



Nuclear Decommissioning Authority

Gender Pay Gap Report 2019

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Introduction

Since we first began reporting our gender pay gap figures, we've been changing the way we're organised. The creation of 'One NDA' is transforming how we manage our businesses, bringing the NDA group together to find effective and efficient approaches to nuclear clean-up and decommissioning.

That transformation includes making the NDA a great place to work and creating more inclusive work environments. Our Equality, Diversity and Inclusion Strategy, launched in 2018, sets out our commitment to enabling everyone to prosper, regardless of gender, ethnicity or other personal characteristic. This work includes a specific focus on addressing the NDA's gender pay gap.

While we won't redress the balance overnight, we're making progress, even if that's not yet translating into a demonstrable reduction in the gap. This year it has remained largely static within the Corporate Centre, with the mean gap rising slightly to 43.2% and the median gap seeing a small fall to 42.4%.

The gap is largely because we have more women in junior roles and more men in senior roles. This is in part historical, and a trend we see in other areas of industry and

the nuclear sector. We're starting to address the contributory factors, like introducing a progressive approach to flexible working and changing the way we recruit and develop people. You'll find more detail on the work we're doing in this report.

I was delighted to be invited to be the new Patron of Women in Nuclear UK earlier this year, and I intend to fulfil that role raising the profile of women in our industry.

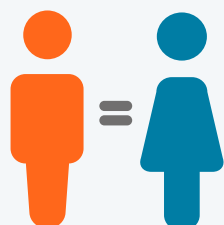
There's still a long way to go, but the picture is changing. Ensuring that we are an employer of choice for women and removing barriers to progression will remain an important area of focus for us.

David Peattie,
NDA Chief Executive

What is the Gender Pay Gap?

This report deals with the gender pay gap for the NDA Corporate Centre. This is displayed as the difference between the hourly rate of pay of male employees and female employees, which is expressed as a percentage of the hourly rate of the male employees.

The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.



The gender pay gap is not the same as equal pay - which is about paying men and woman for work of equal value, 'like work' or work rated as equivalent.

248

NDA employees



MALE

FEMALE

129

119

Explaining the NDA's gender pay gap

At the reporting date, the NDA had a workforce of 248 people. There are 12 salary levels within the NDA and 45.4 % of our female employees are in levels 1-5 compared to just 3.9 % males.

55.6 % of our total female population are in levels 6 and above compared with 96.1% of our total male population who are in levels 6 and above. Women constitute 34.4 % of the level 6 and above population.

Reasons for the gender pay gap in the NDA Corporate Centre

Our gender pay and bonus gap continues to be driven by a higher proportion of women in junior roles and men in senior roles.

The lower end of the pay scale is very imbalanced towards women: 92% (F) vs 8% (M). With the higher end, including at Executive level, imbalanced towards men: 23% (F) vs 77% (M).

For smaller companies, like the NDA, the gender pay gap data will fluctuate year on year and a small change can have a disproportionate impact on the figures. This is why the Government does not usually require companies of under 250 people to report their pay gaps. However, as a Government organisation, the NDA is listed as one of the organisations that must report.

Distribution of bonuses across males and females

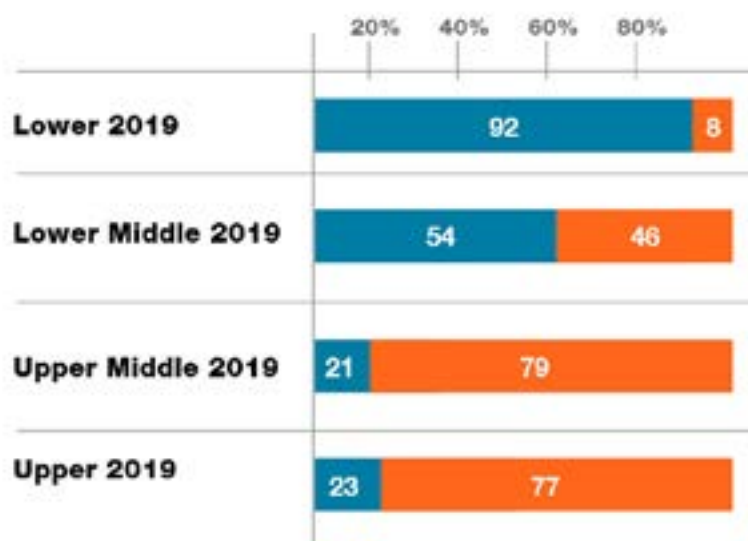
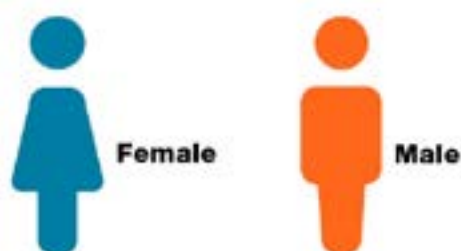
The mean bonus gap is 55.8 % and the median bonus gap is 61.8 %. Larger bonuses are paid to people in more senior roles, which are disproportionately held by men.

The low distribution of females in the most senior roles has a significant impact on the gender bonus gap.

The bonus gap relates to the bonus year 2017/18. Its increase is primarily due to the comparison with the previous year, when the corporate bonus was not paid.

In addition, there are more men in senior positions and the corporate bonus element makes up a higher proportion of the bonus payment, this exacerbates the size of the bonus gap against the previous year.

Distribution by quartile



Addressing the gender pay gap

Changing the gender distribution of a workforce depends on a range of factors: developing an organisation where women feel they can thrive and be developed, our internal culture, opportunities for promotions and being a place where women want to stay and grow their careers.

Last year we identified five key areas that we would concentrate on in order to address the NDA's gender pay gap.

Recruit people differently

Review our approach to reward and development

Promote flexible working practices

Take best practice from other industries

Re-examine our approach to attracting women into the industry

Progress in these areas has been good, with some significant highlights:

- We're now routinely using mixed interview panels and reviewing the gender balance of applicants. We use a range of recruitment channels, with the aim of attracting more diversity in our applicant base.
- We've revised our flexible working policies and guidelines to make them more progressive, and showcased positive examples of flexible and agile working. We try to design our jobs with flexible working in mind and we've been promoting the 'happy to talk flexible' campaign in our vacancy notices. In the 2019 employee ED&I survey, we saw a 5% increase in the number of employees who felt that they were supported in alternative working arrangements.
- We've seen several successful diverse recruitment campaigns, in the NDA and across the NDA group. Several key senior level female appointments were made during the reporting period. This had a positive impact on the upper middle pay quartile - which moved from 17% female in 2018 to 21% female in 2019.
- During the same reporting period, women represented 66% of recruited appointments, 68% of promotions and 35% of leavers.
- We recognise and celebrate key days such as International Women's Day and National Inclusion Week, using these opportunities to promote inspirational female role models in our business.
- The NDA has worked closely with wider industry organisations, including the Nuclear Skills Strategy Group (NSSG) and Women in Nuclear - to raise our profile externally as an employer of choice for women and to bring about positive change across the industry. We've been developing a Women's Career Development Programme - which will be launched later this year.
- We'll continue to focus on these five key areas over the next twelve months, and also develop our mentoring and talent development for women.

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