



# Nest Corporation Gender pay gap report 2021

# Mean and median gender pay gap



**14.5%**

## Mean hourly pay gap 2021

A gap of £5.19 per hour. This gap has reduced by 2.9 percentage points from 2017.

**10.9%**

## Median hourly pay gap 2021

A gap of £3.41. This gap has reduced by 13.3 percentage points from 2017.

- › Both our mean and median hourly gender pay gaps have fallen since we first published them in 2017.
- › The median hourly pay gap has reduced significantly compared to the mean hourly pay gap.
- › The significant change in median bonus is reassuring. It shows more senior women are being employed and we're developing our talent internally.

## Mean bonus

**-4.5%**



**11.4% in 2020**

Men took home £68.70 less than women in 2021.

This is the first year since we started reporting in 2017 where women at Nest were paid a larger bonus than men.

## Median bonus

**0%**



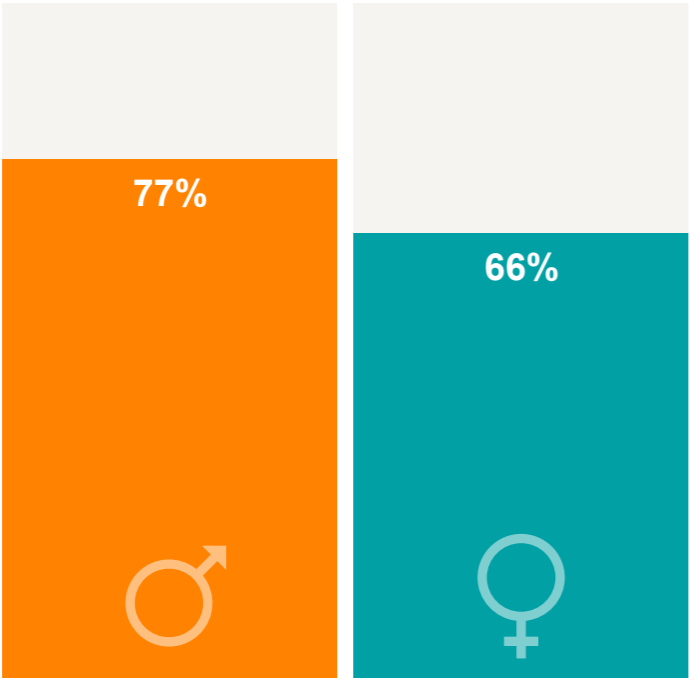
**30% in 2020**

This is the first time since 2018 where there has been no difference in median bonus paid.

# Proportion of male and female employees...

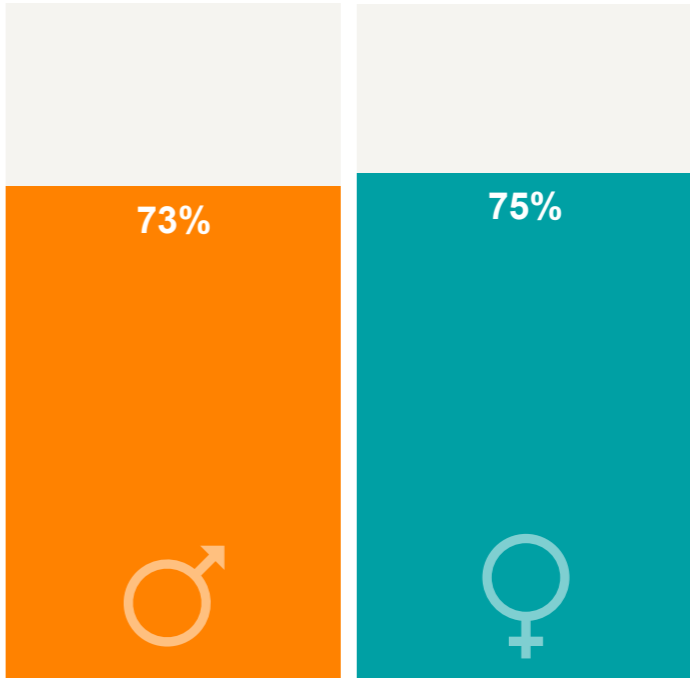
...who received a bonus

March 2020



	Total	No. who received a bonus	Proportion %
<b>Men</b>	162	124	77
<b>Women</b>	162	107	66

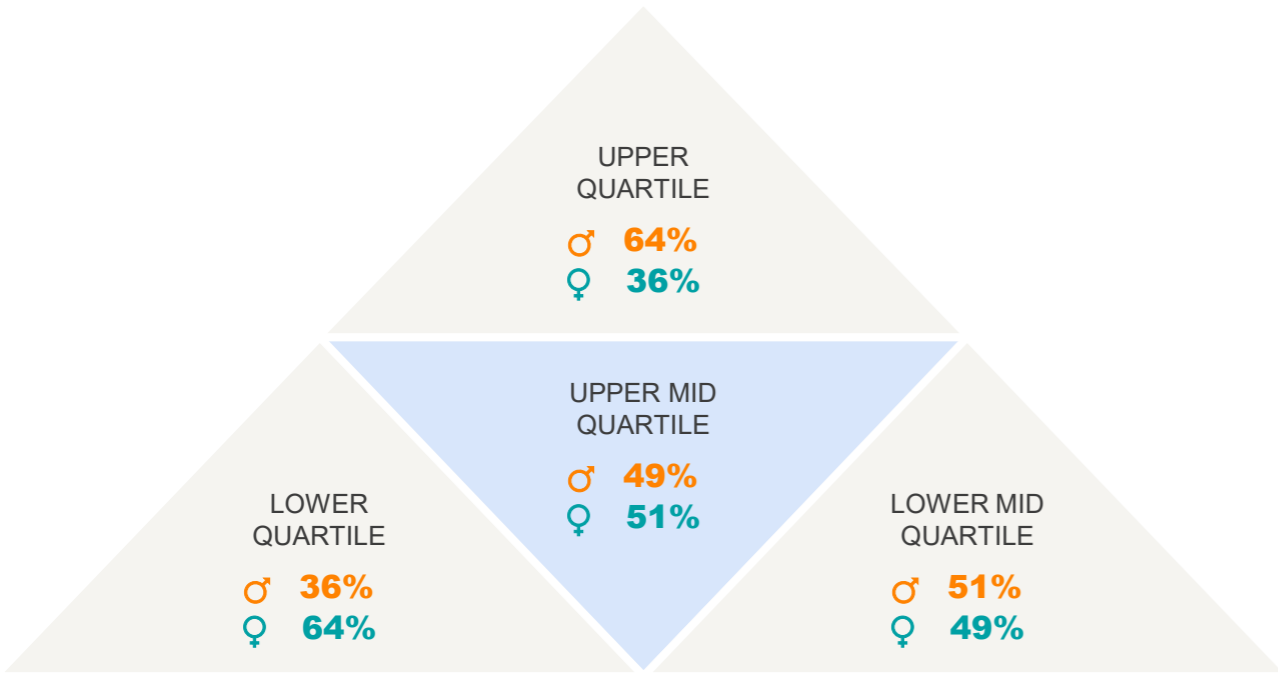
March 2021



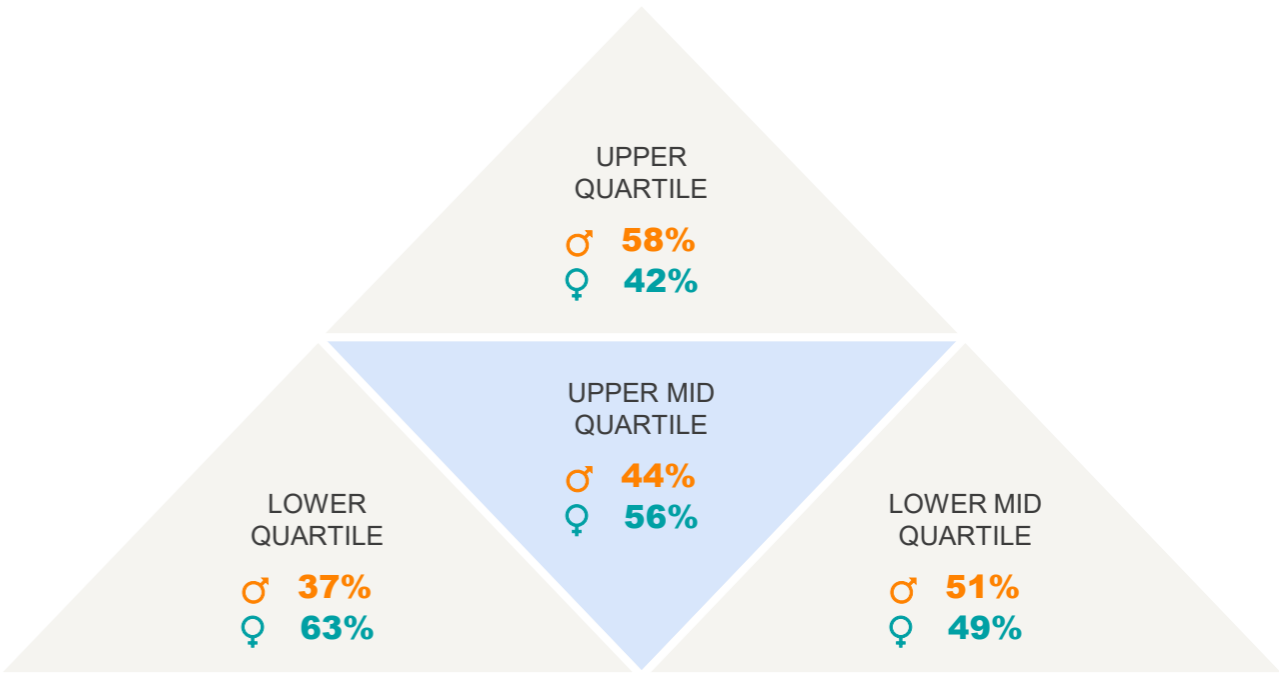
	Total	No. who received a bonus	Proportion %
<b>Men</b>	177	130	73
<b>Women</b>	174	130	75

# Quartile pay representation of male and female employees

March 2020



March 2021



- › Comparing quartiles between March 2020 and March 2021, we have parity between men and women in the lower-mid quartiles.
- › Men are under-represented in the upper-mid quartiles and the upper quartile is moving closer to gender parity.
- › Women continue to be over-represented in the lower quartile and under-represented in the upper quartile.

# What is Nest doing to address our gender pay gap?

## Recruitment and retention

- › We continue to attract and appoint more female candidates and continue to recruit employees into flexible positions.
- › Our employees still rank their ability to have a good work-life balance as one of the major positives of working at Nest.
- › We continue to focus on recruiting most of our talent directly, recognising this is an effective way to improve our diversity. This has seen us post on diverse online job boards, such as Women Returners.
- › When we use a recruitment agency, we ask it to provide gender-balanced shortlists. We monitor these shortlists every quarter.

## Gender working group

- › Our gender working group continues to make progress. It's championed by our Chief Investment Officer, Mark Fawcett, and Director of Strategy, Zoe Alexander.
- › The group focuses on embedding a culture of gender parity built on allyship, inclusivity and an understanding of the challenges women face in the working world.
- › So far the group has delivered a menopause at work campaign, highlighted the impact of the Covid-19 pandemic on women and focused on empowering men as allies to support women's careers.

## Focussed on diversity and inclusion

- › We continue to focus on embedding our D&I strategy throughout the organisation and ensure we're 'inclusive by instinct'.
- › We continue to add a diversity related objective for each executive team member as part of the annual performance review process.
- › Overall we've significantly increased the representation of women at the director level over the past three years. Our bonus and upper-quartile data reflects this change.

## Continued in-year monitoring and progress reporting

- › We continue to monitor and report on our talent at an organisation and business unit level.
- › Overall, the number of women working at Nest has increased, but women are still more likely to occupy more junior roles. However, women are now more likely than men to be in the upper-mid quartile of the organisation too.
- › Seeing an over-representation of women in the lower quartile isn't necessarily negative as we'll continue to focus on developing and nurturing our talent.



## What next?

- › This is the first year where women have been paid a higher bonus than men. It shows that we're making progress but there's still more work to do in regards to pay.
- › We know that we need to do more at the Executive Committee level and want at least three out of seven members to be women by 2025.
- › We're acknowledging the importance of talent and development and are building a data infrastructure that will enable us to make targeted interventions.
- › We'll work with our gender working group, listen to their challenge and foster a culture which embraces gender parity.
- › We'll continue to work with our partners and suppliers to improve the diversity in our sector through initiatives such as the Diversity Project.



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