National Nuclear Laboratory

Gender Pay Gap Report

2022

Start reading

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Introduction

Our Strategic Plan demonstrates strong commitment to our purpose 'Nuclear Science to Benefit Society' and the essential role of promoting Equality, Diversity and Inclusion (ED&I).

We delivered our strategic vision for technical excellence and social value, and achieved the National Equality Standard (NES) Accreditation at our first attempt in March 2021.

This year's Gender Pay Gap report covers the first year of our work addressing the NES's recommendations and focuses on our progress towards gender parity as this is the purpose of assessing these pay gaps.

We accepted and are acting on the recommendations from NES. These were to expand our ED&I focus beyond gender, support leaders and managers to drive ED&I, improve data capture and analysis to inform initiatives, drive a more structured approach to career progression, attract and recruit diverse talent and consider ED&I in our supplier relations.

Over the last few years, our gender pay gap reports have shared our data on gender parity, outlined the activities we have been undertaking to improve our business and explored any trends in our data. We build on this approach in our latest report, again primarily highlighting our progress in analysing our gender-related data. We supplement this with several case studies, one on improvements we have introduced in the same period to our career support, another outlining a successful pilot to promote social mobility and equality of opportunity through outreach and, our final featured case study demonstrates how we are growing the inclusivity of NNL for all.

> **NNL believes in playing its part in building a thriving and diverse nuclear sector, one capable of sustaining the extraordinary predicted growth in the sector needed to underpin net zero, the decommissioning agenda and our focus area aspirations.**

As the UK's national lab for fission, we take our responsibility to grow and secure skills for the future seriously. We do this through a programme of NNL activities and collaboration with other organisations. We extend this approach to our ED&I agenda, understanding the importance of working with other organisations both operationally and strategically to drive tangible sector-wide change through:

- **The Nuclear Skills Strategy Group (NSSG) and our contribution to its ED&I focus area**
- **Sharing, developing, and championing best practice through ED&I Alliance Nuclear, a pan-nuclear information sharing forum for ED&I which we set up with Nuvia in late 2021**
- **Developing the concept for Racial Equality in Nuclear (REiN) with support from the NNL Board - this is a pan-nuclear collaboration championed by Emin Veron, who was a runner up at the NSAN Awards in March 2022 for his work in this space**
- **Continuing our support to Women in Nuclear and supporting other nuclear ED&I intiatives when the opportunity arises**

Over the period covered by this report, the COVID-19 pandemic became less dominant as an organisational priority, but we retained the agility it enabled. We have upgraded our offices to better accommodate hybrid working with lots of collaboration and flexible working spaces.

Finally, we can confirm that the data presented in this report has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information Regulations 2017) and is accurate and correct to the best of our knowledge and ability.

Paul Howarth and Clare Barlow

Context and definitions

As defined by UK government, the UK gender pay gap regulations require reporting on key metrics relating to the difference between pay and bonus pay for men and women.

Our diversity data is unfortunately not yet complete enough to enable us to include, or account for, non-binary gender identities in our analysis. In accordance with these requirements, NNL take a data snapshot at the beginning of each financial year to explore pay and bonus information on payments made within that financial year.

In this report we compare the difference between pay and bonus pay for men and women. We use this annual opportunity to delve further into the data than is mandated by government, providing additional figures to give more insight into our employee demographic and pay structures. This helps us to understand if there are areas of the business, pay grades, or groups of employees (such as those working part time) which we should target to have the most impact and determine whether the high-level observations are true throughout the business. This report also includes a comparison to previous years' data to identify trends in recent years.

UK government defined gender pay gap metrics are explained in this section. The data is based on absolute hourly rates for pay gap calculations and total monetary value for bonus pay gap calculations.

Gender pay and equal pay

The Gender Pay Gap looks at the difference in average pay between men and women across the company in all roles, whereas an equal pay analysis considers whether men and women are paid equally for performing similar roles. Therefore, equal pay does not automatically lead to a zero gender pay gap.

Full-pay relevant employees

As defined by the gender pay gap guidance, all employees who were paid their usual full salary in the pay period considered are referred to as "full-pay relevant employees". This means those employees that are in receipt of full normal pay. Therefore, this excludes those on long-term unpaid (or reduced pay) leave, such as career breaks or those on parental leave beyond the period where they are in receipt of full pay.

Mean and Median

Mean: the pay or bonus pay for all men is summed and divided by the total number of men in the organisation. The same is done for women. The difference between the two values is then calculated and divided by the mean pay for men to give the percentage gap.

Median: the pay or bonus pay for men is ordered high to low, and the midpoint is selected. The same is done for women. The difference between the two midpoints is then calculated and divided by the median pay for men to give the percentage gap.

Note that mean and median values alone do not give the full picture of the gender pay gap. We therefore investigate the data further to help us better understand the pay gap and where we might focus our efforts to improve.

Quartile pay bands

Quartiles are determined by dividing our workforce into quarters according to their full-time equivalent salary. The lowest paid quarter is referred to as quartile 1 and the highest paid quarter of the workforce is referred to as quartile 4.

NNL Employees

In Financial Year (FY) 2021/22, the percentage of women in the NNL workforce rose to 30%.

The percentage of women has been gradually increasing since 2018, and moving closer to the Nuclear Sector Deal target of 40%, as seen in Figure 1. Whilst we are pleased to be making progress, the time taken to reach 40% women is determined by our recruitment and attrition rates and, as a result, is unlikely to continue indefinitely at a linear rate without continued efforts to expand our recruitment pool and limit our attrition.

Percentage of women in the workforce over time

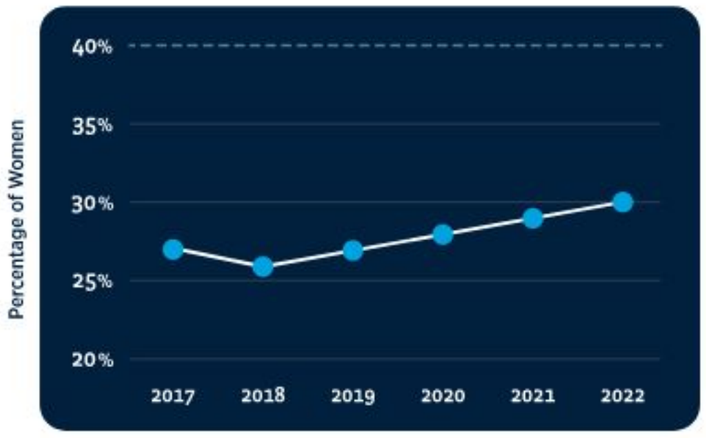

Figure 1

Science, Technology, Engineering and Maths (STEM)

The distribution of women is broken down in terms of those in Science, Technology, Engineering and Maths (STEM) areas of the business and those who are not (Figure 2). It can be seen that we have achieved roughly equal numbers of men and women (53%) in non-STEM roles. However the STEM workforce has a long way still to go at 24% women.

Percentage gender split by business area

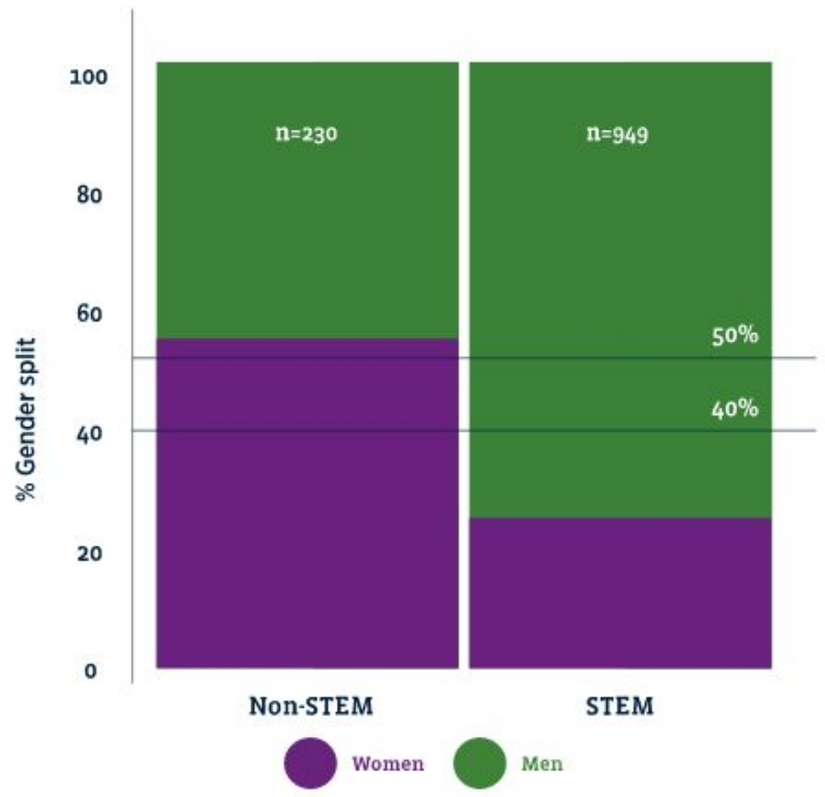

Figure 2

Executive Directors

The European Parliament has introduced new gender balance targets on company boards of 40% of the underrepresented sex amongst non-executive directors (NEDs) or 33% amongst all directors. At NNL, four of our 10 board members are women (40%), and two of six of our NEDs (33%) are women.

Length of Service

The number of years that staff have been employed with NNL was explored to determine whether there is a difference in retention for men and women, as can be seen in Figure 3.

Those employed by NNL for 15 years or greater were grouped together to represent the proportion of those who have been employed at NNL over the long term. It can be seen that a greater proportion of men are in this category but this is to be expected as, historically, the nuclear industry was dominated by men. Therefore it is to be expected that there have been more men who were recruited 15+ years ago who still remain in the workforce.

> **A greater percentage of women in the workforce are in their first few years of employment with NNL, in comparison to men. This is likely due to an increase in recent recruitment, and a company focus on improving diversity, leading to our business having a more welcoming feel.**

Length of service in NNL for all employees

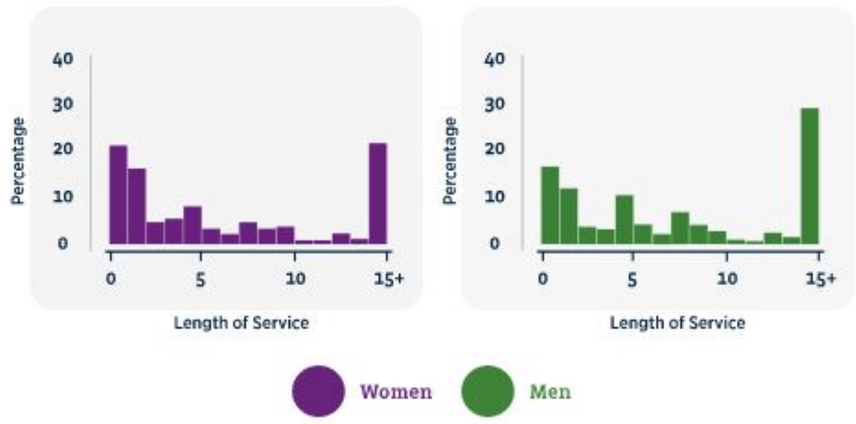

Figure 3

Gender Pay Gap

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Gender Pay Gap

NNL has a well-established pay structure, so we believe the gender pay gap reflects the higher percentage of women who are in their early careers or in less senior roles.

10.1%
Mean

16%
Median

As can be seen in Figure 4, the trend over time is relatively static for the mean (or median) pay gap, with small variations in recent years. The increase in recent recruitment may have contributed to this, particularly recruitment into early careers roles such as apprenticeships as these have a greater proportion of women than recruitment into more senior roles. As those women recruited into less senior roles progress through the business, we hope this will lead to a gradual decrease of the pay gap.

Gender pay gap over time

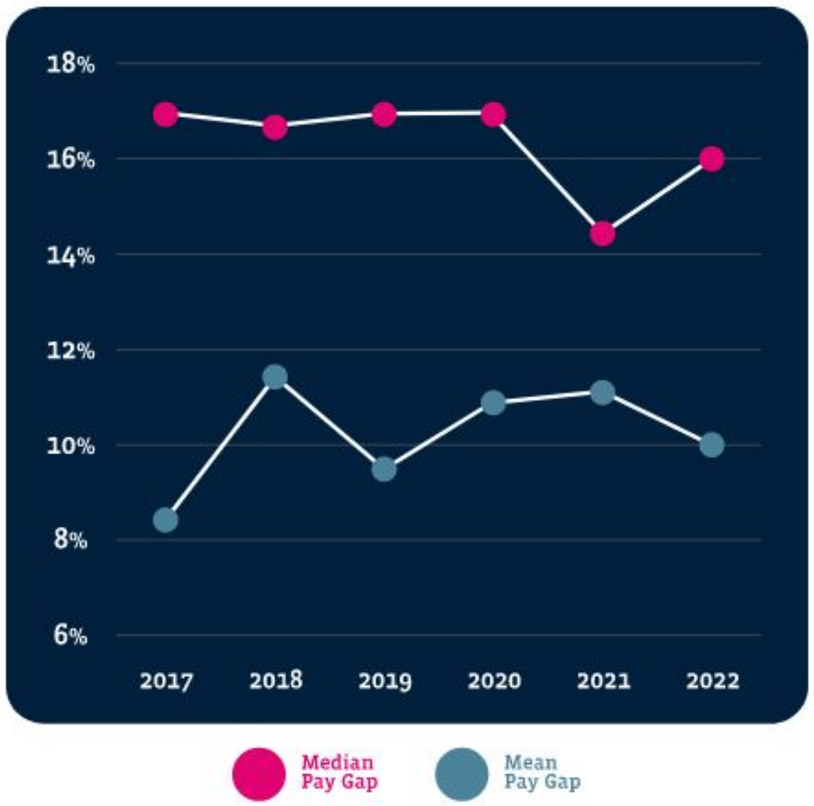

Figure 4

Bonus Pay Gap

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Bonus Pay Gap

NNL has a company-wide Target Achievement Scheme (TAS), which much of the workforce are eligible to receive.

All full-time, eligible employees who have been employed for the whole financial year prior to this bonus receive the same bonus amount from this scheme. As this is the majority of employees, the median bonus pay gap is zero. Part-time employees - and those who have only been employed by NNL for part of the previous financial year - receive TAS bonus payments on a pro-rata basis.

Total Bonus Pay Gap

16.7%
Mean

0.0%
Median

Personal Bonus Pay Gap

2.23%
Mean

11.9%
Median

A proportion of staff are eligible for a personal bonus. This is calculated as a percentage of their salary, in addition to the TAS bonus. A smaller number only receive the personal bonus. This personal bonus combined with the pro-rata nature of the TAS bonus contributes to the mean bonus pay gap, considering all bonuses, which has increased from the previous year.

Bonus

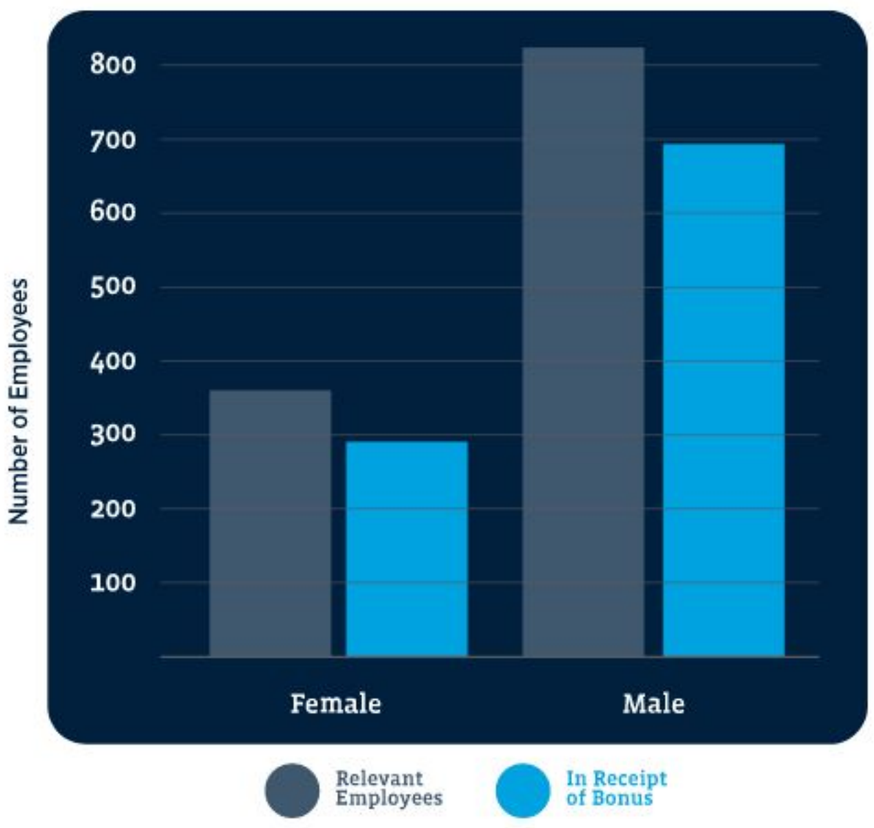

Figure 5

Figure 5 shows the number of "full pay relevant employees" considered in this analysis for both men and women, and the number of those eligible for any kind of bonus.

Receipt of any bonus

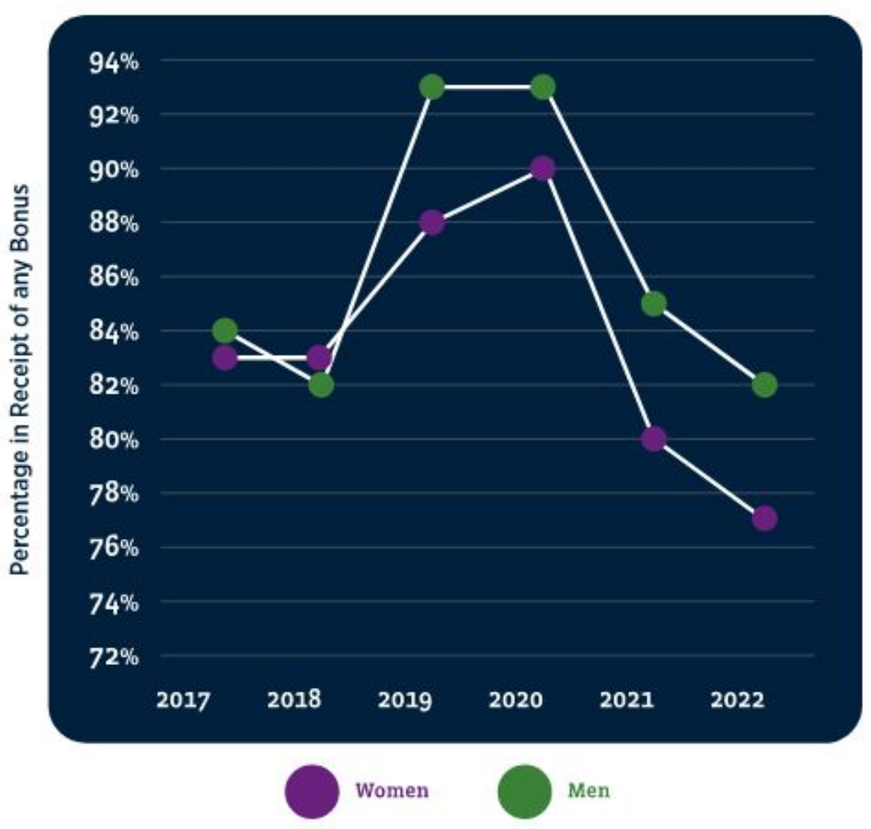

Figure 6

In Figure 6, it can be seen that the percentage of both men and women receiving a bonus has continued to decrease from the previous year to 82% and 77% respectively.

The mean personal bonus pay gap has decreased from the previous year and the median has increased, shown in Figure 8. However, that has fluctuated a lot in recent years as the majority of those receiving this bonus are senior employees or members of the executive team so these values can vary due to a small number of position changes. A negative value in this plot means that the mean/median bonus pay for women is greater than that for men within the business.

Mean bonus pay gap over time

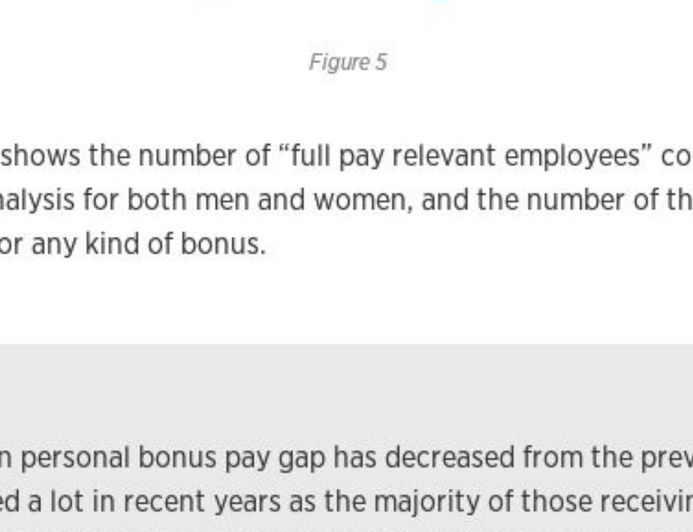

Figure 7

Personal bonus pay gap

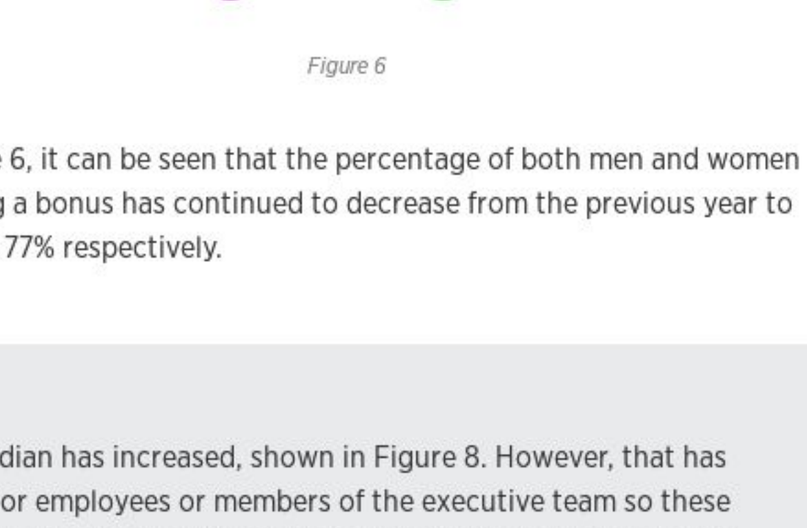

Figure 8

Pay Data

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Pay Data

Pay is analysed on an hourly rate and so this is not affected by employees working part time.

It can be seen in Figure 9 that the percentage of women in each quartile decreases, as the quartile increases (corresponding to higher paid roles within the business), and the only quartile in which the 40% Nuclear Sector Deal target is met is quartile 1, the lowest paying quartile. This supports the idea that a source of the gender pay gap is due to a smaller proportion of women being in senior roles, compared to men.

Our non-STEM workforce is closer to achieving gender parity than our STEM workforce (see Figure 10) and has similar numbers of men and women overall (as highlighted in Figure 2).

Whereas, women exceed men in the lower two quartiles for non-STEM roles, and are underrepresented in the two highest paid quartiles. This indicates that the gender pay gap is caused by the distribution of women within the different pay quartiles in both STEM and non-STEM roles.

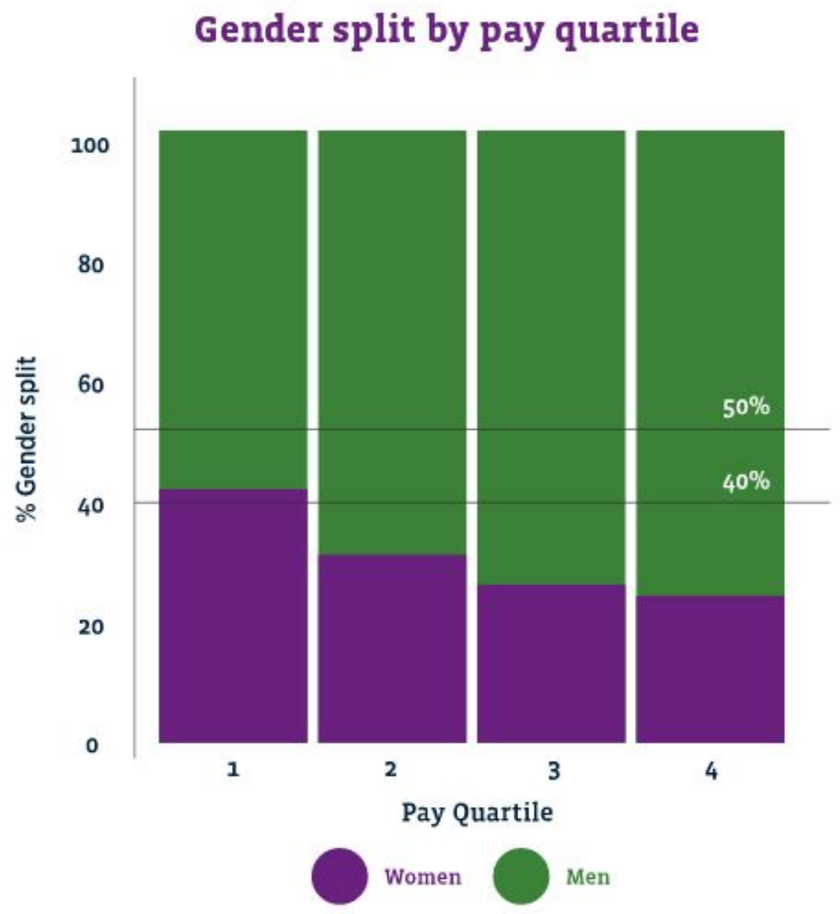

Figure 9

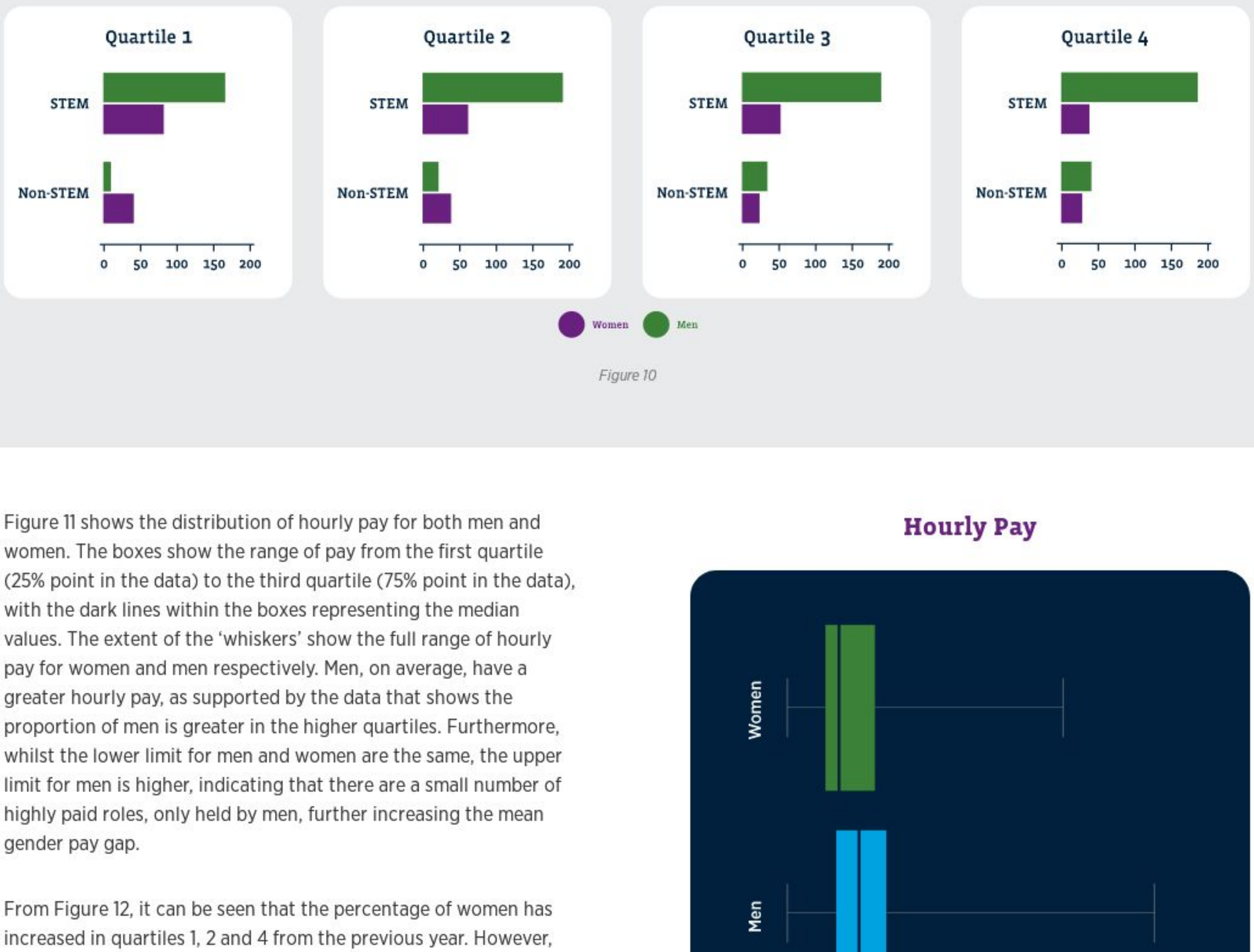

Figure 10

Figure 11 shows the distribution of hourly pay for both men and women. The boxes show the range of pay from the first quartile (25% point in the data) to the third quartile (75% point in the data), with the dark lines within the boxes representing the median values. The extent of the 'whiskers' show the full range of hourly pay for women and men respectively. Men, on average, have a greater hourly pay, as supported by the data that shows the proportion of men is greater in the higher quartiles. Furthermore, whilst the lower limit for men and women are the same, the upper limit for men is higher, indicating that there are a small number of highly paid roles, only held by men, further increasing the mean gender pay gap.

From Figure 12, it can be seen that the percentage of women has increased in quartiles 1, 2 and 4 from the previous year. However, only the lower two quartiles show a consistent trend moving towards more equal representation of men and women. It is hoped that as the women in these lower quartiles progress through the business this will impact the higher quartiles. However, this will be dependant on more senior roles being available in the different business areas (or on flexibility to move between business areas as employees progress).

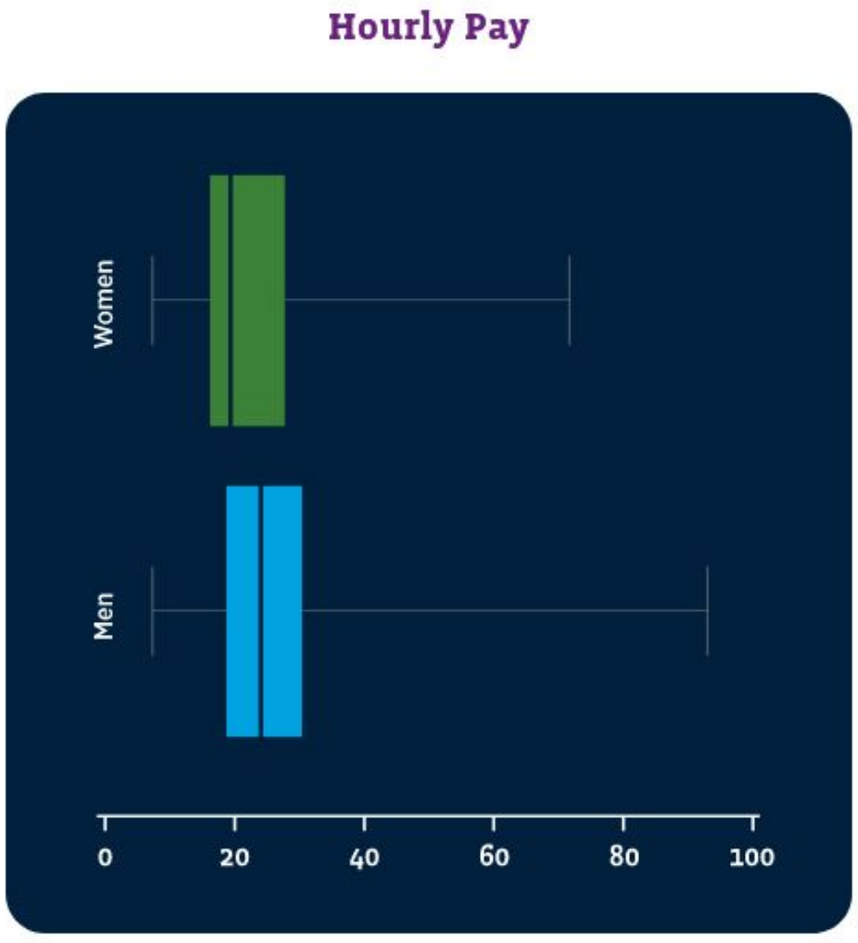

Figure 11

Figure 12

Age and Part Time Working

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Age and Part Time Working

The age distributions are similar for both men and women, as shown in Figure 13, but there is a higher percentage of women under 40, compared to the distribution of men.

This may provide a reason as to why women are primarily in the lower pay quartiles, as they may not yet have the experience required for higher paid roles. However, when individuals over the age of 40 are excluded from the calculation, the gender pay gap reduces to 5.6% so this is not solely responsible for the global differences in pay.

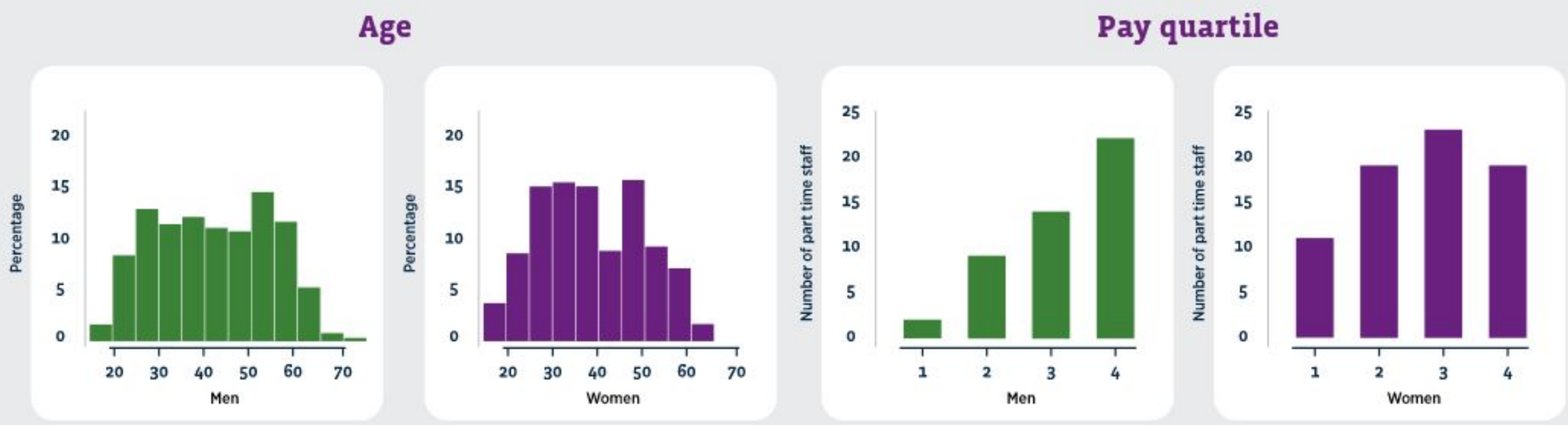

Figure 13

Figure 14

Employees over 50 are mainly men, but as these employees approach retirement and more gender-balanced recruitment continues, this will likely increase the percentage of staff who are women and who would ultimately (assuming equitable promotion) increase the proportion of women promoted into more senior roles.

Figure 14 shows that men in quartile 4 are those most likely to work part time, compared to quartile 3 for women. When looking at the age distribution of part time workers in Figure 15, it suggests that this may be because men predominantly work part time towards the end of their career as they approach retirement. Women predominantly work part time mid-career, which may be to support childcare or fulfil other caring responsibilities.

Figure 15

Recruitment

The analysis of the recruitment data only considers those applications which were both received, and a decision made in Financial Year (FY) 2021/22.

For recruitment within FY 2021/22, the percentage of women hired exceeded the percentage who applied, with 33% of recruits being women out of an applicant pool made up of 25% of women, shown in Figure 16.

The picture for part time recruitment is less positive, with 2.6% of new recruits joining the business as part time workers (compared to 10% within the business). The difference is particularly pronounced for women where only 4.5% of recruits were part time, compared to 20.5% of women in the business. This highlights a need to further promote access to part time roles.

> **Those applied and recruited into STEM and non-STEM business areas are shown in Figure 17 and Figure 18 respectively. In both areas, the percentage of women recruited exceeds the percentage who applied.**

However, for non-STEM roles 40% applied compared to 54% recruited whereas 22% of STEM applicants were women, compared to 25% recruited.

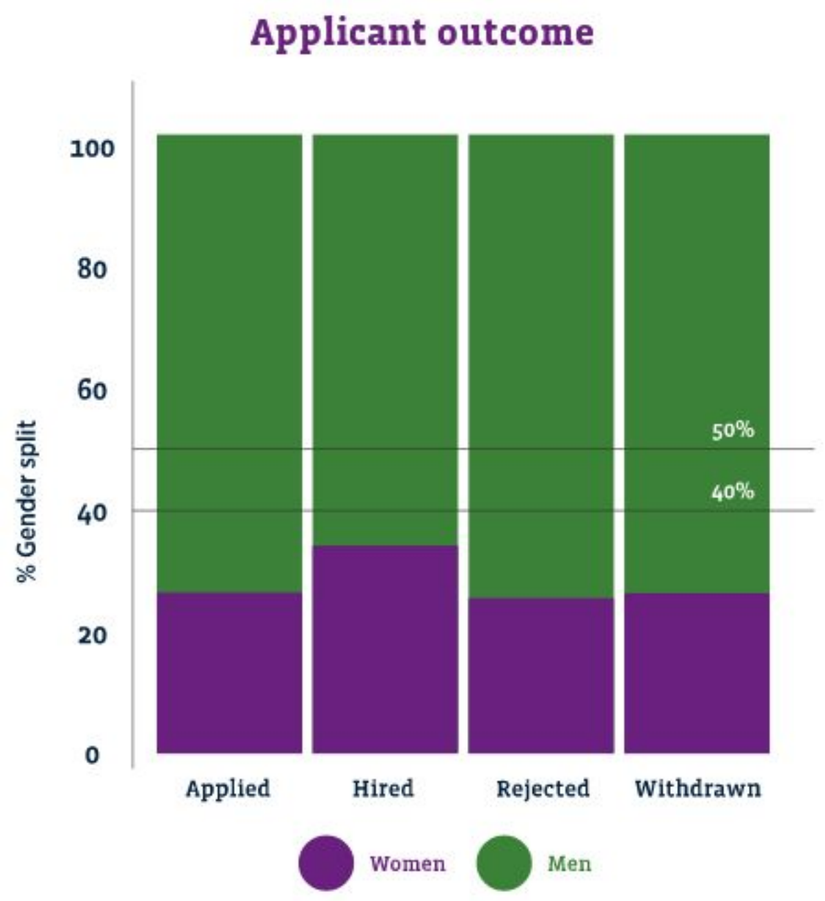

Figure 16

Figure 17

Figure 18

As both areas had less than equal numbers of women and men applicants, to improve the overall number of women in the business and ensure and maintain representation in all areas and at all levels, work needs to continue to attract women to join NNL. This is particularly evident for STEM roles.

It can be seen in Figure 19, that there is a slight tendency for lower percentages of women to be recruited at high pay bands which can lead to a greater gender pay gap as the proportion of men in higher paying bands remains high.

As this report focuses on binary gender, applications where gender was not provided (either by leaving blank or choosing 'prefer not to say'), or where candidates selected 'other', were not included in these numbers. This only affects a small number of applications.

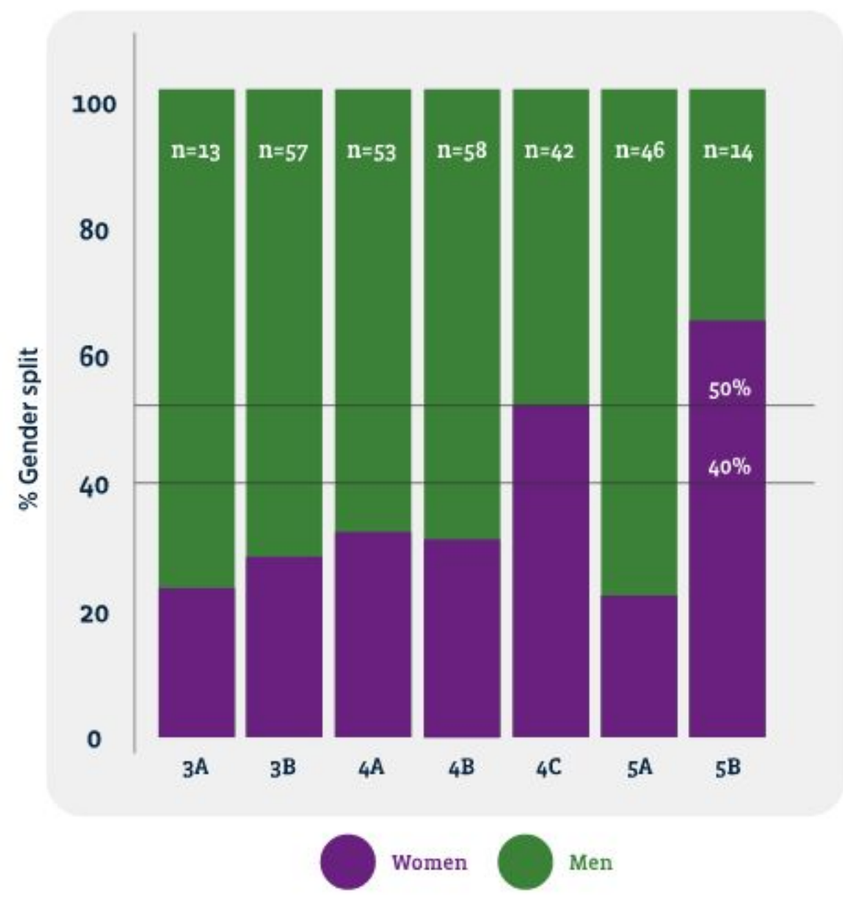

Figure 19

(n= Number of people recruited into each pay band)

Promotion

To evaluate promotion in the business, the length of service of employees at their current pay step was considered.

This indicates the percentage of employees who have recently progressed within their career and those who have been at the same pay step without promotion for an extended period.

In this scenario, both pay rises within a band and movement between bands is considered as a promotion as it shows the number of years since an employee last received any form of pay increase by moving up a step on the pay scale (but does not including company-wide increases occurring each financial year).

Employees who were recruited in FY 2021/22 were not included in the Length Of Service (LOS) at current pay analysis, as it is uncommon for an employee to be promoted within the first year of employment. Therefore, including recent recruits would skew the data making it appear to show more frequent promotions. Those that were employed by NNL over a year ago but are yet to receive a promotion were included.

Figure 20 shows the length of service of all employees at their current pay grade. Figure 21 and Figure 22 show this for only full time and part time employees respectively.

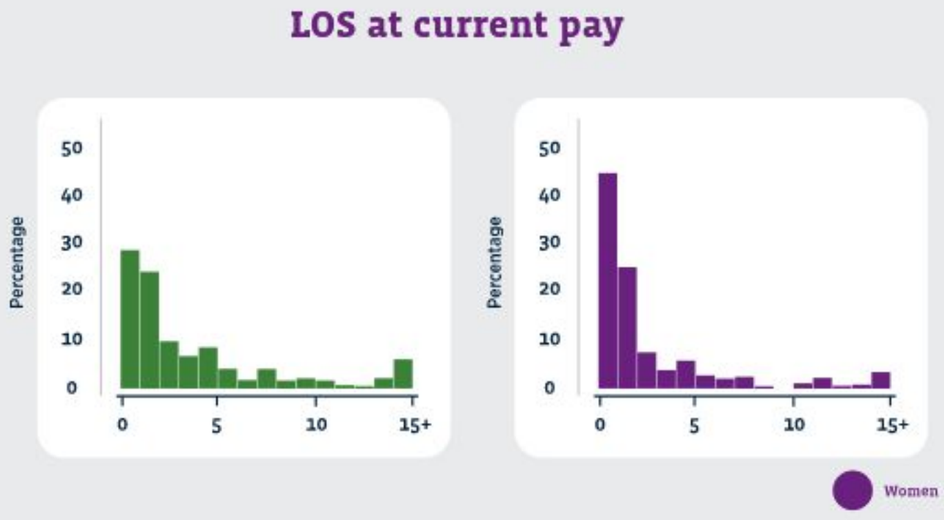

Figure 20

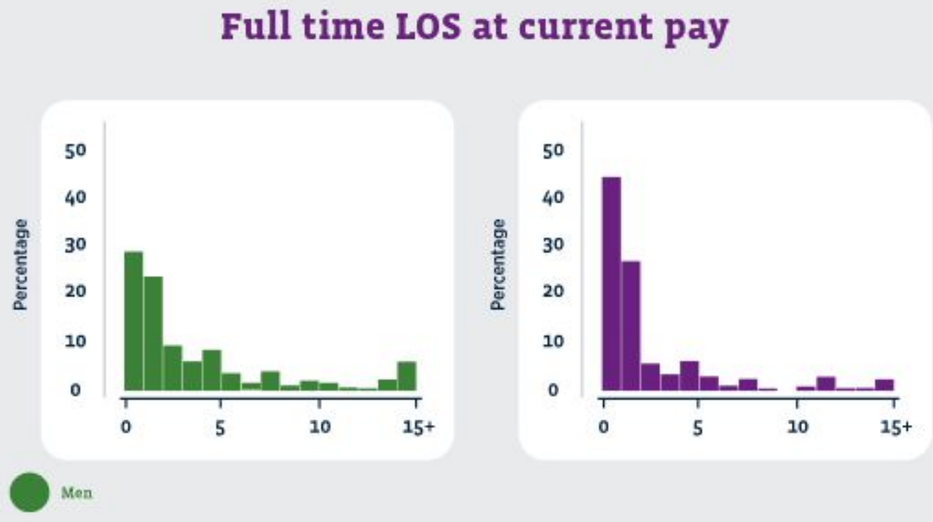

Figure 21

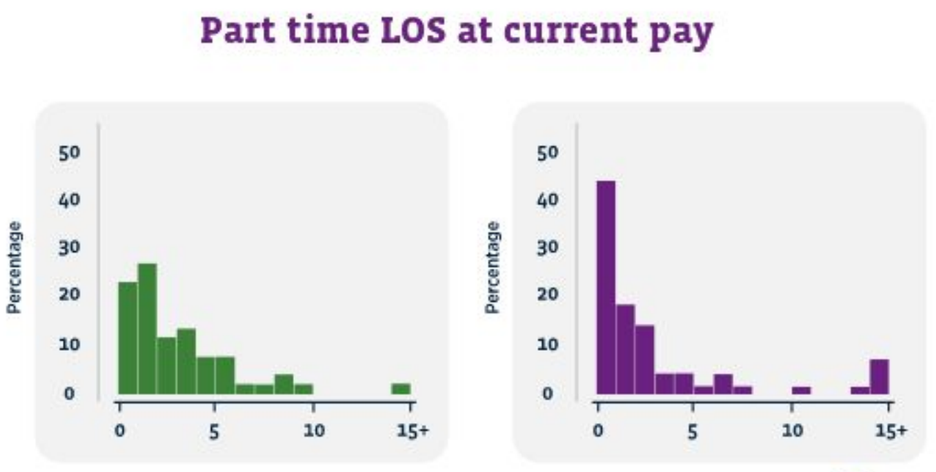

Figure 22

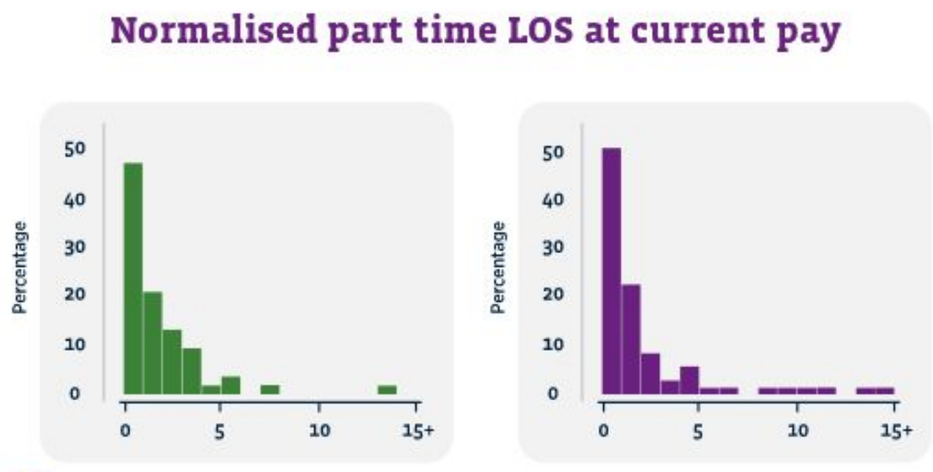

Figure 23

Normalised part time LOS in Figure 23 considers the number of years equivalent to full time that a part time employee has been employed. For example, if a part time employee was to work 80% FTE (full time equivalent) and had been at their current pay step for 5 years, this would be equivalent to 4 years' full time employment, and so would be shown on the normalised graph as LOS at current pay being 4 years.

On all graphs there was a similar pattern seen for both men and women, however a greater percentage of women had received a promotion in the last few years. This may be due to a greater percentage of women being in the lower quartiles, with more frequent opportunities for progression, whereas an employee may be more likely to stay at the same level for an extended time in a more senior role.

It can also be seen that part time working does not appear to have a negative impact on promotion prospects.

The analysis in Figure 24 looked only at promotion between bands, rather than moving between pay steps within a band. The percentage of women promoted from each band is compared to the percentage of women within each band.

Those on personal contracts or other contract types that did not follow the defined pay grades were not included in this, but those promoted from one of the above bands were included, for example, promotion from a 3A to a personal contract.

It would be expected that the gender of employees promoted would represent the gender of those that are within the band. However, it can be seen that this varies between the bands, with promotions from band 5B being entirely women, and promotions from 4C being disproportionately more men.

Analysis of the band by business area may improve understanding of the reason behind all promotions from band 5B being women.

4C is the band with the biggest difference between the percentage of women in the band and those that are promoted. This could indicate a barrier to women moving into more senior positions, particularly as the 4C band has the second highest proportion of women of all bands and 50% of recruits into this band were women. However, as this band has a higher proportion of women recruited, compared to higher bands, this could potentially contribute to a smaller percentage of women being promoted. If the women in the band are primarily newly recruited into the role, it is likely to require more time before these women meet the requirements for promotion.

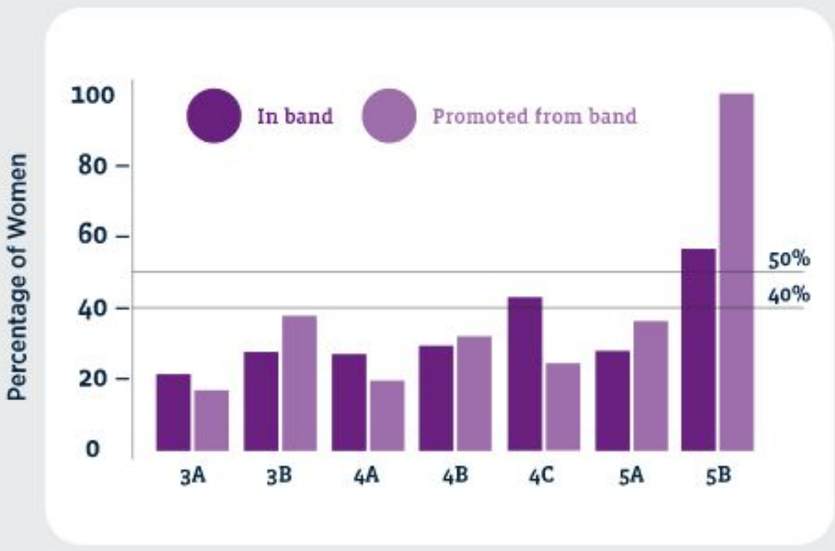

Figure 24:

Case Study - Growing our pipeline

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Case Study - Growing our Pipeline

As the analysis in this report shows, attracting more women into and through our STEM career paths is key to improving gender parity and tackling our gender pay gap.

One component of our strategy to achieve this is through outreach, which generates interest in STEM and the nuclear industry from an early age and increases the chances of NNL and the nuclear industry having a bigger recruitment resource pool to choose from in the future.

Therefore, NNL's focus on STEM at an early age and in an inclusive way should open up our talent pipeline for the future. We actively support diversity campaigns, including working with Women in Science and Engineering (WISE), Women's Engineering Society (WES), Tomorrow's Engineers, POWERful Women and Pretty Curious among others. We are also working towards implementation of the Women in Nuclear (WiN) industry charter.

If young people who engage with our outreach activities are not attracted to STEM, we want to ensure they have still interacted with the nuclear industry in a positive and memorable light, influencing a favourable public perception of nuclear applications.

For the period covered in this report:

- **We offer interactive work experience placements**
- **We have taken an active role in residential courses, with university and charity partners, which help to give a flavour of both academia and industry for the students**
- **We've replicated real-life challenges and tasked students with resolving problems or designing things such as nuclear reactors or centrifuges, using specially designed model equipment**
- **We've built specific training into our apprentice and graduate programmes, and we actively encourage our people to get involved in numerous STEM initiatives which we coordinate centrally each year as we want our people to be passionate about supporting these activities and sharing their expertise in STEM - the next step is to get mid-career involvement**
- **NNL is also active in other arenas involving young children, such as Scout and Guide movements**
- **Working with schools and colleges - historically we have focused on secondary schools and beyond but increasingly we are engaging at primary level to spark an early interest in STEM subjects (we have at least three apprentices who heard about NNL whilst they were at primary school so the longevity of our work in this area is paying off)**

We also make use of the social value element of our work packages to champion diversity funded by the Department of Business, Energy and Industrial Strategy (BEIS) and delivered by NNL, an example includes the pilot Advanced Nuclear Skills and Innovation Campus (ANSIC). This served as a research and innovation hub making use of the unique skills and capabilities of our Preston Laboratory to inspire the next generation of nuclear scientists. The scheme's purpose was to accelerate the deployment of advanced nuclear technology but that potential is only possible with a pipeline of nuclear skills. ANSIC trialled employability workshops; online learning resources (developed with Developing Experts) and championed the 'Science and Technology Leadership Programme' at the University of Liverpool.

The six employability workshops run with, and advertised through, the Preston Job Centre Plus were a successful proof of concept. The feedback from these engaging sessions was extremely positive and led participants to apply to work for NNL and elsewhere. Feedback about the success of this programme includes this observation from one of the attendees: "I had never seriously considered working in this industry until you provided me with a clear understanding into what is possible and removed the fog of unknowns that surround nuclear energy".

Social mobility is a key element of ED&I and NNL intend to build on this experience.

NNL's Developing Experts collaboration facilitated the creation of film content for almost 60 lessons for a variety of ages. It also supports technical developments to the Developing Experts platform that will link energy related careers, training, and job vacancies with curriculum units as aids for teachers and career advisors.

The rationale being that, if young people have no awareness of nuclear roles, they are unlikely to aspire to join our industry. This campaign (which will continue beyond the FY 2021/22) will ultimately reach 6620 schools, 281,173 pupils, 26,937 teachers and 10,314 tutors. The data to date shows that interaction from young women has reflected societal demographics and a large geographical range in engaged schools.

Outreach is a key area of focus for NNL and the experiences outlined above will be used to further develop our Outreach Strategy.

Case Study - Acting for Inclusion

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Case Study - Acting for Inclusion

The Belonging and Feedback Workstreams of the ED&I programme set the climate for conversations within the business. These are proving effective with those who are engaged with the general principle and approach within NNL.

The Belonging Workstream has continued to promote ED&I in NNL throughout FY21/22 by:

- Developing a new ED&I SharePoint page to make the increasing volume of ED&I materials more usable and engaging
- Delivering ED&I induction sessions to all early career cohorts (apprentice, graduate and post doctorate schemes) followed up with presentations at their respective cohort cafes
- Continuing IncluQuizity (a quiz open to anyone in the business) launched during Covid and has reached up to 10% of the business with regular attendees
- Publishing senior leader vlogs on ED&I and empowering ED&I blogs from people in NNL on subjects they are passionate about. This authentic voice continues to receive positive feedback from the business
- Celebrating key national themes, using these to trigger conversations within the business by providing themed activities delivered down the line management chain
- Supported the update to the Family Focus policies which are a step forward in our provision in these areas both in terms of policy content and accessibility (these were launched in FY 2022/23 so will be explored further in next year's gender pay gap report)
- Developing content to support ED&I issues raised through the Feedback route such as materials on women's health

Emin Veron

Sam Lyons

Trywin Oke

Whereas the Feedback workstream has:

- Continued to recruit Ambassadors and, as required, Site Representatives
- Revamped the format of Ambassador meetings so that they focus on ED&I themes to empower advocacy
- Encouraged ambassadors and site reps to embed ED&I into their team meetings
- Started tracking themes raised through the feedback route and ensuring these trends are shared with the HR operations team as well as continuing to signpost individual issues through the standard HR escalation routes to facilitate confidence in the resolution of any issues and concerns raised

Denise Calleja

Allyson Harris

Case study – STEM Careers in NNL

This financial year, NNL relaunched our updated and improved Apprentice and Graduate programmes. Improvements followed comprehensive assessments of our previous offering, along with input from the existing Early Careers cohort.

Our 2022 intake of Graduates

The result is a set of popular, fit-for-purpose programmes that work for early career individuals as well as the business. We also formalised and further developed our work experience programmes to ensure they support inclusivity and access to opportunity.

> **Further to this, the early careers provision was enhanced with the offer of our new Postdoc programme. This is aimed at helping those with PhDs in areas relevant to our expertise make the transition from academia to industry in a way that enables them to harness their transferable skills and facilitate their development towards becoming a future Subject Matter Expert.**

These programmes have been very successful, welcoming the largest cohort of early careers professionals that we have had to date (a total of 54, 35% of which were women) and significantly reducing the attrition we had seen in previous cohorts.

In addition, NNL recognises that careers go beyond the early careers stage and our Learning & Development team, working with the Career Development Workstream of our ED&I programme, has completed the development and launch of Careers Lab.

Careers Lab represents a lynch pin in addressing the National Equality Standard's (NES) recommendations around the need for greater structure and transparency in terms of expectations around career progression and equality of opportunity.

Careers Lab contains the first two career pathways which focus on engineering and science careers within the business, guidance on Personal Development Reviews (PDRs), career planning guidance, links to NNL's current jobs (all of which are advertised internally and, where appropriate, externally), as well as development opportunities.

The Career Pathways are benchmarked against the Hay system (which is what NNL uses to evaluate its new and existing roles) and make clear what the expected contribution, behaviours and knowledge level is at each broad pay band in that pathway. The aim is to ensure clarity and uniformity of expectations across the business, facilitating discussions between our people and their leaders and making it easier to determine what skills and experiences will be valuable in developing in a role or progressing a career. The added advantage of this linking up of processes for NNL is that it will make it easier for transferable skills to be identified and so allow for horizontal as well as vertical moves along a career trajectory.

The feedback from those who have visited the site is positive. The Career Development Workstream and Learning & Development team will continue to build on this foundation by developing the remaining career pathways needed to guide all careers within the business.

Careers Lab, combined with the right that employees now have to request that their job be re-evaluated if they feel it has changed significantly from their original role, mean that clearer standards and expectations on the activities associated with roles are being developed and deployed.

Progress so far

We continue to make progress towards a more gender balanced and equitable workplace

Although the Nuclear Skills Strategy Group (NSSG) Nuclear Sector Deal targets are no longer officially in place, we still feel it is useful to report our progress against them.

Target 1

To attract, develop and retain a diverse workforce

This will be maintained, and improved, continuously at NNL.

- We have included our people at the heart of NNL's published Strategic Plan because we recognise the importance of fairness, diversity and inclusion in welcoming, supporting, developing and empowering our people
- This, in turn, enables our organisation to deliver on our technical aspirations and wider societal value by providing a solid, healthy, vibrant platform to continue to grow from. We believe that openness will be instrumental in attracting and developing a diverse workforce, so we have published the details of our ED&I approach in our ED&I strategy, providing updates via this report
- We continue to make progress against our 2020 ED&I strategy and are progressing our NES recommendation delivery plan
- We are advertising our vacancies more diversely with the majority of our roles advertised through FindYourFlex to highlight that we welcome applications for those wishing to work flexibly
- We have a successful range of early careers provision that we are building upon, constantly seeking to diversify our reach and pipeline
- We have launched Careers Lab to make career progression and development opportunities more visible to all
- We are improving our Employee Value Proposition by feeding in suggestions for improvements in our provision during the period covered by this report and beyond
- We have mandated the collection of ED&I demographic data for all applicants to NNL as part of the application process and ask our employees to share their ED&I data on a voluntary basis - the former set of data related to gender parity has been presented in this report, the wider demographic data is assessed, and insights fed back into our programme

Target 2

40% of the UK nuclear workforce to be women by 2030

NNL recognises that at the current pace of change, this is a challenging target for us to achieve, but we remain committed to making progress towards it.

- We continue to see a slow linear increase in the percentage of women in the business year on year. We are currently at 30% women across the whole business but have reached gender balance (53%) in our non-STEM roles
- If this current trend continues, it would mean we would reach 40% women in our business in 10 years' time - however, as the percentage of women recruited is below the target in for STEM roles, reaching 40% women on average across our business by 2030 remains a challenge as most of our roles are in STEM
- Nonetheless, we remain committed to increasing the gender balance across NNL in an organic and sustainable way which means ensuring we attract a diverse pool of applicants and that all our staff feel valued enough to stay and progress their careers with NNL
- This means that, long term, we will continue to move towards a more gender-balanced workforce

Target 3

The proportion of women in senior management to be 30% by 2030

The more in-depth analysis of promotion, recruitment and percentage of women per quartile presented in this report shows this target to be a challenge for NNL.

- We worked with the Women in Nuclear MAP (Measure, Analyse, Plan) tool to understand how our gender pay gap might change in future based on scenario modelling by considering a number of possible changes NNL might see in future, e.g. recruitment, promotion, etc
- We have done further analysis this financial year to understand in more detail how the situation that MAP predicted using the preceding 5-years of data is playing out
- The data presented in this report shows that one of the key areas for focus for NNL is promotion
    - we have a well-established job evaluation process which is overseen by our HR expert and trade union representatives to ensure confidence in the process and we enable our own staff to have their jobs re-evaluated upon request if they feel the remit of their role has change significantly
    - the behavioural element of our new leadership programme has been piloted and will be rolled out across the business in FY22/23
    - our career pathway tool has been launched for the most challenging subject areas (i.e. technical and engineering roles) for gender diversity and is now being socialised through the business
    - career pathways for other professions are under development
    - a new career hub has been created to promote fair access to opportunities

Target 4

50% of all apprenticeships to be held by women

NNL aims to achieve this target by 2025.

- We have enhanced our apprentice offering, recruiting a record number of apprentices in September 2021
- Of all apprentices on our programme at NNL, 42% are women.

Conclusion

We continue to champion Equality, Diversity and Inclusion (ED&I) across NNL using our National Equality Standard (NES) Accreditation report recommendations and our five-year ED&I strategy to guide us in our programme of continuous improvement.

As the UK's national laboratory for fission, we are responsible for the stewardship of a unique set of facilities. The expertise of our people - which takes decades to grow - allow us to deliver on our purpose: Nuclear Science to Benefit Society.

We recognise the benefits that diversity of thought and approach bring to teams and businesses. We know that diversity of background and experience are powerful components in galvanising innovation and this is fundamental to underpin our vision of what our nuclear expertise can deliver for our society. We also recognise that our people are drawn from the society we serve and so should reflect it.

This report focuses on gender parity. It highlights our progress to date, our understanding of what our data tells us in respect to the progress we are making and features case studies on several key aspects of our wider programme - career development, inclusivity in our recruitment pipeline, and how we are encouraging inclusion in our business as a whole.

We have now reached a point on our journey where our gender data analysis is highlighting how we can most effectively deploy our programme to overcome the obstacles to gender parity.

Acknowledging that change takes time, our strategy remains the same. It focuses on optimising the HR lifecycle for ED&I by:

- **Building a diverse pipeline for nuclear**
- **Attracting a diverse pool to apply to join us**
- **Ensuring the recruitment process is accessible, inclusive, transparent and fair for all**
- **Supporting an inclusive workplace where our people feel empowered to be their whole selves**
- **Ensuring equality of opportunity through transparent auditable processes**
- **Understanding why those who leave us have chosen to do so**

ED&I is a golden thread which runs through how we do business at NNL and underpins our purpose:
Nuclear Science to Benefit Society.