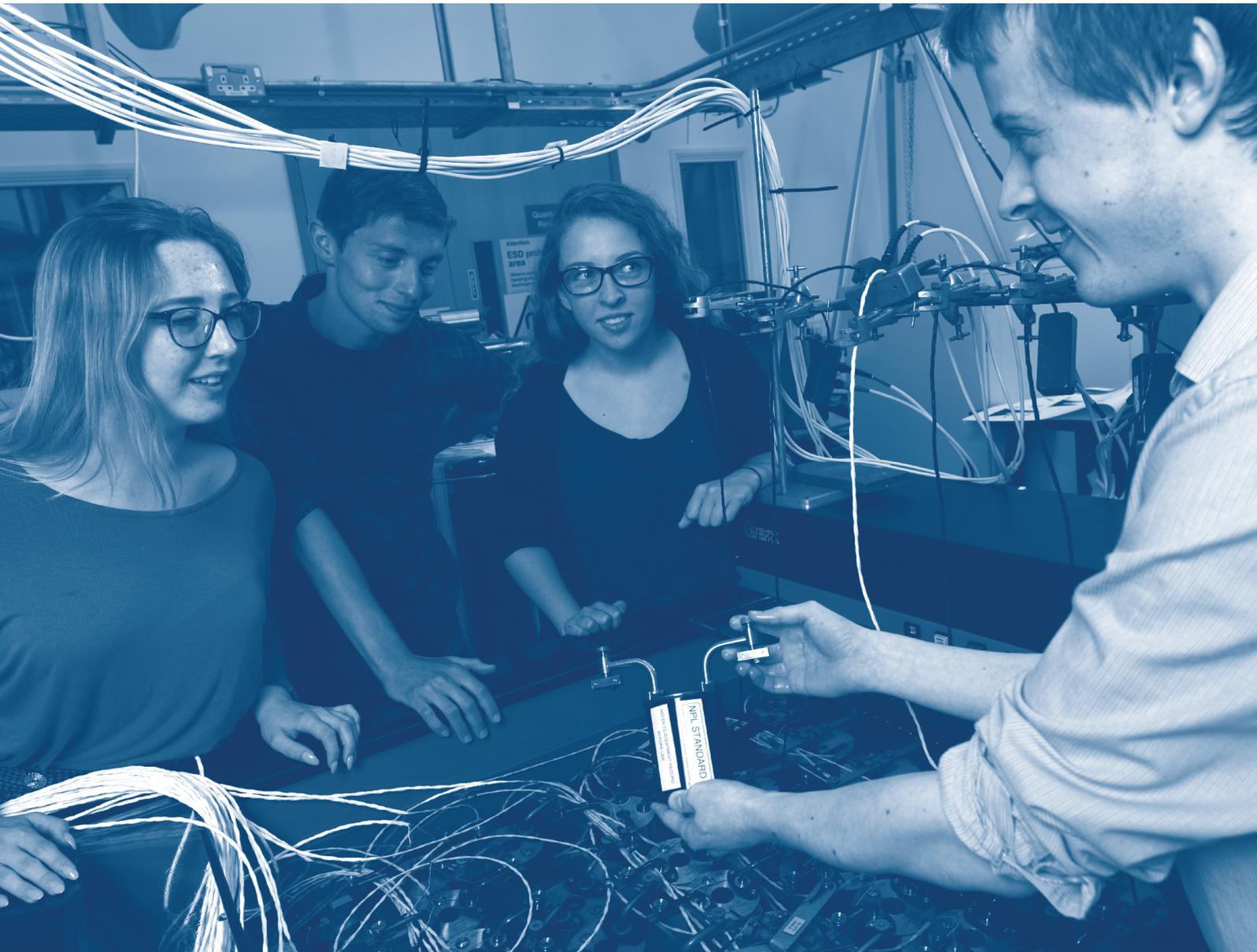


GENDER PAY GAP REPORT

National Physical Laboratory



Gender pay gap report



At NPL we are proud of having a diverse workforce made up of talented individuals of all ages, backgrounds and nationalities.

Publishing our gender pay data has given us the opportunity to understand the pay gap in our workforce, and focus on how to close it.

We recognise that there is an underrepresentation of women in senior roles at NPL, and we know that this is partly because of the lack of women in STEM careers across the UK as a whole.

At NPL, there's already a lot of work underway to address the gender pay gap, but we know that there's more to be done. That's why we're building even further on our 2017 initiatives to attract, develop and engage women, and to raise awareness of, and tackle, unconscious bias.

This year, as part of our commitment to support and drive the growth of a more diverse and inclusive workforce, we will appoint a Diversity and Inclusion Manager to bring together and build upon existing projects and networks, and to create a brand new Diversity and Inclusion strategy at NPL.

A Daphne Jackson Fellowship programme, to support and mentor women researchers back into their STEM careers after breaks, will be extended at NPL to support even more women returners in 2018.

Our Outreach Programme to support the STEM agenda continues to inspire future scientists, particularly females, early in their education, and has seen us interact with around 280,000 students since its launch more than a decade ago. Since 2013, through our Apprenticeship Programme, we have welcomed 74 talented apprentices, with gender split of 34 females and 40 males, into our workforce.

We will continue our commitment to promote excellence in science and engineering that delivers extraordinary impact, through a diverse workforce and an inclusive environment and culture, at all levels of the organisation.

A handwritten signature in blue ink, which appears to be 'P. Thompson'. The signature is fluid and stylized, with a large loop at the end.

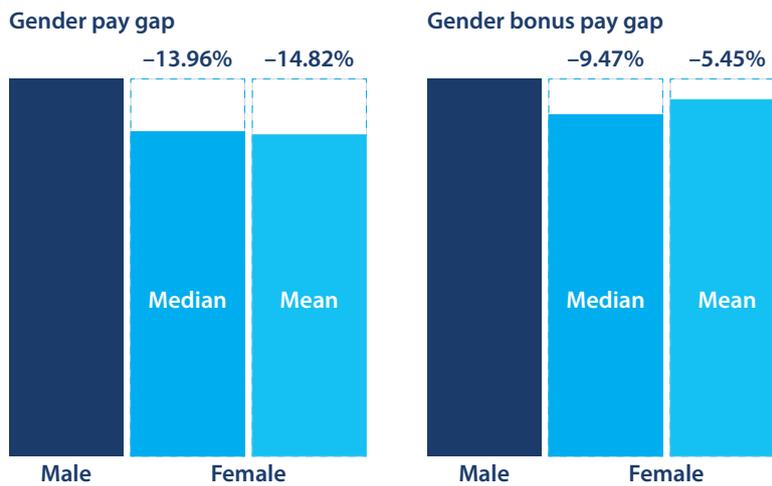
Dr Peter Thompson

Chief Executive Officer

Headline figures

NPL's gender pay gap shows the difference in median and mean pay between women and men, as at 5 April 2017. It does not measure equal pay, which relates to the differences between men and women who carry out the same jobs, similar jobs or work of equal value.

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

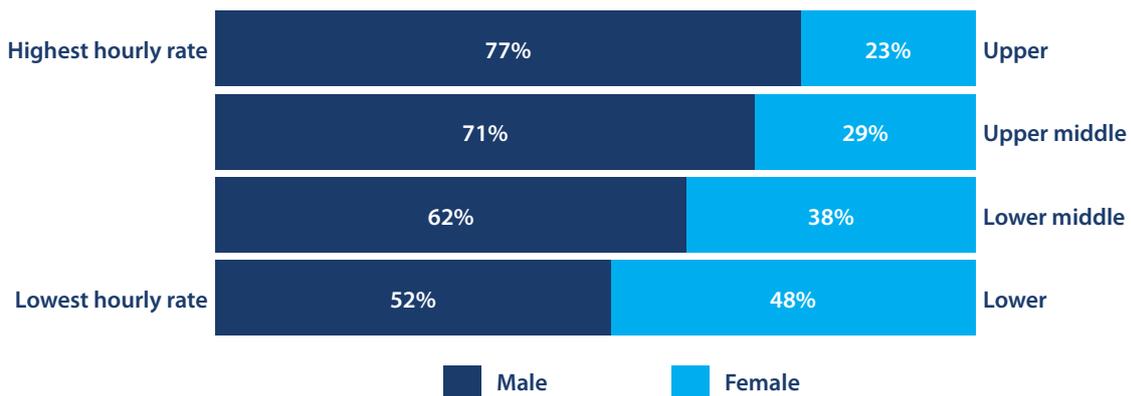


The proportion of males and females receiving a bonus payment:



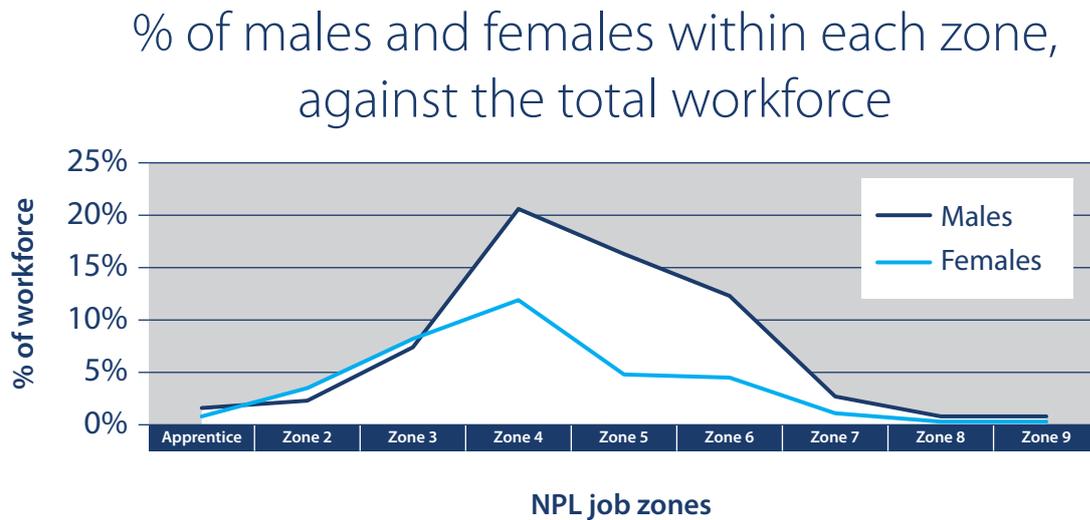
The proportion of males and females in each pay quartile:

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 4 quartiles.



Understanding our pay gap

The analysis of the NPL gender pay gap figures suggests that the main contributing factor as at April 2017 is the distribution of our workforce. As shown in the graph below, currently, there are fewer women in more senior roles (roles at zones 4 and above) than men, and there is a higher proportion of women relative to men in lower scales (roles at zone 3 and below).



In addition, the pay gap has also been analysed by job zone. Although NPL's overall gender pay gap median is 13.96%, as a result of workforce distribution, it is positive that the median pay gap at each zone (from zones 2 to 7) is less than 5%. Furthermore, it is positive that the gender pay gap at zone 9 is in favour of females.

Our commitments

As part of our commitment to drive diversity and inclusion in all parts of our workforce, we will be continuing with 2017 initiatives and introducing new initiatives to improve how we engage with and support the development of women.

In particular, we want to ensure that our recruitment initiatives attract more women, particularly at middle management and senior scientist level in NPL.

Illustrated below are examples of 2017 targeted interventions, which we will continue to progress during 2018.

Attract

In 2017 we launched Line Manager Development Workshops to raise awareness of, and tackle, unconscious bias in the workplace. This learning was facilitated by a team of external experts in workplace diversity from an Occupational Psychology consultancy. We aim for all line managers to have completed this by Q3 2018, and to then offer this development for all. This will position us to select the best people into roles, irrespective of their background or gender.

In 2017 we also partnered with the Daphne Jackson Trust whose aim is to provide researchers who have been absent from their career with the support, mentoring and guidance to return to STEM careers. We have committed to increasing the number of Fellowships we take on for women returners in 2018.

NPL's outreach programme has been running for 10 years and delivers an exciting programme of activity which supports the STEM agenda, increases public awareness and engagement in science, and operates in the spirit of Corporate Social Responsibility (CSR). It is also a critical platform for connecting with potential talent from diverse backgrounds. 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.

Activities undertaken by NPL's Outreach Team in 2017 and beyond:



- **Inspiring future scientists** – we championed teachers and supported 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.
- **Taking science out** – we attended high profile events, such as the Royal Society Summer Science Exhibition, to engage with school groups, teachers and members of the public.
- **Outreach resources** – we have developed high quality resources such as Virtual Physical Laboratory software, science films and poster challenges, and also established events with national profile and impact.
- **Enabling staff** – we have recruited and trained 40+ staff as Science Ambassadors to specialise in and advocate our outreach activities. We also encourage and support our staff who work in the community, and those who wish to undertake science public engagement.
- **Public engagement** – we supported NPL scientists to deliver public engagement, delivering tangible impact to their work and reputation.

NPL's Outreach programme has seen interactions with approximately 38,000 students (from Primary school to Masters), 5,000 teachers and 12,000 members of the public. These interactions have targeted the development of a diverse talent pipeline of apprentices, work experience students, sandwich course students and summer placement students, all with a healthy balance of males and females.

In September 2013 we launched NPL's apprenticeship programme, with 74 apprentices joining NPL since then. The gender split of apprentice recruits is 34 females and 40 males.

The success of our apprentice scheme was recently recognised by the National Apprenticeship Awards at which Becky King, who joined NPL in 2015 as a Junior Scientist apprentice, was selected the winner of the London National Apprenticeship Awards 2016. Following this, Becky progressed to the National Advanced Apprentice of the Year award, where she was runner up and recognised as one of the top three apprentices in the country.

Develop

We offered a programme of external coaching to all female Scientists, at Senior Research Scientist and Principal Research Scientist level, with the purpose of supporting their continued professional and career development.

Key Skills Development Workshops were offered to all employees, to support their personal impact, confidence and assertiveness at work. Our 'Enhancing Your Profile & Reputation' workshop, co-designed and facilitated by an external Executive Coach, provided a follow-up to the 'Action Learning Set' workshop and supported peer learning, and offered women greater opportunities to build their internal networks.

We supported NPL staff to attend The Springboard Women's Development Programme, which focuses on personal and career development over four one-day workshops. The workshops received fantastic feedback from delegates, and were so successful that attendees continue to gather as a network to support each other's career development. NPL plan to repeat this in 2018.

Engage

In 2016 we introduced the NPL Values to our workforce, to ensure that we are supporting the right culture and working environment. We are now embedding the Values in Action framework, which will help to support an environment that is truly inclusive and underpinned by respect at all times. In 2018 this will feature in all key people processes.

We know that it can be difficult for women transition back into the working environment after being away on maternity leave. To support this transition, we provide an on-site, subsidised nursery, (main site) and flexible working hours. We also provide a generous maternity package. Coaching to support maternity returners will be offered in 2018.

As part of NPL's commitment to equal opportunities, equality and diversity, we are an active member of the Institute of Physics' Project Juno, which was set up to tackle the under-representation of women in physics. NPL's Juno committee ran an internal survey in 2017 to gather views about career progression, flexible working, career breaks and the working environment at NPL.

As a result of our efforts to improve the working culture at NPL, we have been awarded Juno Practitioner status by the Institute of Physics.

In 2018 we will appoint a Diversity and Inclusion Manager to bring leadership and dedicated effort to projects across the entire Diversity and Inclusion agenda, ensuring continuous improvement and best practice in activities and people processes.



The National Physical Laboratory creates impact from measurement standards, science and technology. However, maximum impact can only be achieved with diversity of thought and contribution, which we recognise can only come from our people.

We will continue to recruit, develop and inspire the most talented individuals from all backgrounds. By doing this we will offer our people a rich and rewarding working environment, where we share our valuable experiences and skills and provide opportunities for everyone to fulfil their potential.

Our people are at the heart of our success. Taking care of every employee, and embracing diversity and inclusion are absolutely key. We welcome this opportunity to produce a gender pay report, to address any gaps and build a stronger and more inclusive NPL.

A handwritten signature in blue ink, appearing to read 'Jodene Young'.

Jodene Young
HR & Change Director

Statutory Disclosure

We confirm that NPL's gender pay gap calculations are accurate and meet the requirements of the Regulations.

A handwritten signature in blue ink, appearing to read 'Peter Thompson'.

Peter Thompson
Chief Executive Officer

A handwritten signature in blue ink, appearing to read 'Jodene Young'.

Jodene Young
HR & Change Director

National Physical Laboratory

The National Physical Laboratory (NPL) is the UK's National Measurement Institute. At the heart of our mission is delivering impact by disseminating research and measurement best practice and traceability for the economic and social benefit of the nation.

National Physical Laboratory

Hampton Road
Teddington
Middlesex
TW11 0LW

Switchboard **020 8977 3222**

npl.co.uk/contact