

# GENDER PAY GAP REPORT 2021



## INTRODUCTION



“ WE ARE COMMITTED TO CREATING AN INCLUSIVE WORKPLACE AND FOSTERING A CORPORATE CULTURE THAT PROMOTES DIVERSITY AND EQUAL OPPORTUNITIES FOR ALL. ”

Our people are our greatest assets, and the acquisition of Dialog Semiconductor in 2021 expanded our operation and capabilities – a significant addition to our existing 19,000 employees around the globe in more than 30 countries.

At Renesas, our commitment to diversity and inclusion fuels our business growth, and we strive to achieve our goals by employing and developing people with relevant skillsets, experience and values to excel in their relevant roles – irrespective of their nationality, race, philosophy, culture, language, gender, and age. Our ongoing efforts ensure fair compensation for our people, regardless of their background and empower them to demonstrate their strengths in the workplace.

Dialog Semiconductor has been publishing their gender pay gap report for the past four years, and this report highlights actions taken within Dialog and reflects the latest updates as of 5 April 2021, prior to its acquisition by Renesas.

**HIDETOSHI SHIBATA**

Representative Director, President and CEO

## 2021 HIGHLIGHTS



## “ AT DIALOG AND NOW WITH RENESAS, WE ARE TAKING ACTION TO BUILD A MORE INCLUSIVE AND EQUITABLE ORGANISATION. ”

The gender pay gap presented in this report shows the difference in the average pay between all men and women in Dialog’s workforce.

The gender pay gap gives a snapshot of the gender balance within a hierarchy between 2020-2021.

The report does not provide any analysis or insights on 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. Our gender pay gap 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 women at higher levels in the organisation compared to the number of men in these roles. Consequently, our gender pay gap is due to the lower proportion of women in senior and engineering roles (i.e. the gender balance in the hierarchy), and not due to gender discrimination.

We have also analysed the factors which influence differences in pay and bonus between genders. Overall, any differences are consistently due to the female representation at the various levels throughout the business, and we were not able to track any pay differences to factors like experience and performance. We are pleased to share we are continuing to reduce the pay gap between the number of men and women due to an increase in effort for career advancement and promotions among women.

At Dialog, and now with Renesas, we are taking action to build a more inclusive and equitable organisation. Our ongoing commitment to diversity, equity and inclusion is key and we are always looking at ways to improve. We are reviewing our career advancement pathways for women, tailoring our hiring program to make it more inclusive, and creating a sense of belonging and connection for all employees.

This is the Dialog Semiconductor Limited report for the snapshot date of 5 April 2021, and I confirm the accuracy of information in this report.

**JULIE POPE**  
Vice President, Human Resources

## OUR CHALLENGES AND ACTIONS

Like other companies with engineering populations, specifically in the semiconductor industry, Dialog's Gender Pay Gap is impacted by the wider, systemic issue with female representation in electronic engineering. To ensure more equal levels of representation, we want to go further to ensure we attract, recruit and retain talented women at all levels of the company. In everything we do we want to advance opportunity and fairness for all.

### INDUSTRY-WIDE CHALLENGES

The number of women in engineering roles is low across the semiconductor industry, and even more so in electronic engineering. While the total number of women hires improved, technical women hires remained less than 30% (GSA, 2021).

The number of women choosing core STEM subjects is still low. Women accounted for 57% of the overall student population in 2019, however, only 21% of all engineering and technology entrants were women (Engineering UK, 2020).

Women remain underrepresented in senior leadership and technical roles, and do not progress as quickly or as often compared to men. Women representation falls to under 10% as leadership roles progress (GSA, 2021).

### OUR PROGRESS

We continued to invest our efforts in initiatives that drive progression for women, and all employees in the UK.

We have continued our partnership with UK Electronic Skills Foundation (UKESF) and the Female @ Dialog Award, hiring an additional cohort of female students.

To actively promote diversity and inclusion in engineering we have continued with our partnership with the Women in Engineering Society (WES). In 2021 we attended university talks where we participated by sharing career stories and encouraging young women to join the engineering industry and Dialog.

We continue to increase the opportunities within the company for women to develop, including providing dedicated learning pathways and introducing our first women employee resource group.

We provide dedicated support for newly promoted women, including round table sessions with a member of the Executive team to discuss development, promotion opportunities and support available while they settled into their new role.

We continue to improve our offerings to make Dialog a place where all employees are empowered to do their best work and want to stay. This includes business wide events such as our second Diversity & Inclusion awareness month.

The goal of this month is for employees to take the time to reflect on what it means to be a diverse organization, including learning about each other and different viewpoints, and actively engaging in conversation with our colleagues about the value of diversity.

## WHAT OUR EMPLOYEES SAY



“I first joined Dialog back in 2015 for a 10-week summer internship. The next year I moved to Germany and started my career as a Graduate Failure Analysis Engineer. Through hard work, but also thanks to the possibilities offered by our company, I’ve steadily progressed to where I am now, a Senior Failure Analysis Engineer. Here there are lots of chances for everyone to develop their career, technical and/or soft skills. I greatly appreciate the fact that this company pays attention to the needs of the employees. For example, courses and trainings are updated based on the feedback from employees. With the founding of our first Employee Resource Group, Women In Technology (WIT), women now have an additional platform to turn to for help and support. I am proud to be part of the WIT steering committee. From fun and creative activities all the way to mentorships and discussions about serious topics, WIT is a platform that helps our minds and souls blossom as well as our careers.”

**KATALIN SZASZ**  
Senior Failure Analysis Engineer

“At Dialog, I’ve grown in a setting where I have been incredibly well supported and encouraged. I have the opportunity to learn from people across the organization who have a breadth of characteristics and experiences in an environment in which every employee’s perspectives are valued. Personally, I have particularly valued Dialog’s emphasis on flexible working and the array of initiatives that have enabled me to balance work and personal life.”

**LIZZIE SUMNER**  
HR Manager Europe

“At Dialog, engineering is at the core of our success. Our engineers build chips that are at the heart of daily life products. I joined Dialog in 2012 and since then I have seen the company grow and venture out into new business areas. We take great pride in our work culture which revolves around flexible working, encouraging women in engineering and supporting Corporate Social Responsibility (CSR) initiatives. In particular, I have had the opportunity to participate in ‘women in engineering’ initiative working with our HR team that enabled me to hire interns as part of UKESF (UK Electronic Skills Foundation). This year, as part of the CSR initiative, we contributed to a ‘skate park’ locally to encourage young people to spend quality time honing their skills in a safe environment. I feel fortunate to be part of a responsible company that is always looking to make workplace a safe and fun filled environment.”

**SUNIL CHITRASHEKARIAH**  
Director of Foundry Technology

# A LOOK AT THE DATA

## DIFFERENCE IN HOURLY RATE

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

MEAN	MEDIAN
17.7%	25.0%
Lower (2020: 25.1%)	Lower (2020: 31.4%)

## DIFFERENCE IN BONUS PAY

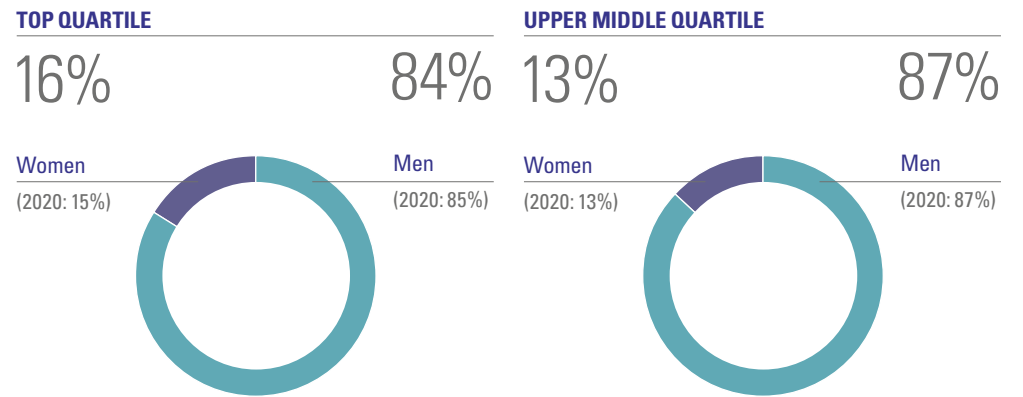
At Dialog (UK), women's bonus pay is

MEAN	MEDIAN
43.7%	37.5%
Lower (2020: 52.1%)	Lower (2020: 27.2%)

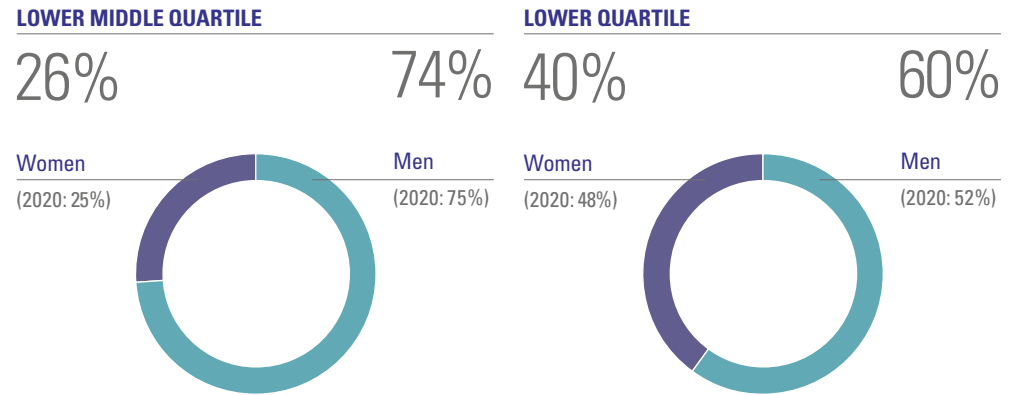
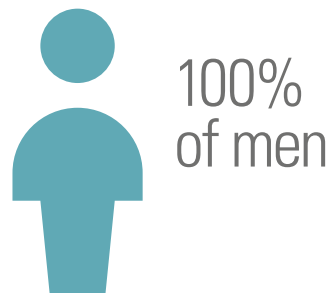
The prescribed bonus calculation takes into account not only the annual variable bonus but also the share awards in a given year. Due to the nature of our share awards (nominal cost options), the annual figure will vary based on exercise actions taken by participants which are out of the Company's control.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

## PAY QUANTILES

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



## WHO RECEIVED BONUS PAY





**Dialog Semiconductor Ltd**

Tower Bridge House  
St Katharine's Way  
London E1W 1AA  
UK

Learn more about Renesas and Dialog Semiconductor:  
[www.renesas.com/about/company/sustainability/diversity](http://www.renesas.com/about/company/sustainability/diversity)  
[www.dialog-semiconductor.com](http://www.dialog-semiconductor.com)