



Gender pay gap Corporate Centre Report 2020

Nuclear Decommissioning Authority



Introduction

During this difficult time, in which we have all faced unprecedented challenges in our personal and professional lives, the NDA group has retained its focus on equality, diversity and inclusion (ED&I). As part of the transformation of the NDA group, and in progressing our vision to create great places to work, we have continued to address the issues that drive a gender pay gap.

These continued and co-ordinated efforts, as part of our ED&I Strategy, have seen a decreasing trend in our gender pay gaps in the NDA Corporate Centre and in many parts of the wider NDA group.

More widely across the NDA group, we have seen a decrease in the mean gender pay gap in five of the eight NDA group companies and Sellafield, Magnox, LLWR and Dounreay now have gender pay gaps below the national average.

We know the reason we have such a significant gender pay gap in NDA Corporate Centre is because we have more women in lower level roles and more men in senior roles, and we continue to take further steps to address the contributory factors.

We should be encouraged by this overall downward trend, but this is a long-term programme and there is still some way to go. The gender pay gap calculation, taken in isolation, is a blunt number so it is extremely important that we continue to identify, understand and address the underlying drivers for any gap.

We have undertaken diverse recruitment campaigns and promotions across the NDA group and have made a number of key female senior appointments and promotions.

Looking to the future of our industry, we continue to break down barriers in Science, Technology, Engineering and Mathematics (STEM), and we have seen increased female graduates and apprenticeship intakes in recent years. In 2019, 46% of the nucleargraduates intake was female and 40% of apprentices were female.

Corhyn Parr, CEO Designate of our Waste Division, replaced Paul Vallance as ED&I Executive sponsor for the NDA group in April 2020. Corhyn leads our ED&I Council and provides strategic direction for the NDA group.

We want to be an employer of choice for women and continue to break down barriers to progression, creating a great place to work with a culture where everyone can thrive

**David Peattie,
NDA Group CEO**

What is the gender pay gap?

This report deals with the gender pay gap for the NDA Corporate Centre. The gap is presented as the difference between the hourly rate of pay of male employees and female employees - 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.

It is important to note that 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 related as equivalent.

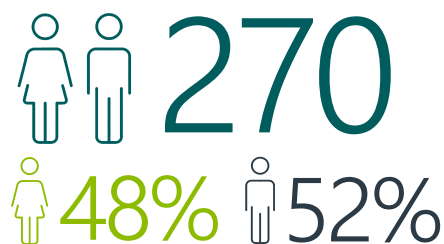
Reasons for the gender pay gap

There are several reasons why the gender pay gap remains high in the NDA Corporate Centre. Even though the overall gender balance in the NDA Corporate Centre is fairly even, there is a disproportionate distribution of women in lower levels and a disproportionate distribution of men in the higher levels. It is this imbalance of gender across levels that creates the higher gender pay gap.

The lower quartile of the pay scale is still very imbalanced towards women: 82% (F) vs 18% (M). With the higher end, including at Executive level, imbalanced towards men: 25% (F) vs 75% (M). Due to the relatively small size of the NDA Corporate Centre, the job level and remuneration of the Executive and senior leadership team also has a disproportionate impact on the gender pay gap.

Explaining the gender pay gap

At the reporting date (31.3.20), the NDA Corporate Centre had a workforce of 270 people and has a gender workforce split of 48% female and 52% male



The NDA Corporate Centre pay gap average is 38.4% mean and 34.2% median. We have seen this gap close over the last three years, since we began reporting.

The 2019-2020 NDA group gender pay gap average (weighted by employee numbers) is 13.1% mean and 12.4% median. Which is a small decrease compared with 13.3% mean and 12.7% median in 2018-2019.

NDA Corporate Centre pay gap average

38.4% mean
34.2% median

Distribution of bonuses across males and females

Bonus pay gaps are a complex picture and can be influenced by the dates of bonus payments (in relation to the government reference period required for pay gap analysis) as well as joiners and leavers throughout the year. The mean bonus gap is 55.7 % and the median bonus gap is 58.4 %.

The low distribution of females in the most senior roles has a significant impact on the gender bonus gap as larger bonuses are paid to people in more senior roles, which are disproportionately held by men.

Addressing the gender pay gap

We have continued our focus on five key areas in order to address the NDA's gender pay gap. We are able to report a number of successes in these areas:

Recruit people differently

We have continued to pro-actively monitor our attraction, recruitment, promotions and leavers by gender.

We've seen several successful diverse recruitment campaigns over the reporting period which have had a positive impact on our pay quartiles - notably the upper middle and upper pay quartiles.

We have also recruited a number of males into the lower levels of the organisation resulting in a 7% increase of males in the lower quartile compared to the previous year.

We continue to use a range of recruitment channels, to increase the diversity of applicants, ensuring we routinely use mixed interview panels maintaining a focus on removing any unconscious bias from our processes.

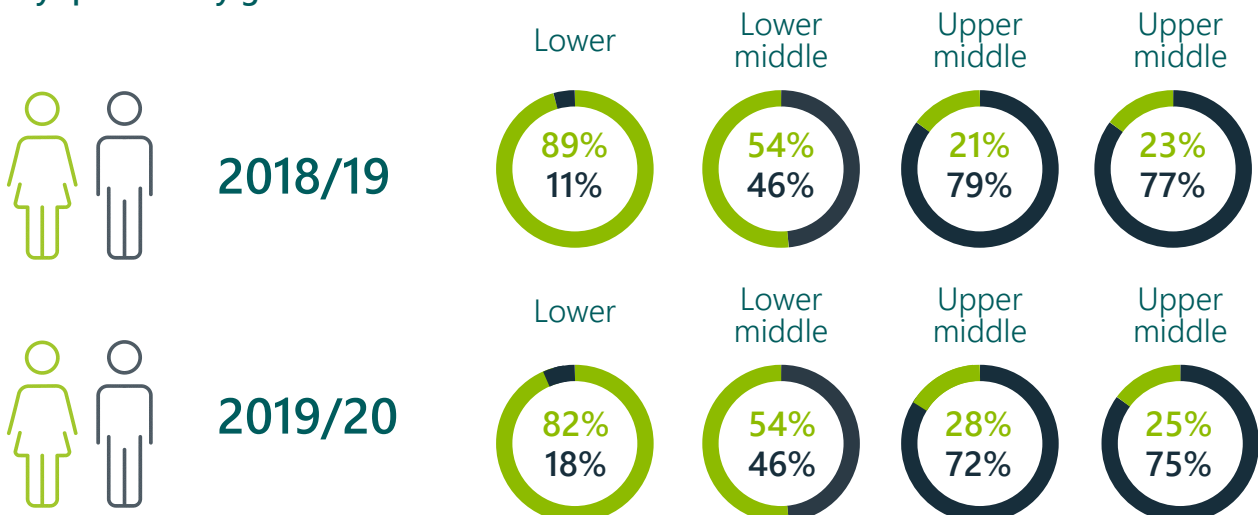
One of our targets for 20/21 was to create a group-wide set of fairness and meritocracy principles to drive greater transparency and understanding of how roles are advertised and awarded and to ensure the fair and consistent application of attraction, selection and talent across our operating companies.

We are committed to the Nuclear Sector Deal target to achieve 40% women in the nuclear sector by 2030. Our 2021-2025 reimagined ED&I strategy will include a five-year road map detailing our commitment to achieve the sector targets, at all levels

Review our approach to development

We are in the final stages of awarding a contract to provide a 'Woman's Development Programme' for the NDA group, which will see the first cohort of women from across the group come together to commence their development in 2021.

Pay quartiles by gender



Promote flexible working practices

During 2020, we have shown that the NDA can adapt many of its roles to work flexibly.

Pre-pandemic, we increased our promotion of flexible working options and raised visibility during the recruitment process, applying the governments 'happy to talk flexible' campaign. During the pandemic we reviewed our flexible working policies to support home working, caring responsibilities, and home schooling.

As part of our group-wide key targets in 2020/21 we developed flexibility and agility principles, which are now being rolled out and embedded across our operating companies.

Take best practice from other industries

We continue to build and nurture our relationships with key organisations in and outside of our sector to learn and understand best practice.

A key area has been the launch of our NDA group-wide Gender Balance Network. Launched in 2019, this employee-led network is focussed on promoting and supporting more gender diverse workforces across the NDA group - for all gender identities.

The network's aim is to make our workplaces more gender diverse, encouraging women to become involved in activities and events to support their growth and development.

We continue to amplify our gender balance message for positive action for women through events such as Women in Engineering and International Women's Day - leveraging the power and reach of our NDA group Gender Balance Network.

Re-examine our approach to attracting women into the industry

We hope to harness the opportunities a post-pandemic world will offer to the NDA. We now have a once in a generation opportunity to embrace flexible working for a wider variety of roles, at all levels, opening up our talent market to be truly UK wide with limited need for people to move homes and families across the country.

This presents us with a positive opportunity to proactively attract more women into roles within our pay quartiles where our gender gap is greatest. In addition, the NDA has joined forces with a leading careers organisation to ensure talented young people are attracted to the nuclear decommissioning industry. As a Cornerstone Employer, the NDA has pledged its commitment to continue to inspire the next generation through its partnership with The Careers and Enterprise Company.

The NDA group has a long history of recruiting apprentices and new talent, and it will now play an even greater role in preparing and inspiring young people for the world of work. In 2019, 46% of the Nuclear Graduates intake were female and 40% of apprentices were female.

We now have a once in a generation opportunity to embrace flexible working for a wider variety of roles

