

Optimising Skills for our Nuclear Future



Case Study: A Winning Partnership to Increase Sector Diversity



Skills Strand

Leadership Skills - Equality, Diversity and Inclusion

This case study sits within Leadership Skills strand of the [Nuclear Sector Deal](#), which is being delivered by the Nuclear Skills Strategy Group (NSSG) through partnership working with Women In Nuclear UK (WiN UK).

The NSSG and WiN UK have both been striving to achieve a more diverse workforce for a number of years. Both recognise that the sector is on a journey, seeking to become more innovative to achieve the productivity gains needed to be a competitive contributor to the UK energy mix.

A winning combination of expertise in diversity, outreach and project management, alongside highly effective partnership working has already seen the development of a [Nuclear Sector Gender Roadmap](#) and [Nuclear Sector Gender Commitment](#). This Case Study sets out the scale of the challenge and how this important partnership is working via the formation of a Nuclear Sector Diversity Working Group.

About the Nuclear Sector Gender challenge

The NSSG has recognised that the Sector's ambitious Nuclear Sector Deal commitment target of a 40% nuclear sector female workforce by 2030, can only be achieved through working collaboratively on a journey towards greater diversity.

Recognising the importance of this diversity target to the UK nuclear sector, and the close alignment to its own mission, Women in Nuclear UK (WiN UK) suggested establishing a strategic partnership with the NSSG in order to achieve this, and the realisation of its [Equality, Diversity and Inclusion \(ED&I\) Strategy](#) through the roll out of a clear programme of activity. WiN UK's mission is to address the industry's gender balance and improve the representation of women in leadership, so it is a perfect partnership fit.

The aim

The NSSG and WiN UK partnership recognised that the Nuclear Sector Deal target means the sector needs to move towards improving gender diversity in the very near future. Using NSSG data and modelling, gender balanced recruitment is required now to hit the target by 2030. The aim of the Enhanced Leadership Workstream was therefore to develop an approach that supports this move. This has so far taken the form of two high-profile key outputs:

- A Nuclear Sector Gender Roadmap that both provides guidance and support for everyone in the industry to achieve the NSD targets, as well as providing a means of measuring progress
- A Nuclear Sector Gender Commitment aimed at both individuals and companies who can sign up to work with the sector to create the conditions to ensure a sufficiently balanced recruitment pipeline.

The Process

The development of the Nuclear Sector Gender Roadmap and commitment was a collaborative exercise. In the first instance the NSSG established a Gender Subgroup within its wider Diversity Working Group, with WiN UK chairing this group. The Group set out the key commitments required from industry to meet this ambition.

This will see the sector recognising the need to recruit at least 50% women now to meet replacement demand (across apprenticeships, graduates, and experienced hires). This important subgroup consists of a core group of employers, including representatives from the Nuclear Decommissioning Authority (NDA), NNL, EDF, The Department of Business, Energy and Industrial Strategy (BEIS), Cavendish Nuclear, Babcock, Prospect Trade Union and MOD. The subgroup therefore represents both the civil and defence sectors; it is chaired Stacey Hatch, Magnox Ltd, and WiN UK board member responsible for aligning WiN UK and NSSG gender focussed activities.

Having issued the roadmap, the working group have now progressed to identifying a full project delivery plan, which has four main areas of focus:

- Dashboard and metrics
- Collation, quality assurance and signposting of relevant materials and commissioning creation of additional resources
- Mobilisation of a coordinated Delivery Network
- Developing, promoting and quality assuring sector-wide information and guidance

These core outputs will be developed utilising mature Project Management principles, including monitoring and reporting progress into the Programme Board/Steering group. Interdependencies with other NSSG themes such as branding and careers outreach will be managed through this process.



Lynsey Valentine, President, WiN UK said:

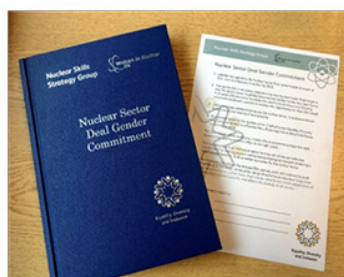
“The NSSG and Women in Nuclear UK have both been striving to achieve a more diverse workforce for a number of years. We know that a workforce that is made up of different types people has a greater diversity of thought – which can only be truly harnessed through the creation of an inclusive environment. We’re delighted to launch this important Gender Roadmap which is supported by a number of partner delivery organisations. Importantly it is also accompanied by an Industry Commitment being signed by senior leaders across our entire sector.”



Shella Rae (NNL), Fiona Rayment (NIRO, NNL) and Lindsay Edminston (NNL) with the Gender Commitment Book.



Nadhim Zahawi MP signing the Nuclear Gender Commitment at WiN 2020



Nuclear Sector Deal Gender Commitment Book and Certificate.



Alan Rayment, CGN, and Li Aili, Bradwell B



Pierre Yves Cordier – French Embassy

The Outcome so far

The Roadmap was launched at Nuclear 19, The Nuclear Industry Association's (NIA) most recent Annual Conference. It sets out a plan of action across five themes - Attraction, Retention, Indicators, Industry Guidance and Enablers:



Indicators

- 2020: 20% Women in nuclear
- 2021: 50% Female apprentice starts
- 2030: 40% Women in nuclear



Attraction

- Coordinated and structured career engagement activity
- Recruitment of Ambassadors and role models
- Inclusive materials/resource bank to support attraction activity



Retention

- Influencing attendance and content at industry events
- Supporting mentoring programmes
- Analysing female attrition
- Career progression sponsorship



Guidance

- Recruitment & retention guidance suite
- ED&I maturity assessment
- D&I support for existing workforce
- Curating, signposting & identifying relevant support materials



Enablers

- Evidenced-based targeted action
- Communications, signposting and promotional activity
- Fully resourced delivery plan
- Sharing best practice in all areas of diversity & inclusivity

Dr Fiona Rayment OBE, former NSSG Chair and Director NIRO (NNL) said:

“This new Gender Roadmap represents an important programme of activity between now and 2030. It summarises a series of achievable interventions which we believe will enable the 40% female workforce target set out in our Sector Deal. Gender is just one element of our diversity and we will not stop until our workforce genuinely reflects the diversity of the UK population, and that we support our entire workforce in being the ‘best that they can be’...”



Next Steps

The progression of the Nuclear Sector Gender roadmap is a clear priority. The newly developed delivery plan will be presented to the ED&I Gender Steering Group, and dashboard and monitoring metrics developed to demonstrate progress. In addition to these gender-focused actions, the broader EDI workstream of the NSSG are in the process of developing up some broader sector ED&I interventions including:

- Peer to peer ED&I maturity reviews and assessments/coaching programme for sharing of best practice
- EDI coaching programmes aimed at executive leaders to share thoughts and ask questions in a safe space.
- Development of collective, common data methodology and reporting system
- NSSG facilitated sector-wide Diversity Networks and Network Forums
- The promotion of the sector as an inclusive employer



NSSG – Delivering through Partnerships

The ED&I Gender work, and partnership with WiN UK, is a clear demonstration of the intended operational model for the NSSG. The NSSG is in itself a government, trade union, regulator and industry partnership, who together set the strategic direction for nuclear skills in the UK. However the identification and delivery of interventions to address their strategic plans, is delivered in partnership with the existing network of skills and people delivery bodies in nuclear. Here WiN UK are a natural partner to the NSSG in coordinating the delivery of the NSSG gender diversity strategy and helping to move the dial towards more equal representation of women in all roles in the nuclear sector

The Nuclear Skills Strategy Group is the employer-led Nuclear Industry Skills lead and provides ‘one voice’ to government.
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