



# Gender pay gap report 2019

**Building a power-efficient  
connected world**

## Introduction

# We are committed to employing and developing people



**“We are very keen to raise awareness amongst women, both inside and outside the Company, about the exciting careers available to them at Dialog.”**

**Dr Jalal Bagherli**  
Chief Executive Officer

At Dialog we are committed to employing and developing those people who have the necessary skills, experience and values to excel in their relevant role – irrespective of their gender, ethnicity, religion, disability or any other non-work-related personal characteristic. Across our 30 locations in 15 countries we employ a diverse workforce with employees from 66 nationalities.

The electronics engineering profession in the UK performs relatively poorly both in terms of gender diversity and gender pay. According to Talent 2030, only 12% of engineers in the UK are female, and the percentage of female electronics engineers is even lower. Women are underrepresented in the electronics and semiconductor industry and also in our workforce.

Our industry is a very innovative, stimulating and fast-developing field, and we are very keen to raise awareness amongst women both inside and outside the Company about the exciting careers available to them at Dialog.

As this is the third year that we are publishing this data, I am pleased with the actions we have been taking to bring more women into the organisation and an increased focus within the organisation to develop our female talent. And I am especially pleased that Julie Pope, our SVP HR, was recognised in the list of 100 Most Influential Women in Engineering that was produced by the board appointments firm Inclusive Boards in partnership with the Financial Times. This recognition supports the actions we have taken and we will continue our efforts in this regard.

This is our report for the snapshot date of 5 April 2019. I can confirm that the data published in this report is accurate.

**Dr. Jalal Bagherli**  
Chief Executive Officer

# Background



**“We believe that diversity is vital in bringing in different ways of approaching projects and in fostering innovation. I’m excited by the way the challenges in the gender diversity space in our field has inspired many in the team to think of innovative ways to bring in new female talent as well as growing the female talent we already have within the organisation. It is clearly seen as a priority across the organisation.”**

**Julie Pope**

Senior Vice President, Human Resources

Named as one of top 100 most influential Women in Engineering, 2019

The gender pay gap presented in this report shows the difference in the average pay between all men and women in a workforce. The gender pay gap gives a snapshot of the gender balance within a hierarchy between 2018-2019.

The report does not look at equal pay (differences between men and women who carry out the same jobs, similar jobs or work of equal value). Equal pay means that men and women must be paid the same for carrying out work of equal value for the same employer, as set out in the Equality Act 2010. The gender pay report measures the difference between the average earnings of all men and women across an organisation, irrespective of their role. It is expressed as a percentage of men’s average earnings.

We have analysed the reasons for our gender pay gap and it can be explained by the disparity between the number of females at higher levels in the organisation compared to the number of males in these roles. Consequently, our gender pay gap is due to the lack of women in senior and engineering roles i.e. the gender balance in the hierarchy, and not due to gender discrimination.

We also completed a comparison of like-for-like jobs (same job function/same level), and we were not able to track any pay differences to factors like experience and performance. We are glad to see we are continuing to bridge the gap between the number of males and females in our pay quartile bands.

We know that there is room for improvement and that diversity matters. Diversity makes our business stronger and we are proud to have a global and culturally diverse workforce. We continue to be committed to raise awareness amongst women, both inside and outside the Company, about the exciting potential careers available to them at Dialog and to encourage them to explore these opportunities with us. In 2019, to further progress our initiatives we have named a Diversity Lead within HR. This has enabled us to coordinate our global efforts and share best practices.



# Our Challenges and Actions

## What are our challenges?

- 1 It remains a challenge to recruit female engineers in the UK. The number of women in engineering roles in the UK has remained virtually static at 12% (Engineering UK Report 2018) and the percentage of female electronics engineers in the UK is even lower.
- 2 Although there is now very little gender difference in the take up of and achievement in core STEM subjects, the proportion of tech roles filled by women has remained flat since 2009, at 16%.
- 3 Women still are in lower position roles compared to males and do not progress to leadership levels as quickly or as often as men, e.g. only 28% of executive leadership roles in the FTSE 100 companies are held by women.

## What have we done?

- 1 We take a global approach on encouraging females into engineering and increasing our future talent pipeline. This is done through different channels such as presenting at local schools and partnering with organisations that enable us to recruit young female engineers. In the UK, we began the Female at Dialog awards with UK Electronics Skills Foundation (UKESF), which included two engineers completing an internship during their first university summer break in 2019 and we are continuing this in 2020. The Award is designed to proactively address the lack of women in engineering by supporting a number of female undergraduates during their studies and Dialog looks forward to continuing this support in 2020 and beyond.
- 2 Dialog has held events at its offices inviting female students from local schools, introducing them to Dialog and Engineering.
- 3 In 2019, Dialog partnered with the Women in Engineering Society (WES) and we have increased our investment in this partnership in 2020. This includes increased participation in events, sponsorship of awards and advertising on the WES job board. These actions are taking place with the intention to increase the number of female engineers in the company.
- 4 We know the importance of attending external diversity events and we encourage our employees to attend these. In 2019, a group of female leaders and HR representatives attended the Women in Engineering Leadership Conference. At this event, Julie Pope, our SVP HR was recognised in the list of 100 Most Influential Women in Engineering.
- 5 We invest significantly in the development of our leadership group. In 2019 we launched the global 'Emerging Leaders programme', which includes proactively developing females through this programme. Thirty-six percent of the attendees were women.
- 6 We have a calendar of events built around the most significant dates such as International Women's Day. These events include the organisation of a range of activities across all our sites.
- 7 We have named a Diversity Lead and we track all initiatives and progress to our goals which include adding more women to our population and supporting the women within the company with career progression.

## What are our plans?

- 1 We continue to explore different ways to expand our reward offerings such as: enhanced maternity and paternity pay, increased flexible working policies and additional benefits to accommodate all employees, aid a greater diverse working culture and improve work/life balance.
- 2 We are investing in additional recruitment attraction channels that are designed for underrepresented groups to increase our female population within the organisation.
- 3 We are committed in proactively developing our female employees through our internal mentoring scheme, Emerging Leaders Programme and development opportunities.
- 4 We know the importance of employees attending external diversity events and we will continue to encourage the attendance at external events so employees can learn from the market.
- 5 We are committed to continuing with the annual calendar of diversity events to celebrate and raise awareness of gender diversity across the globe.

## What our employee's say



“In 2009 I was hired as Dialog’s first DSP software engineer to support the development of their DSP embedded devices. Since then I’ve gained a wealth of experience in terms of building the team, the expertise and the infrastructure required to support their audio product roadmaps. I now manage a multicultural, multidisciplinary team, still working on technically challenging and innovative designs. I feel very privileged to have been part of that and also to see the audio business grow to where it is today.”

**Maria Sabatini**  
DSP Group Manager

“In the dynamic and diverse working environment we regularly find ourselves in, overworking isn’t just putting you at risk of being unhappy at work; but it could also be affecting your health. This is why Dialog Semiconductor is working tirelessly, through a variety of initiatives, to enable Employees to achieve a good work/life balance, and in doing so, enable employees to feel more in control of their working life, which will ultimately lead to increased productivity, a happier & less stressed workforce, improvements in employee health, and well-being.”

**Ian Kent**  
Senior Director, IC Package Engineering & Swindon Site Lead

“Dialog is an organisation with many talented women and men, we recognise the importance of diversity and the benefits it brings to Dialog. It is great to work closely with our talented engineers to innovatively think of ways to raise gender awareness inside and outside of Dialog. We completed some great initiatives in 2019 to broaden our awareness on gender diversity and its so rewarding to work for a company that is focusing on this topic.”

**Sabrina Webb**  
HR Advisor & Diversity Lead

“At Dialog we recognise that everyone has different needs at different times in their life. By offering a range of benefits, role opportunities and flexible working arrangements we are able to meet the very diverse needs of our talent. We have a growing number of females across our global organisation and this brings different ways of thinking, new ideas and innovation. I love the fact that Dialog take an active interest in attracting females into the company which starts with those in primary school when anything is still possible. Dialog also provides equal opportunity for females to succeed in leadership roles and I was very privileged to be selected for the Emerging Leaders Programme along with 13 others from the global organisation including 4 other females within engineering, manufacturing and finance disciplines.”

**Jacque Burgess**  
Senior HR Manager (also a participant on our Emerging Leaders Program)

# A look at the data

## Difference in Hourly Rate

At Dialog (UK), Women's hourly rate is

Mean	Median
23.4%	26.7%
lower	lower
(2018: 22.0%)	(2018: 22.9%)

## Difference in Bonus Pay

At Dialog (UK), women's bonus pay is

Mean	Median
61.4%	48.8%
lower	lower
(2018: 17.0%)	(2018: 48.2%)

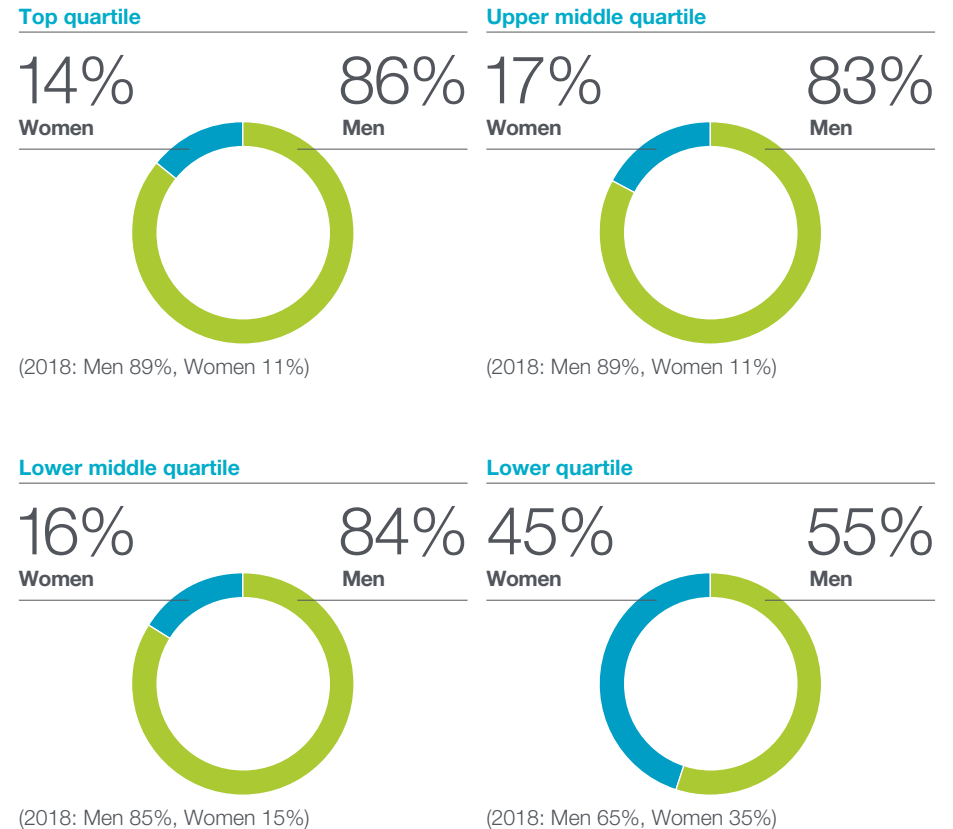
The prescribed bonus calculation takes into account not only the annual variable bonus but also the share awards in a given year. Due to the nature of our share awards (nominal cost options), the annual figure will vary based on exercise actions taken by participants which are out of the Company's control. Therefore the number is not actually representative of year-on-year differences in annual pay.

## Who received bonus pay



## Pay quartiles

How many men and women are in each quarter of the employer's payroll





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