



Gender Pay Gap Report

2019



Foreword

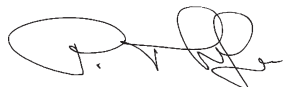


This is the second year that we have published our gender pay gap. We are a proud employer of a diverse and inclusive workforce, offering support to all, through an increasing range of diversity and inclusion activities and we have done a great deal in creating a dialogue around gender equality within the workplace.

However, whilst we have many initiatives in place to address our gender pay gap, and we are confident in the longer term that they will make a significant difference, this year our data shows that we have more work to do. We continue to experience ongoing challenges in recruiting women, particularly into senior roles, especially in our senior science and engineering roles at NPL, and understand that it will take some time to achieve our aim of closing the gender pay gap by increasing the proportion of women employed at all levels. It is vital we examine and understand the causes that influence our pay gap so that we can really determine what actions will have the most impact and work actively to address this.

We continue to prioritise and invest in initiatives such as the Springboard Women's Development Programme and NPL's STEM outreach programme. We also continue to support Daphne Jackson Trust Fellowships and currently have three fellowships in place and a further one starting in April 2019; three of the fellowships are female. NPL remains an active member of the Institute of Physics' Project Juno. As a Juno Practitioner we will continue to understand and improve the working culture at NPL by focusing on career progression and flexible working arrangements to support all employees in achieving their desired work life balance. As part of Project Juno and NPL's ongoing diversity and inclusion commitments, a review of the promotions process and practice was carried out. Enhancements have been put in place to ensure fairness and consistency across the whole of NPL, now including the presence of a female panel member for all promotions. Our Apprenticeship programme continues to flourish across the entire organisation, inspiring our future scientists and engineers. The gender split of Apprentice recruits to date is 44% females and 56% males, and we have sponsored five female Apprentices for further education in STEM subjects.

So, more to do! We remain committed to embedding diversity and inclusion across the organisation, and we will ensure we progress positively towards gender pay equality.



Dr Peter Thompson
Chief Executive Officer



At NPL, we aspire to attract, engage and retain the best possible people and support them to perform to the best of their abilities. We fully believe that diverse teams are more creative and better at finding innovative solutions for challenging problems and this is why NPL has been actively recruiting around as many women as men across the laboratory.

In 2019, we are looking to identify further talent pipelines and develop further opportunities for our existing talent, so that we encourage progression. We also aim to create accessible and diverse opportunities to both share experiences and develop careers.

This year, we have launched a Gender Equality group at NPL. The group will focus on some of the barriers faced by women from across the business and offer a range of solutions that will help address these challenges and support the continued development of our female colleagues, whatever their aspirations.



Jodene Young
HR and Change Director

Headline figures

What is gender pay reporting?

Gender pay reporting legislation was introduced in 2017. It requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The gender pay gap is the difference between the average earnings of men and women across an organisation. The gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for equal work.

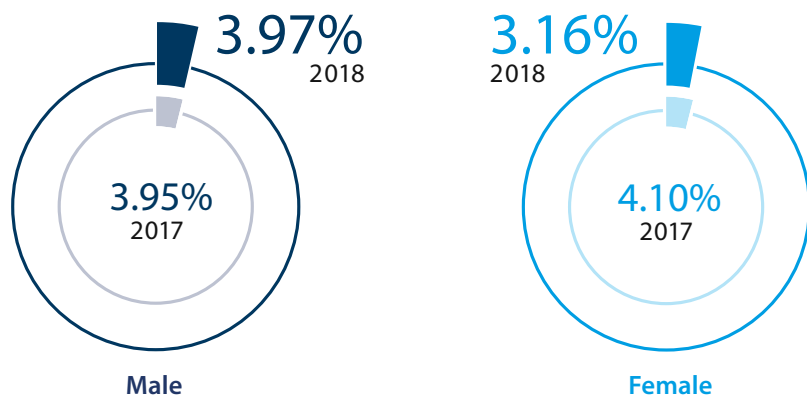
This report shows the findings based on the gender pay gap analysis on the snapshot date of **5 April 2018**. We have also included 2017 figures to show comparison.

Overall median and mean gender pay gap, and bonus gap:

	2017	2018
Gender pay gap median	13.96%	15.78
Gender pay gap mean	14.82%	13.66
Gender bonus pay gap median	9.47	5.30
Gender bonus pay gap mean	5.45%	-13.92

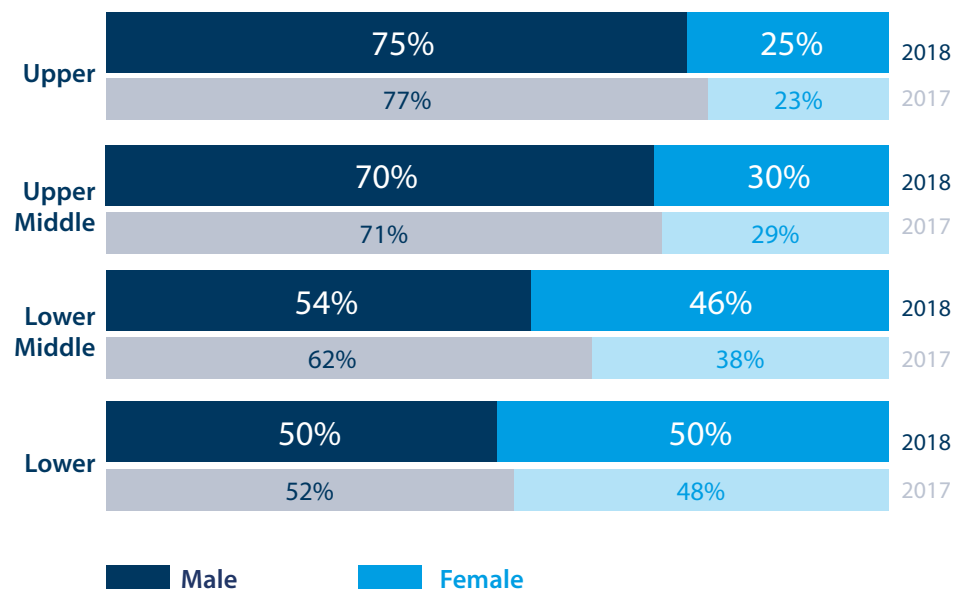
Proportion of males and females receiving a bonus payment

Categories of roles eligible for bonus are Senior Leadership, Sales and Business Development.



The proportion of males and females in each pay quartile:

In order to work out the quartiles, we have listed the pay rate of all workers on our payroll, from lowest paid to highest paid, and divided this list into four quartiles.



Key contributing factors

Key contributing factors to the increase in median pay gap are less women than men receiving higher performance ratings, and less women than men applying for promotions and being promoted.

The commitments made since the last report have resulted in positive feedback from our employees. However, we have seen an increase in the median gender pay gap since April 2017 and this has created a strong impetus process change as well as continued value-add activity to support progress with this important agenda.

The percentage of men and women receiving higher performance ratings was roughly the same in 2017. However, because we employ more men than women at NPL, this meant more men than women received higher pay increases effective 1 April 18. Improvements to the performance validation process were made in late 2018/early 2019 ensuring ratings were not communicated until robust validation had occurred and that fair comparisons of large groups of similar staff took place, chaired by a qualified panel chair and an independent co-chair. Regrettably, these improvements were not in place for April 2018, the date on which this report is based. Following early 2019 validation sessions, particular attention was given to the distribution of performance ratings by gender, zone and part-time/full-time working arrangements was undertaken, to ensure fairness of application and to mitigate any disparity. A further improvement to the process for next year will be to conduct these gender, zone and part-time analyses within each smaller validation group before an organisational view is taken.

We have identified that more men than women applied for promotion and were promoted in 2017, positively impacting men's pay. We have therefore looked closely at the potential for unconscious bias in this process and introduced enhancements to counter that. These include the presence of a relevant female specialist on every promotion panel and the introduction of Values in Action, making the 'how' as important as the 'what' in an individual's suitability for promotion, shifting the emphasis away from one type of achievement only.

We also continue to proactively manage any disparity emerging from the annual pay review by taking the necessary corrective action.

Now that we are recruiting almost as many women as men, we sincerely hope that alongside these clear actions, improvement will be seen in the gender pay gap.



What are we doing to address our gender pay gap?

We are working hard to build a more diverse and inclusive environment. The section below outlines four key targeted interventions that not only align with NPL's mission and values, but will support our work to reduce the gender pay gap during 2019 and beyond.

Attracting diverse talent

NPL's Outreach programme has been running for 11 years and delivers an exciting programme of activity which supports the STEM agenda. It is a critical platform for connecting with potential talent from diverse backgrounds and experiences. Its focus on children and young adults provides an opportunity for NPL to engage with females early in their education and to inspire their continued interest in STEM subjects. In 2018, NPL's Outreach programme saw interactions with approximately 51,000 students, 7,000 teachers and 15,000 members of the public. We have recruited and trained 215+ staff as Science Ambassadors to specialise in and advocate our outreach activities. We also encourage and support our staff to work in the community, and undertake science public engagement.

We champion teachers and support them to inspire their students by bringing life to the national curriculum through exciting activities, experiments and visits, both at schools and in the NPL laboratories. We have seen and continue to see great success in NPL apprentices acting as role models, many of them female. We continue to attend high profile events, such as the Royal Society Summer Science Exhibition, the Green Man Festival and New Scientist Live, to engage with school groups, teachers and members of the public. We assisted Bryony Mathew with her book *'Blue Broccoli and Nanobots'*, championing STEM careers to primary school age girls.

We have developed high quality resources, including our Virtual Physical Laboratory software, posters and challenges, and have also established events with a national profile and impact. Everything we develop is designed to engage as diverse an audience as possible.

In 2019, the Outreach programme will meet its 500,000th person and run its 3,000th activity.



Recruiting diverse talent

In 2018, we rolled out our new recruitment training to build on the other existing initiatives that focus on unconscious bias. Our 'Select the Best' training supports a clear understanding, as well as the necessary skills and experience, to identify the very best candidates through NPL's values, as well as an objective, consistent, ethical and legal selection process. We will continue to support recruiting managers with this programme throughout 2019. To further ensure a fair and consistent recruitment and selection process, we are currently developing accessible e-learning modules, available for all, which hone in on best practice interview techniques, drawing out relevant behaviours, skills and experiences from all candidates.

NPL has introduced a new Applicant Tracking System, which supports all of our ongoing initiatives and enables us to capture voluntarily-given anonymised diversity information. This enables us to monitor our progress and understand where the gaps may be.

Developing diverse talent

We continue to invest in our talent at NPL. Some of this investment has been specifically targeted to support our STEM agenda with the following initiatives:

- A programme of external coaching for female scientists, at Senior Research Scientist and Principal Research Scientist level, with the purpose of supporting their continued professional and career development into our most senior roles.
- The Springboard Women's Development Programme, which focuses on personal and career development. The workshops attracted a record number of delegates for NPL and received fantastic feedback. The participants reported that they experienced a strong cohort experience which enabled them to expand their networks across NPL. They continue to meet as a group and support each other. We plan to repeat this in 2019.
- Unconscious bias training will continue for line managers in 2019 and we are looking to introduce an e-learning option for all staff.
- NPL launched its Career Pathways to enable everyone across the organisation to plan and enrich their careers. These make information about career options transparent to all and highlight many of the opportunities available. In addition, they contain case studies of several women across NPL who have successfully navigated their careers and currently work at all levels of the organisation, including the most senior roles. 2019 sees the introduction of formal career conversations which will provide a framework for line managers to use the career pathways and support staff with their career development aspirations.
- We continue to support Daphne Jackson Trust Fellowships, which offer STEM professionals the opportunity to return to research following a career break of two years or more. At NPL, we currently have three fellowships in place and a further one starting in April 2019; three of the fellowships are female.

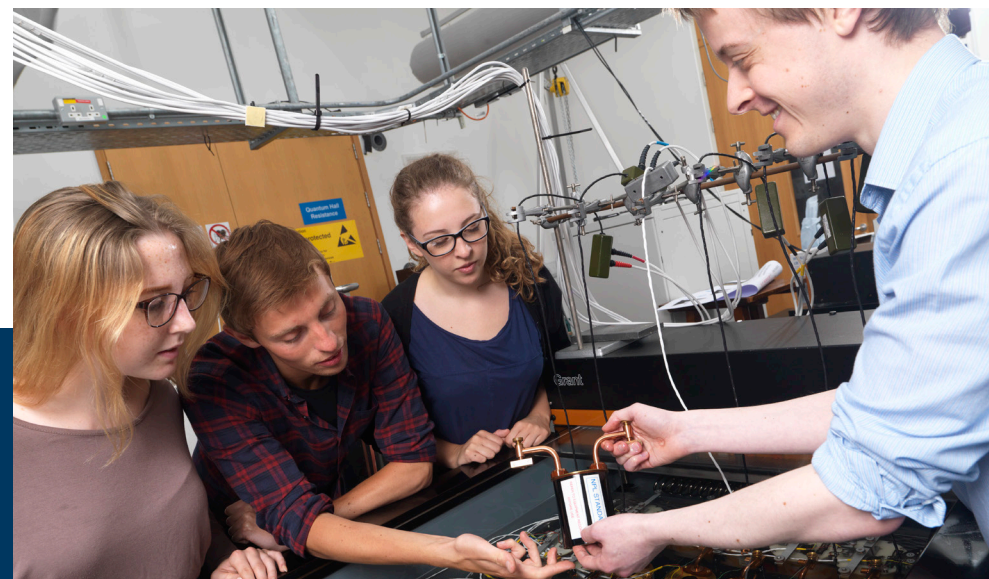
Enabling a diverse workforce

Our Values in Action (expected values-based behaviours required in our organisation) have been embedded across our people processes – including recruitment, performance management, recognition and promotion – and we will continue to reinforce our values as central to everything we do.

In 2018, NPL designed and launched a new Diversity and Inclusion e-learning module for all staff. Its aim is to inform staff about the importance of diversity at NPL, compliance with the Equality Act (2010) and support their knowledge on protected characteristics.

NPL remains an active member of the Institute of Physics' Project Juno. Project Juno was set up to tackle the under-representation of women in physics. As a Juno Practitioner we will continue to understand and improve the working culture at NPL and would like to progress to the next level of Juno Champion by focusing on career progression and flexible working.

As part of Project Juno and NPL's ongoing diversity and inclusion commitments, a review of the promotions process and practice was carried out, and enhancements have been put in place for the 2019 process and beyond to ensure fairness and consistency across the whole of NPL, including the presence of a female panel member for all promotions and also the review of values in action as a key feature of an individual's suitability for promotion.





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The **National Physical Laboratory** creates impact from science. Maximum impact can only be achieved with diversity of thought and contribution, which will come from our people. We will recruit, develop and inspire the best people from all backgrounds and believe that by bringing different people and teams together, we provide opportunities for people to fulfil their potential. These people are at the heart of our success. Taking care of every employee, and encouraging diversity and inclusion, are absolutely key and we therefore welcome this opportunity to report on how people are paid. We will continue to strive for equality and take our commitments in this area seriously.

We declare the content of the report to be accurate.

A handwritten signature in black ink, appearing to read 'P. Thompson'.

Dr Peter Thompson
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'J. Young'.

Jodene Young
HR and Change Director