



Nuclear Sector Gender Roadmap

A journey to a diverse and inclusive sector



A roadmap to a diverse and inclusive nuclear sector

The Nuclear Skills Strategy Group (NSSG) and Women in Nuclear UK (WiN) have both been striving to achieve a more diverse and inclusive workforce for a number of years.

Attitudes are moving on. We no longer need to explain why this is important. The nuclear sector is rediscovering itself, and in doing so will have to be more creative and innovative to achieve the productivity gains required to be a competitive contributor to the UK energy mix. We know that a workforce that is made up of different types of people has a greater diversity of thought. However this diversity of thought can only be truly harnessed through the creation of an inclusive environment. It is widely accepted that people can be 'their best selves' when working in inclusive environments, when they are not constrained by conforming. Simply put, we will achieve more from our workforce when they feel they are included. Inclusive environments are not only essential for attracting a diverse workforce, they are also key to retaining this mix and fully leveraging the diversity of thought it brings. Harnessing thought diversity will drive competitiveness for our sector.

The sector requires large numbers of highly competent people and it makes no sense to restrict our recruitment to exclusive pockets of our population. And morally, everyone should be able to benefit from the opportunities that the nuclear sector can bring. Often harder to reach communities will benefit more. We are now in a position where no one disputes that we should be attracting and retaining people from all communities and backgrounds, and that our workforce should represent the diversity of the UK society.

What is not so clear is how we move to this goal, how our sector transitions at the pace required. Without intervention, there would be progress. But our two organisations recognise that this progress would not be enough, nor fast enough. We are therefore working together and with the entire sector to collaborate in making ambitious change. WiN have been campaigning for the industry's gender balance, improving the representation of women in leadership and engaging with the public on nuclear issues for more than 5 years, and have achieved good results from the implementation of organisational gender charters. The NSSG have demonstrated commitment to Equality, Diversity and Inclusivity (EDI) agenda through a sector wider strategic commitment.

Together we are now launching this 'Roadmap to Diversity' focussing in the first instance on gender. We have committed in the Nuclear Sector Deal to 40% women in nuclear by 2030, we currently only achieve 20% women in our workforce. This is an ambitious target, and we will not be content until this distribution improves at all levels, and in all parts of our workforce. This roadmap summarises a full programme of interventions, in the areas of attraction, retention, guidance and monitoring which we believe will enable this ambition. This roadmap is sector-owned, and will be supported by a number of partner delivery organisations who are highly successful in this space. The roadmap is accompanied by an Industry Commitment that will supplement the WiN charter, and will be signed by senior leaders across our entire sector.

Our journey will not stop here. Gender is just one element of our diversity and inclusion ambition. We will start here and 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'.

Fiona Rayment
Chair NSSG

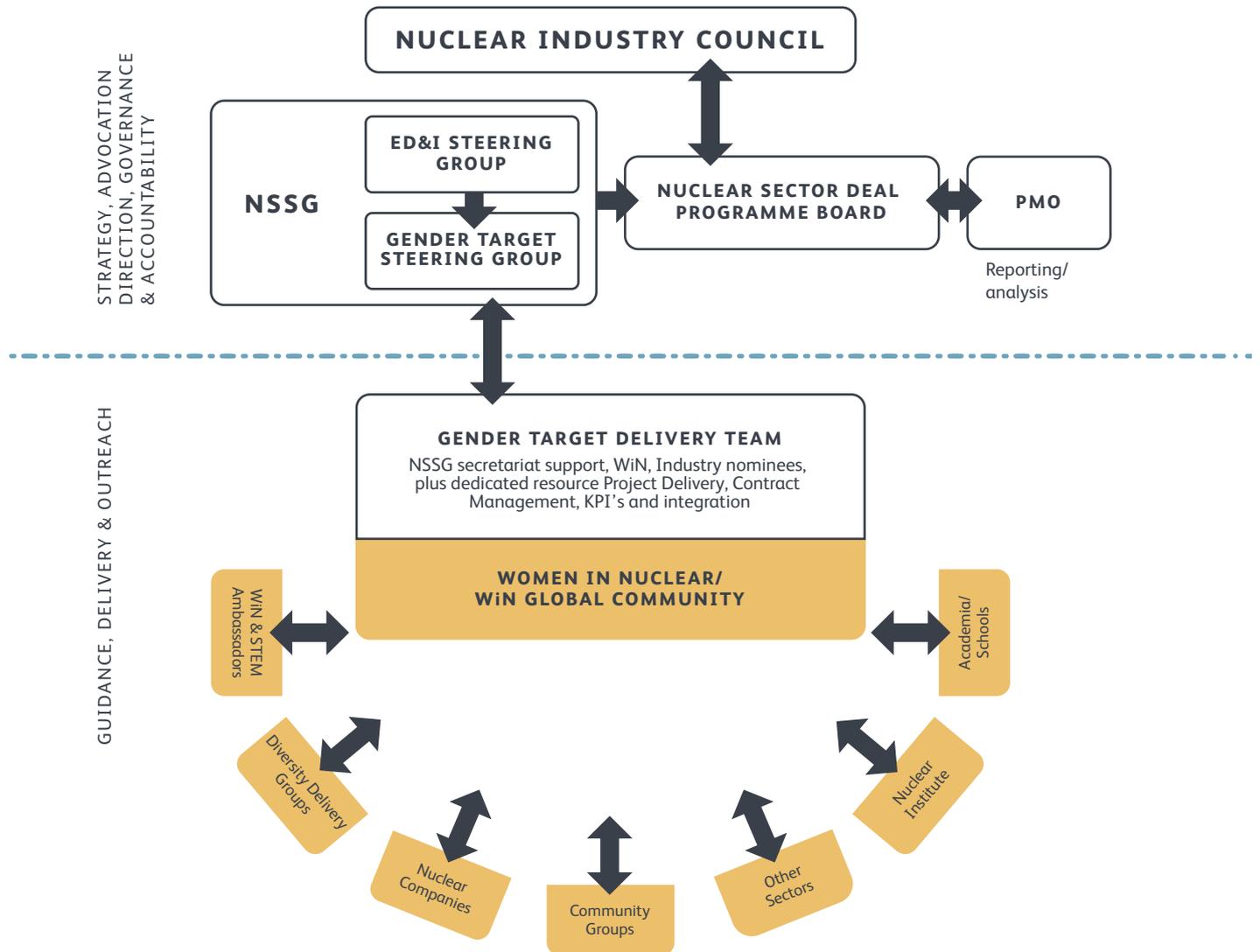
Jack Gritt
President WiN UK
Executive Board WiN Global

Lynsey Valentine
President (designate) WiN UK



Nuclear Sector Deal Gender Target Governance and Delivery Structure

GENDER STEERING GROUP – STAKEHOLDER, DELIVERY AND ACCOUNTABILITY



Activity sits under Enhanced Leadership Theme of the NSSG, with shared accountability across NSSG, WiN and The Nuclear Industry Council (NIC)

Gender is a subgroup of the EDI sub-theme

The subgroup will consist of a series of task and finish groups

Progress will be reviewed through NSSG

RESOURCING

The Gender Subgroup to date has been made up of industry volunteers and secondees. It is anticipated that the gender target delivery team will require dedicated resource via a Sector EDI coordinator, working closely with WiN. Consultancy support could be acquired where required. Clear interdependency with other NSSG and NSD themes, most obviously Exciting the Next Generation and Attraction/Branding activities.

Target Scope

Civil and Defence, NSSG member organisations.

A Roadmap to a Diverse Nuclear Sector

ATTRACTION

- Establishment of education and careers partnerships and structured engagement
- Relationships built with Community and Local Stakeholders
- Identification/database of female role models
- Materials and digital resource bank developed

RETENTION

- Female attrition rates analysed
- Role model network established
- Targeted support to encourage female returners

INDICATORS

2020

22% WOMEN IN NUCLEAR
13% FEMALE EXEC MEMBERS

INDUSTRY GUIDANCE

- Recruitment Guidance Suite
- MAP tool being used to monitor impact
- Resources available to support case for change
- Support and guidance for leaders for understanding law and practice
- ED&I maturity assessments

ENABLERS

GENERIC DIVERSITY DASHBOARD

- Resourced delivery plan
- Leading Indicators developed
- MAP Model developed and tested
- Milestones reviewed

 Name blind recruitment implemented

 Intervention to encourage female applications/shortlists

Senior Champions engaged

WiN mentoring programme implemented

Sponsorship in place for female talent

Gender pay analysed and actions identified

Increased female participation in industry events

2023

50% FEMALE APPRENTICESHIP STARTS*
20% FEMALE EXEC MEMBERS

 Analyse and publish best practice for recruitment

 Curation and signposting of best practice materials and support

 Career progression support and guidance published

 Transition of Task Group to Business as Usual (BAU) activity

 Monitoring of female attrition, female attendance at events, ratio of internal applications and promotions

 Monitoring and analysis of gender pay gap



Significantly increased ratio of female applications for internal promotion

2025

36% WOMEN IN NUCLEAR



MAP enabled impact analysis



Name blind recruitment implemented



Intervention to encourage female applications/shortlists



Female board mentoring available for all appropriate candidates

2030

40% WOMEN IN NUCLEAR*

40% ENG APPRENTICESHIP STARTS

30% FEMALE EXEC MEMBERS

*Nuclear Sector Deal Target

ED&I - Gender Sector Deal Target Blueprint

VISION

To improve gender balance and availability of a diverse workforce

Nuclear Sector Deal Targets:

- 40% Women in Nuclear Sector by 2030
- 50% Women Apprenticeship starts by 2021

TARGET IMPLICATION

Need to be recruiting at **50% female NOW** to achieve 40% women by 2030

ATTRACTION

1. Coordinated and structured career engagement activity (schools, colleges, HE and transferees)
2. Ambassadors and Role models (Link with NSSG Branding)
3. Materials/resource bank
4. Gender-focussed head hunting
5. Focus on sector jumpers and cross-sector mentoring

RETENTION

1. Ambassador and Role Models development
2. Influencing Industry Events
3. Mentoring and advocacy
4. Understanding attrition
5. Career progression and sponsorship Programmes
6. Career Portal
7. Gender pay gap action

INDUSTRY GUIDANCE

1. Guidance documentation and best practice sharing for attraction and retention including refreshed and monitored Industry Charter
2. Develop Impact Assessment for interventions developed to support gender diversity utilising MAP tool
3. ED&I maturity assessment and organisation to organisation support (link to ED&I activities)
4. Develop, curate and signpost appropriate collateral case for change

HOW WE ACHIEVE

Short: Analyse effectiveness, Coordinate, resource, process development, measure, learn and share, alignment, governance, stakeholder buy-in

Medium: Plan, design, implement, support, communications, signposting, collateral, targeting

Long: Review, extend, impact assessment

MEASURING OF SUCCESS

Leading Indicators: examples to include applications, shortlisting, interview, retention, transferees, collateral, ambassador numbers, mentors, sponsorships, gender talent pools, time to promote development, reach, promotion statistics, social media reach, case studies (working with stakeholders in terms of what is already collected)

Lagging Indicators: female apprentice percentage, women in nuclear percentage, women on boards percentage, equal pay data, graduate percentage, female transferee percentage, gender percentage by function, gender percentage by level, impact on productivity, impact on creativity.

Please follow this link for the full Gender Activity Guidance Matrix www.nssguk.com/media/2011/attraction-retention-guidance-matrix.pdf

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