



NSSG: Equality, Diversity and Inclusion (ED&I) in the Nuclear Sector

An ED&I Strategy





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Foreword

This Strategy Report's vision is clear – a progressive, diverse and inclusive nuclear sector that inspires, attracts and retains people from all communities and backgrounds, and reflects UK society. The challenge is deep and wide and Nuclear Skills Strategy Group (NSSG) members know that achieving this vision will not happen simply through natural evolution. A diverse skills base is central to providing the thought leadership we need across our sector and beyond. Our Nuclear Sector Deal (NSD) has recognised that we must continue to focus on what is a major culture shift – both through applied leadership and through continued action.

We know that underrepresented groups need better access to nuclear careers, and our culture needs to change to be more inclusive in recruiting and retaining a diverse workforce. Our Equality, Inclusion and Diversity (ED&I) strategy embraces this challenge, and in turn gives us a clear pathway for change that is designed to substantially increase diversity across our sector over the next 10 years. This will be achieved through challenging the status quo in all quarters of our sector. It also means we need to provide the guidance and best practice to support the industry in making this change.

Many of our ED&I priorities are an extension of work already underway within the five key existing NSSG themes. As this strategy states, we will provide the guiding principles to ensure each topic gets a clear focus on diversity, underpinned by action.

We have so many ambassadors for change in our sector, who are supporting this endeavour and we look forward to working with them, and the wider sector, to ensure that diversity, and all the benefits it brings, is at the heart of everything we do.

Dr Fiona Rayment OBE
Director, NIRO (National Nuclear Laboratory) Chair, Nuclear Skills Strategy Group



This ED&I Strategy makes a valuable contribution to meeting nuclear's equality and diversity challenge head on.

It's a significant challenge including underrepresentation of women, who make up half the UK's workforce but only 22% in nuclear. There's a huge amount to do if the 40% gender target in the Nuclear Sector Deal is to be achieved. Moreover the industry has yet to establish robust data on its BAME¹, LGBT+² and disabled staff, so as things stand it will be hard to measure progress to a more inclusive workforce. But there are also timely opportunities including a strong business case for a greater focus on ED&I and shared objectives with the industry's unions. It's no longer good enough just to 'talk the talk', leadership at all levels of the workforce is key and unions can play an important role in this regard.

Gaps between rhetoric and reality are easy to spot, create cynicism and therefore make it more difficult to sustain progress. ED&I is and must be addressed as a mainstream agenda item. There's no silver bullet, but as this strategy demonstrates, there are lots of visible practical actions that every organisation can take to make a positive difference for workers at every stage of their careers.

Prospect is ready to engage positively to secure and sustain progress, sharing experience from other sectors of the economy to make the change we all need to see.

Sue Ferns
Senior Deputy General Secretary,
Prospect Trade Union



This Strategy has been a mission critical task for the NSSG – we know that fewer than a quarter of people working in the nuclear sector are women – and achieving a better gender balance is key to our success. We also know that members of other sections of society including BAME, LGBT+ and disabled employees experience first-hand, day-to-day obstacles across the entire people development process from recruiting, retention, advancement, and more intangibly company culture.

We know that diverse workforces are more productive, and safer, and we know that good people are scarce. The nuclear sector will require the brightest minds for decades to come. We need to make sure that we can attract and retain talent to meet current and future skills demands; we therefore need to remove such obstacles in every part of our sector. Until we have a more balanced representation, we will find ourselves stuck in the status quo and lacking in the all-important diversity of thought that delivers change and innovation.

The NDA has been focussed on the changes we need to make to ensure we reduce unconscious bias in recruitment and development, develop diverse shortlists on being more focused on driving positive change. We are working to promote a progressive and modern agile working culture across our sites.

We have also set ourselves stretching targets to be reached by 2022 including areas such as respectful culture, challenge and innovation and fairness and meritocracy. Every part of the NDA Group also shares an aspiration to become a 'mentally healthier' workplace. We are striving to make the cultural change we need to see, and we would like to see such activity replicated across our sector.

I look forward to seeing this ED&I Strategy in action, and I'm grateful for the support of the NSSG Sharing Forum that will be so instrumental in driving it forward.

David Vineall, Group Human Resources Director, Nuclear Decommissioning Authority (NDA)





Vision

A progressive, diverse and inclusive nuclear sector that inspires, attracts and retains people from all communities and backgrounds, and reflects the diversity of UK society.

Mission

Leading the nuclear sector to challenge the status quo, stimulate cultural change and achieve greater diversity and a more inclusive sector for all. Providing the guidance and focus to support the industry in its desire to meet the goals contained within the Government's Nuclear Sector Deal.

The programme has five strategic aims:

To support the nuclear industry to foster a more Inclusive Culture

To support social inclusion and mobility through improved Local Apprenticeships

Provide guidance for the sector to Stay at the Cutting Edge through continued Innovation and Growth

Provide the information, tools and share best practice for more agile and flexible ways of working

Support the industry in Exciting the next Generation through improved Attraction and Branding strategies





Introduction

It's over 20 years ago since the McKinsey study coined the term “War for Talent” in a ground-breaking report in 1997, followed up by a book of the same name published in 2001. The research highlighted the need not just to attract talent, but to nurture, develop and retain talent.

Many thought the War for Talent died when the financial recession hit in 2008 and unemployment rates sadly sky rocketed. The media coined the phrase “war for jobs” and worries about job security and zero-hours contracts dominated the headlines for years.

In the UK, the nuclear sector employs over 80,000 people. Every year we grow our early careers offering, bringing in around 1,100 apprentices and graduates to the sector. However, even with continuing growth and investment in early careers entry points, we still face a huge talent shortage, which cannot be met from new entrants alone.

Indeed the need for skilled workers continues to grow steadfastly. The latest NSSG Nuclear Workforce Assessment (based on new builds at Moorside, Wylfa, Hinkley Point C and Sizewell, until new workforce scenarios are modelled for the 2019 report) highlighted a need for more than 100,000 people by 2021, requiring an inflow of c. 7000 FTE per annum (this is twice the current rate).

Whilst the exact quantity will alter as new build plans change, other developments on top of the requirements for Hinkley Point C, Sizewell and Bradwell and the replacement of retiring skills, still place a significant recruitment burden on the sector.

Engineering UK also anticipates the new industries and technologies that are emerging are adding to the already significant demand for engineering skills and will require 203,000 people with L3+ engineering skills every year, to meet demand. There is currently an annual shortfall of up to 59,000 in engineering graduates and technicians to fill core engineering roles.

The targets set out in the Nuclear Sector Deal requires that the sector is more productive, this requires greater innovation, doing things differently. We will only achieve this if we introduce a diversity of thought into our workforce. Research (for example McKinsey and Company *Delivering Through Diversity 2018*) has consistently shown that diverse and inclusive companies are more productive, have higher earnings, decreased staff turnover and increased staff morale. In short diversity and inclusivity builds better businesses.

This means we cannot continue to limit ourselves in terms of the talent pool that we draw from. We must ensure we are a sector that attracts talent from all demographics, all geographies and all sections of the community. We must also ensure we remove unnecessary entry barriers for talent - for example for disabled applicants.

So ED&I will not only increase our applicant pool, it will lead to a host of direct business benefits, and is morally the right thing to do.

- We need to attract people who are mid-career in other sectors who have transferable skills.
- We need to grow talent from within, to provide training and growth opportunities for people to remain in the sector and be able to move around it more easily.
- We need to stem attrition to other sectors that are competing hard for the talent we have.
- We need to adopt more progressive and agile ways of working to reflect 21st Century living.

Across the NSSG we have a diverse range of employers who are at the heart of the UK's Industrial Strategy. They provide global, leading edge research and development, run the UK's power stations, provide the nuclear power plants for the Royal Navy submarines and undertake the challenge of decommissioning our legacy power stations in line with the Government's Clean Growth Strategy. Our members represent civil, defence and academia.



We are proud of the work we do and the highly skilled people employed in our sector. But we need more. More diversity. More women. More people from the BAME and LGBT+ communities. We need to ensure that disability isn't a barrier to entry or to achieving ambitions. We need more people from outside of the sector.

We cannot continue to only look for talent in the same places we always have, or we will continue to fail to increase our demographic diversity. We need to look more broadly, think more progressively and challenge existing misconceptions and biases. We also need to promote opportunities in a more engaging way, to a wider audience.

Hand in hand with this, we need to look within and find ways to change our internal workforce cultures to embrace difference, welcome challenge and be more inclusive. We know that an inclusive culture is key to leveraging the diversity within. Without a supportive culture, innovation struggles to break through and new ideas are lost.

The variety of roles available in the nuclear sector is vast. Whilst specialist skills within STEM disciplines is vital to us, so are communication managers, welders, HR specialists, programme managers, health and safety experts, administrators, knowledge management specialists, emergency planning specialists and operational researchers.

In 2018, the Government launched the Nuclear Sector Deal. This recognised the need for the sector to promote a major culture shift in leadership and follow-through actions. The NSD includes a number of challenging and ambitious targets for the nuclear sector including:

40 % of total workforce to be female by 2030
50 % of apprentices to be female by 2021

Whilst these targets are focussed on gender, our Strategy recognises that a better gender balance is only part of the challenge. To really benefit from the advantages that a diverse workforce brings, we need to embrace people from all sections of the community. Our representation of LGBT+, BAME and disabled people is too low.

This isn't just a step change it's a leap. It won't happen organically or through continuing with our usual processes. It needs concerted focus and absolute commitment from across the sector.

Our Equality, Diversity and Inclusion Strategy will set out how we believe our sector can embrace these challenges and work collaboratively to help close the talent gap and increase diversity over the next 10 years.

In creating this, we are mindful not to re-invent existing well-oiled wheels. We are conscious that many of our members will already be working towards their own internal ED&I Strategies and action plans. We also recognise the many ED&I models and resources are already available and being used by members. Therefore, we will utilise some of the excellent existing resources within this work and will also sign-post helpful websites and toolkits.

Whilst this strategy, does not specify specific delivery partners, or endorse particular interventions, it is important to note the strategic relationship with the Women in Nuclear (WiN) organisation. Whilst this is an ED&I strategy in its broadest sense, our commitment to the gender target specifically is being supported by WiN through a separate working group that feeds into this strategy. The WiN led subgroup will be specifically developing a Roadmap to the 2030 target, with gender targeted interventions identified.

In many cases, the ED&I priorities are an extension of work already underway within the 5 key existing NSSG themes. This strategy will provide the guiding principles to ensure each topic gets adequate focus.



This Strategy has been developed in conjunction with the Trades Unions and the NSSG recognises the significant contribution of Trades Union thinking on this issue, as well as their role in encouraging uptake of this Strategy. We will continue to work with Trades Unions in the implementation phases.



Themes

	<p>Leadership New Sub Group of Inclusive Culture</p>
	<p>Local Apprenticeships Social inclusion and Early Careers</p>
	<p>Staying at the Cutting Edge Innovation and Growth</p>
	<p>Sector Transferability Agile and Flexible Working</p>
	<p>Exciting the next Generation Attraction and Branding</p>

Strategic Focus

Our Strategy is underpinned by the following principles, each one will be embraced by an NSSG Nuclear Sector Deal Theme and taken forward by the appropriate Group.

Inclusive Culture

An inclusive culture is one where people feel able to be themselves, can challenge the status quo and put forward new ideas.

This key principle will be embraced by the Enhanced Skills and Leadership Group, and will identify and develop a set of goals and an action plan for this theme. It is important that leaders feel comfortable in speaking with confidence and integrity about diversity and inclusion and set the tone through all leadership layers, for a culture that can leverage change and innovation.

Social Inclusion

Social Inclusion and early careers will sit within the Local Apprenticeship Group. We need to attract and retain talent from all sectors of our community. Having clear goals and actions around social inclusion will ensure the nuclear sector recognises its responsibilities to enable those from less privileged backgrounds to have access to education and opportunities within our sector. Our apprenticeship programs already offer excellent ways into the sector for those who either choose not to, or are unable to access University – or for those who wish to study for a degree whilst working. We need to further build on our offerings to ensure we support social mobility and inclusion in our communities across the UK.



Innovation and Growth

This will sit within the Staying at the Cutting Edge theme and look specifically at Diverse Talent Pipelines and Retention.

Retaining and developing our existing talent is key to progressing towards the targets contained in the Nuclear Sector Deal. We must ensure we value and recognise the skills and capabilities we currently have in our sector, whilst at the same time welcoming new ideas and sector 'switchers'. Diversity of thought is important as it triggers more creative thought processing than usually occurs in homogenous groups. Innovation often requires the connecting of multiple ideas and tasks to bring them together in a new way.

We must also ensure our talent development and succession planning strategies are consciously meeting the needs of a diverse workforce (and are not just gender focussed). This is vital if we are to reduce attrition rates, and encourage growth and expertise in our talent pipelines.

Agile and Flexible Working

The world of work is changing fast. Technology and innovation is transforming our industry and the way we work. We also know that workplaces that offer and embrace more flexible and agile working opportunities are more successful in engaging and retaining their talent.

Encouraging women back into the workplace after maternity leave or career breaks, offering men and women equal access to family friendly policies and terms and conditions that flex through the employee lifecycle, are essential policies and practices for our sector. They allow us to respond to the talent shortages we face. We need to remove barriers to flexible working and promote the benefits it brings to an employer.

This principle will sit under the current Sector Transferability Theme and will look at how we develop the capabilities to encourage more flexible working and how the sector adopts a more agile mindset required to meet the needs of a 21st Century workforce. Such flexibility is now key to retaining wisdom and organisational memory in a workforce that has many mature workers, often with a long tenure with the company or sector.

Attraction and Branding

Many of our members have business missions that reach into the 22nd Century. To continue our important legacy, we need to encourage, attract and nurture the next generation of people into our industry. They will become the future experts and change makers. How and where we advertise job opportunities, the imagery and language we use, and our presence will be key to success here.

We need to be seen within our local communities as reflecting a more modern and progressive sector, and also as meeting the needs of a more diverse UK labour market.

This will sit within the *Exciting the Next Generation* theme and will identify and provide an action plan for the policies, processes and practices that will provide guidance and material for how the nuclear sector "brands" itself and readies itself to be attractive to Gen Z³ and beyond.

EDF Energy Apprentices at HMS Sultan where they spend the first two years of the highly accredited four-year scheme.
(photo courtesy EDF Energy)





Five steps to a diverse and inclusive nuclear sector

<p>Inclusive Culture</p> 	<ul style="list-style-type: none"> • Create and communicate a strategic Diversity and Inclusion Plan • Set clear Leadership Accountability for implementation • Establish robust and meaningful reporting measures • Monitor gender pay gap data annually • Be visible and vocal in your commitment to the Strategy
<p>Social Inclusion</p> 	<ul style="list-style-type: none"> • Ensure your recruitment outreach extends to schools in all - economic communities • Offer mentoring programs into schools and colleges for students from underrepresented groups e.g. BAME, Disability, LGBT+ • Ensure websites on career information is accessible to all • Offer a range of level of apprenticeships for a variety of roles • Adopt Social Mobility Foundation best practice on recruitment and Monitoring
<p>Innovation and Growth</p> 	<ul style="list-style-type: none"> • Promote internal and external placement opportunities to encourage mobility and broadening of career experiences • Offer employee networks for under-represented demographic groups e.g. Gender, LGBT+, Disability, BAME • Ensure succession and talent planning are inclusive • Provide targeted positive action support for under-represented groups
<p>Agile and Flexible Working</p> 	<ul style="list-style-type: none"> • Promote flexible working role models to showcase successes and encourage an agile working culture • Promote agile business practices that encourage wider use of technology • Advertise roles as available to flexible working and consider positive pro active wording on adverts such as the “happy to talk flexible working” campaign • Offer support for those who have been away from the workplace and wish to re-enter employment - for example Returners Programmes
<p>Attraction and Branding</p> 	<ul style="list-style-type: none"> • Ensure company literature uses inclusive language and imagery that is representative of the diversity of the UK Labour market • Broaden attraction strategy to a more diverse market and build a compelling employer brand • Use of appropriate multiple channels to attract different demographics of applicants e.g. LinkedIn, Job Boards, Social Media • Use real imagery and case studies on your external websites and throughout company Communications activity • Utilise social media to promote the sector and company culture



Implementation

This strategy is a set of guiding principles and best practice that can be used to build on employers’ own strategies and measurement methodologies. The implementation will not therefore follow a formalised plan and the approach is envisaged to follow three delivery mechanisms.

NSSG Members’ Commitment

NSSG members will be asked to commit to applying the principles and guidance in their respective companies. This will allow a flexible approach of adoption and adaption as appropriate to align with existing company strategies.

Whilst the NSSG members have sponsored and supported this strategy, it is designed to be a sector wide strategy and will only be effective if the principles contained within it are equally supported by the wider sector. Through our supply chain representatives, (Chair of the NSAN Advisory Board, Chair of ECITB Nuclear Forum, and representatives from the defence supply chain) the NSSG commit to extending the reach of this strategy as widely as possible, and the approaches outlined will be available to any nuclear sector employer.

The application of a maturity assessment model is not mandated, but is good practice to help companies understand their own maturity levels for ED&I and identify areas that require increased focus in order to progress to the next level of maturity. This will help members to get the “basics” right and ensure the appropriate policies and processes are in place to build a strong foundation for progressing through the maturity levels.

The maturity matrix model we have shown in this document was created by the Royal Academy of Engineering and is part of their ED&I Progression Framework. This is just one example of a maturity matrix and other models are also available for use. We will share some of these in future workshops.

The full framework can be accessed here:



www.raeng.org.uk/publications/other/diversity-progression-framework

The Royal Academy maturity model is an example of good practice, although other models could also be used effectively for example EY’s National Equality Standard and ENEI’s Tide Benchmark



www.nationalequalitystandard.com



www.enei.org.uk/training-consultancy/diversity-benchmarking/

NSSG ED&I Sharing Forum

The NSSG will create and facilitate an ED&I sharing forum with voluntary membership from across the sector. The group will provide opportunities to exchange knowledge, share and showcase good practice, and learn from shared challenges. A rolling programme of sharing forum meetings will be held, each with a specific topic of interest.

Including NSSG Themes Development

The strategy identifies five strategic areas which align with the existing NSSG Delivery Plan working groups. There are however, some aspects (such as social inclusion) which will have multiple touch points. Therefore, the NSSG Theme Owners will commit to applying these guiding principles to all work undertaken in their respective theme working groups. ED&I is often the common thread that runs through multiple areas of focus and so each Group will need to consider the decisions they make with an ED&I lens.

Monitoring and Review

The NSSG will review impact of the strategy, and its implementation regularly to assess the impact and explore further opportunities to make the sector more equal, diverse and inclusive. This will ensure relevant additional deliverables are identified and fed though into the NSSG delivery plan.



Maturity and Assessment

We are asking employers to self-assess their current ED&I progress against an ED&I Maturity Matrix. The Royal Academy of Engineering has produced a detailed Progression Framework for Diversity and Inclusion.

In collaboration with The Science Council a 'Framework Spreadsheet' (or Maturity Model) has been produced which organisations can use to self-assess. The Framework spreadsheet is under the resources section (Resources and how to guides (free)) in the link provided. Click on the '+' symbol and the section expands.

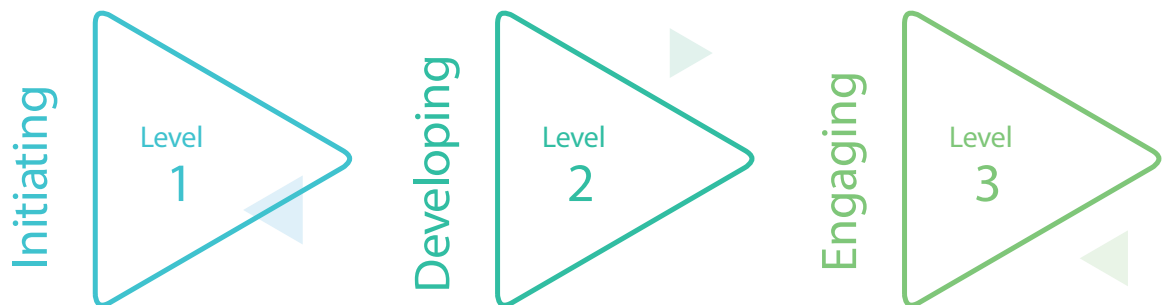
<https://sciencecouncil.org/professional-bodies/diversity-and-inclusion-implementation-steering-group/>

We would encourage NSSG members to undertake an assessment against the 4 level maturity model for each of the 5 strategic themes to understand their current position and also help to plan next steps in progressing to level 4.

There is a further breakdown of the Maturity Model for Employment matters – copy below. Again, we would encourage members to assess their work against each of these staged measures.



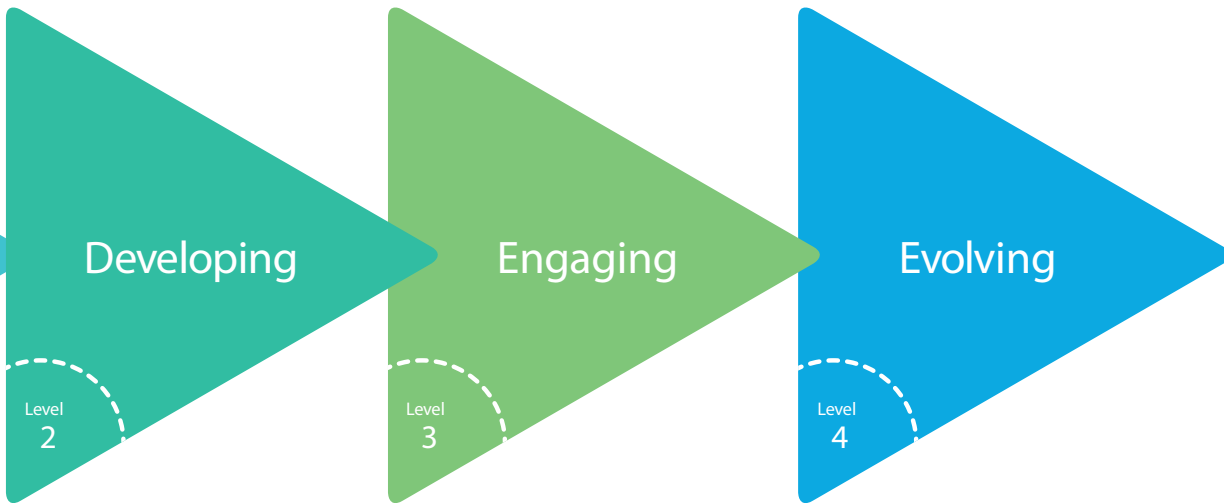
Case for change is **EMERGING**, data and insights just being gathered, action tends to be informal, isolated, bottom-up, one-offs



- ▶ **LINKS** between D&I education, training, accreditation and review are considered.
- ▶ Candidates are asked about their access needs.
- ▶ Some ad-hoc activity relating to impact on diverse groups takes place.
- ▶ Some data is gathered and shared internally.

- ▶ There is ambition to remove barriers to underrepresented group **PARTICIPATION**.
- ▶ Demographic data on the performance of different groups is gathered.
- ▶ Assessment and review board criteria are reviewed for unconscious bias.
- ▶ Processes are checked to ensure they do not unintentionally discriminate.

- ▶ A plan of action has been approved.
- ▶ Content developers have access to information on accessibility and **UNCONSCIOUS BIAS**.
- ▶ Assessment and review boards have access to guidance on minimising unconscious bias.
- ▶ There is visible diversity among those in decision-making positions.



▶ **CASE FOR CHANGE** is clear, quantitative data gathered, responsibility and accountability being formalised, guidelines being developed, activity being launched, connections being made

▶ Case for change is **WELL ESTABLISHED**, qualitative data being gathered and shared, sustained senior level support in place, skills and capabilities being built, activity catching on, high levels of engagement and collaboration, clear signs of change

▶ Case for change is constantly **EVOLVING**, complex qualitative and quantitative data being routinely gathered and shared, high levels of dialogue, collaboration and learning, clear evidence of change in individual behaviour and organisational culture

Evolving



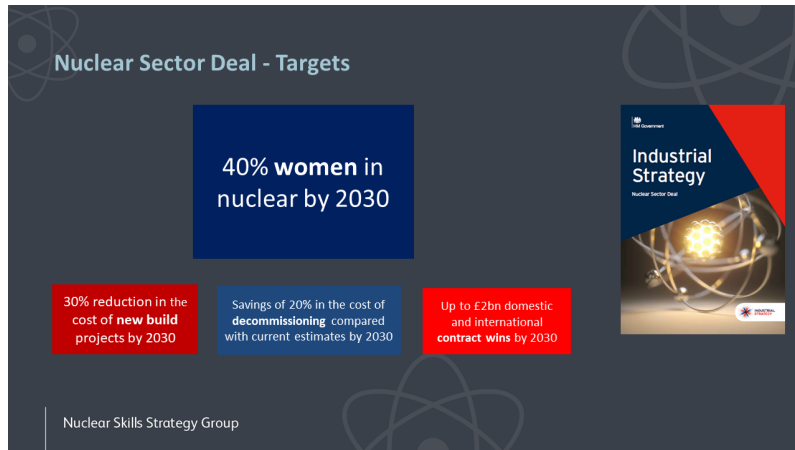
- ▶ Leadership **ROUTINELY REVIEWS** data, takes action and tracks progress.
- ▶ Education providers are actively encouraged to improve their approach to D&I
- ▶ Continuous professional development for underrepresented groups is in place
- ▶ Consideration is given to encourage wider diversity of assessment preferences.
- ▶ Good practice is widely and actively sought.
- ▶ Clear, sustained cultural change in education, training, accreditation, review boards and examinations is evident.





About the Nuclear Sector Deal

The Nuclear Sector Deal has recognised that the sector must make progress on gender diversity and that it is fundamental to ensuring the nuclear industry’s ability to innovate and be more productive. The NSD sets out a very stretching target - to move from the current 22 % female workforce to 40 % by 2030. This Strategy is part of the solution to ensuring not only increased gender diversity, but also to other diverse characteristics including ethnicity, disability, socio-economic diversity, diversity of supply chain and all important diversity of thought.



From the Nuclear Sector Deal

The Sector Deal proposes action, with industry working in partnership with the Government, to ensure the nuclear industry benefits from a diverse workforce of nuclear skills as well as the more generic ‘skills for nuclear’. The interventions targeted in specific locations throughout the UK will be delivered through involvement in England of the Local Enterprise Partnerships and the devolved administrations elsewhere, and seek to drive a step-change in the involvement of women in nuclear to achieve 40 % of the total workforce (up from 22 % now) by 2030.



*nucleargraduates programme provides an inclusive and supportive environment for all graduates.
Photo courtesy of Energus*

Acknowledgements

The NSSG would like to thank NDA Head of Equality, Diversity and Inclusion (ED&I) Anne Jenkins and David Vineall, NDA Group Human Resources Director for authoring and overseeing this important Strategy, using their extensive experience on this agenda and collating the appropriate evidence, research and inputs. Photos courtesy of ECITB, EDF Energy, Energus, NDA.

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