovate flexible working initiatives to support colleagues to successfully manage personal and professional lives;

    1.2   Monitor the uptake of flexible working initiatives, including by gender;

    1.3   Improve regularity of communication/ promotion of flexible working initiatives through lunch and learns, and Employee communications channels.

2. Gender balance in leadership and decision making

    2.1   Set targets/ KPIs for women in senior and leadership positions;

2.2   Analyse the promotion opportunities for women and set KPIs;

2.3   Consider incorporating gender equality improvements/ KPIS in performance development plans of senior leaders and managers;

2.4   Review the talent and succession planning tools to ensure gender equality is incorporated.

3. Gender equality in recruitment and career progression

3.1   Review the recruitment process to ensure gender equality objectives are included;

3.2   Undertake a review of promotion opportunities and outcomes for women;

3.3   Gather gender data on recruitment (internal and external), including on applications received, shortlisting, interviews and offers;

3.4   Tackle unconscious gender bias through delivering training to all those involved in the recruitment and promotion processes;

3.5   Ensure gender diversity on interview panels and assessment centres;

3.6   Monitor and report gender data on learning and development, retention levels, service length and reasons for leaving;

3.7   Use the Career Level Framework to analyse pay within and across job families with reference to gender.

4. Integration of the gender dimension into research and teaching content

4.1   Undertake analysis into the representation of women across the different functions of the business.

5. Measures against gender based violence, including sexual harassment

5.1   Continue to review, update, promote and train all colleagues on our core policies that promote gender equality.

There are additional actions that have been identified outside of the 5 thematic areas that will underpin the successful implementation of the GEP;

6.1   Raise the profile and priority of Gender Equality by delivering a gender equality/ diversity awareness programme to the Leadership, and Senior Management team.

6.2   Develop Gender equality/ Diversity data and KPIs and actively communicate across the organisation. This includes gender by function, level, recruitment, employee relations and integration with other diversity metrics (e.g. ethnicity);

6.3   Identify a Senior Lead to oversee, monitor and implement the GEP, and champions across the business to support implementation and promotion;

6.4   Integrate gender inclusion into planning and strategy across the organisation;

6.5   Continue to monitor gender equality across the organisation, including the internal reporting and the annual gender pay gap report;

6.6   Continue to support and promote MTC's Women's Affinity Group, the Tilly Shilling Initiative and other diversity and inclusion opportunities;

6.6   Review the content and frequency of EDI training provision for all colleagues;

6.7   Continue to identify best practice for promoting gender equality within the organisation, including liaising with our partners;

6.8   Promote the GEP to all colleagues.

We are committed to the provision of resources and expertise to implement the plan and will continually monitor and report on its implementation.

The compilation of the GEP action plan is currently in progress, and outlines the actions, timescales, responsible persons and measures of success as outlined in the GEP. The results of the Diversity survey, due in April 2022, will further inform the GEP Action plan to validate that the resources, targets and KPIs are focused on the right activities and opportunities. In parallel, many of the actions outlined within the GEP are already in progress, and the Action plan will be updated accordingly.