



GENDER PAY GAP REPORT 2021

Snapshot Date
06.04.2020–05.04.2021

Gini Freeman,
Senior HR Business Partner

Supporting your energy



Written Statement

Foreword

This is our fifth annual Gender Pay Gap Report, with data taken from the snapshot date of the 5th of April 2021. We are pleased to report that our efforts throughout 2020 and 2021 have brought some positive impacts on our Gender Pay Gap.

The ED&I (equality, diversity & inclusion) Working Group have brought their ideas together around inclusion and diversity. This has provided creation of ED&I objectives, a more structured approach to ED&I in our organisation and our first ED&I strategy being agreed and published. 2021 also saw investment & support from all Board members in this fundamentally important area. Our initiatives and efforts contributed to us winning the (ECI) Engineering Construction Industry Award for 'supporting ED&I in Engineering Construction' late in the calendar year.

While the results from this report and progress demonstrate continuous improvements in a positive trend, we must continue to progress our commitment to reducing the pay gap and ensuring we provide an environment where all our diverse talent can thrive.



I confirm the data reported is accurate and in-line with the mandatory statutory requirements.

A handwritten signature in dark ink, appearing to read 'Richard Fearnside'.

Richard Fearnside
HR Director

01 Introduction

The gender pay gap is a measure designed to show the difference between the gross hourly earnings for all men and the gross hourly earnings for all women in an organisation. It is important to note, a reported gender pay gap does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

The gender pay gap report is particularly important to us at Nuvia as the Nuclear industry attracts a high proportion of male workers, where female talent is the minority. The data highlights areas to address to take action surrounding the gender pay gap to attract & retain employees in our organisation and the industry.

Gender pay gap reporting helps us measure each year how successful our ED&I initiatives have been, specifically focused on our progress of gender equality in our workplace. We are committed to the set (NSD) Nuclear Sector Deal Targets to create a more balanced industry and help us achieve gender balance across our workforce in-turn. We have a responsibility to drive the nuclear industry forward in this area for future generations benefit.

We each have responsibility to ensure that all individuals are treated with dignity and respect and that discrimination does not occur in our workplace.



01 ED&I Lead, Nuvia UK – Gini Freeman

"We are committed to creating a more a diverse workforce."

I am proud of how far we have come from the outset of the gender pay gap reporting as our efforts in closing the gender pay gap are starting to bear fruit. It is great to see some positive role models at senior level supporting ED&I.

Furthermore, recognition via an external body towards the end of 2021 acknowledging the steps we have started to take was fantastic to receive.

In reporting our gender pay gap data, we delve into the figures. We do this for understanding the current landscape and how best to address any gaps. It is a useful measure to understand how our culture and ED&I initiatives are helping to close gaps. We are committed to fostering good ED&I within our organisation for our own and societal development.

Our first ED&I strategy has helped us focus our minds and not lose sight of the areas we need to address as a company and as an industry. Kudos to all of our ED&I working group for their efforts that has brought us to where we are today, none of this would have been possible without them.

My ambitions are that all our employees learn, develop, and engage with the ED&I initiatives we are working on to challenge these issues together as an evolving piece.

2021 was a difficult year navigating our way through a pandemic however we did some fantastic work building foundations in ED&I. We started to adapt our culture and we will continue to improve in this area, and we are committed to creating a more a diverse workforce.



Gini Freeman
Senior HR Business Partner

Nuvia UK's ED&I Lead

02 Gender Pay Gap Data

Nuvia reached the NSD Target of 25% female representation within its workforce by 2020 and has continued at this level for the reporting period. Our focus over this period has been surrounding communication and education to raise awareness, ensure a common understanding and support the necessary cultural changes. Moving our focus towards attraction, we maintain our commitment to share the NSD target of 40% female representation in Nuclear by 2030.

Furthermore, we are pleased to report positive improvements in our ratio of female leaders. For this reporting period we have progressed to 25%, up from 23% of female colleagues in leadership positions.

For this reporting period, 22% of our Board members were female, an improvement from 0% in the previous reporting period.

33% of promotions in the reporting period were female colleagues, two of which were promoted to Board level positions.

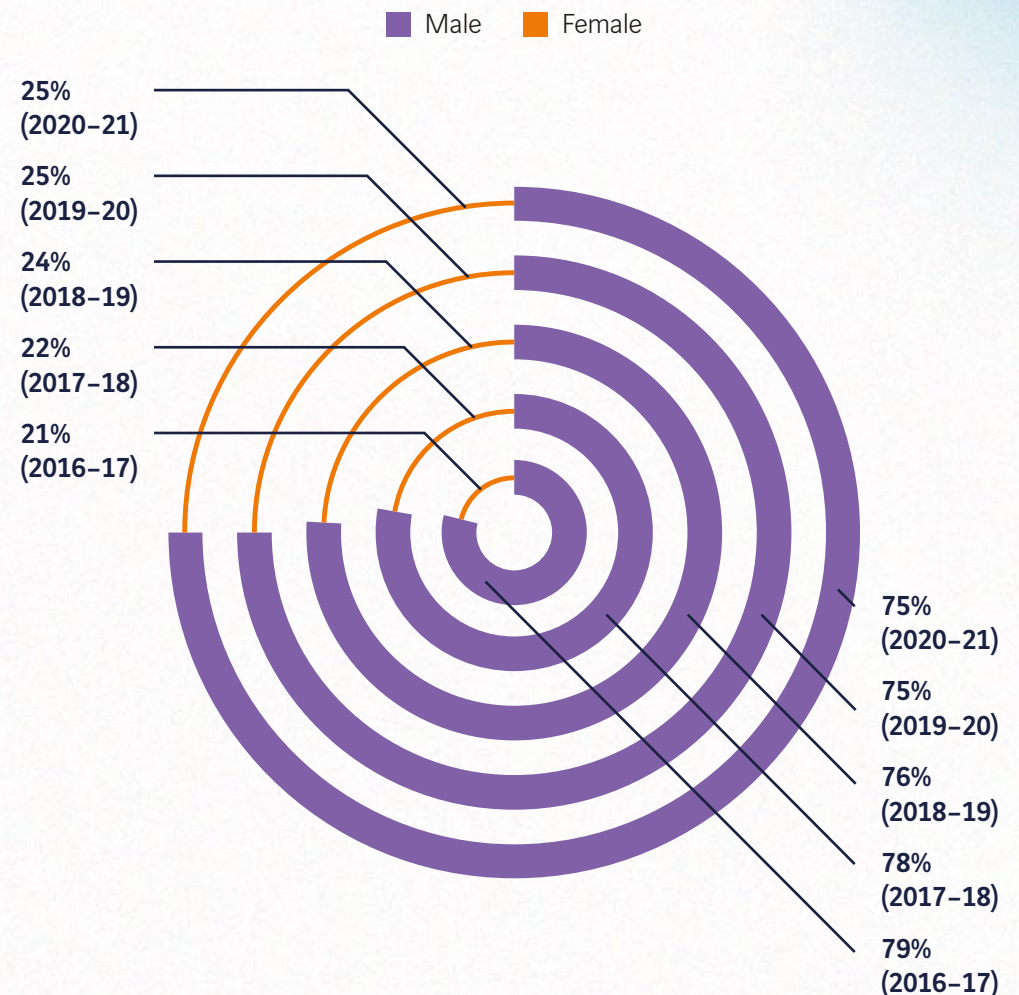


25% of our female colleagues are in leadership positions

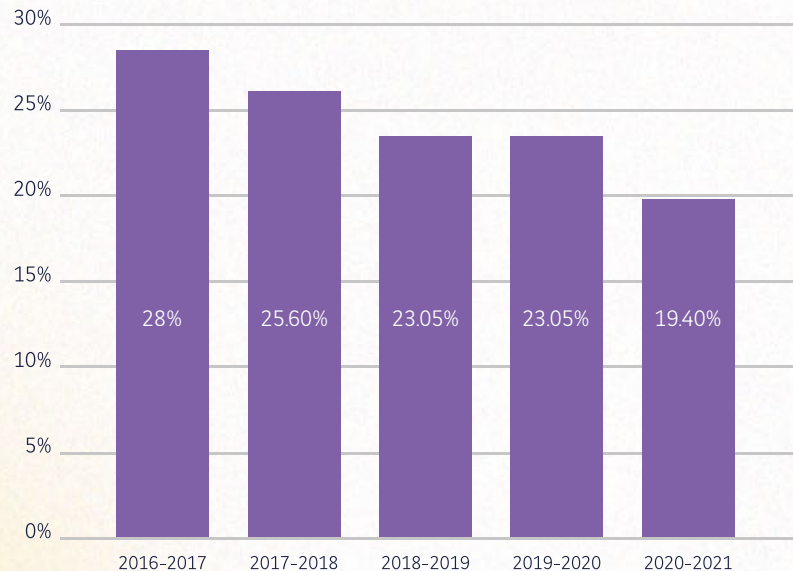


75% Male
25% Female

Full Pay Relevant Employee Split
(as of snapshot date: 5th April 2021)

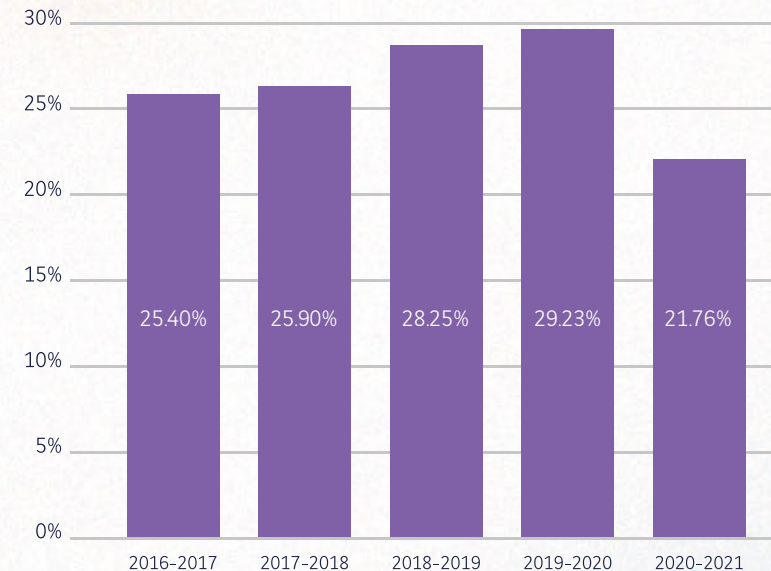


02 Gender Pay Gap Data



The Mean gender pay gap has reduced to **19.40%**. The average point illustrates the gender pay gap between men and women. We are happy to report a positive reduction in the mean gender pay gap. We have concentrated our efforts on developing talent, and we have seen promotions of women to Board level during this reporting period which has contributed to these improvements.

The impact of the pandemic saw a small number of colleagues temporarily placed on Furlough which has affected the figures. A number of higher paid men in technical roles and a number of lower paid administrative roles occupied by women being affected.



The Median gender pay gap has dropped significantly to our lowest recorded level of **21.76%**.

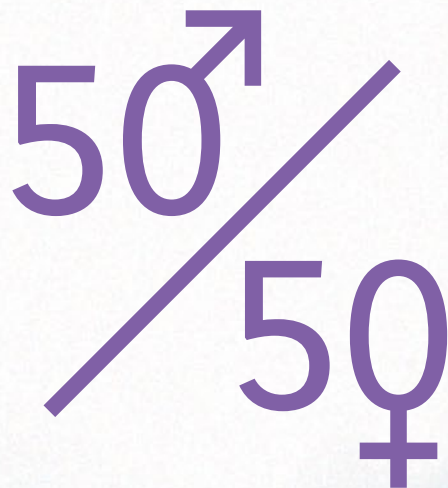
In the previous four years the data showed very small increases each year at the median position, therefore it is good to see a reduction this year. A small number of executives and some site workers received bonuses based on their terms and conditions as per previous gender pay gap reporting. However, further analysis found that our Awards recognition was more diverse & balanced in the awards issued for the reporting period. An additional contributing factor is that we have seen significant changes in our organisational design which has resulted in a reduction in senior level positions many occupied by male colleagues.

02 Gender Pay Gap Data

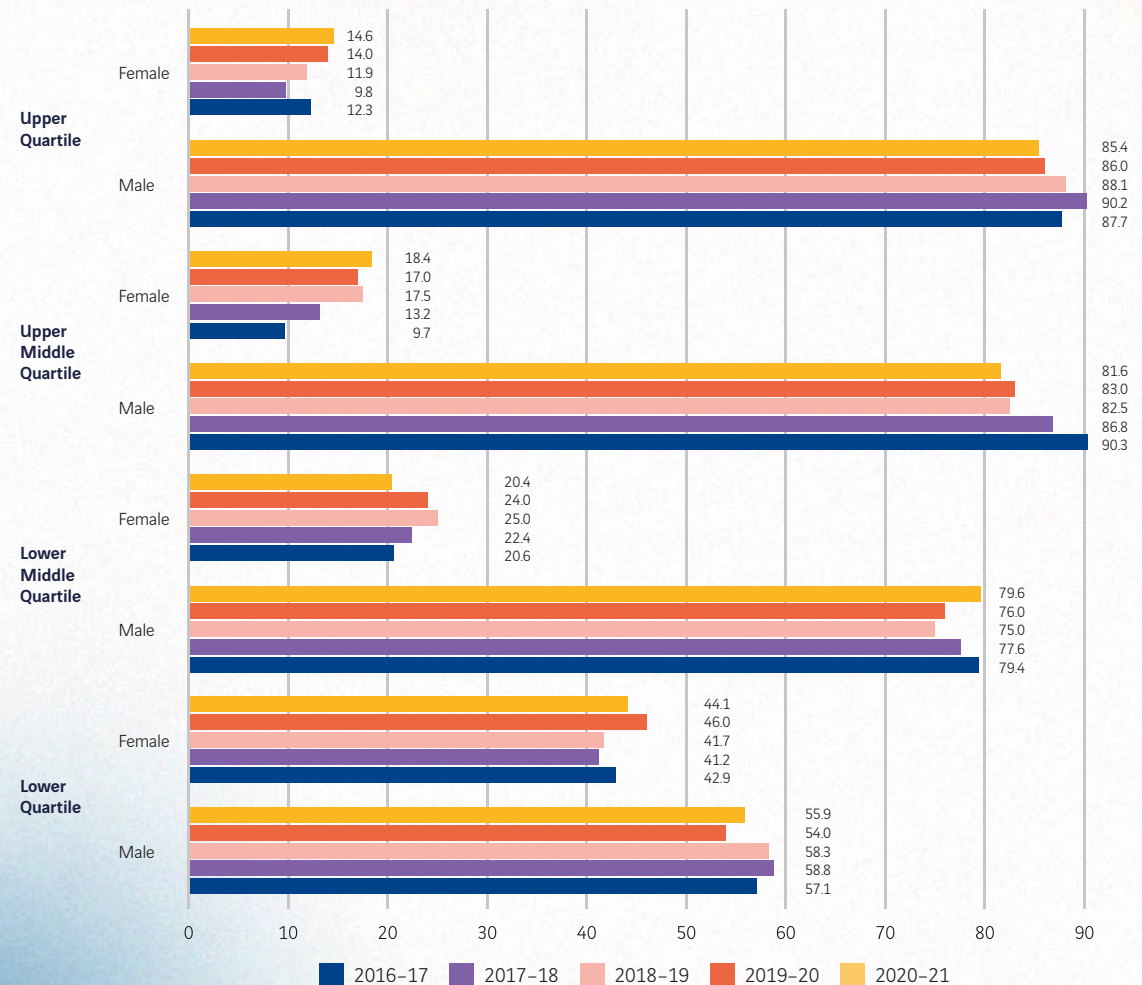
The data over the last five years shows positive movement. The quartiles show positive changes in the two upper quartiles from the previous reporting period.

The lower two quartiles have seen a decrease in the number females and increase in the number of male employees.

We will concentrate our efforts in improving the upper quartiles further and striving to balance each quartile equally.

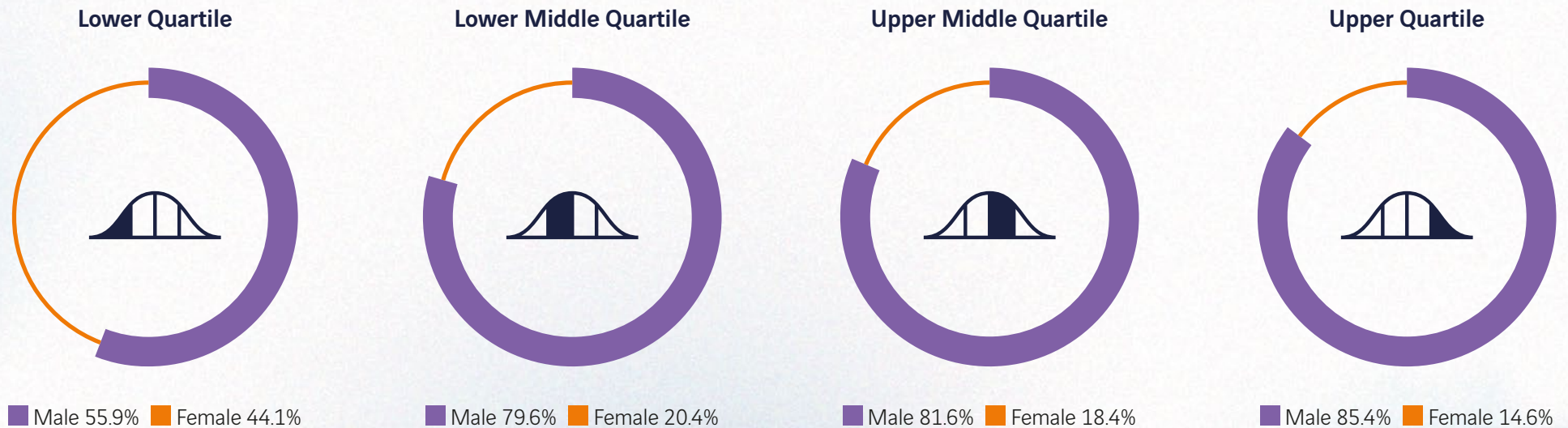


Gender Pay Data – Quartiles Comparison
(last five years)



02 Gender Pay Gap Data

The quartiles below illustrates gender split in four quartile pay bands for 2021.



As shown, we have a relatively balanced workforce in the lower quartile range, consisting of more administrative roles & career entry level roles. The lower middle quartile consists of predominantly site workers which is where we see a high number of male colleagues.

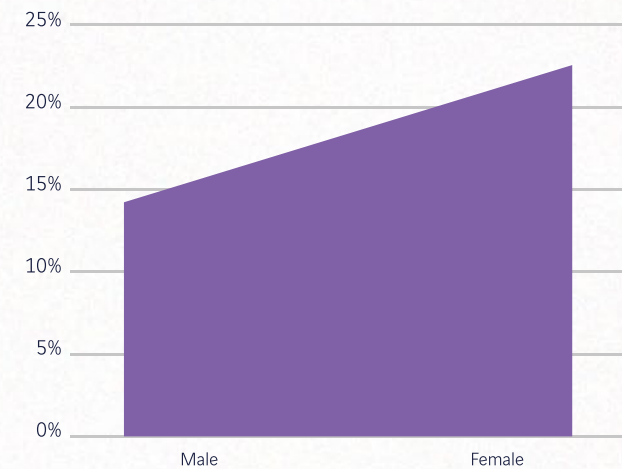
The Upper middle quartile consists of lower level management and more senior engineering & some technical positions. The upper quartile is made up of senior technical and leadership positions. Efforts will be concentrated at attracting and retaining female colleagues at each quartile particularly in the middle and upper quartiles.

02 Gender Pay Gap Data

Bonus Eligibility

In 2020-21, employees who were paid a bonus were based around awards, terms and conditions and retention mechanisms.

Bonus Eligibility

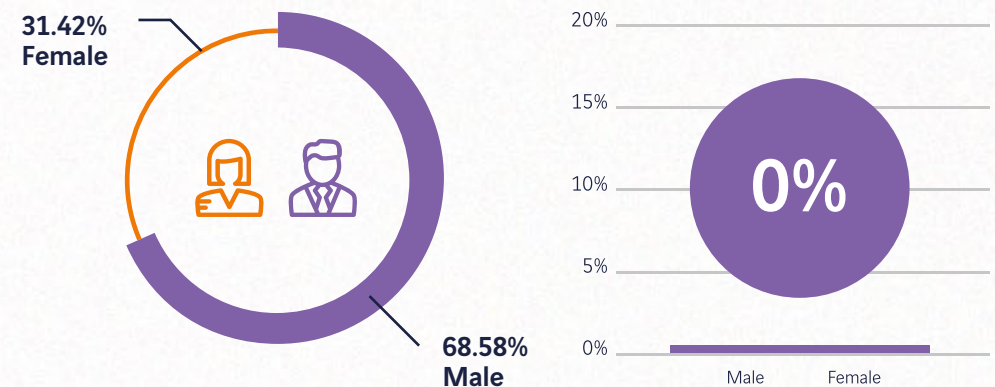


Mean & Median Bonus Pay Gap

The Mean bonus pay gap of 68.58% is an area we will aim to reduce this gap to ensure diversity in bonuses at the mean level.

The median bonus pay gap illustrates a more balanced at the median point, based on operatives' terms and conditions the median bonus pay gap is 0%.

Mean and Median Bonus Pay Gap Statistics



03 Closing the Gap

Over the reporting period we have made a greater focus on ED&I. We have been mindful of considering ways in which we can make positive steps to reduce our gender pay gap.

Taking into considering our commitment to the NSD targets to achieve 40% women in nuclear by 2030. We explored ways we could evolve our culture to support this target and improve our gender pay gap. This included exploring potential ED&I objectives, along with designing, and publishing our first ED&I strategy.

It was highlighted as vitally important that we take actions to accelerate momentum and increased our ED&I initiatives to remove barriers and address challenges in our industry. We realised more could be achieved by placing equality on the business agenda.

Our Board of Directors are fully invested in the ED&I strategy set to evolve our culture. The strategy implementation saw a number of successful initiatives being implemented to support the change. We focused on transforming our culture as this was a key theme coming through from our working group, the ideas were filtered into four main categories.



03 Closing the Gap

ED&I on the communications agenda:

We felt it was important to develop, structure and evolve our ED&I communication internally & externally. We developed this via an ED&I calendar, and we introduced quarterly ED&I forums. The forums were available for all employees to attend to ask questions, share ideas and information and dedicate specific time to specific focus topics. We encouraged open dialogue on all ED&I related topics to support a more diverse workforce for Nuvia, ultimately improving broader diversity within the nuclear sector particularly around gender.

Develop our ED&I material:

The 'Inclusion Hub' was launched which detailed the ED&I calendar with structured ED&I events and activities for 2021, further educating the workforce and introducing new topics to employees. The idea behind the 'Inclusion Hub' is to have a prominent area on our intranet on the main page with a link to the Inclusion Hub. Employees can find all ED&I information in one central, accessible to all location. This shows our ED&I data in a dashboard, policies are readily available on the hub for all to access and review, and visibility is clear. We provide links to useful ED&I material & e-learning to expand leaders and employee's knowledge in this area.

Learning:

Our leadership team attended ED&I training sessions. In addition, we mandated all of our ED&I e-learning modules for managers and employees. Bias and discrimination were and are key areas to concentrate our efforts on as, without education and further initiatives, our culture will not develop.

Speed Mentoring:

The benefits of the mentoring sessions is to help us really understand and learn from each other especially in those under-represented areas such as gender.



03 Closing the Gap

In addition to the four key areas we also took the following actions:

- Having gender balanced interview selection panels, where possible.
- Promotion of ED&I in our job adverts.
- Review and update of external ED&I information.
- Review of family friendly policies.
- Development and diversity in our awards system via our 'Anytime Award' to further recognise the achievements and talents of our people in the business.
- Implemented Hybrid working and Agile working on a permanent basis, working successfully offering greater flexibility to our workforce enabling a greater work life balance.
- We have conducted our employee engagement survey, to give our employees a voice and hear the views of all our employees. Putting into action issues around fair deal.

Maintaining commitment to reducing pay gaps is critical for Nuvia to achieve its' growth strategy that comes from greater inclusion and fair deal progression.

To continue the efforts that we embarked on during the reporting period and to build our foundations we must continue to evolve ED&I.

Our action plan is as follows:

- ED&I to be included in our values in our performance review.
- To continue to educate employees with new ED&I communications & forums.
- To consider ED&I Accreditation.
- To develop leaders further & promote e-learning.
- Evolve attraction.
- Network across the nuclear industry and VINCI group around ED&I topics, sharing best practice and ideas to address barriers/gaps together.

