

EQUALITY, DIVERSITY & INCLUSION



INTRODUCTION



At NNL we are fully committed to all aspects of equality, diversity and inclusion (ED&I). I am therefore delighted to introduce our strategy, which demonstrates our commitment to diversity and the way we manage our business. Our approach to developing this strategy has been truly inclusive with input across all our key stakeholders including our board, trade unions and employees.

ED&I is paramount to our vision to deliver world-leading nuclear expertise and innovative solutions. We recognise that we are in a unique position. As a Government Owned and Government Operated (GOGO) organisation, we support a large variety of programmes across the entire nuclear fuel cycle in the UK as well as working internationally. To do this, we need to harness ideas, knowledge and expertise from a diverse workforce.

Through fostering a culture that embraces different perspectives we can ensure that our Laboratory is a great place to work.

Our ambition is to uphold the highest standards and demonstrate exemplar processes for supporting our people.

CLARE BARLOW
Chief HR Officer



We recognise the importance of developing an inclusive culture. Creating an environment where everyone can thrive is essential to realising business success and we want the diverse mix of people that we employ, customers that we serve and stakeholders that we influence to feel valued. We have produced this strategy to confirm our commitment to supporting ED&I within NNL.

This strategy document sets out our approach to ED&I, by presenting NNL's vision and explaining why ED&I is important to us. It demonstrates how we believe ED&I contributes to our corporate objectives and sets out our aims and objectives.

Creating an inclusive culture isn't about one-off initiatives, it's about ongoing governance and a clear narrative that addresses the real issues experienced by people within our organisation. We have developed this strategy with support from individuals from across the lab, who voluntarily lead specific work-streams and who live and breathe ED&I.

Our ED&I ambassadors work in partnership with our workstream leads. They listen to the views of others, raise awareness of ED&I initiatives, provide peer-to-peer support,

gather feedback from our people and provide a point of contact within their workplace. We recognise the contribution our ED&I ambassadors play in supporting initiatives at each of our six sites and are grateful for the contribution made by each of our stakeholders.

We have developed a five-year delivery plan to demonstrate our commitment to putting actions in place to realise our aims and have set out to underpin our delivery plan with data. We hope that this will not only ensure that ED&I is embedded throughout our people plan but that it will help us better understand the issues our workforce face.

LIV THOMPSON
Head of Skills and Capability
(and ED&I lead for NNL)

EXECUTIVE SUMMARY

Within the nuclear industry there is a compelling case for supporting all aspects of equality, diversity and inclusion (ED&I).

This strategy document provides an outline of our current position and explains how we plan to address ED&I issues across our business. It highlights our ambition and priorities through a governance and accountability structure and translates our vision into measurable outcomes which will be delivered at all six of our sites. We recognise the importance of embedding best practices and procedures. This strategy aims to outline where we believe ED&I can assist in meeting our wider business needs.

WHAT DO WE MEAN BY EQUALITY, DIVERSITY AND INCLUSION?

ED&I means different things to different people. Within NNL we define ED&I as:

EQUALITY

We recognise that treating everyone in the same way does not necessarily mean everyone is treated fairly. To ensure that we are creating equal opportunities we recognise that people have different needs that require different responses.

Equality is about creating a level playing field where everyone is treated fairly, and career progression is based purely on merit.

By focusing on equality, we acknowledge that gender, race or disability (or other personal characteristics) can affect life experiences and so also opportunities.

We want to ensure that NNL is compliant with national legislation and has fit for purpose procedures and policies which represent best practice. This is so that any discrimination or harassment that may arise is dealt with effectively, fairly and proactively and all our employees can have confidence in our systems.

DIVERSITY

We recognise and respect that people are different. Those differences lead to varied experiences, values and ways of thinking. Diversity is about recognising and embracing people's differences, both as individuals and groups, and striving to harness the unique benefits that each person or group has to offer whilst meeting different needs in a positive way.

So, while equality legislation covers factors such as race, gender and disability; diversity also encompasses many other aspects of an individual such as social background, personality traits or specifics of life experience. If we respect people's differences, we are more likely to treat them equally.

INCLUSION

We recognise that to achieve an inclusive culture our people need to feel accepted, welcomed and fairly treated. We recognise that creating an environment where our people feel able to bring their whole selves to work will help everyone reach their career potential whilst improving satisfaction in the workplace. We want to foster a sense of belonging within our organisation so that everyone always feels supported to do their best.



NNL AIMS TO BE:

“ An inclusive workplace that attracts, retains and develops diverse talent through transparent and fair policies and procedures. We want the diverse mix of people that we employ, customers that we service and stakeholders that we influence to feel valued. Our vision is to create a workplace culture where everyone can thrive with a sense of belonging. ”

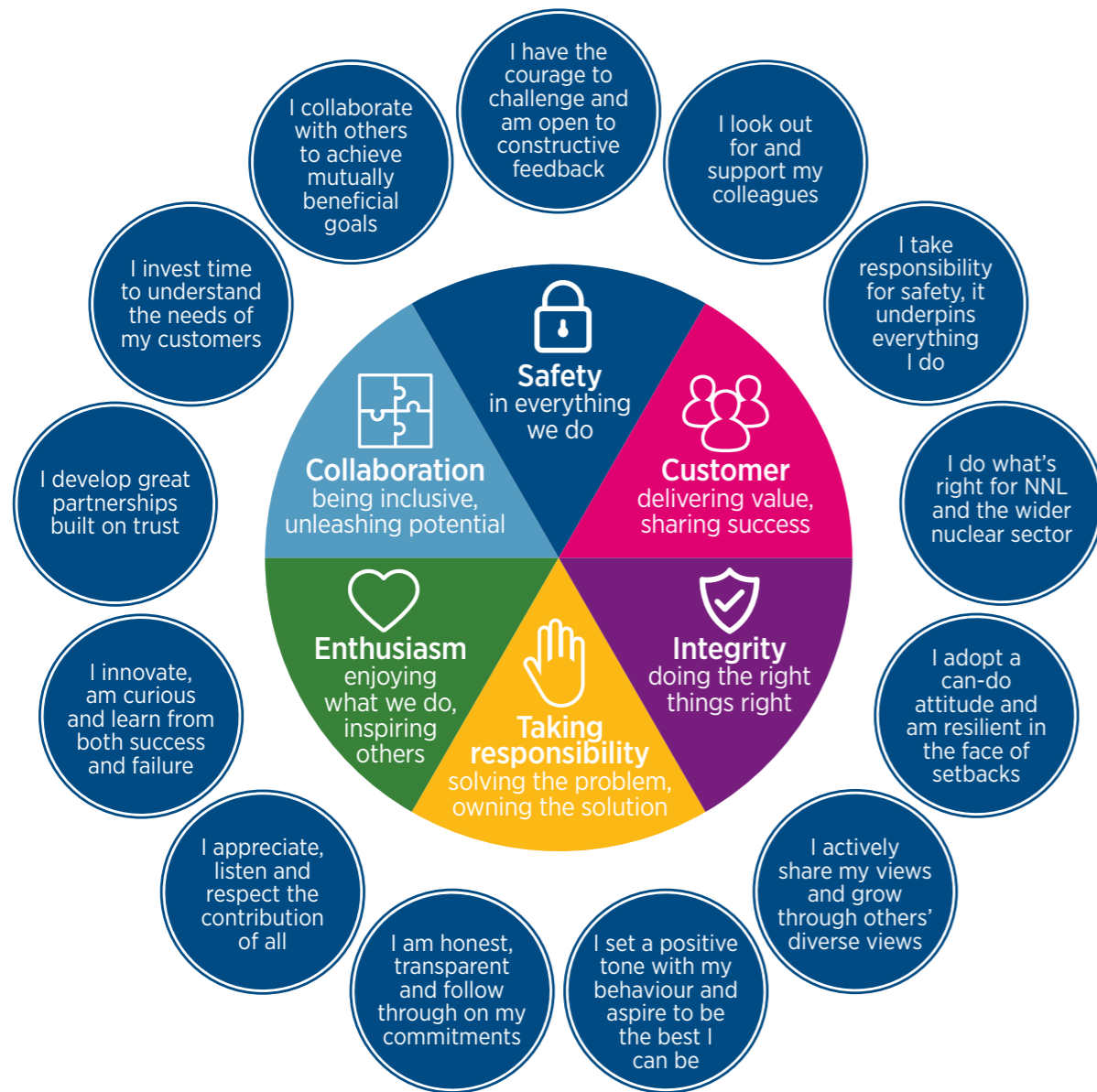


TOGETHER WE CAN...

- Tackle climate change
- Create a clean energy future
- Use nuclear science to benefit society

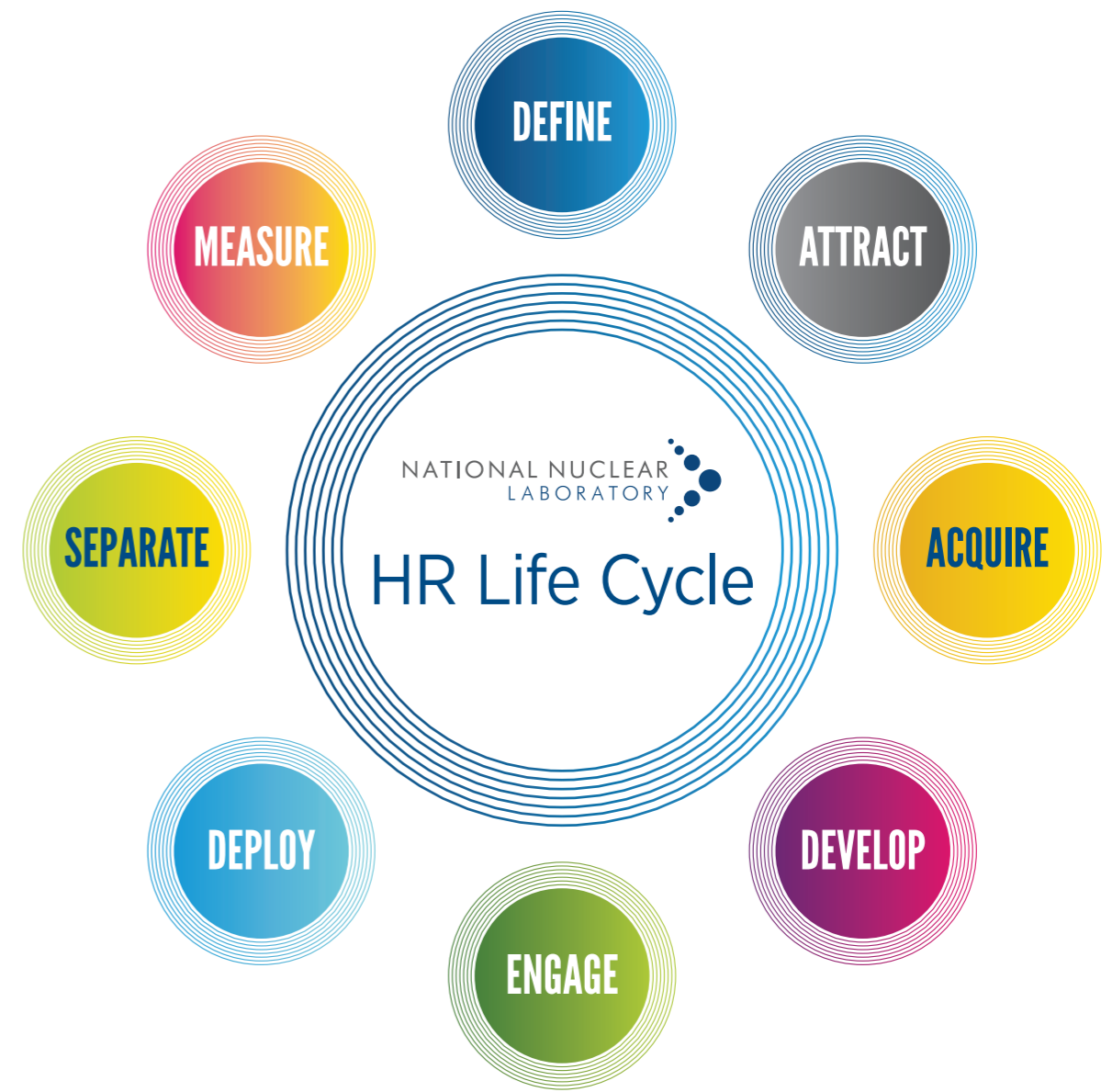
OUR VALUES AND BEHAVIOURS

NNL has harnessed the insight and vision of its employees to develop the NNL Values and Behaviours shown in the map below. These inform everything that we do at NNL and are well aligned to the principles behind the drive towards increased Equality, Diversity and Inclusion in our workplace.



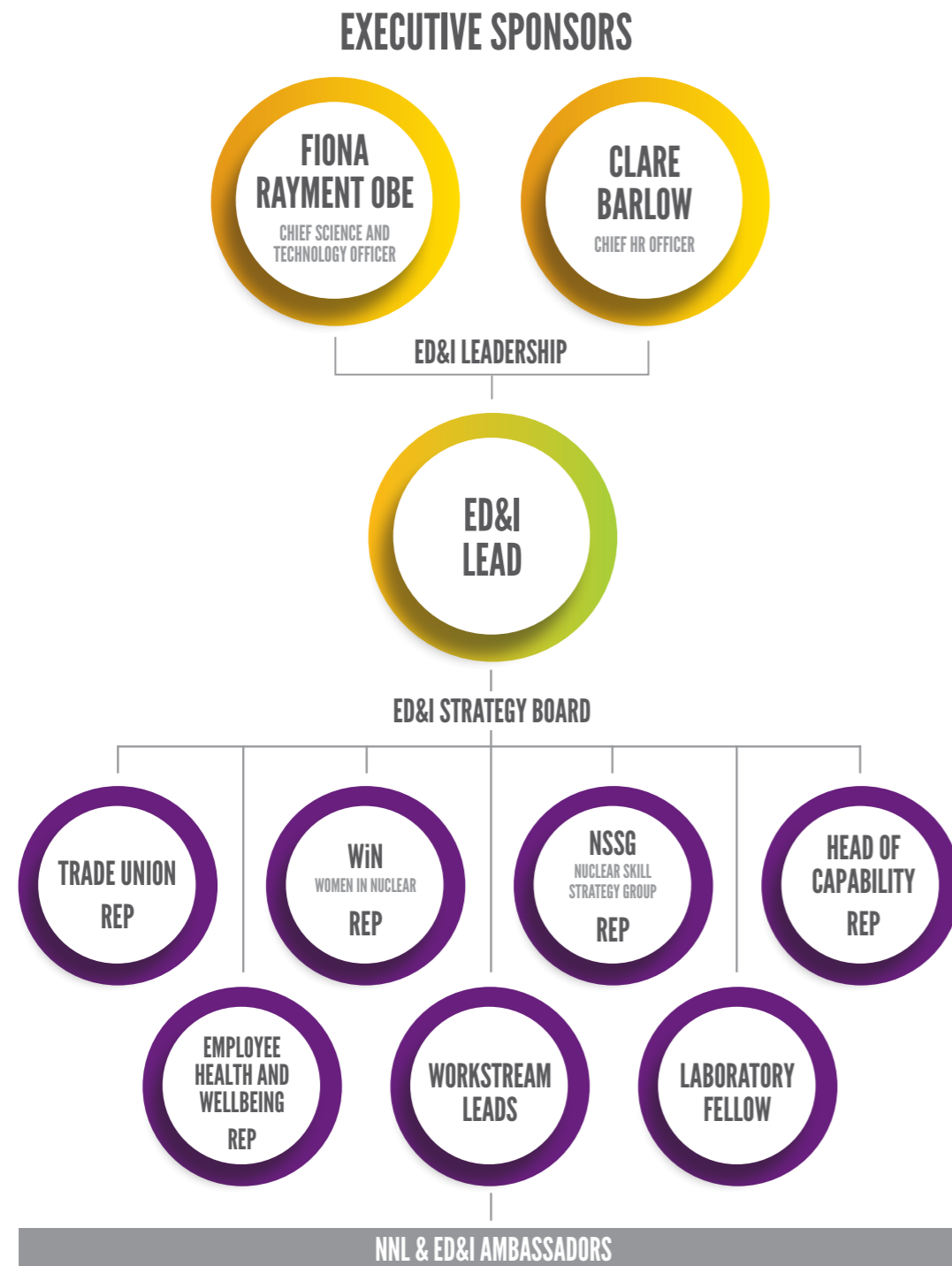
THE HUMAN RESOURCES LIFE CYCLE

The vision and aims for ED&I along with the NNL's Values and Behaviours underpin the HR life cycle as illustrated by diagram below. Our ED&I program strengthens and supports the aims of the HR Life cycle enabling ED&I to be more easily embedded in everything we do.



GOVERNANCE STRUCTURE

We have developed a governance structure to design and deliver our ED&I strategy. ED&I is sponsored by our executive board who have overall responsibility for the delivery of the strategy and is supported by a strategy board who help guide and steer the direction of the programme.



The table below sets out specific responsibilities relating to our strategy. However, our approach is firmly rooted in the philosophy that ED&I is the responsibility of everyone in our business.

| WHO | RESPONSIBILITY | WHEN / HOW |
|--|---|------------------|
| Executive Board & Senior Leadership Team | <ul style="list-style-type: none"> Overarching responsibility for ED&I in NNL Review performance of strategy Review annual diversity report Actively champion ED&I initiatives | Annual review |
| ED&I Sponsors | <ul style="list-style-type: none"> Lead responsibility for ED&I across NNL Champion ED&I at board level Support the strategy board in directing and delivering the delivery plan | 6 monthly review |
| ED&I Workstream Leads | <ul style="list-style-type: none"> Develop delivery plan for each workstream Identify improvements across business Work with external groups and organisations Impact and influence people working practices and procedures across the Laboratory | Weekly meetings |
| ED&I Ambassadors | <ul style="list-style-type: none"> Actively support ED&I initiatives across the lab and act as a local representative | Continuous |
| Everyone | <ul style="list-style-type: none"> Empower each other to take a proactive approach to ED&I in the workplace | Continuous |

DELIVERY STRUCTURE

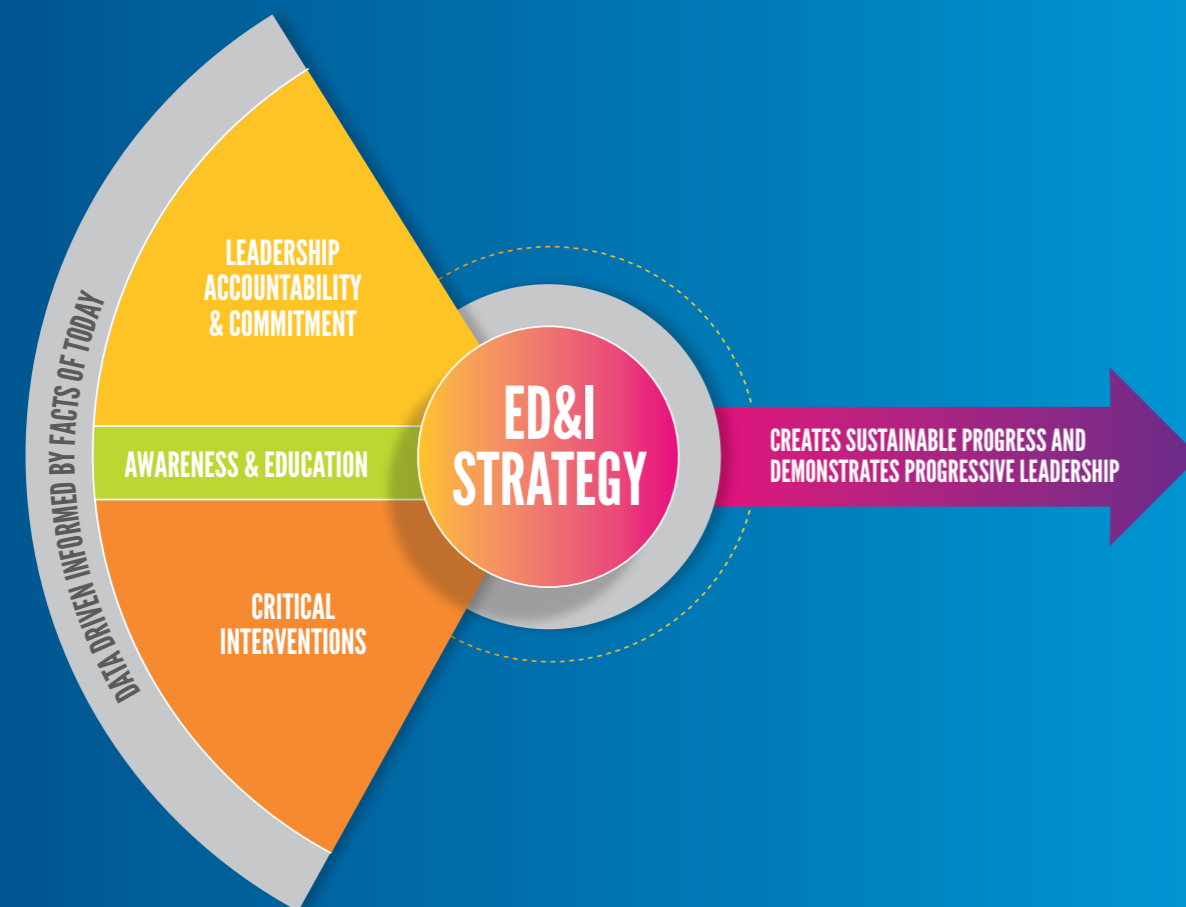
We will take a programmatic approach to delivery; ensuring that the focus is always on the strategic objectives and achieving the planned benefits for ED&I.

As a science and technology organisation, we recognise the value of underpinning our people plans with data. Our delivery structure is based on the use of our data to drive forward specific initiatives and interventions.

To achieve the aims and objectives of our strategy, we will focus on three key areas:

- 1 Supporting our leaders so that they can effectively employ an ED&I lens while, managing day-to-day operations so that we can develop exemplar management in this regard.
- 2 Providing awareness and education of all aspects of ED&I to our people, customers, regulators, supply chain as well as wider into the communities we operate in and across the nuclear sector.
- 3 Introducing critical interventions that will cause step-change improvements in the way we attract, recruit and support people within our sphere of influence.

We believe that using accurate and appropriate data will assist us in achieving our aim and will assist us in realising our vision.



PROGRAMME CONTEXT AND INTERFACES

Our ED&I strategy will support and enable other programmes to deliver their missions by empowering a diverse mix of individuals from across the business to participate in these projects.

The diagram above shows the context of the ED&I programme in terms of its interfaces to other projects across NNL.

We recognise that our ED&I strategy will need to adapt to changes within our business and in response to external events impacting the nuclear sector. We aim to integrate ED&I through as many projects as possible to remove duplication and to maximise impact.



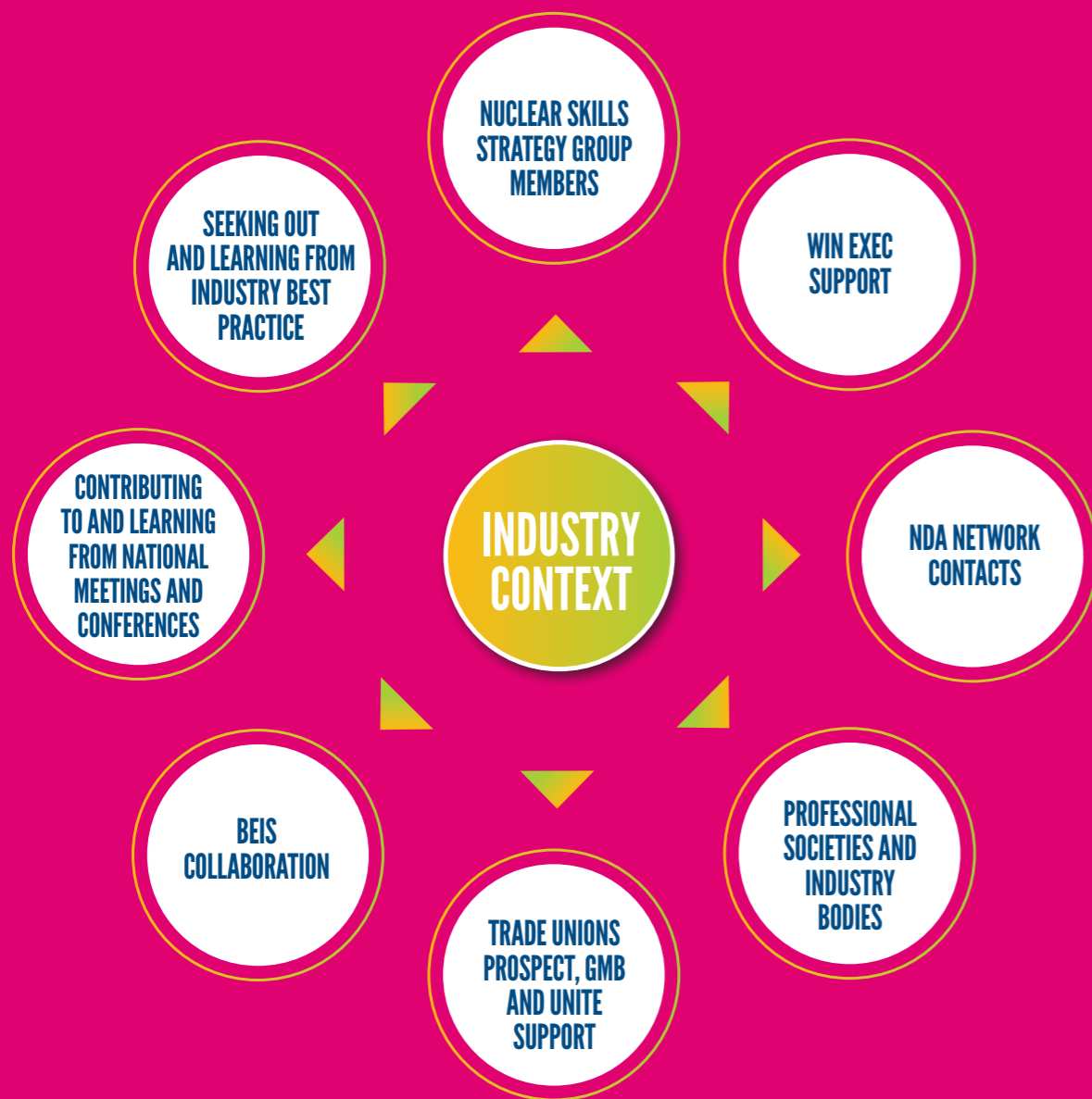
NUCLEAR SECTOR CONTEXT

The UK Government has recognised the need to tackle the climate change emergency and the role that the nuclear industry can play in keeping the lights on in a greener economy. As the UK's National Nuclear Laboratory, NNL has a leading role to play in driving skills development and retention to make this vision a reality.

To support this NNL (and the rest of the sector) need to draw from the widest pool of talented people available thus putting ED&I at the heart of our future. NNL recognises it is part of the wider nuclear community and therefore is collaborating with a wide range

of organisations to help benchmark and improve its approach to ED&I.

This is why NNL is a key member of the Nuclear Skills Strategy Group (NSSG) which has started by focusing on the industry's gender disparity (as data is widely available in this area). The NSSG has set gender targets aiming for 40% women on boards and in the wider industry and 50% women apprentices by 2030: a pledge signed onto by NNL's CEO and board.



BENEFITS MAP

Our ambition is to develop a workplace culture that supports everyone. We recognise that there are many benefits to be realised from having a well-managed diverse workforce who feel supported and included, for instance:

- By promoting equality, diversity and inclusion, NNL will be able to attract and retain the people from the widest possible pool of talent ensuring an adequate supply of the skills necessary to deliver NNL's vision for the future.
- By engaging employees at all levels of the organisation employees can better contribute to making NNL successful and identify obstacles to this which can then be remedied.

- By bringing together people of different backgrounds, talents, and skills, creative ideas can be born which enhance problem solving ability and improve decision making mitigating against 'blind spots' and 'group think' and improving innovation.
- Developing our staff in a way that enables individuals to achieve their potential will help NNL to grow and succeed in competitive markets and increases both the knowledge creation and retention necessary to secure NNL's vision.





DELIVERY APPROACH

We plan to deliver our strategy through six workstreams. Three of our work-streams are enablers in that they provide support and underpinning activities to focus attention and facilitate implementation (shown in green).

These include having mechanisms for receiving feedback, communicating initiatives and providing high-level data and metrics to understand our position.

Three of our workstreams we class as drivers. These are workstreams which, shaped by our people, external best practice and the activities identified in our strategic plan will help us define and realise our ED&I goals.

Each of these workstreams is owned by one or more workstream leads and utilises the ED&I ambassadors across the business to help deliver specific projects and initiatives.

DATA & METRICS

ATTRACTION

COMMS & ENGAGEMENT

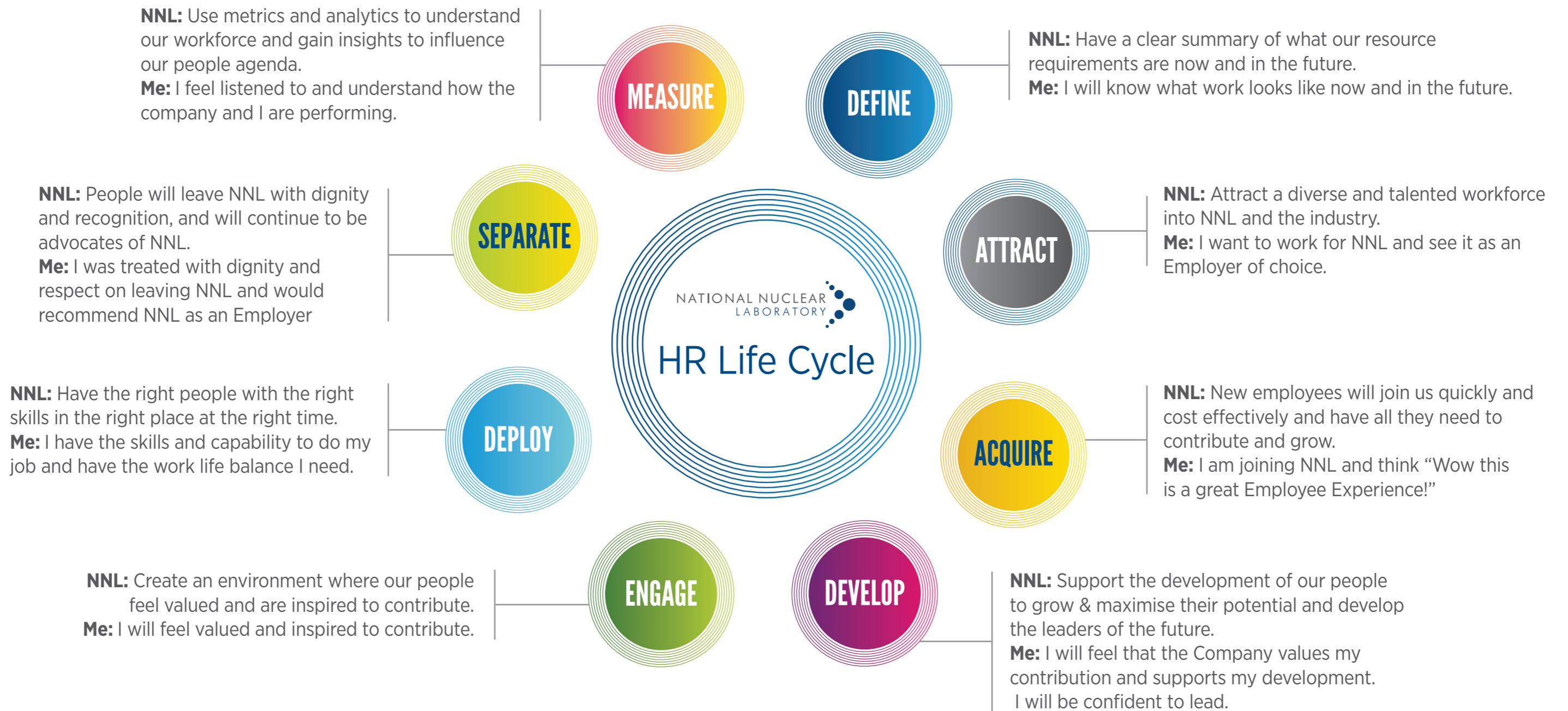
BELONGING

FEEDBACK

CAREER SUPPORT

DELIVERY APPROACH

As discussed, these workstreams link closely to the HR life cycle as is clear from the diagram below:



DELIVERY APPROACH

Specifically, our ED&I workstreams focus on the following activities:

| DRIVERS | ATTRACTING | Our attracting workstream focusses on recruitment of people to NNL. Key areas of focus include social outreach projects, public engagement and activities to support social mobility. |
|----------------------|---|---|
| | Enabling entry into NNL and the wider market | |
| BELONGING | Promoting an inclusive workplace culture and quality of work | Our belonging workstream focusses on supporting an inclusive workplace culture, ensuring policies and procedures are fair and that the health and wellbeing of our people is at the forefront of everything we do. It includes equal pay review, gender pay gap reporting, mental health support. |
| CAREERS | Encouraging career development and leadership by removing barriers to progression | The careers workstream focusses on ensuring promotion processes are fair, transparent and auditable, that there are clear pathways for progression and that everyone in NNL has sufficient support via learning and development and mentoring activities to perform to their best. |
| ENABLERS | DATA AND METRICS | The data & metrics workstream provides accurate and up-to-date data to underpin our strategy. It does this by ensuring we collect the necessary facts and data in an ethical way and produces regular dashboards as well as an annual data report. |
| | Embarking on a journey to benchmark and guide our future ED&I strategy | |
| ENGAGEMENT | Creating an environment where key messages can be openly shared, and our people feel valued | The engagement workstream provides communications support and produces several initiatives to help inform others of ED&I activities including an active SharePoint site, a calendar of events raising awareness of ED&I and monthly themes to focus awareness. |
| SITE REPRESENTATIVES | Coordinating activities across sites to promote NNL-wide inclusion | Our site representatives are a diverse network of individuals based at each of our six sites. They provide a local focal point to provide feedback to the workstream leads and to lead initiatives within each site. |

METRICS AND MEASURES

We recognise that ED&I initiatives may take time to embed and so to achieve our overall vision will also take time. However, to focus our efforts we have devised a series of quantitative and qualitative methods to track our progress. Therefore, we will be able to ascertain how effectively the interventions we put in place move us towards our goals.

| METRIC | MEASURE |
|---|--|
| Understanding of what ED&I means to employees and their knowledge of fair and equal treatment of others | Analysis of the number of people who attend Dignity at Work training. Analysis of the ED&I awareness e-learning training completion and test results. Analysis of feedback from Dignity at Work training and ED&I awareness e-learning training. |
| Fair recruitment | Analysis of recruitment data to identify any potential bias. |
| Equal pay for men and women | Gender pay gap reporting (as required by Equality Act (2010)). Understanding the distribution of pay for men and women across the business. Gender split per pay grade. |
| Diversity in NNL | Analysis of current work-force demographics and comparison to other organisations to aid benchmarking. |
| Percentage of female staff at NNL | Analysis of percentage staff by site and business area, including graduate and apprentice schemes. Analysis of percentage of female employees in leadership positions. |
| Fair progression within NNL | Analysis of promotion data including time at each grade. Assessment of promotion process. |
| Part time workers | Analysis of those working part time and any potential effects this has on equality. |
| Age | Analysis of the age distribution at NNL, including crossover with other areas. For example, part time workers, recruitment and retention. |
| Length of service | Analysis of length of service at NNL, including crossover with other areas. For example, age, time as current grade, etc. |
| Leavers | Analysis of leavers data looking for potential trends relating to ED&I. |
| Inclusion in NNL | Annual engagement and feedback survey to assess how inclusive our culture is. |

We note that our current metrics and measures cannot currently cover all protected characteristics to the same degree. However, we aim to improve upon these as new ways of gathering the relevant data are developed in consultation with our fellow employees.

WORKSTREAM DELIVERY PLAN

ATTRACTION

| KEY OUTPUT | 2020 / 2021 DELIVERABLE |
|---|--|
| Enabling entry into NNL | <ul style="list-style-type: none"> Establish principles to collect diversity data for all applicants to NNL Add diversity statement to all job adverts Review of NNL's employee value proposition for key employee groups |
| Support programme for individuals who join NNL | <ul style="list-style-type: none"> Review NNL's on-boarding processes and procedures Establish support programme for individuals joining NNL |
| NNL alumni network who leave as advocates | <ul style="list-style-type: none"> Review exit interview data for ED&I related trends Establish a best-practise process to collect exit interview data and establish mechanisms to review |
| Culture which supports and nurtures others | <ul style="list-style-type: none"> Understanding reasons people stay with NNL Defined proposition statements for key groups on what makes NNL a great place to work Programme to support people who take a career break |
| Wellbeing package for employees | <ul style="list-style-type: none"> ED&I representation on the mental health and wellbeing working group NNL wellbeing index developed |
| Mentoring programme | <ul style="list-style-type: none"> ED&I to review and recommend development of a mentoring programme across NNL |
| Removal of barriers to career progression | <ul style="list-style-type: none"> Alignment of recruitment/promotion process for internal and external candidates Guidance on process for career progression |
| Clear route for career progression | <ul style="list-style-type: none"> ED&I group representation on Career Pathway working group |
| Company-wide equal pay and bonus review | <ul style="list-style-type: none"> ED&I group support to equal pay review Job evaluation training for ED&I representative |

BELONGING

CAREER DEVELOPMENT

DATA AND METRICS

| KEY OUTPUT | 2020 / 2021 DELIVERABLE |
|-----------------------------------|--|
| Gender pay gap report | <ul style="list-style-type: none"> Undertake gender pay gap data analysis Produce annual gender pay gap report Benchmark and undertake trend analysis on previous years report |
| Diversity Benchmark report | <ul style="list-style-type: none"> Review diversity data and present baseline report |
| Diversity Dashboards | <ul style="list-style-type: none"> Develop a template for reporting diversity data Produce diversity dashboards |
| Communication strategy | <ul style="list-style-type: none"> Establish a SharePoint site dedicated to ED&I with discussion forum for all people to contribute too |
| ED&I awareness | <ul style="list-style-type: none"> Develop an e-learning module for all staff to complete to raise awareness Maintain a calendar of events and celebrate some of the poignant ones each year |
| Site representation | <ul style="list-style-type: none"> Appoint an ED&I representative for each site Establish a presence at each site |

ENGAGEMENT AND COMMS

FEEDBACK



ROADMAP FOR CHANGE

We recognise that it will take time to deliver our strategy. We have broken it down into a five-year plan: our roadmap for change. Our rationale for action and the areas for focus have been based on the following five factors:

- 1 Our current position: How things are done today and what impact they have.
- 2 Our future state: How should NNL look and feel once our strategy is fully implemented.
- 3 Transition period: How should we move from where we are now to where we want to be.
- 4 Technical considerations: What systems and mechanisms do we need in order to achieve our vision.
- 5 People: How do we communicate, engage and influence our people to support our strategy.



WHAT DOES GOOD LOOK LIKE FOR NNL?

We believe that a diverse and inclusive business drives superior performance and creates long-term value for all our stakeholders. That is why we have developed a strategy which creates a blueprint for where we want our business to be in the short, medium and long-term. We will achieve our strategy by aligning actions to our 5 year plan and by working collaboratively across our business.

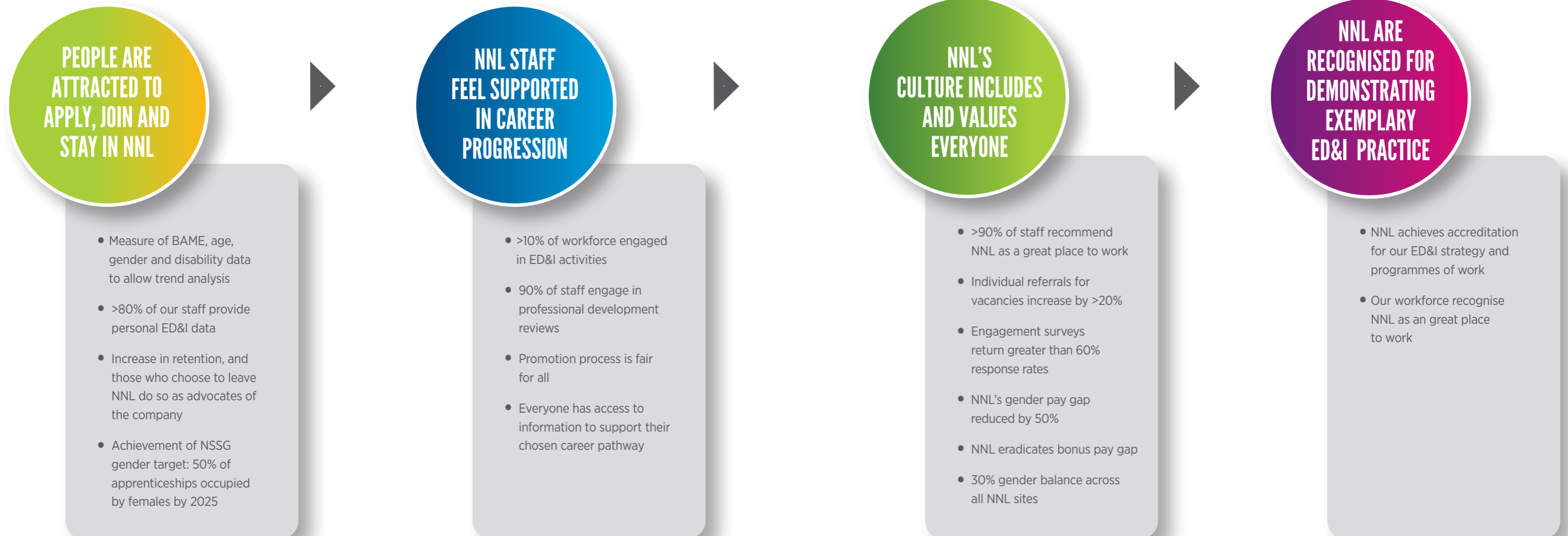
We believe our strategy will have been successful if, in the next 5 years, we can meet the targets depicted below:

These targets are based on the data we currently have access to and so can track. We are working hard to expand the availability of data for other protected characteristics under the Equality Act 2010, in consultation with our workforce, so that we can expand these targets to include these demographics too. This ensures that our actions and targets are based on evidence and thus are auditable.

We recognise that the challenge of increasing diversity in the NNL cannot be addressed by the

ED&I team alone and so, whilst we work to tackle this within NNL, we look for enthusiastic engagement from our colleagues so that we reach our organisational ED&I goals together.

By working in partnership with other progressive organisations, we hope to deliver positive business, social and environmental impacts for the good of everyone and so support transformational change across the entire nuclear industry and wider STEM sector.



NATIONAL NUCLEAR
LABORATORY

