

UK

Gender Pay Gap Report 2021



“Urenco is committed to creating an inclusive and diverse workforce, which in turn retains and attracts a broad range of talent in our business. We know that inclusion and diversity are vital for our continued success in meeting the world’s demand for sustainable energy. I believe we are making positive progress, especially in our sector, but we are dedicated to closing the gender pay gap further by retaining, including and developing our internal talent through our ambitious inclusion and diversity programme.”

Boris Schucht, Urenco CEO

Our commitment

Urenco has laid solid foundations in its commitment to becoming a more inclusive and diverse organisation. We have stretch goals for inclusion and diversity (I&D), which will succeed only if we transform our behaviours and mindsets, which is why our I&D programme has been integrated into our culture programme.

To achieve our goals, we have developed an ambitious new strategy that will take us to 2025, which includes talent development, recruitment, succession planning and training. This progress is instrumental in developing a Urenco working culture that is a fantastic experience for every single person and to support the implementation of our business strategy so we can fulfil our purpose and contribute to the net zero world.

Our goals

In 2021, we launched our first ever global demographic and inclusion survey to better understand how we can support our workforce. Findings from the survey have established major themes we need to address and we have used this feedback to underpin the development of Urenco’s I&D strategy and goals for 2022-2025.

In summary we will:

- Increase the proportion of women and colleagues from other under-represented groups in leadership roles.
- Continuously challenge the status quo and develop new ways to create a diverse, representative workforce at all levels.

- Increase the proportion of employees from under-represented groups to be included in internal selection processes for promotion and succession planning, and in external recruitment efforts, while continuing to select solely on merit.
- Ensure Urenco is an inclusive and welcoming environment for all, with employees who are empowered to voice opinions and raise issues.
- Ensure managers at all levels demonstrate effective leadership with due regard to inclusion and diversity, and receive training in inclusive leadership.
- Deliver relevant processes including, but not limited to, recruitment, learning and development, succession planning and reward in a way that promotes equality and respects inclusion and diversity.

Measurement

We have established specific metrics for the above that we monitor regularly to review our progress. We track internal data as well as feedback from our annual demographic and inclusion employee survey and employee engagement pulse surveys.

Our strategy

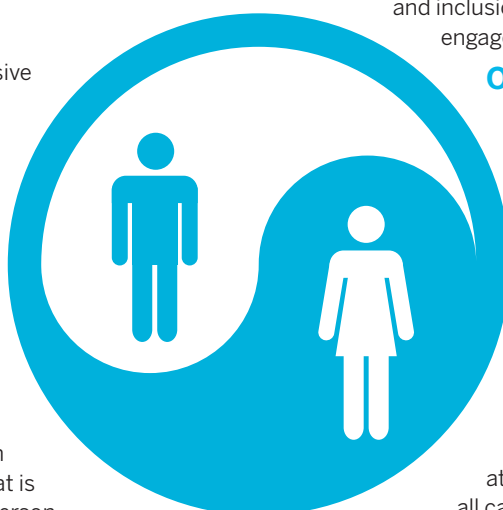
To achieve our goals we have a new strategy that builds upon progress made to date in supporting our female colleagues and those in under-represented groups.

Recruiting and developing talent

HR, Culture and Legal Counsel have worked on global inclusive recruitment principles that will be rolled out globally by spring 2022. Inclusive recruitment involves fair internal and external candidate attraction processes that are welcoming to all candidates, including those from under-represented backgrounds. We will always hire on merit and appoint the most qualified candidate and we believe that our inclusive recruiting approach will result in the hiring of more employees and leaders who are from under-represented backgrounds.

In 2021 we developed and started to deliver inclusive leadership training called Empowering U. This will be rolled out to all people managers and then to everyone in the company. We also work in partnership with external organisations in the UK to support the progression of our high potential female employees to leadership positions through a number of programmes, including Urenco Nuclear Leadership Academy and Urenco Transition to Leadership.

In 2022, we are partnering with a recognised and well-respected thought leader in cultural change, inclusion and diversity, and behavioural impact, to deliver training in allyship, intersectionality and diversity.



Supporting our staff

Our networking groups, which include the Women's Network and Working Parents' Network, act as a support mechanism for all employees. These groups raise awareness of potential issues, improve the working environment and boost employee morale. Three new global networks are being set up that everyone is welcome to join: LGBTQ+, Carers and Young Generation.

Our Culture Programme features a strong I&D calendar, which runs topical sessions including guest speaker

our culture

Inclusion & Diversity

talks and lively roundtable discussions around our quarterly themes to get conversations going and engage our employees on important issues. The big I&D theme for 2022 will focus on Inclusion and Belonging which will see the role out of the second demographic and inclusion survey, spotlight topics such as gender equality (marking International Women's and Men's Days) and continue our reciprocal mentoring project, Mind 2 Mind, with 64% of participants being women.

Celebrating our colleagues

In November 2021, we hosted our second successful and interactive annual I&D conference 'Celebrating progress and inspiring for the future.' Here we announced our new strategy and goals, heard from inspiring external guest speakers and presented awards to our Including U champions to celebrate the amazing work they carry out as I&D representatives across all of our sites and locations.

The awards included a specific category for 'Greatest contributor to Gender Equality' won by Bonnie Saucedo, UUSA, for her work as president of the Permian Basin Regional Chapter for Women in Nuclear and also for driving WiN and gender equality, not only at Urenco but at several nuclear facilities in the area and within the community as a whole.

We also ran our annual Celebrating U awards, where colleagues from across the company were nominated for their contributions to Urenco's success. We were proud to see that although women make up 21.7% of our global workforce based on recent HR figures, 33% of our award winners were women, marking the positive impact of our female colleagues and providing role models for others.



Empowering women in nuclear

To achieve a balanced and diverse workforce we recognise the need to support women in nuclear throughout their careers – from school age where students are first introduced to science, technology, engineering and maths subjects, to enabling women to take on leadership roles in the industry.

Richie education programme

Urenco believes that promoting diversity and inclusion amongst our youngest stakeholders is equally important and we do this through our Richie education programme.



Our resources are designed for students of all genders, covering science, technology, engineering and maths subjects in a fun and creative way. They provide students with the opportunity to participate in group work, enhance their presentation and design skills, and support them in the development of a wider skill set.

Inclusion and Diversity in Nuclear

In 2021, Urenco became an industry partner with Inclusion and Diversity in Nuclear (IDN), offering our international footprint and network as a means of supporting the projects IDN run to facilitate change towards a truly inclusive nuclear industry. In turn, their wealth of knowledge and experience in this area will enable us to strengthen our own I&D programme.

Women in nuclear

Urenco has donated to Women in Nuclear (WiN) in support of their relaunch as an independent entity to address the industry's gender balance.

As a founding sponsor, we can demonstrate our commitment and help them in delivering the activities that create change, supporting and encouraging women at every stage of their career. Urenco has been involved with the UK Nuclear Sector deal since it launched in 2018 and is proud to have signed up to the commitment to reach a target of 40% women employed in nuclear by 2030.



Marie Skłodowska-Curie Fellowship Programme

Urenco is donating a further €100,000 a year for the next three years to the International Atomic Energy Agency's (IAEA) Marie Skłodowska-Curie Fellowship Programme. The programme provides scholarships to young women studying for a Master's degree in a nuclear-related subject. We are delighted to continue our support of this very successful programme, which has already helped 100 women to further their studies.

Difference between the gender pay gap and equal pay

Equal pay...

is men and women being paid the same for the same work.



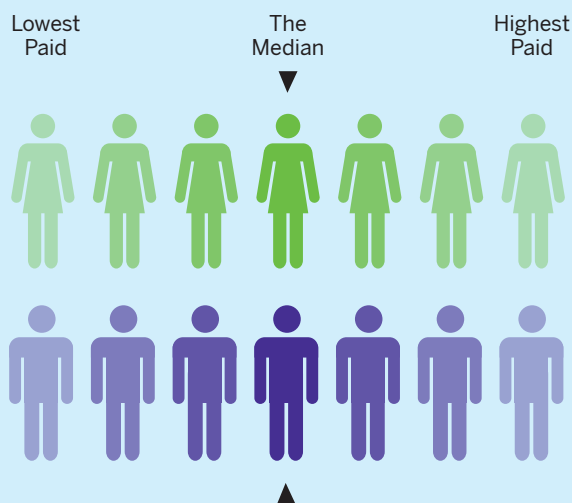
The gender pay gap...

is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women.

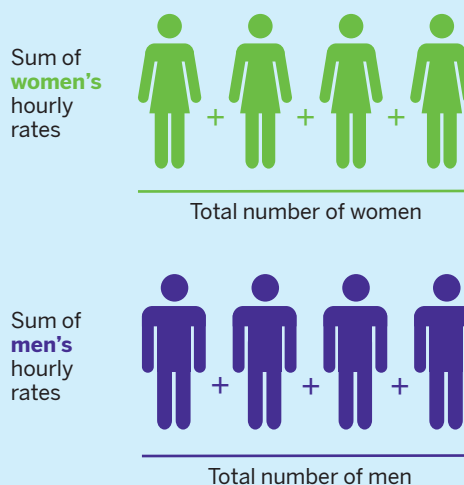


The gender pay gap is assessed using two types of measurements:

The median is the figure that falls in the middle of a range when everyone's wages are lined up from the smallest to largest. The median gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.



The mean, commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male and mean female pay.



Our 2021 Results

UK legislation requires us to report our gender pay gap data for our UK legal entities employing more than 250 people. We have one such entity, Urenco UK (UUK), but have also chosen to show the same data for all UK based employees.

Urenco Group (UK) employees

794 employees,
24.9% of which are
women ¹.

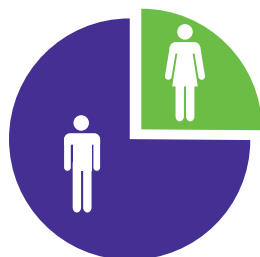


Table 1

Hourly pay and bonus difference between women and men at 5 April 2020 and 2021

	2020		2021	
	Mean	Median	Mean	Median
Hourly pay difference	17.6%	12.5%	13.7%	12.3%
Bonus difference	52.1%	0.0%	49.7%	0.0%

Table 1 presents the comparison between the 2020 and 2021 results for both hourly pay and bonus pay gaps. In 2021, our mean hourly pay gap decreased by 3.9% to 13.7%, the lowest since the implementation of gender pay gap reporting in 2017, resulting in an overall decrease of 10.4% in the 4-year period.

Our median hourly pay gap has also decreased in 2021 by 0.2% and continues to be below the national median pay gap of 15.4% (ONS, October 2021).

These trends are linked to changes in gender distribution in Urenco's workforce. Namely, out of all employees that moved to higher pay quartiles during the last year, 34.3% were female (9.4% higher than the proportion of women in the general workforce). However, there has been a slight decrease in the overall proportion of females in the workforce compared to last year (2020: 26.0%). This has mainly manifested itself in the lower pay quartiles with an average decrease of 3.2% in the proportion of female employees in those quartiles.

In 2021, the mean bonus pay gap decreased slightly to 49.7%. We expect this statistic to remain at this level as the majority of employees in the upper pay quartile are male employees with the highest levels of short-term and long-term incentives. The median, however, remains at zero due to the large number of UUK employees that receive an identical bonus payment (more details in the UUK section below).

Figure 1

Proportion of employees receiving a bonus 12 months preceding 5 April 2020 and 2021

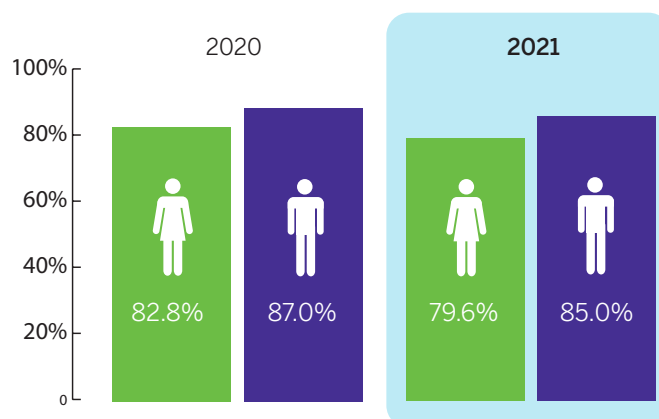


Figure 1 represents a comparison between the proportion of employees receiving bonuses in 2020 and 2021. 100% of our employees (excluding apprentices) are eligible to receive a bonus payment. Although the overall proportion of female and male employees shown as receiving a bonus has decreased by 3.2% and 2.0% respectively (Figure 3), we expect some fluctuation in the figures year on year due to the end date of fixed term contracts or the start date of new employees to the organisation, resulting in bonuses being paid outside the relevant 12-month reporting period.

¹According to the Nuclear Skills Strategy Group, women represented 20% of the UK Nuclear Workforce in 2020.

Figure 2

Pay quartiles - At 5 April 2020 and 2021

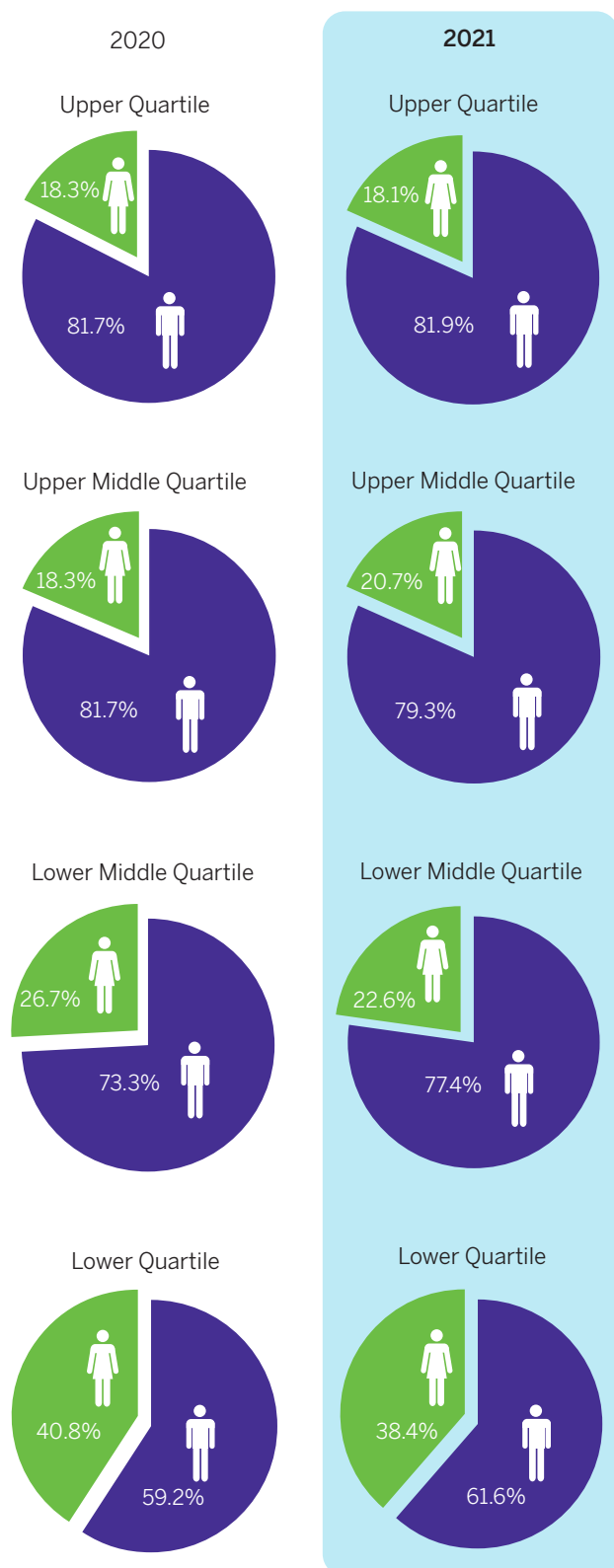


Figure 2 shows a comparison of gender distribution by hourly pay quartiles across our UK entities. The 2021 results show a decrease in the proportion of female employees in the lower quartiles linked to an overall decrease in the proportion of females in the workforce. There was an increase in the proportion of female employees in the upper middle quartile, which is related to pay progression and new female full-pay employees² in those quartiles.

² **Full-pay relevant employee** - any employee who is employed on the snapshot date and who is paid their usual full basic pay (or pay for piecework) during the relevant pay period.

If employees are being paid less than their usual basic pay, or nil, during the relevant pay period as a result of being on leave, then they are not a 'full pay relevant employee' and they are excluded from the hourly pay gap calculation.

Urenco UK (UUK) employees

402 employees,

22.1% of which
are women³



Table 2

Hourly pay and bonus difference between women and men at 5 April 2020 and 2021

	2020		2021	
	Mean	Median	Mean	Median
Hourly pay difference	8.5%	12.8%	10.4%	17.6%
Bonus difference	12.0%	0.0%	-1.1%	0.0%

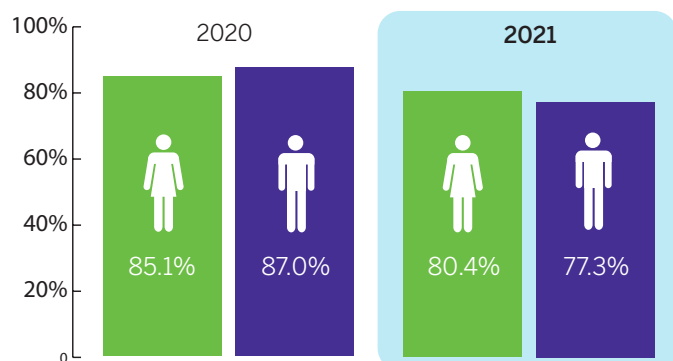
Table 2 presents the comparison between the 2020 and 2021 results for both hourly pay and bonus pay gaps. In 2021, our mean and median hourly pay gaps increased by 1.9% and 4.8% respectively. Moreover, there has been a significant apparent decrease in the mean bonus gap. Those variations are linked to a change in the month the bonus is paid for personal contract holders, who are mostly male employees in the upper pay quartile.

In 2020, personal contract holders' bonuses were paid in March, whereas in 2021 they were paid in April. In accordance with the reporting requirements a pro-rated bonus amount was included in the hourly pay calculation, which increased hourly pay for those employees and as a result hourly pay difference. However, as the bonus payments were made after 5 April, which fell outside of the reporting period for bonus calculation, they were excluded from the 2021 bonus pay gap calculation. This resulted in a decrease in the mean bonus pay gap. Thus, we expect bonus pay gap to revert to pre-2021 levels next year.

³ According to the Nuclear Skills Strategy Group, women represented 20% of the UK Nuclear Workforce in 2020.

Figure 3

**Proportion of employees receiving a bonus
12 months preceding 5 April 2020 and 2021**



100% of our employees are eligible to receive a bonus payment (excluding apprentices).

The overall proportion of male and female employees shown as receiving a bonus has decreased by 4.7% and 9.7% respectively (Figure 3).

We expect some fluctuation in the figures year on year due to the end date of fixed term contracts or the start date of new employees to the organisation, resulting in bonuses being paid outside the relevant 12 month reporting period.

In 2021, the decrease in those statistics is linked to change in the bonus pay month. In addition, the apparent reduction in the proportion of male employees receiving bonus is twice as high compared to females due to substantially more males being hired in 2021 before 5 April.

Figure 4

Pay quartiles - At 5 April 2020 and 2021

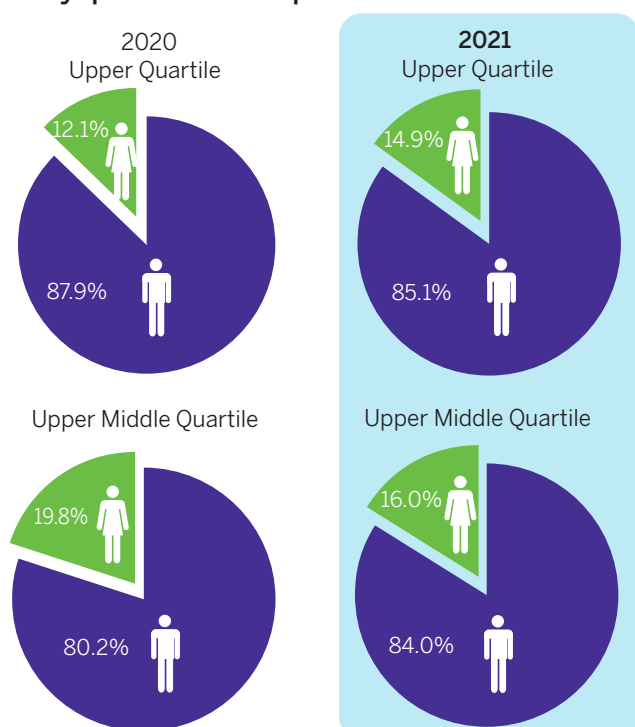


Figure 4 (Continued)

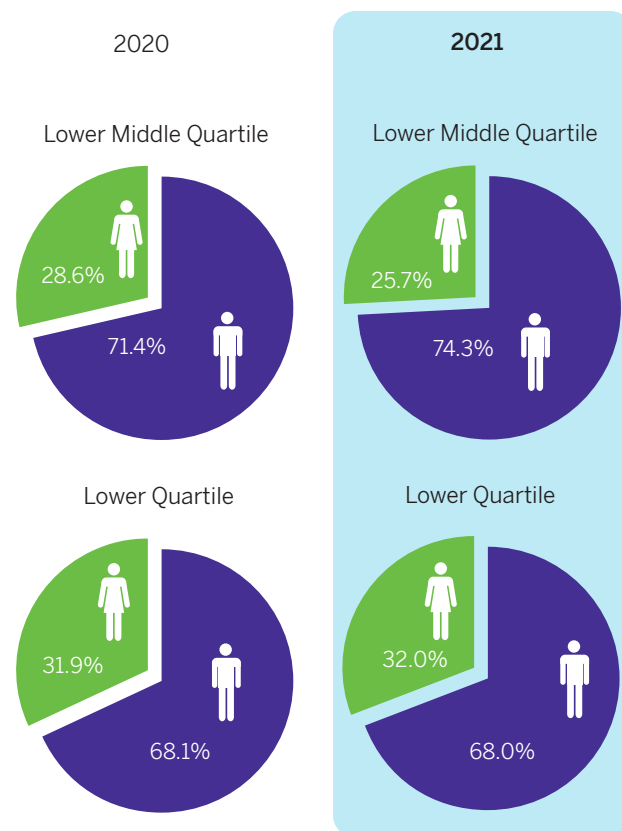


Figure 4 shows a comparison of gender distribution by hourly pay quartiles for UUK employees. The 2021 results show an increase in the proportion of female employees in the upper quartile, which is related to pay progression and new female full-pay employees in this quartile. There has been a decrease in the proportion of female employees in other quartiles linked to overall decrease in the proportion of females in the workforce (2020: 23.1%).

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



Boris Schucht

Boris Schucht
Chief Executive Officer