



Dounreay Site Restoration Limited (DSRL)

Gender pay gap report 2020





**Introduction from
Mark Rouse
Managing Director**

My aim is to enable all our people to be successful in delivering our mission and to make Dounreay a great place to work. Central to achieving that aim is having a diverse workforce that operates in an inclusive working culture that attracts and keeps great people, of all genders, and supports them to be at their best. Reducing the gender pay gap is fundamental to achieving that. Increasing the representation and opportunities for women at all levels of the business will help foster new ideas and improve the delivery of our mission.

The gender balance has many contributing factors and won't change overnight. It is clear that, whilst the actions we have taken so far have had a positive impact in some areas, for example women now make up almost

one third of our workforce, we have not made the overall progress we had hoped to achieve and our gender pay gap has in fact increased since 2019.

I remain committed to narrowing the gap and will continue to strive for a more even balance of men and women right across our organisation and at all levels. We will keep learning from the data we collect and use it to make improvements. For example, all our jobs are now offered with flexible working wherever possible.

The changes that have been forced upon us by the pandemic have shown that working flexibly can be effective. We have all seen how our colleagues have to juggle the various priorities in their lives and this makes me optimistic that many of the associated barriers to women's progression can be overcome. On the other hand, it is also clear that the additional caring responsibilities this year have fallen disproportionately on women.

There is much yet to do but there are new opportunities so I am confident that working together we will continue to make progress with narrowing the gender pay gap in future years.

I am authorised by the DSRL Board to confirm that the information published in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

DSRL has a
10.16%
median
gender pay gap

UK national
gender pay gap =
15.5%

Office for National Statistics;
'Gender pay gap in the UK: 2020

Our mission: “Working together to responsibly deliver the Dounreay programme effectively and efficiently.”

What information is provided in this report?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all companies with 250 or more employees to publish details of their gender pay and bonus gap annually.

This is the fourth gender pay gap report prepared by DSRL.

The report complies with the requirements of the Regulations and has been produced in accordance with ACAS guidance on 'Manging gender pay reporting' 2019.

We are required to report against 6 prescribed data measures to show the difference between the average earnings of men and women in the organisation, including the:

- mean and median gender pay gaps
- mean and median gender bonus gaps
- proportion of men and women who receive bonuses
- proportions of male and female employees in each pay quartile

The data in this report is based on a 'snapshot' of the pay of all DSRL employees as at 5 April 2020, as well as bonuses paid between 6 April 2019 and 5 April 2020.

This report fulfils DSRL's reporting obligations, analyses the data in more detail and explains our future action plan to address the gender pay gap.

This report will be published on DSRL's website and the data will be published on the Government's website.



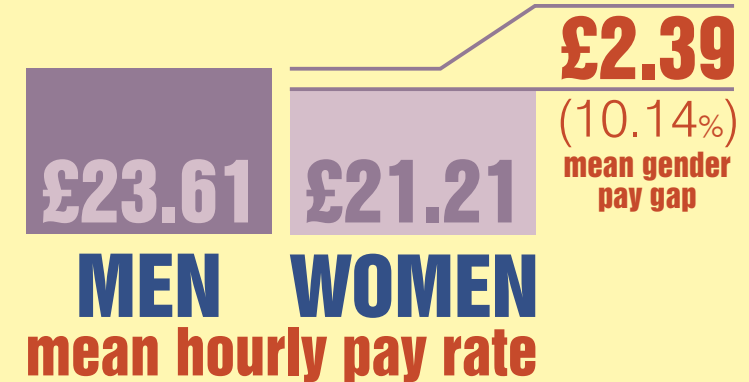
Gender pay gap analysis

1. Mean gender pay gap

This is the difference between the mean (average) hourly rate of pay for all men in the organisation and the mean hourly rate of pay for all women, expressed as a percentage of the mean hourly rate for men.

For DSRL:

- The mean hourly pay rate for men is £23.61
- The mean hourly pay rate for women is £21.21
- **The mean gender pay gap is £2.39 per hour or 10.14%**

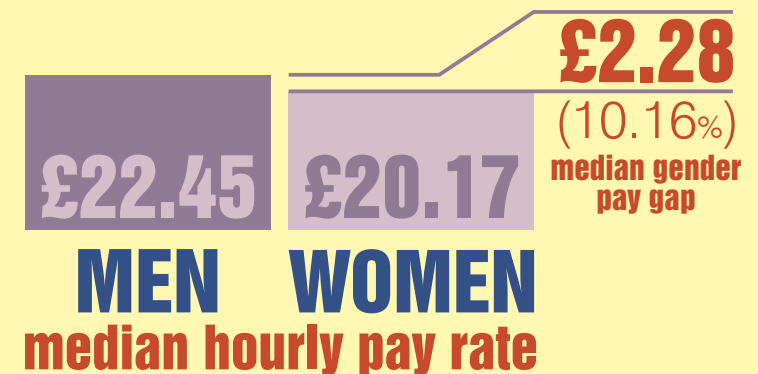


2. Median gender pay gap

This is the difference between the median (middle) value of hourly pay rates (when ordered from lowest to highest) for all men in the organisation and the median value of hourly pay rates for all women, expressed as a percentage of the median hourly rate for men.

For DSRL:

- The median hourly pay rate for men is £22.45
- The median hourly pay rate for women is £20.17
- **The median gender pay gap is £2.28 per hour or 10.16%**

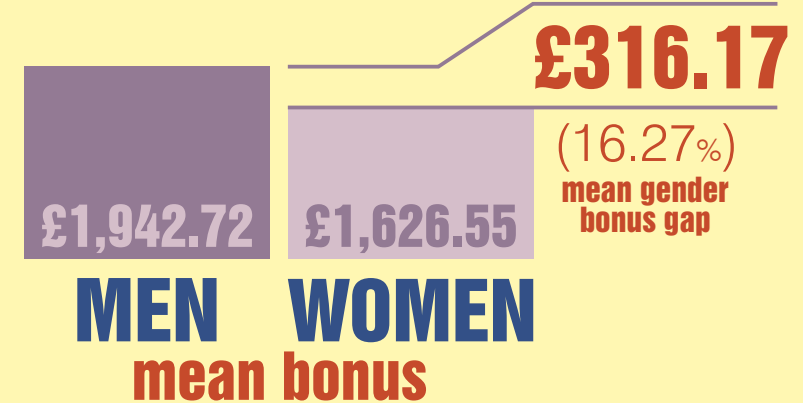


3. Mean gender bonus gap

This is the difference between the mean (average) value of bonuses for all men in the organisation and the mean value of bonuses for all women, expressed as a percentage of the mean bonus for men. This data set is for all employees who received a bonus and does not take into account part time hours.

For DSRL:

- The mean bonus paid to men is £1,942.72
- The mean bonus paid to women is £1,626.55
- **The mean gender bonus gap is £316.17 or 16.27%**

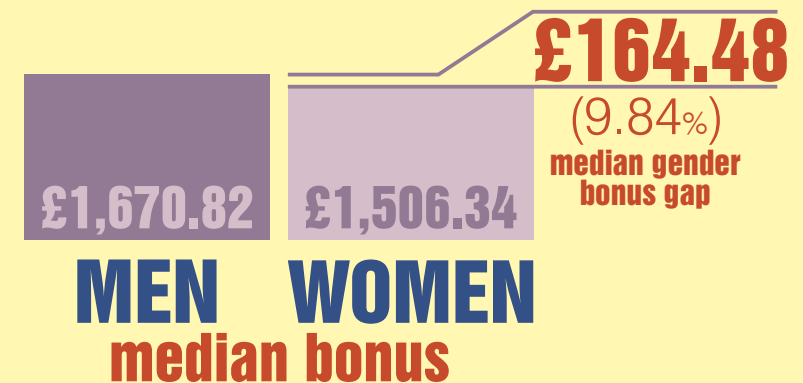


4. Median gender bonus gap

This is the difference between the median bonus paid to all men (when ordered from lowest to highest) in the organisation and the median bonus paid to all women, expressed as a percentage of the median bonus paid to men. This data set is for all employees who received a bonus and does not take into account part time hours.

For DSRL:

- The median bonus paid to men is £1,670.82
- The median bonus paid to women is £1,506.34
- **The median gender bonus gap is £164.48 or 9.84%**



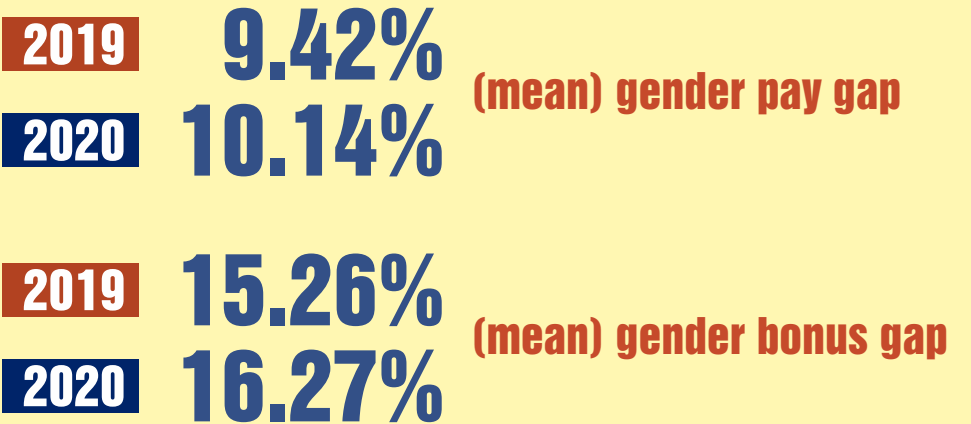
Why do we have a gender pay gap?

Our average gender pay gap increased from 9.42% in 2019 to 10.14% in 2020 and this is reflected in our average gender bonus gap which increased from 15.26% to 16.27% over the same period.

The structural reasons for the gender pay gap which were identified in the previous gender pay gap reports have not changed. Although the proportion of women in the workforce has increased, women continue to be under-represented in higher earning jobs within the organisation, both in terms of the proportion of women in more senior job roles, which have higher basic pay and bonus, and the proportion of women in shift jobs which attract significant shift pay enhancements.

The principal factor influencing the change in the pay gap has been the different pattern of recruitment for men and women during the reporting period. The proportion of recruits who were women increased from 32% in 2019 to 44% in 2020. However, the majority of recruits continued to be male and there was also a gender difference between the roles filled by men and women. A higher proportion of recruits who were women were recruited into the Apprentice and Support roles (60% of female new entrants) compared to men (47% of male new entrants), and there were no female recruits to the higher Senior and Leadership pay band (compared to 5% of male new entrants).

The analysis of the distribution of men and women by pay quartiles shows that the proportion of women in the lower and middle pay quartiles increased in 2020 compared to 2019 whilst the proportion of women in the upper pay quartile reduced slightly.

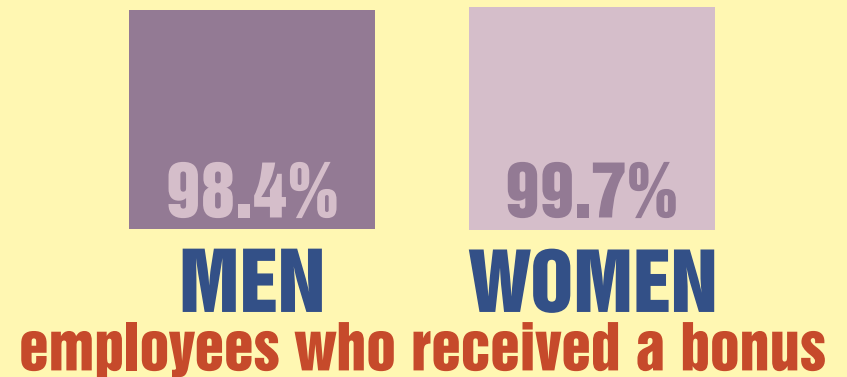


5. The proportions of male and female employees who received a bonus

This shows the extent to which women are paid bonuses in comparison to men.

For DSRL:

- 98.4% of men received a bonus
- 99.7% of women received a bonus

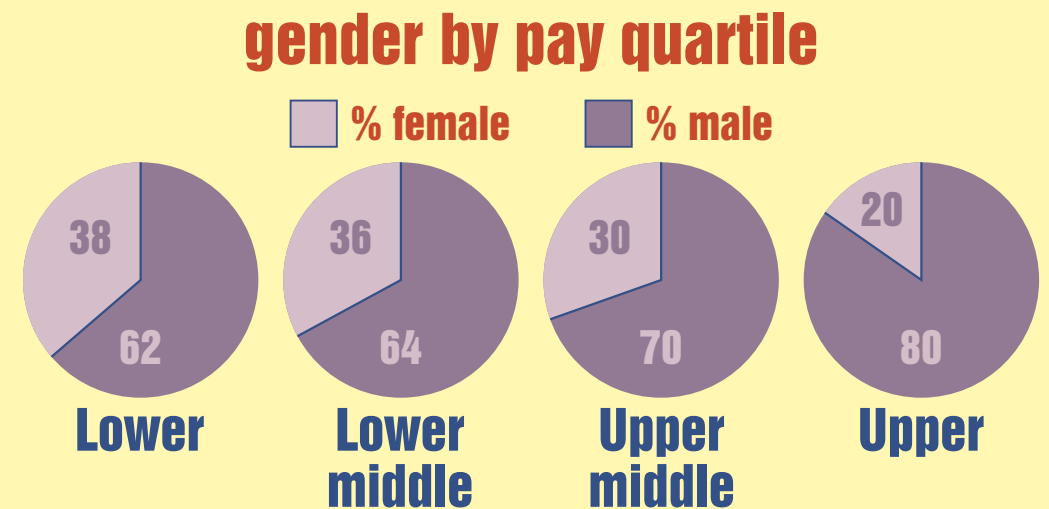


6. The proportion of male and female employees in each pay quartile

This shows the proportion of men and women in each quartile pay band.

How is this worked out?

- take all the hourly pay rates, ordered from lowest to highest, for all men and women in an organisation and divide them into four equal groups designated as: lower; lower middle; upper middle and upper quartiles
- next, calculate the number of men and women within each quartile as a percentage of all employees within that quartile. This shows the proportions of men and women in each quartile of the overall pay distribution.



Women in the workforce

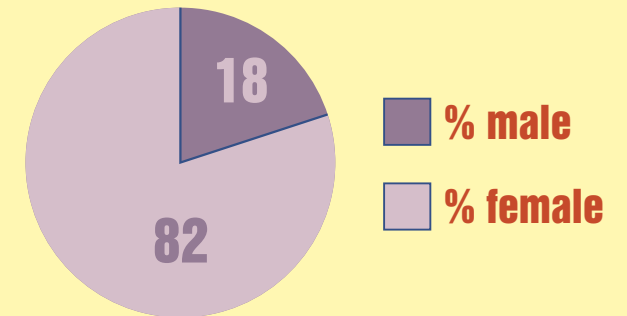
The proportion of women in the workforce has increased from 30% in 2019 to 31% in 2020.

A comparison of the distribution of women across the pay bands in 2020 against 2019 shows that the proportion of women in the Leadership and Professional pay bands has reduced whilst the proportion of women in the Technician and Support pay bands has increased, reflecting the pattern of recruitment over the reporting period.

The number of part-time workers increased in 2020 and now represent 10% of the workforce: 82% are women (26% of all female employees) and 18% are men (3% of all male employees).

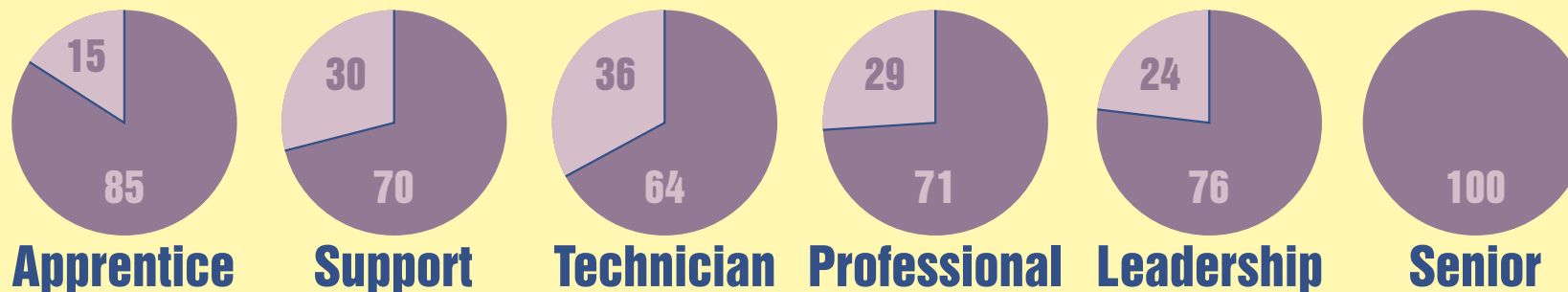
The age profile of employees who work part-time continues to be differentiated by gender: women tend to be younger and at earlier stages in their careers whilst men tend to be older in the latter stages of their careers.

part-time workers by gender (9% of the workforce are part-time)



gender by pay band

■ % female ■ % male



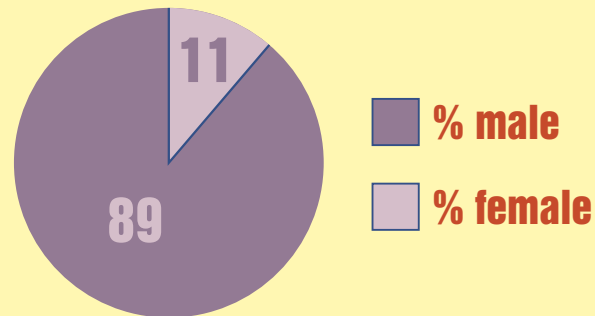
Diversity of new entrants

One of the aims of our early careers strategy is to increase the diversity of new talent joining the organisation through our graduate, apprentice and trainee schemes.

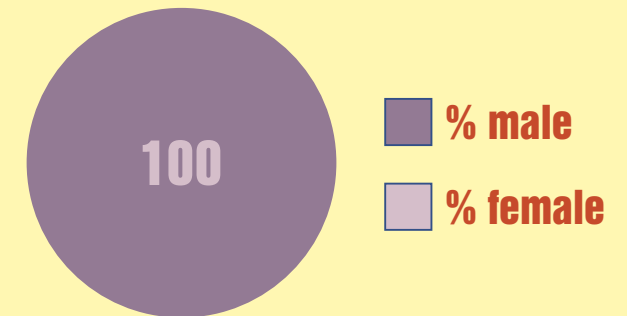
The 2020 data shows that, although we have been successful in achieving a better gender balance in our newer training schemes, such as Health Physics Surveyors, there is still evidence of traditional gender career differentiation particularly in the engineering disciplines.

How we address these stereotypes and encourage a greater diversity of candidates for all our entry level routes is a key challenge and priority area for the business.

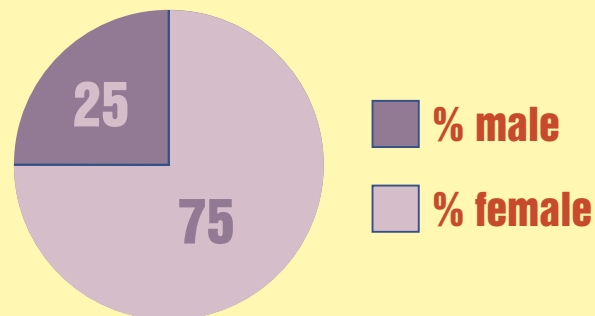
Graduate



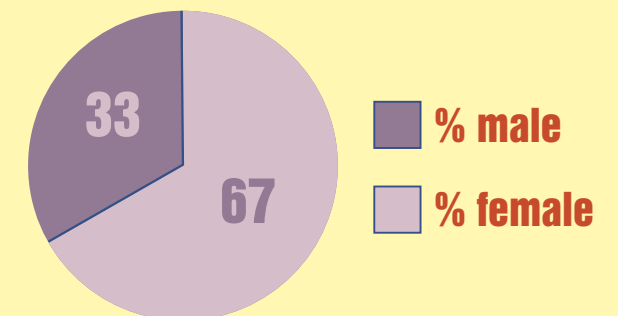
Engineering apprentice



Trainee health physics surveyor



Business administration apprentice



How will we address our gender pay gap?

Our action plan to address the gender pay gap will focus on the following four priority areas:

1. Increasing the diversity of our workforce

We are committed to increasing the proportion of women in the workforce to 40% by 2030 and to achieving a more equal gender balance across all levels in the organisation, particularly in senior and leadership roles.

We aim to achieve this by:

- Continuing to implement the actions identified in our early careers strategy focussing on increasing the number of women who apply for our graduate, apprentice and other entry level schemes through our links with schools, UHI/North Highland College and support for Developing the Young Workforce (DYW) programmes
- Revising our recruitment advertising and company promotional activities to encourage more women to apply for positions and particularly more senior jobs, including giving more prominence to DSRL flexible working and family/carer friendly policies and adopting the 'Happy to talk flexible working' logo in our external advertising
- Ensuring our external and internal recruitment processes are fair and transparent

2. Removing barriers to employment and development opportunities

We are committed to continuing to work with our Women's Network to understand what barriers still exist which prevent women progressing to more senior jobs and what further steps we can take to ensure that there is equal access to opportunities for all our people.

In 2020 we participated in the Working Families Benchmarking Survey. The survey results showed that many of our policies and practices compare well with other progressive organisations but there are areas where we can learn from best practice in the leading companies. We are developing an action plan which will be implementing during 2021 to make further improvements in this area.

3. Support for career development

We are committed to supporting all our people in developing transferrable skills to meet current and future business needs and creating clear career pathways that will enable our people to progress their careers.

In 2020 we introduced 'career conversations' as part of the annual personal review process to encourage greater focus on development activities. We aim to build on this by offering 'career clinics' to provide additional advice and support.

As part of our renewed focus on succession planning we will implement talent management processes which will enable us to identify and accelerate the development of our talent.



