

Closing the gender pay- gap

Reaching fairness and
better workplaces through
Equality work

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Reykjavik University

- BA Sociology

Copenhagen Business School

- M.S. Strategy and using company data for decision making
- Master of Business Administration – MBA

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Group Head of People Analytics – Reykjavik Energy

Pay and People Analytics in Reykjavik Energy since 2011

State Treatment Center for Adolescence

Reykjavik Police

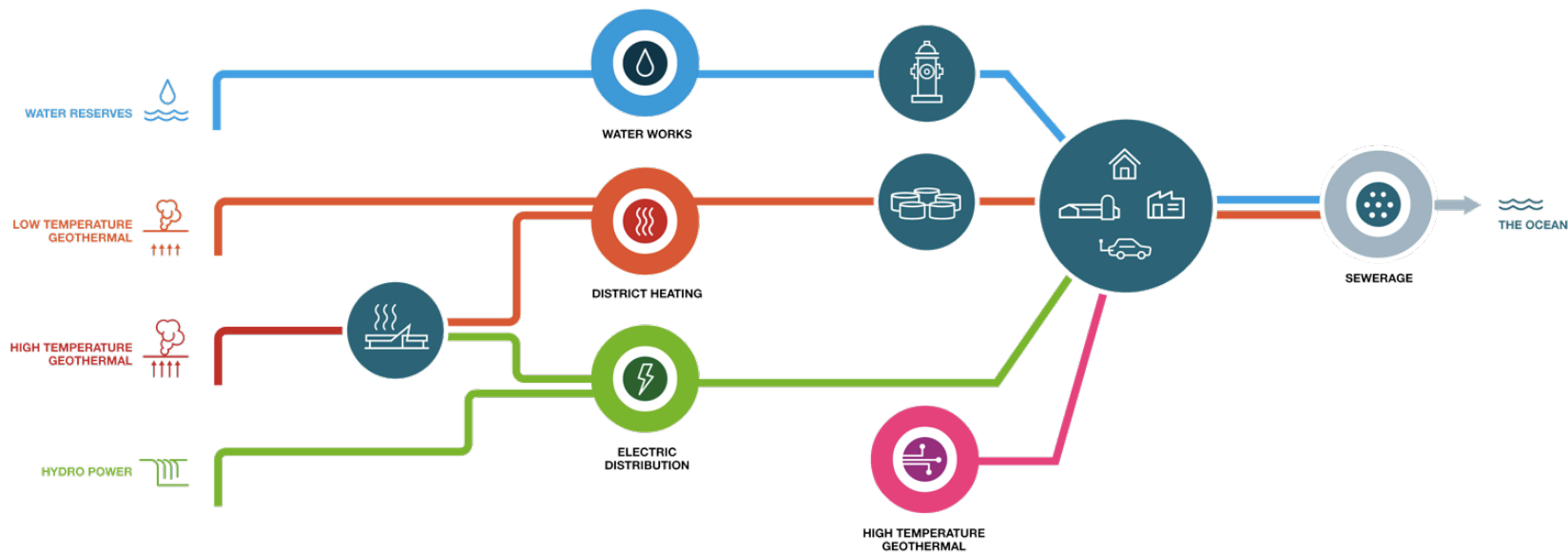
Preventive Department

Police Officer

Reykjavik Energy



We Connect People and Natural Resources



Women's position in energy companies in Europe

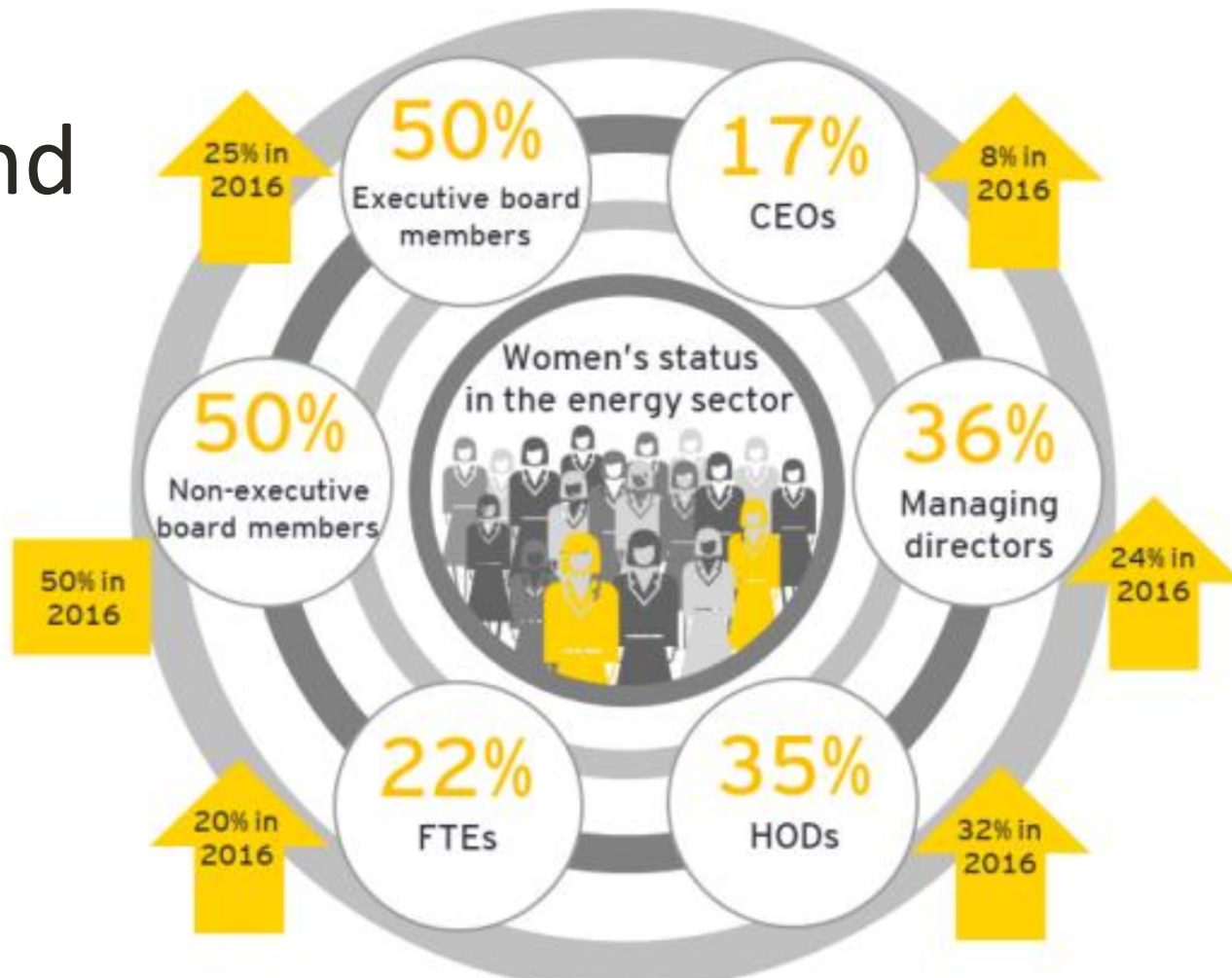


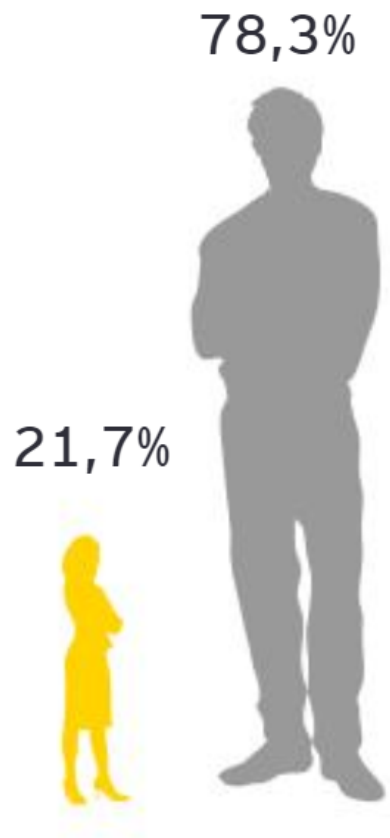
Energy

is very male
dominated

similar to
Law enforcement

Iceland





Iceland

FTEs per year

Total units 1.409

2011
we decided to:

Equality in Management

Eliminate the Gender Pay Gap



Equality won't happen by itself

In our equality work we focus on:

- Equal pay
- Work- Family-Balance for all
- Diversity in all jobs and group in the companies.
- Equality awareness
- Eliminate sexual harassment in the workplace.
- Equality is a real factor in all decision-making

We hired **Gender Scientist** to analyze our corporate culture

New observations on the culture, social and physical environment

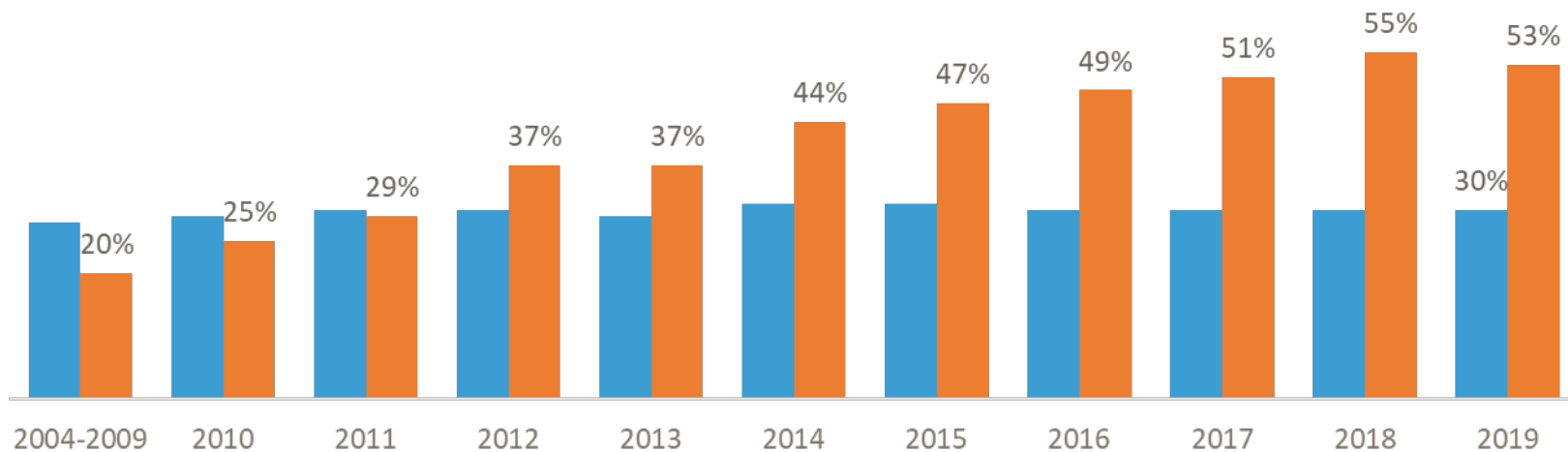
Gave us new focus and assignments:

- Physical and visual environment softened by colors, paintings and plants.
- Courses on gender equality for every employee
- Mentors for new employees trained in gender equality approach
- Action plan in each unit of the group, based on their particular challenges
- Recruitment process changed to work against gender biases

We hired **Gender Scientist** to analyze our corporate culture

- Gender based statistical analysis
- Marketing material analyzed and revised
- Working hours and shift work schedules revised for better family balance
- We decided to do what was in our power to attract women to **trades and technology** jobs.
- Trade & Technology Course that we run in collaboration with our local grammar school.

■ Women in workforce ■ Women in management



Culture is everything

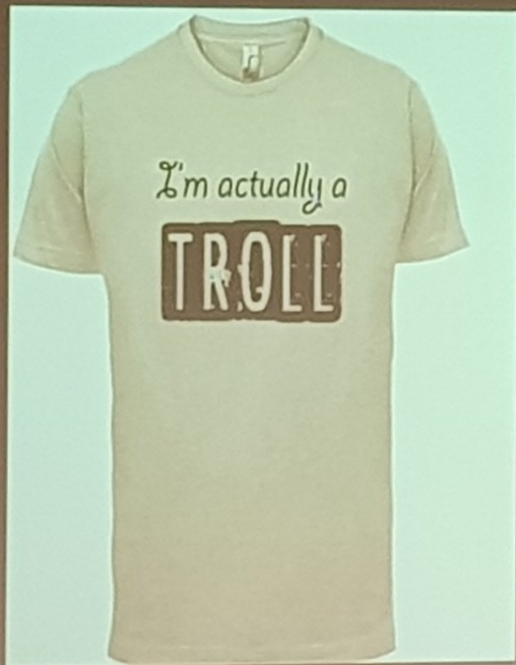


STEM

- Science
- Technology
- Engineering
- Mathematics

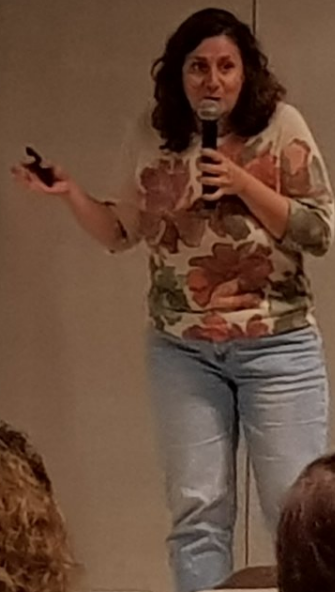
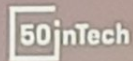
It is not enough to recruit women in **STEM** jobs

- 50% of women leave the field within a decade
- 25% of men
- Isolation
- hostile male-dominated work environments
- ineffective executive feedback
- lack of effective sponsors

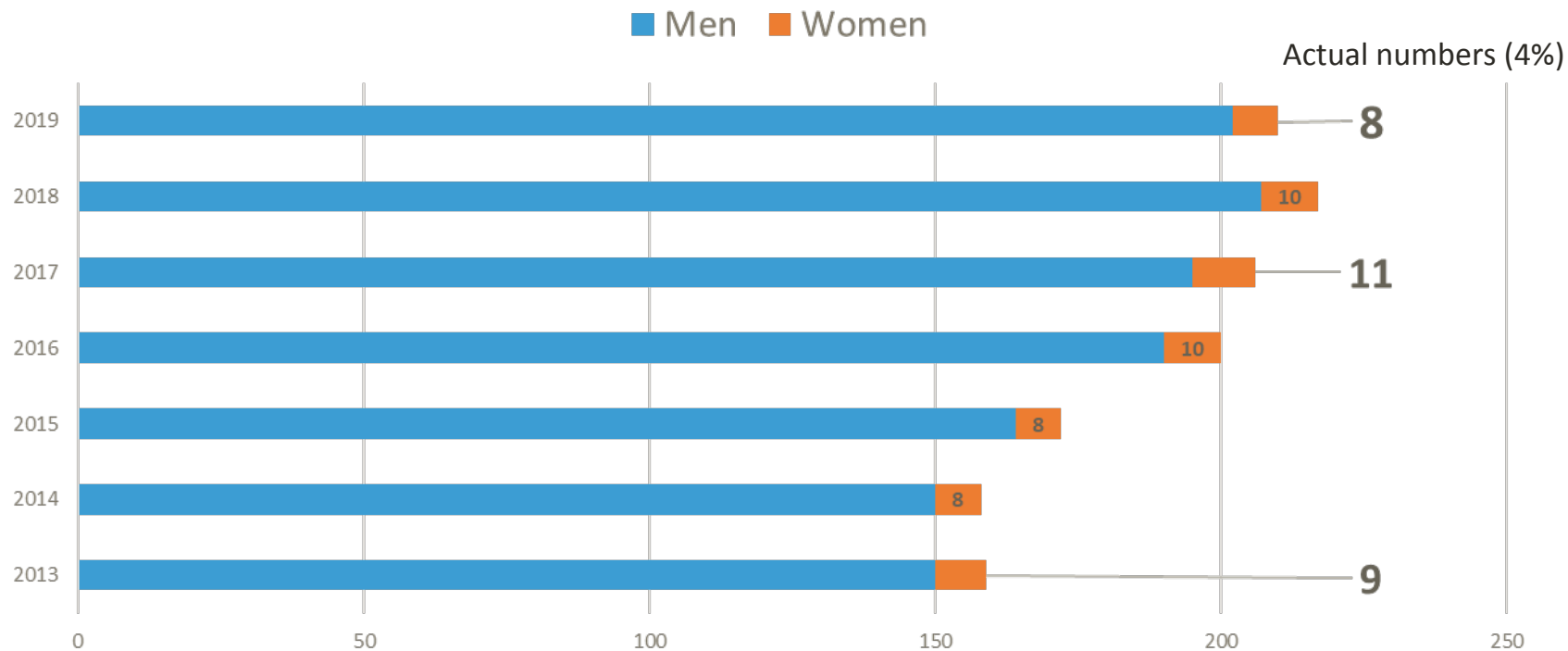


Daily and recurring
sexist jokes
are reported by women
as the top #1 reason
for leaving Tech

BerkeleyHaas Center EGAL, 2018

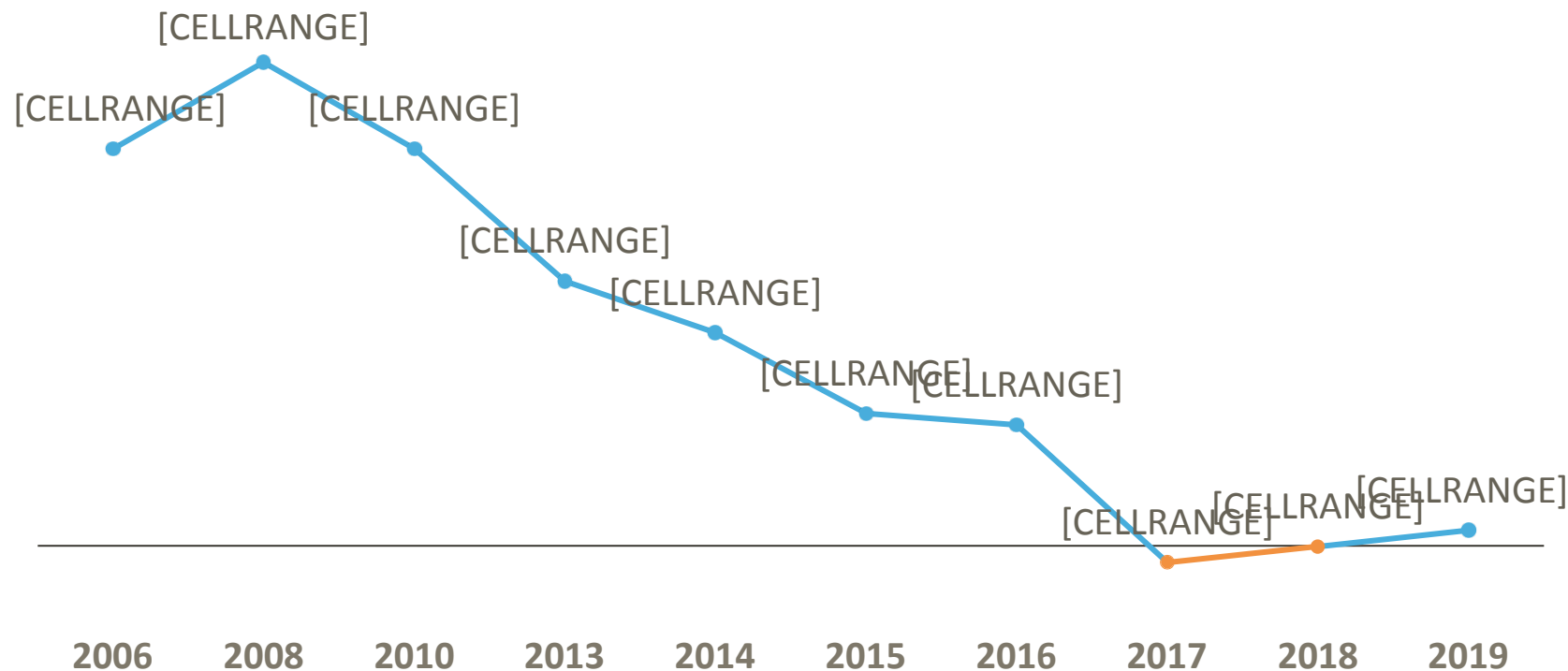


Women in trades in Reykjavik Energy



Gender Pay-gap

Gender Pay-gap



**The
Guardian**



Jafnlaunaúttekt
PwC
2018



EQUAL PAY
CERTIFICATE
2018 - 2021



**The
Economist**

Fair pay

Why are we doing what we do?

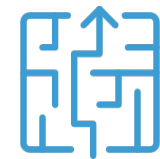
What is valuable to our company?



How do we measure effort?



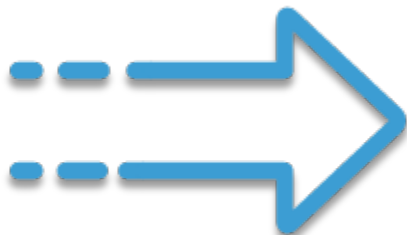
Is strategic thinking more valuable than operational excellence?



Fair pay

Meritocracy

... a system in which **goods** and power are vested in **individuals** based on **talent**, **effort** and **achievement**...



What does Reykjavik Energy value?



Job category



Financial responsibility



Education



Span of control



Responsibility



Performance



Growth potential

Employee perspective

Job Satisfaction

My

4,
55%

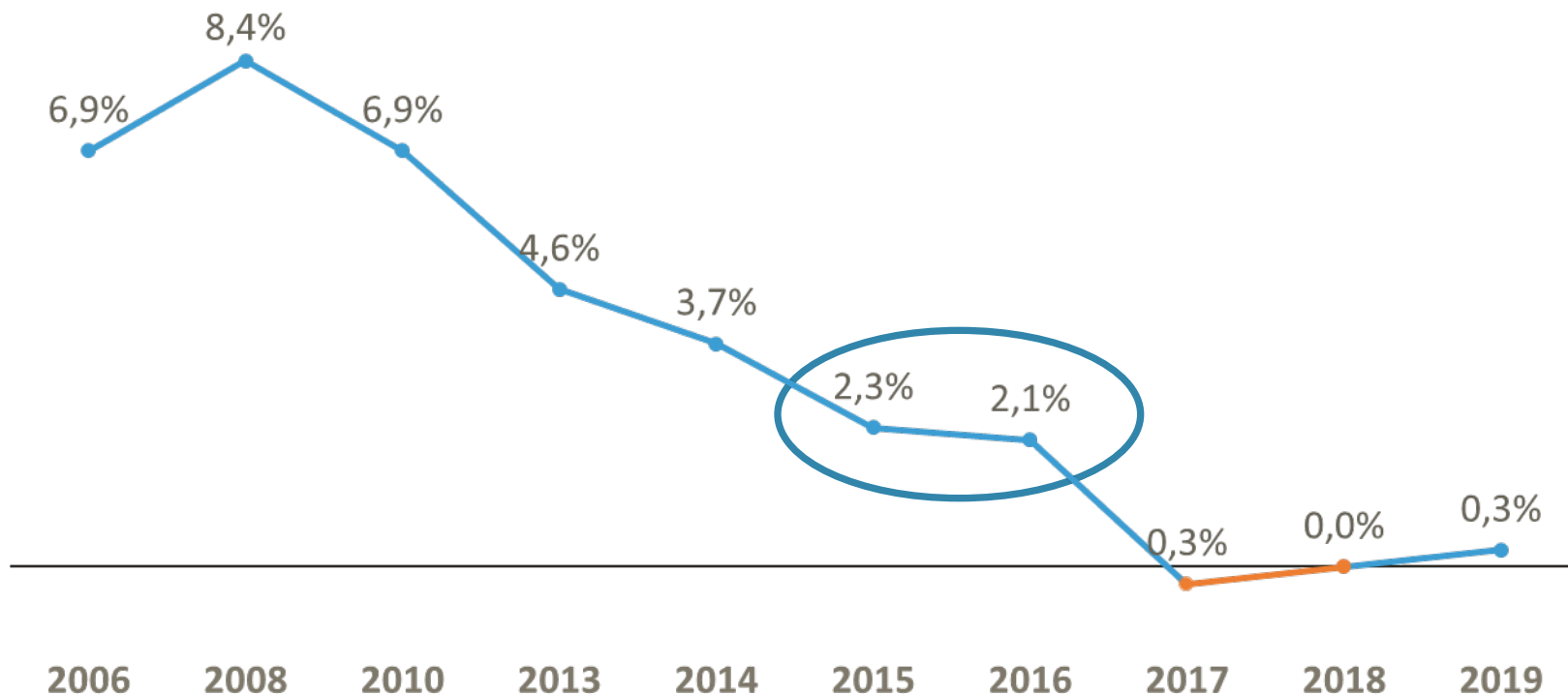
3,84

4,
8%

2014-20

„It is reassuring to work for a company that objectively measures and guards pay and invites conversation about pay and performance“

Gender Pay-gap



Closing the gap

In 2016 we became partners in co-developing a software solution with PayAnalytics

Win-Win situation

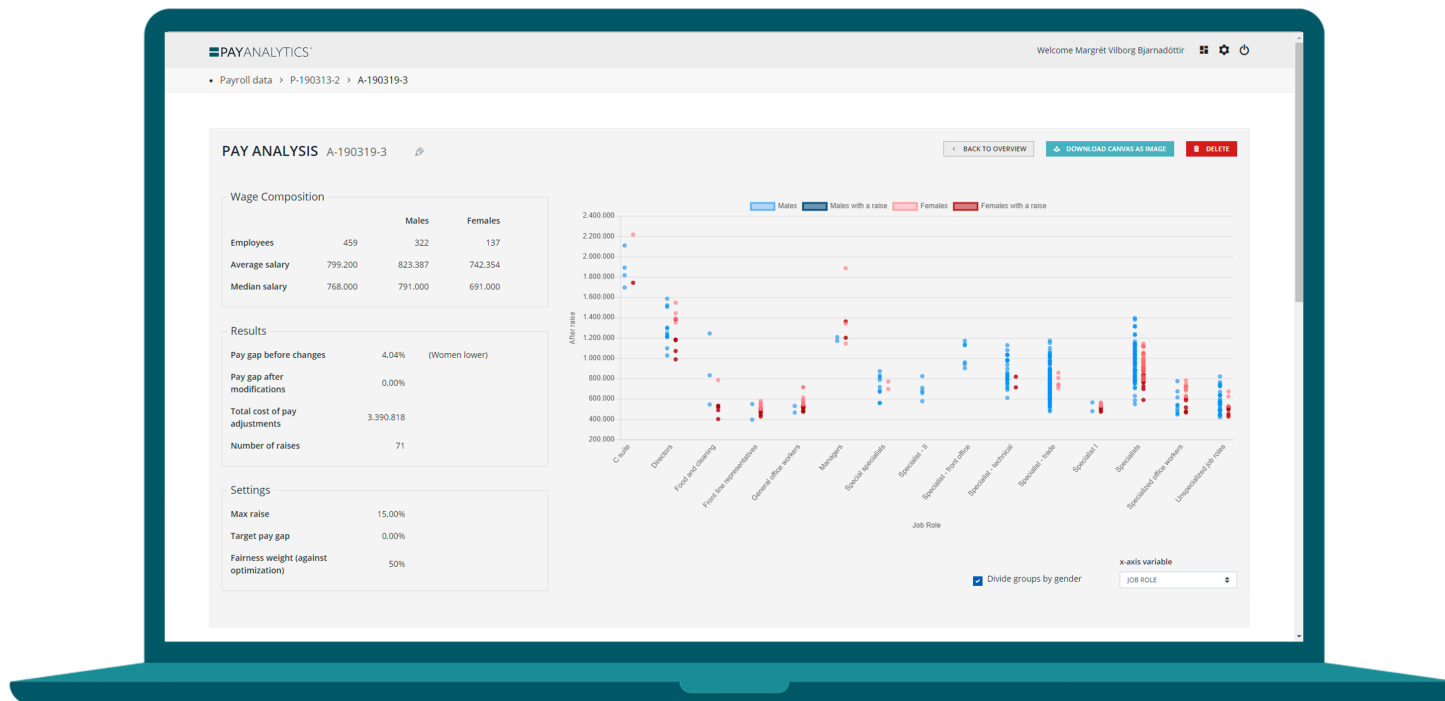
- Closed the gender pay gap remarkably fast

- PayAnalytics developed their software and brought a better solution to the market

2017 – Closed the gender pay gap

Now 2 years later, we have not measured difference gender pay over 1%.

DATA DRIVEN DECISION SUPPORT



MEASURE

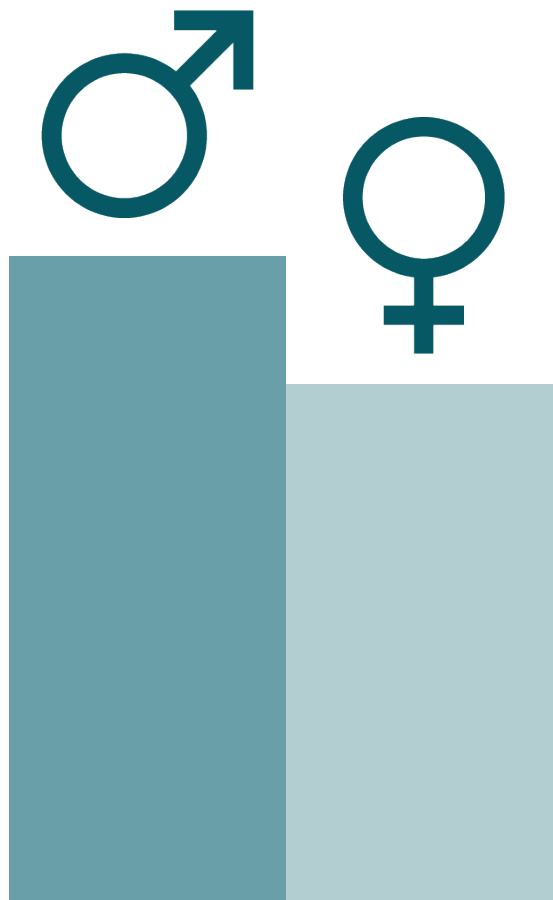
Know, understand,
and quantify the
problem

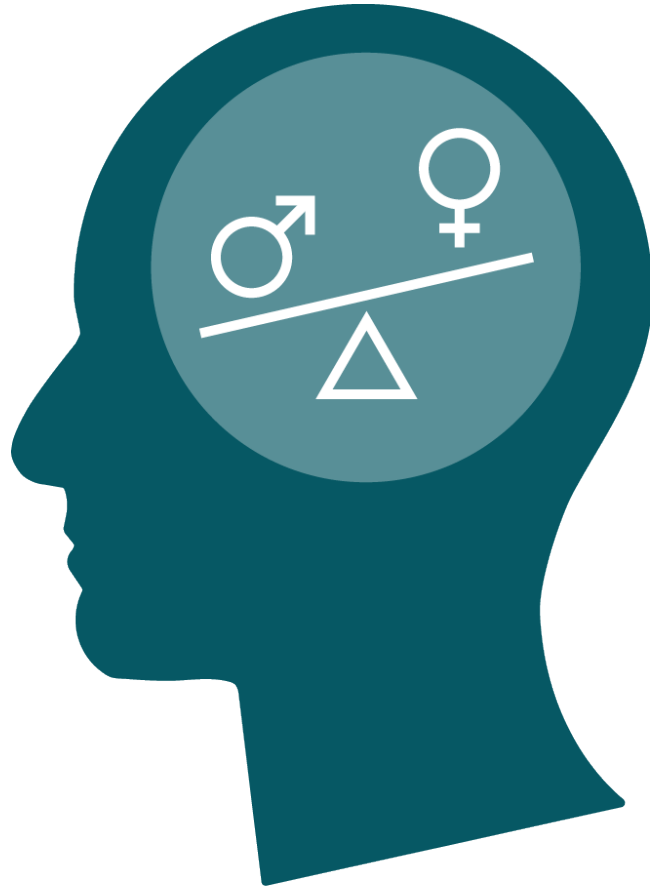
PLAN

Who should get
raises? What is it
going to cost?

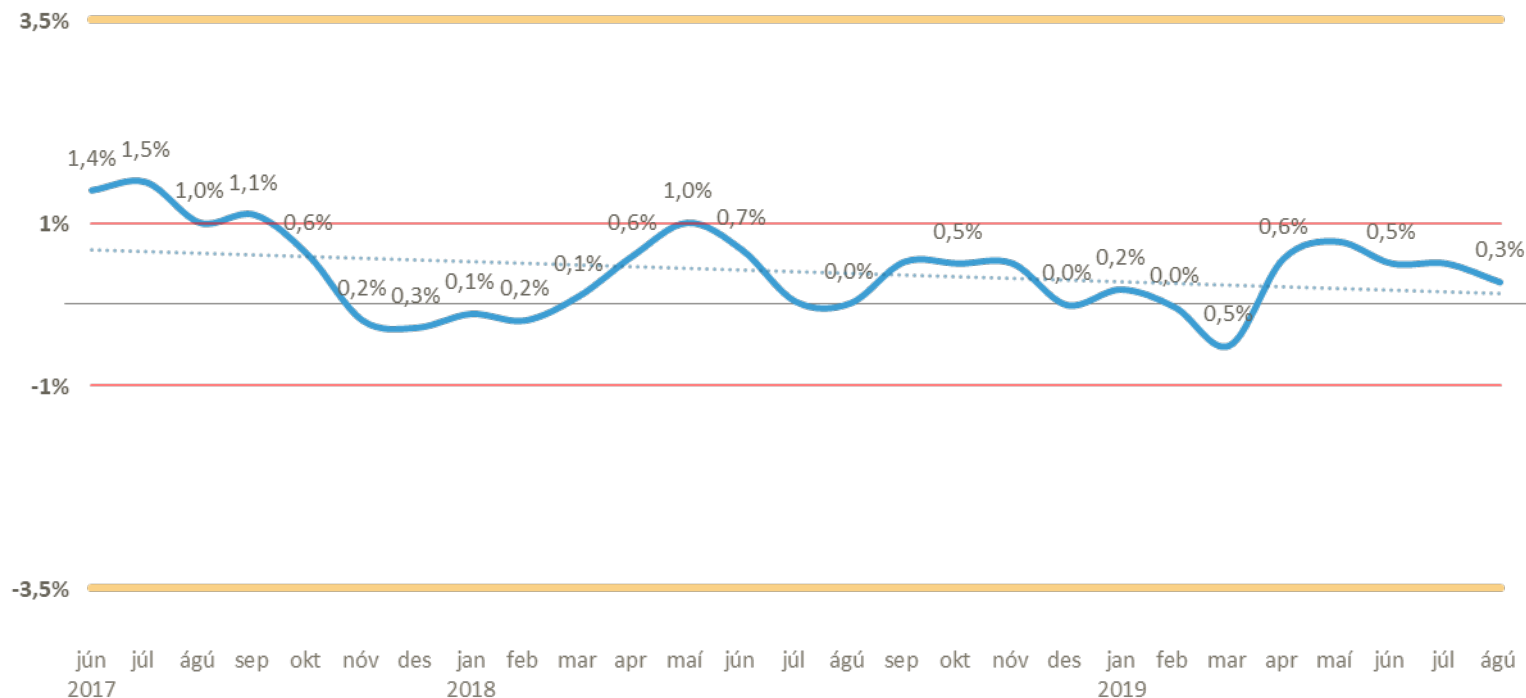
STAY VIGILANT

Understand, in
real time, decision
impact





Gender Pay-gap 2017-2019



How we keep us there

Centralized pay decisions

Monthly measure of gender pay-gap

Monthly review of pay recommendation from PayAnalytics

Salary outliers

Who are the employees we are paying in the most unfair way

Analyze the impact of every:

Hiring and promotion decision

Ad-hoc salary decision

The logo for PayAnalytics, featuring a white equals sign icon followed by the text "PAYANALYTICS™" in a white, sans-serif font, all set against a dark blue rectangular background.

Costs & benefits

Fair pay is a business case



Aligning pay with business strategy and operational objectives

Paying for what is valuable for the company

Fair pay is a human rights issue



Gender pay gap

Pay gap stemming from origin



Vidir Ragnarsson

