National Nuclear Laboratory

Gender Pay Gap Report

2023

Prof. Paul Howarth

Chief Executive Officer

Clare Barlow

Chief HR Officer

We can only achieve our goals if we ensure we provide a workplace with a culture where everyone can thrive and feel they belong. Demonstrating this through acting fairly is hugely important, and we're delighted that the latest data (for 2022 to 2023) shows our median pay gap is less than the national average[1].

This news validates the approach we're taking to gender balance and equality, diversity and inclusion (ED&I) across all areas of our organisation.

This report shows you how our journey towards gender equity at the National Nuclear Laboratory is progressing and gives us an opportunity to share with you what our data is telling us.

That's not the only positive change. We're also pleased to report several other improvements in the last 12 months, including:

- the percentage of women in our business continues to grow year on year and currently stands at 32% - the highest it's been since we started monitoring
- our mean and median gender pay gap are decreasing, currently at 9.70% and 8.36% respectively – this is lower than the UK-wide median gender pay gap of 14.3%
- women make up 57% of colleagues in non-STEM (Science Technology Engineering and Maths) roles, compared to 53% last year, and 25% of colleagues in STEM roles, compared to 24% last year
- more women have moved to senior roles in recent years (either via promotion or recruitment) and this trend continues
- the proportion of women in our higher paid roles has increased since last year

While all this is good news and shows significant progress, we recognise there's still more to do. We know that in STEM roles, our pipeline remains our primary obstacle to achieving long term gender balance (this is reflected across all nuclear sector organisations).

Like many other organisations, we are much more gender balanced in our non-STEM workforce. However, the key challenge here is that women are not equally represented at higher pay bands and that will remain a key area of focus for us.

Those of us that champion nuclear on the national and international stage know just what an important part it can play in helping to provide solutions to some of the world's most significant problems.

We are being increasingly recognised for our focus on nuclear energy and growth as the national lab for nuclear fission and this continues to galvanise our purpose of nuclear science to benefit society. We need a diverse workforce to enable us to tackle some of the world's biggest challenges.

> **We continue to empower our teams to embed ED&I into every corner of our business and year on year we are seeing stronger and stronger results, evidenced by our data**

Our journey continues and is underpinned by our commitment to transparency.

What you'll find in this report

In this report we feature information about our detailed binary gender data analysis and what we believe it means.

We've structured our report in line with the Organisation for Economic Co-operation and Development (OECD) Nuclear Energy Agency (NEA) Gender Balance Task Group GB-TG's framework for gender balance. We start with a description of what our high-level data is telling us and follow this with an analysis of our performance against the pillars of attract, retain and advance.

Finally, we are incredibly proud of the role that Dr Fiona Rayment (our Chief Science and Technology Officer until 1st November 2023) plays in chairing the OECD NEA's GB-TG group which has led to a policy instrument being issued in support of gender balance in the sector. She speaks more about that work in this report.

Thank you for being a part of our exciting journey and we look forward to working with you to deliver further improvements over the next 12 months.

Prof. Paul Howarth and Clare Barlow

[1] Our median gender pay gap is less than the national average according to the Office of National Statistics latest data release.

Context and definitions

The UK gender pay gap, as defined by UK government regulations, require reporting on key metrics relating to the difference between pay and bonus pay for men and women.

In accordance with these requirements, NNL take a data snapshot at the beginning of each financial year to explore pay and bonus payment information.

Our diversity data is available for staff to complete but we are not yet in the position where we can include, or account for, non-binary gender identities. That said, our completion rate has doubled compared to last year showing significant progress.

> **In this report we go beyond just comparing the difference between pay and bonus pay for men and women. We use this annual opportunity to delve further into the data than is mandated by government to give more insight into our employee demographic and pay structures.**

Exploring our data in this way helps us consider gender diversity across our employee pipeline, looking at recruitment, promotion, and attrition. It also helps us understand if there are particular areas of the business, pay grades, or groups of employees (for example those working part-time) which we should target to determine whether our report's high-level observations are true throughout our business. This report also includes a comparison to previous years' data to identify trends.

Gender pay gap and equal pay

The Gender Pay Gap looks at the difference in average pay between men and women across the company in all roles, whereas an equal pay analysis considers whether men and women are paid equally for performing similar roles. Therefore, equal pay does not automatically lead to a zero gender pay gap.

Full-pay relevant employees

As defined by the gender pay gap guidance, all employees who were paid their usual full salary in the pay period considered are referred to as "full-pay relevant employees". This means those employees that are in receipt of full normal pay. Therefore, this excludes those on long-term unpaid (or reduced pay) leave, such as career breaks or those on parental leave beyond the period where they are in receipt of full pay.

Mean and Median gender pay gap

Mean gender pay gap: The pay (or bonus pay for the bonus gender pay gap) for all men is summed and divided by the total number of men in the organisation. The same is done for women. The difference between the two values is then calculated and divided by the mean pay for men to give the percentage gap.

Median gender pay gap: The pay (or bonus pay for the bonus gender pay gap) for men is ordered high to low and the midpoint is selected. The same is done for women. The difference between the two midpoints is then calculated and divided by the median pay for men to give the percentage gap.

Note that mean and median values alone do not give the full picture of the gender pay gap. We therefore investigate the data further to help us better understand the pay gap and where we should focus our efforts.

Quartile pay bands

Quartiles are determined by dividing our workforce into quarters according to their full-time equivalent salary. The lowest paid quarter is referred to as quartile 1 and the highest paid quarter of the workforce is referred to as quartile 4.

Science, Technology, Engineering & Maths (STEM) and non-STEM Roles

For the purposes of the gender pay gap reporting, roles within the business have been classified as STEM and non-STEM based on business areas.

This is simple within our technical functions, which will all fall under STEM.

Areas such as project management, human resources and procurement, fall under non-STEM.

In some areas, such as facility-based teams and executive teams, there could be a mix of both STEM and non-STEM roles. In those cases, we make a judgement call and while this means that the method is not completely accurate, it still allows us to look at the trends in our data more closely.

Key findings

Women made up 32% of NNL employees as of April 2023

We have more women (57%) in non-STEM roles such as HR, marketing and other support services compared to STEM roles (25%), though there are fewer employees in total in non-STEM roles

Our pay gap is lower than the UK-wide pay gap. The mean and median gender pay gap are 9.70% and 8.36% respectively and have decreased from the previous year - this is lower than the UK-wide median gender pay gap of 14.3%

The story is different on our bonus gap, with an increase in the mean bonus pay gap to 19.45%, and the median bonus gap remaining 0%. This is due to changes in the people receiving bonuses

The percentage of women in the higher three pay quartiles has increased, meaning we employ proportionately more women on higher salaries than last year

More women than men work part-time and generally women work part-time at younger ages

Working part-time does not appear to penalise employees in terms of promotion

In the last year, we have recruited proportionately more women than those applying, particularly for jobs which aren't classed as STEM roles

How is NNL performing on gender balance and gender parity?

NNL employees

The percentage of women in the NNL workforce continues to increase year on year, with women making up 32% of the NNL workforce as of April 2023 (Figure 1).

This is based on a headcount of full pay relevant employees which remained at ~900 from 2018 to 2020 but has since gradually increased to reach 1355 by April 2023.

We're pleased that we have increased the number of women in our workforce, in both science, technology, engineering and manufacturing roles (STEM), as well as non-STEM ones. (Figure 1).

Women make up 57% of those in non-STEM roles such as in HR, marketing, administration and other support services (Figure 2), (compared to 53% the previous year) and 25% of those in STEM roles (compared to 24% the previous year).

Proportionally, we have recruited for more non-STEM roles and a greater percentage of those recruited are women. This contributes to a greater increase in women in non-STEM roles across the business, however many roles within NNL are classified as STEM.

Percentage of women in the NNL workforce

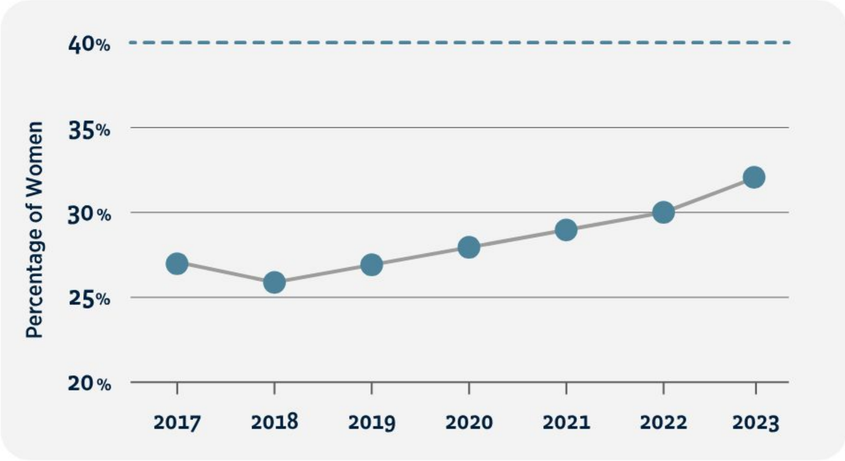

Figure 1

Gender split for STEM/non-STEM roles

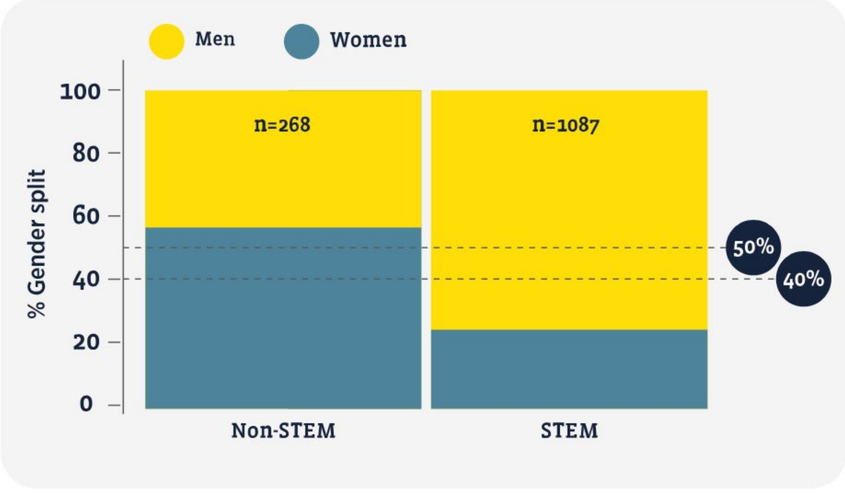

Figure 2

Gender Pay Gap

We're pleased to have made good progress on reducing the median gender pay gap, with a smaller reduction in the mean.

Both the mean and median pay gap have decreased from the previous year and are now below the national average (Figure 3) . We explore the reasons why in the following section.

Mean and median gender pay gap

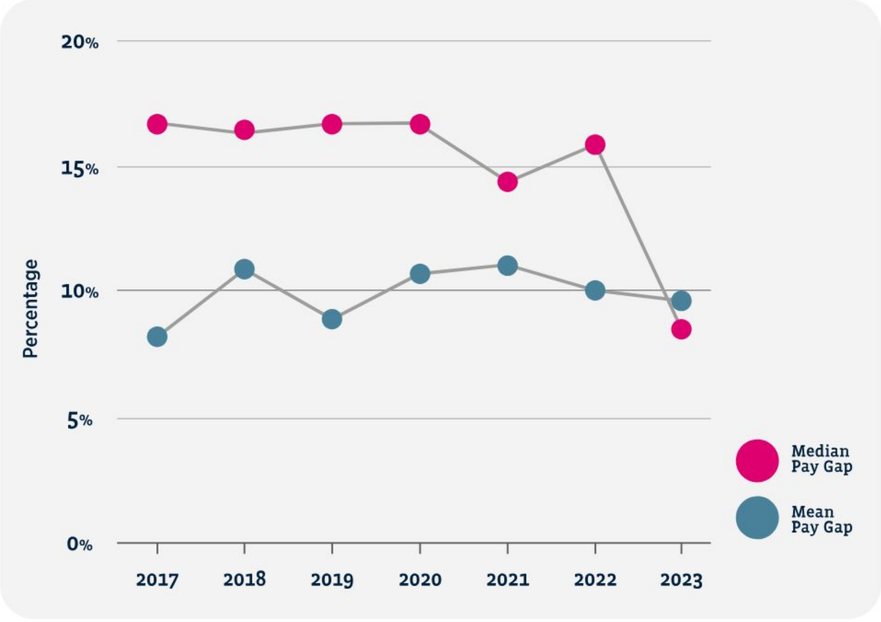

Figure 3

Mean Gender Pay Gap

9.70%

Median Gender Pay Gap

8.36%

Pay Data

Our lowest-paid quartile (1) contains the most women (Figure 4). The percentage of women then decreases with each higher paid quartile.

The percentage of women has increased in the higher three pay quartiles

Although this is the same trend as previous years, the percentage of women has increased in the higher three pay quartiles (Figure 5). This evidences that we are moving towards more equal representation of gender across all levels of the business, contributing to the decrease in the gender pay gap.

Gender split by pay quartile

Figure 4

Percentage of women in each pay quartile

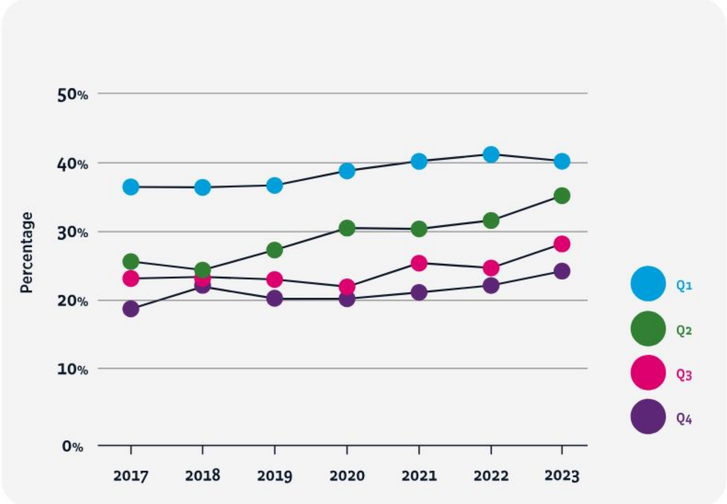

Figure 5

While there is a higher proportion of women than men overall in non-STEM roles, women are still generally in roles at the lower end of our pay scales.

The gender split by pay quartile is shown for both STEM and non-STEM roles in Figure 6, with the total percentage of women in those roles shown as a dashed line.

Regardless of the type of role, women are more likely to be in jobs in our lower two pay quartiles.

Gender split by pay quartile for non-STEM (left) and STEM roles (right) with the overall percentage of women in STEM and non-STEM roles shown as a dashed line

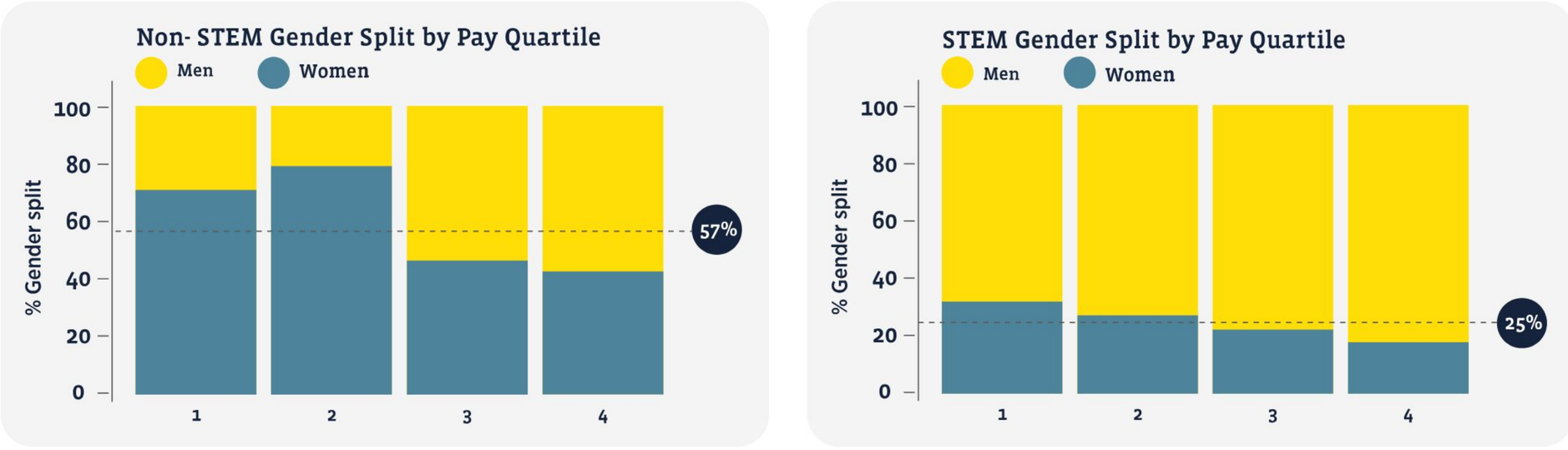

Figure 6

While the lower limit for men and women is the same, the upper limit for men is higher, indicating that there are a small number of highly paid roles only held by men, further increasing the gender pay gap.

Men have a slightly greater hourly median pay than women. (Figure 7).

The boxes show the range of pay from the first quartile (25% point in the data) to the third quartile (75% point in the data), i.e. the middle 50% of men and women in terms of hourly pay, with the dark lines within the boxes representing the median values. The extent of the 'whiskers' shows the full range of hourly pay for women and men.

Men, on average, have a greater hourly pay, resulting in the gender pay gap and this is reflected by the data that shows the proportion of men is greater in the higher quartiles.

Hourly pay box plots, shown from left to right as the minimum, first quartile, median, third quartile and maximum values.

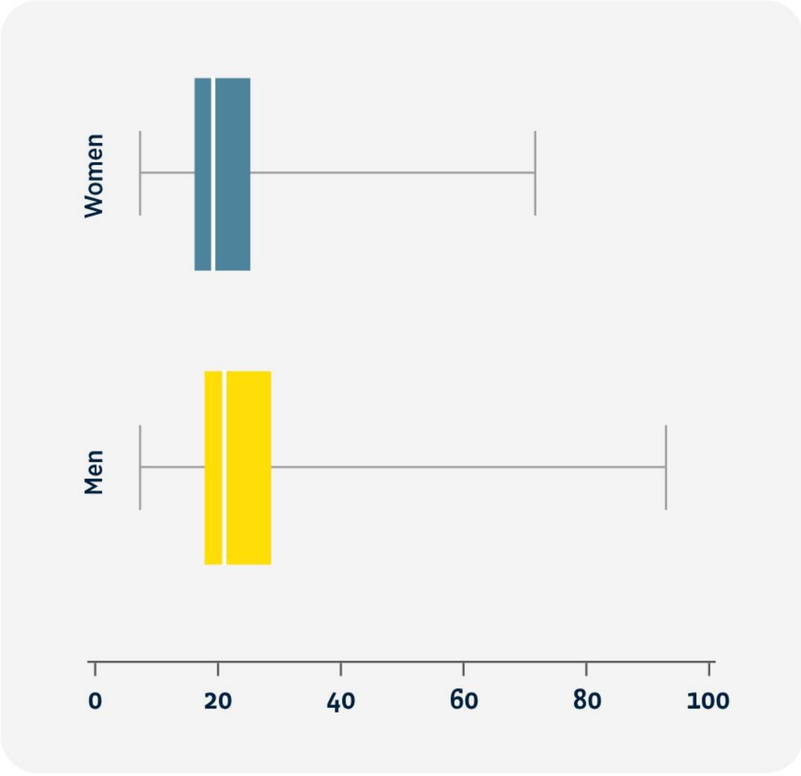

Figure 7

Bonus Pay Gap

We have a company-wide Target Achievement Scheme (TAS) bonus which most colleagues are eligible to receive.

All full-time, eligible employees who have been employed for the whole financial year prior to this bonus receive the same bonus amount from the scheme.

Part-time employees, and those who have only been employed by NNL for part of the previous financial year, receive TAS bonus payments on a pro-rata basis.

A proportion of staff are eligible for a personal bonus, calculated as a percentage of their salary, in addition to the TAS bonus. A smaller number of staff only receive the personal bonus.

The bonus paid in the financial year 2022 to 2023 (which we'll refer to as FY 22/23) is based on the FY 21/22, meaning that those who joined in FY 22/23 would not receive a bonus until the following financial year, and those who joined during FY 21/22 receive a bonus on a pro rata basis.

As most employees receive only the TAS bonus, the median bonus pay gap is zero. The personal bonus combined with the pro-rata nature of the TAS bonus contributes to the mean bonus pay gap, which is calculated from all bonuses at their absolute monetary value.

Mean Total Bonus Pay Gap

19.45%

Median Total Bonus Pay Gap

0%

Mean bonus pay gap

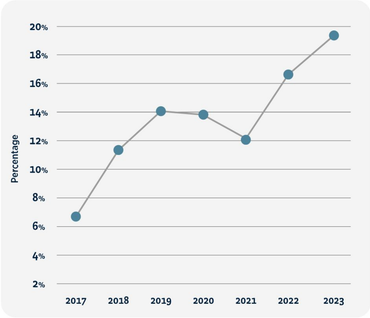

Figure 8

The mean bonus pay gap has increased from the previous year (Figure 8). In FY 22/23 we recruited a greater percentage of women than already working at NNL.

> **As new recruits receive a pro rata payment of the TAS bonus, this means that lower bonus payments are made to a greater proportion of women, in comparison to men.**

The TAS bonus is also paid on a pro rata basis for part-time workers and more women than men work part-time so the TAS proportion of the bonus will be lower for more women as a result.

When those working part-time, and those who were recruited from the FY 21/22 were removed, the mean bonus pay gap reduced to 15.6%. The remaining bonus pay gap reflects the fact that personal bonuses are typically a standard percentage of salary. As men are paid higher salaries on average, so the absolute value of their bonuses is also higher.

The mean and median personal bonus pay gaps are given below and shown visually with previous years' data (Figure 9).

Mean Personal Bonus Pay Gap

14.63%

Median Persal Bonus Pay Gap

8.65%

Mean and median personal bonus pay gap

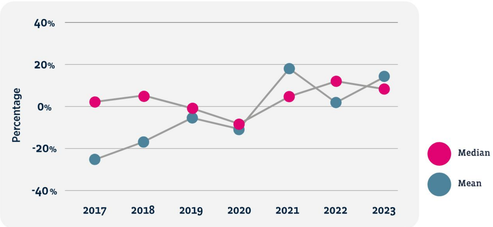

Figure 9

The personal bonus pay gap fluctuates year on year (Figure 9). As only a small number of employees receive a personal bonus, a small number of position changes in highly paid roles can greatly impact this.

Summary

> **Our high-level gender data shows a steady improvement towards achieving our aspiration of our business reflecting our society.**

That said, we still have a long way to go and several challenging obstacles to overcome, such as the pipeline into STEM and nuclear in particular.

To understand our high-level results, we have focused on the three pillars outlined in the NEA Recommendation of the Council on Improving Gender Balance in the Nuclear Sector report:

attract retain advance

We aim to gauge how well the levers that can drive gender balance and gender parity are working in NNL to create an inclusive, equitable workplace. We highlight where we believe our initiatives are having a positive impact and where we recognise that further work is needed.

Attract

For our business, 39% of new hires over the FY 22/23 were women out of an applicant pool which was 28% women.

However, the trend seen in the gender split across recruitment stages (applied, CV reviewed and interviewed) and outcome (hired, rejected or withdrawn) is not consistent across STEM and non-STEM roles.

In STEM roles, the proportion of women remains almost the same from initial applications, across all the recruitment stages and to the final outcome, with women making up 27% of applicants and 30% of those hired. (Figure 10)

In contrast, the percentage of women in the pool increases for non-STEM roles, following both the CV review stage and interview stage, with women making up 34% of applicants but 62% of those hired. (Figure 11).

Our data shows us that a greater proportion of women are also seen to withdraw from the application process.

> **We have invested significantly in inclusive and equitable recruitment practices over the last few years. This has included checking all our adverts for gender biased language, adding inclusion nudges to our interviewer training and ensuring our interview process asks candidates to reflect how they have lived our values and behaviours.**

We never use gender (or any other characteristic) as a positive action criterion in recruitment.

STEM gender split by application stage and applicant outcome

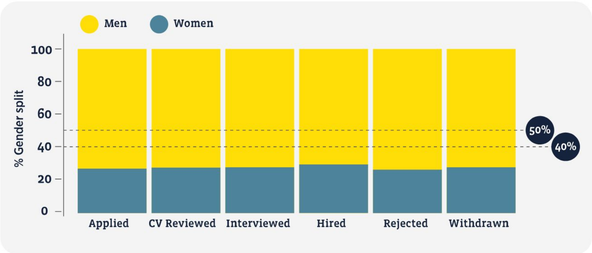

Figure 10

Non-STEM Gender split by application stage and applicant outcome

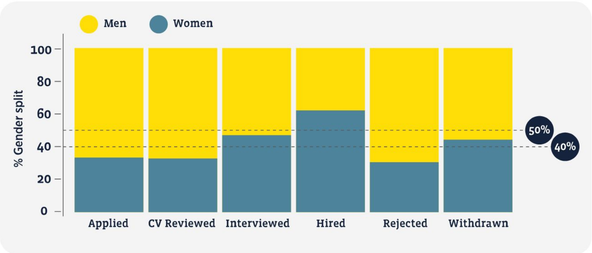

Figure 11

> **When we first started our ED&I journey, we noticed that our adverts for senior leaders were gender biased. Removing this bias and amplifying our purpose – nuclear science to benefit society – in our recruitment materials is likely to have had a significant positive effect on the gender balance across levels of seniority.**

In most bands women make up more of the hired pool than those currently in the band, except in 5A and 4C (Figure 12).

This contributes to the reduction of the gender pay gap as women are being recruited to all levels of seniority throughout the business.

Percentage of women recruited into band compared to percentage of women in band with 3A being the highest paid band and 5B the lowest paid band

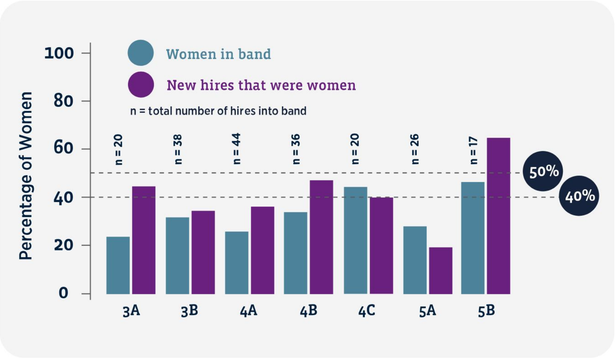

Figure 12

What have we learnt?

This data from applications and recruitment shows that while there does not seem to be a problem attracting or hiring women into our non-STEM roles, the limiting factor in STEM roles is the gender diversity in the pool of applicants we attract, and we are recruiting women proportionally from that pool.

> **It's clear that to improve the gender balance across the business in these roles, we need to focus on increasing the number of women applicants for STEM roles, at all levels of seniority.**

We have worked hard to increase the appeal of all roles to women, such as improving visibility of flexible roles that will be more accessible to those with caring responsibilities. This includes developing profiles for our job boards and our website focused on flexible working, and working with other job boards to improve the way that flexible working options are promoted. This is in addition to the work we've done updating our job roles to ensure that they use language which appeals to both men and women.

The disparity in the applicants to STEM and non-STEM roles is also likely an effect that is carried through from education. As a society there needs to be more effort put into encouraging more women to study STEM subjects at the same rate as men.

For both binary genders, a perception that STEM subjects are difficult seems to be the key obstacle. And as young women report lower academic confidence levels even though they perform equivalently to young men, this effect is even more pronounced for them.

To address some of these issues we have developed a new outreach strategy which we will launch within the next financial year. Our strategy has ED&I and social value embedded at its core and will embrace collaborative working with others across the sector and beyond to help us collectively encourage a much more diverse pool into STEM and nuclear to play their part in achieving net zero and beyond.

By growing our impact on the pipeline, we will ensure long-term sustainable improvements to the gender balance in STEM starting with the lower paying bands (which correspond to early careers), before progressing to higher paid roles.

> **We are committed to investing in equitable opportunities for a diverse pool of young people and early careers professionals through work placements, apprenticeships, graduate and postdoc schemes and we are proud that our postdoc scheme remains the only such programme in the UK nuclear sector.**

Retain

Age and part-time working

Figure 13 shows the age distribution for men and women employed at NNL, with a peak for both men and women around the 25-30 age group.

This is a shift from last year, where the peak was at higher ages.

For men, there is a second peak in age approaching 60 which contributes to more experienced men making up more of the higher paid quartiles. However, as these men arrive at the end of their careers, and their replacements are more gender balanced, this will likely contribute to a reduction in the gender pay gap. We have been seeing this process unfold over the last few years.

Age distribution of employees

Figure 13

The age distribution of part-time employees for men and women shows women predominantly work part time in their mid-career.

For men, this is more prevalent approaching retirement age. (Figure 14)

Part-time age distribution of employees

Figure 14

The number of part-time men and women working in each pay quartile. (Figure 15)

Despite women making up 32% of our workforce, more women work part-time than men.

The number of part-time employees increases with each quartile for both men and women, but for men there are no part-time employees in quartile 1 which may be due to only higher paid men choosing to go part-time than in the earlier stages of their career.

Quartile distribution of part-time employees

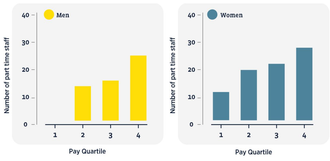

Figure 15

Length of service of full pay relevant employees

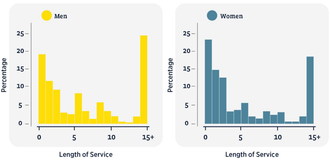

Figure 16

Our data on distribution of length of service shows that we have a greater proportion of women in their first few years of employment, due to women making up more of our recent recruitment.

A greater proportion of men have been employed for more than 15 years (Figure 16).

The trend is similar to last year, which is expected due to the nuclear industry being historically male dominated.

Attrition

In FY22/23, 30% of people who left NNL were women.

With 32% of existing colleagues and 39% of new recruits being women, the number of women in our workforce continues to increase.

When we explore the link between employees leaving in the last year and the distribution of the length of time that men and women are employed at NNL, it's clear people who have only been employed for a short period of time, regardless of gender, are more likely to leave. (Figure 17)

For women almost all attrition in the last year is those who have been employed at NNL for less than 10 years. It may be that the more historic terms have the effect of retaining women more effectively (these terms were revised roughly 10 years ago).

Length of service of those who left within the FY 22/23

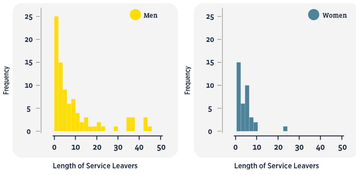

Figure 17

When attrition is broken down by band, this refers to relatively small numbers of employees so it is difficult to accurately judge the trend. However, the leavers from each band appear to be representative of those within the band in terms of gender (Figure 18). This indicates that attrition is generally proportionate to the diversity of the population.

Percentage of women leaving band compared to percentage of women in band with 3A being the highest paid band and 5B the lowest paid band.

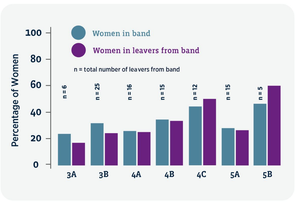

Figure 18

We try to build flexibility into our ways of working, both by supporting hybrid working and flexible working hours where suitable for the job role.

Our ED&I ambassador network and our ED&I feedback workstream is making it increasingly easier for employees to raise ED&I issues and suggestions for change which supports our continuous improvement approach. We constantly monitor trends and look at how best to address feedback to ensure it is acted upon.

The overwhelming response to having the opportunity to discuss inclusion in a team setting was positive and we look forward to building on this in future years.

Summary

We support and champion work life balance and all employees are able to apply for flexible working arrangements, with an extremely high approval rate.

We try to build flexibility into our ways of working, both by supporting hybrid working and flexible working hours where suitable for the job role. This allows those with caring responsibilities or other commitments to find a working pattern that is most suitable for them and promotes retention of employees from a range of backgrounds.

Our biggest challenge is to extend this flexibility to those with facility-based roles and we are constantly seeking ways to include these staff in the flexible revolution.

In general, our approach to part-time working is empowering and we are pleased to see the start of a trend towards more men (particularly in their mid-career) working part-time. It indicates that these flexible working arrangements are used by both men and women at NNL which will ultimately lead to improved parity and wellbeing for both groups.

In addition, our family focused policies offer parental leave and pay beyond statutory requirements, and colleagues qualify for these benefits from the start of their employment here.

This allows employees to pursue their career without making sacrifices in their home life and offers the flexibility to choose a way of working that supports optimal balance of work and childcare, specific to everyone.

Our ED&I ambassador network and our ED&I feedback workstream is making it increasingly easier for employees to raise ED&I issues and suggestions for change which supports our continuous improvement approach. We constantly monitor trends and look at how best to address feedback to ensure it is acted upon.

In FY 22/23, we focused on National Inclusion Week for the first time holding an ED&I pause in each team where we encouraged people to discuss inclusion and ask for feedback. This was extremely effective and 70 different pieces of information were shared which we built into our ED&I programme. The overwhelming response to having the opportunity to discuss inclusion in a team setting was positive and we look forward to building on this in future years.

Historic terms which provided greater flexibility in relation to leave allowance appear to have been effective at retaining women over long periods as our attrition data shows that almost all women leaving have less than ten years of service so would have been on these newer conditions. We will consider this as part of our future strategic approach.

Advance

We're pleased that the data shows both part-time and full-time employees have equitable opportunities for promotion

It's also positive that a greater proportion of women have been promoted in recent years. We would expect this as we have a greater proportion of women in the lower pay quartiles, where more frequent promotion is likely.

You can see the amount of time since receiving a pay rise (or starting their role at the company), omitting the annual union negotiated increase to account for inflation for all employees (Figure 19) and for part-time employees (Figure 20). This excludes those who were recruited in the last year so the results aren't skewed by new starters.

Length of service at current pay for all full pay relevant employees

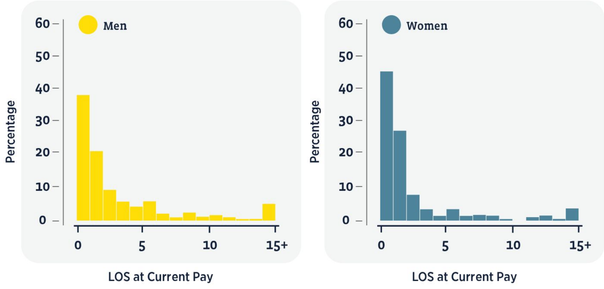

Figure 19

Similar distributions are seen for part-time men and women, but more part-time women have been at their current pay grade for 15+ years. When time since last pay increase is normalised for part-time workers (i.e. considering the number of years equivalent to full time that a part-time employee has been employed), this indicates that employees are not penalised in terms of promotion for working part-time. It should be noted that this data does not account for when someone started working part time, only whether they were part-time when the snapshot of data was collected at the end of the financial year.

Length of service at current pay for part-time employees

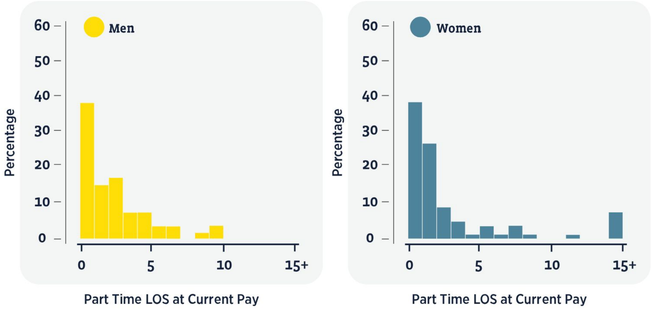

Figure 20

The percentage of women promoted from each band compared to the percentage of women in the band fluctuates as these percentages again refer to relatively small numbers of employees (Figure 21). More women than would be expected were promoted from 4A but fewer from 4C. It is not possible with such small numbers to differentiate between individual performance fluctuations and systematic effects.

Percentage of women promoted from band compared to percentage of women in band with 3A being the highest paid band and 5B the lowest paid band.

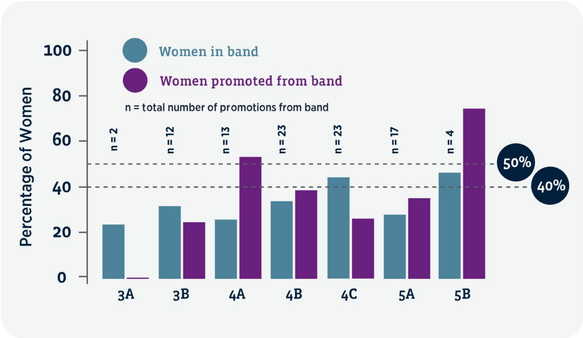

Figure 21

Summary

Overall, our internal pipeline seems healthy for women and for part-time workers.

> **We believe in a fair sustainable approach to career progression. Our data shows we are making progress in ensuring that our processes are equitable for gender.**

The increasing number of women at all levels of seniority is a positive indication that our approach is making a difference.

We believe that the most effective improvements have been the introduction and rigorous deployment of a job evaluation process to ensure all roles, new and old, are benchmarked appropriately.

These principles lead to the development of the first career pathways (consistent with the evaluation process), a career lab with career path examples and guidance, more open advertising of opportunities and better guidance around performance development reviews.

However, we are committed to a continuous improvement approach and want ED&I to be firmly embedded at the core of our Talent and Development Strategy. This will ensure that our processes become more inclusive, clear and supportive and, therefore, equitable.

NNL championing gender equity on the international stage

Dr Fiona Rayment, Chief Science and Technology Officer during the period this report covers, is a tireless advocate for equity, diversity and inclusion with gender equity being a particular focus.

We asked her to comment on her role in chairing the OECD NEA Gender Balance Task Group (The OECD Nuclear Energy Agency (NEA) is an intergovernmental agency that facilitates co-operation among countries with advanced nuclear technology infrastructures to seek excellence in nuclear safety, technology, science, environment, and law.)

Here is what she had to say:

> **"NNL and the UK are also playing a prominent role internationally on gender balance. In June this year, a policy instrument was adopted by the OECD at the Ministerial, chaired by the United Kingdom. This policy instrument provides a recommendation and framework to establish gender balance within Nuclear countries and beyond. The instrument focuses on a framework across three pillars; attract, retain and advance with all three being underpinned by relevant and validated data on the subject.**
>
> **For the first time a report was published highlighting the challenges on enabling gender balance across all NEA member states and makes some challenging reading. NNL is proud of the role we have played in enabling this, including providing the chair and leadership for this work and engaging broadly on many of the working groups both directly and indirectly."**

Conclusion

Our comprehensive approach to data analysis helps to ensure we understand our current position and can be certain that the passion and enthusiasm that many of us across NNL pour into our ED&I programme is making a difference.

We have a positive story to tell in terms of improving representation and equitable attraction, retention and advancement of women within our business over the last year. We are incredibly proud of that progress and committed to continue to progress our work in this space.

Our comprehensive approach to data analysis helps to ensure we understand our current position and can be certain that the passion and enthusiasm that many of us across NNL pour into our ED&I programme is making a difference.

This report shows how we are achieving more gender balance and gender parity with a reducing gender pay gap as we attract, recruit, and promote women across all roles, including senior positions.

The work that we have done to update our recruitment processes and amplify our appeal has evidently been effective. The improvements in the transparency of our career development processes and associated opportunities is also showing a positive effect. The profile of ED&I within our business, which continues to grow, also ensures that we have a continually improving sense of where and how to act to effect improvements.

We know that it's not just the numbers that count, but how we go about striving for gender balance and parity in all that we do.

The focus of our activities is aimed at ensuring that every colleague, regardless of their gender or any other characteristic, feels valued for what they bring to our business and has a fair opportunity to thrive and progress.

The result of this will be a more diverse and representative workplace, and we are delighted that this sustainable approach is working. We believe that this is how we will embed real change, make it self-perpetuating and so make the future of NNL more inclusive for all. It is well known that increasing diversity while supporting inclusion powers innovation and productivity.

We will feed the findings from this analysis into our next five-year strategy which will be released in the next financial year. That strategy will outline further steps we intend to take as a business.

We recognise that diversity is not limited to gender and so hope to conduct similar analysis to that covered in our Gender Pay Gap Report for other characteristics so that we can work towards ensuring equal opportunity for all demographics of our employees.