



United Kingdom
National Nuclear
Laboratory



ED&I: The power of change

Strategy 2024-2027

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Purpose and ED&I

Our purpose & impact:
Building on our ED&I vision

Our holistic
commitment to ED&I

How ED&I can support UKNNL
and the evidence for this



ED&I journey

Headlines from the last
5 years and our data

Benchmarking our
ED&I performance



Building our diverse workforce

The sector context
and our path to 2050

Key inputs to build the ED&I strategy
and UKNNL's culture

Through collaborations across
Nuclear sector



Delivering ED&I: next 3 years

**Our plan to deliver ED&I
progress,** its measures and
metrics

Governance:
Programme, delivery structure and
responsibilities governance roles
and process map

Equality, Diversity and Inclusion

ED&I is about creating opportunities that enable everyone to develop and achieve their ambitions regardless of who they are.

Getting ED&I right is better for everyone. You don't have to identify as part of a group that often faces biases in UK society to benefit from flexible working, a fair, open and supportive culture or a senior management team that listens to your concerns.

We're proud of our progress to date. We have achieved independent accreditation for the work we have already done. We work with others in our sector, nationally and internationally, to make nuclear inclusive and diverse and so fit to power our collective future.

We're committed to delivering the nuclear skills charter, underpinned by the ED&I pledge towards gender balance and a more representative workforce to build the nations capability for the nuclear sector with our strategic partners in Government and across the nuclear sector.

Our work is not finished. We know we need to go further: attracting a broader base of diverse talent to nuclear, recruiting more diversely, and empowering our workforce to stay and thrive to achieve our ambitions.

Mary Erlund, ED&I Manager

ED&I matters

Let's be clear, making big commitments on ED&I isn't just because it's the right thing to do for people. It's also the right thing to do for our business. The evidence is on our side.

Better for performance

The gender and ethnicity diversity of a company's leadership team correlates with its performance (more diversity, better performance)

Diversity Matters Even More, McKinsey 2023 – data from 1265 companies in 23 countries spanning almost 10 years

Better for excellence

Diverse teams of scientists produce more highly cited works with bigger impact factors

How Diversity Makes us Smarter, Katherine W Philips (academic in field of leadership and ethics) writing Scientific American in 2024

Better for safety

Workers who feel psychologically safe [are] less likely to be injured at work

From the National Safety Council (an American organisation) report on a randomised US-wide survey of working adults across all industries and occupations

ED&I is about everyone



ED&I is everyone's responsibility with commitment at all levels, like safety

This includes a broad spectrum of people working together in all job roles and at all stages of their career with UKNNL.

- Our Board and Executive Team has strategic oversight
- Our ED&I Steering Board ensures programme governance and efficiency
- Our ED&I Manager and our Governance team deliver the programme through the workstreams
- Our ED&I Ambassadors make connections across the organisation

We have developed an **ambitious yet achievable plan** that includes all departments.

Our purpose is:

Nuclear science to benefit society.

Our ED&I vision is:

To create a workplace culture where everyone can thrive with a sense of belonging.

Our ED&I strategy underpins the inclusivity of our workplace and the way we attract, retain and develop diverse talent.

Our vision, purpose and strategy have one big thing in common: Our people.

When we say we want nuclear science to benefit society, we don't just mean by helping solve some of the world's biggest challenges, we also mean by doing good business well.

We can't achieve this vision through good intentions alone any more than we can create a new fuel for space exploration by wishing for it. Both take dedication, hard work, a clear strategy, an evidence-based approach and constant testing and review.

Where we are now

ED&I isn't new for UKNNL. We've been working on it for years and our work is paying off.

We have tried and tested a series of initiatives and applied robust governance across six workstreams. This helps by showing us what's working and what isn't.

We have gathered data to understand our current position in relation to both the national Census and our industry. This helps us see clearly where we need to take further action.

We have learnt from input from a range of sources, including our advocates, government strategy, trade union representatives and ED&I data analysis.

This makes sure our 2024 strategy will have the right focus and will be effective.

We have achieved independent accreditation from the National Equality Standard twice. This helps by giving us expert advice and a way of benchmarking our progress.



ED&I journey highlights to date

Gender pay gap now below national average pay gap and **representation of women has improved by 5% over 5 years**

National Inclusion Week celebration introduced, developed year on year with more events, reach and positive feedback

Introduced ED&I data collection with low take up rates, **ED&I data now at 97% completion**

Racial Equality in Nuclear (REiN) founded by UKNNL working with others across the sector, launched successfully, shortlisted for the British Diversity Awards

From no recruitment data, to data collected for all applicants and analysed for all demographics

Site improvements including new **inclusive spaces** leading to good provision at Preston & Windscale

Industry leading family focus policies and guidance on reasonable adjustments launched

Ambassador numbers growing steadily year on year and increased proactivity

NES accreditations recognised **strong leadership commitment** and **ED&I robustly embedded** in the business:

NES NATIONAL EQUALITY STANDARD

NNL

has been certified



- **Business case:** UKNNL shows clear understanding of ED&I's business value in the nuclear sector, linking it to broader sustainability goals through shared purpose, connections and wellbeing.
- **6 workstreams** are effectively embedding ED&I across the business.
- A robust, devolved **governance structure**, with an Executive Board responsible for the overall delivery, an ED&I Strategy Board with representatives from across the business, ED&I ambassadors and site representatives.
- **Trade union and working groups are consulted** on key decisions and involved in policy development.
- **Measuring Impact:** UKNNL is developing a thorough impact measurement system which includes human and societal aspects.

ED&I is about everyone

Our workstreams are:



Attraction

Attracting and recruiting new people **inclusively** helping us to achieve a diverse workforce.



External engagement

Advocating for **better ED&I** and sharing our commitments and experiences so we become a force for **positive change** across our sector and beyond.



Belonging

Working to make sure everyone feels they belong, regardless of their background or individual characteristics, **through supportive workplace practices and policies.**



Feedback

Just as with our scientific programmes, our **ED&I Site Reps and Ambassadors** will continually seek **feedback** so we can adjust the strategy as necessary.



Career support

Helping everyone take their **next steps** so there's nothing holding them back.



Ethnicity focus

Understanding the experience of people with different **ethnicities and cultural backgrounds** so we can tackle inequalities associated with race and ethnicity.



Data

Collecting and **analysing** data so we can track our **progress.**

Measuring our journey

We take a systematic approach to ED&I data.

For each of the workstreams, we have corresponding delivery measures and programme metrics.

By monitoring outcomes in recruitment, retention and progression for groups currently underrepresented in our workforce and typically subject to bias in wider society, we are testing how fair, accessible and inclusive our organisation is for everyone.

This enables us to measure the impact of the programme ensuring that these interventions have the desired effect.





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Our purpose and ED&I

What ED&I means to UKNNL



UKNNL's purpose

Areas where **ED&I** supports UKNNL's purpose and business activities

How ED&I benefits can support UKNNL teams in delivering purpose

UKNNL tackles some of society's most complex problems so our nuclear science best benefits wider society through harnessing diversity in keeping with our commitment to support the UN sustainability goals.



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Our ED&I journey

Achievements to date

Delivery workstreams



Attraction

- ED&I and flexible working messaging added to **recruitment materials** and job pages. Flexible working job board trialled but ineffective so stopped
- New **early careers offering** with significant increase in scale. Now 10% workforce and more diverse than experienced hires
- Anonymisation in place for **applicant down selection** and referrals removed (as they don't lead to more diverse recruitment)
- Amplifying our **outreach** approach to target gender balance and **socioeconomic inclusion**
- ED&I included for the first time into **bids, procurement** and area specific collaborations over last 5 years



Belonging

- Industry leading **family focus** policies introduced removing qualification period for entitlements
- **Accessibility** review carried out by our ambassadors which NES praised in their review
- IncluQuizity – **inclusion** quizzes open to the business reached 10% of the business population at its peak during Covid
- Teams channel was launched to share **ED&I related opportunities** and information. It has 71 users.
- Sharepoint page where an **ED&I calendar**, blogs and ED&I information is shared



Career support

- Career Lab with career profiles, opportunities and guidance launch. **Career Pathways** for STEM workforce implemented and their efficacy reviewed
- **Job evaluation** process which includes trained representatives from HR, business and trade union now embedded with over 140 roles evaluated
- Clearer guidance for **Performance Development Reviews** for our Line Managers introduced which includes ED&I nudges
- Behaviours focused **leadership programme** rolled out across senior leadership, manager and supervisor populations
- Positive pilot of a **neuro-inclusive psychometric** tool with our neurodiversity working group. Neuro-inclusive review of L&D system



External engagement

- Supported the NSSG ED&I subgroup for its lifetime and other **governmental and skills** activities from an ED&I perspective
- Co-founded a **network** of ED&I delivery leads and advocates from across the sector with NUVA called ED&I Alliance Nuclear
- Sponsored **WiN** and provided current Patron, Dr Fiona Rayment. Engaged with Nuclear Rainbow Forum and sponsoring IDN
- Board and exec sponsored, UKNNL people led the **launch of REiN** a pan nuclear ethnicity network now with >30 sector organisations engaged
- UKNNL Chaired OECD NEA gender balance task group. We helped development of WINS **gender equity** self-assessment tool

Achievements to date

Enabling workstreams



Governance

- CEO joined **ED&I steering board** and membership updated to ensure all business areas covered
- Improved structure and monitoring of programme deliverables monitored quarterly along with **end of year report** shared across the business.
- Exec team had 1:1 **ED&I advocacy workshop** each and exec and Board completed **reverse mentoring** programme
- Board balanced scorecard now includes **ED&I metrics** on leadership and business diversity
- ED&I **data completion targets** (inc. prefer not to say option) part of bonus in FY23/24



Data

- **Percentage of women** in business increased from 27% in 2019 to 32% in 2023. Median gender pay gap has halved and representation in higher paid quartiles is improving
- **Gender Pay Gap** report is a detailed analysis of recruitment, representation, promotion and attrition of women as well as considering age, business area and part time working
- Internal ED&I **data disclosure** has gone from launch to an average of 90% across all demographics
- ED&I data collection mandated as part of recruitment with prefer not to say option allowing **pipeline differentials** to be identified
- We collect **gender, sexuality, disability, ethnicity, religion, nationality** and **carer** identities currently



Feedback

- ED&I Site Reps now available at **every site** and the number of active Ambassadors has doubled, standing at 52
- **National Inclusion Week** used to seek feedback from across business with over 70 pieces received in the first year
- **Ambassadors** delivered initiatives (accessibility review, national inclusion week materials and FAQ for ED&I data)
- Thematic tracking of **ED&I issues**, shared with HR operations and used to inform programme (30 issues raised to date)
- **Employee value surveys** introduced and reached 78% positive responses

Current status

We aspire for our workforce to reflect our wider society and we use census data to understand how we compare. By analysing the levers that drive diversity in our workforce, we can target areas where inequalities exist thus making things fairer for all.

We use our data to measure how we perform – we are looking to see a holistic evolution towards a representative workforce.

We now have a 97% completion rate (as compared to just introducing data collection in 2019).

* Census likely to underrepresent the UK population as it is completed by household and so would require households to be open with each other.

Some groups for Gender Identity are reported at below analysable thresholds so cannot be reported.

Demographic	Applicant pool c.f. census	Recruitment c.f. applicant pool	Employee Representation c.f. census
Women	Underrepresented	Overrepresented	Underrepresented (better than sector average of 22%, improved by 5% between 2019 and 2024)
Minoritised sexualities	Overrepresented*	Underrepresented (overrepresented c.f. census)	Overrepresented (better than sector average of 3%)
Minoritised ethnicities	Overrepresented	Underrepresented	Underrepresented (better than sector average of 4%)
Non-UK nationalities	Underrepresented	Underrepresented	Underrepresented
Less common religions	Overrepresented	Underrepresented	Underrepresented
Disabilities	Underrepresented	Proportional	Underrepresented (similar to sector average of 6%)
Carers	Underrepresented	Proportional	Underrepresented

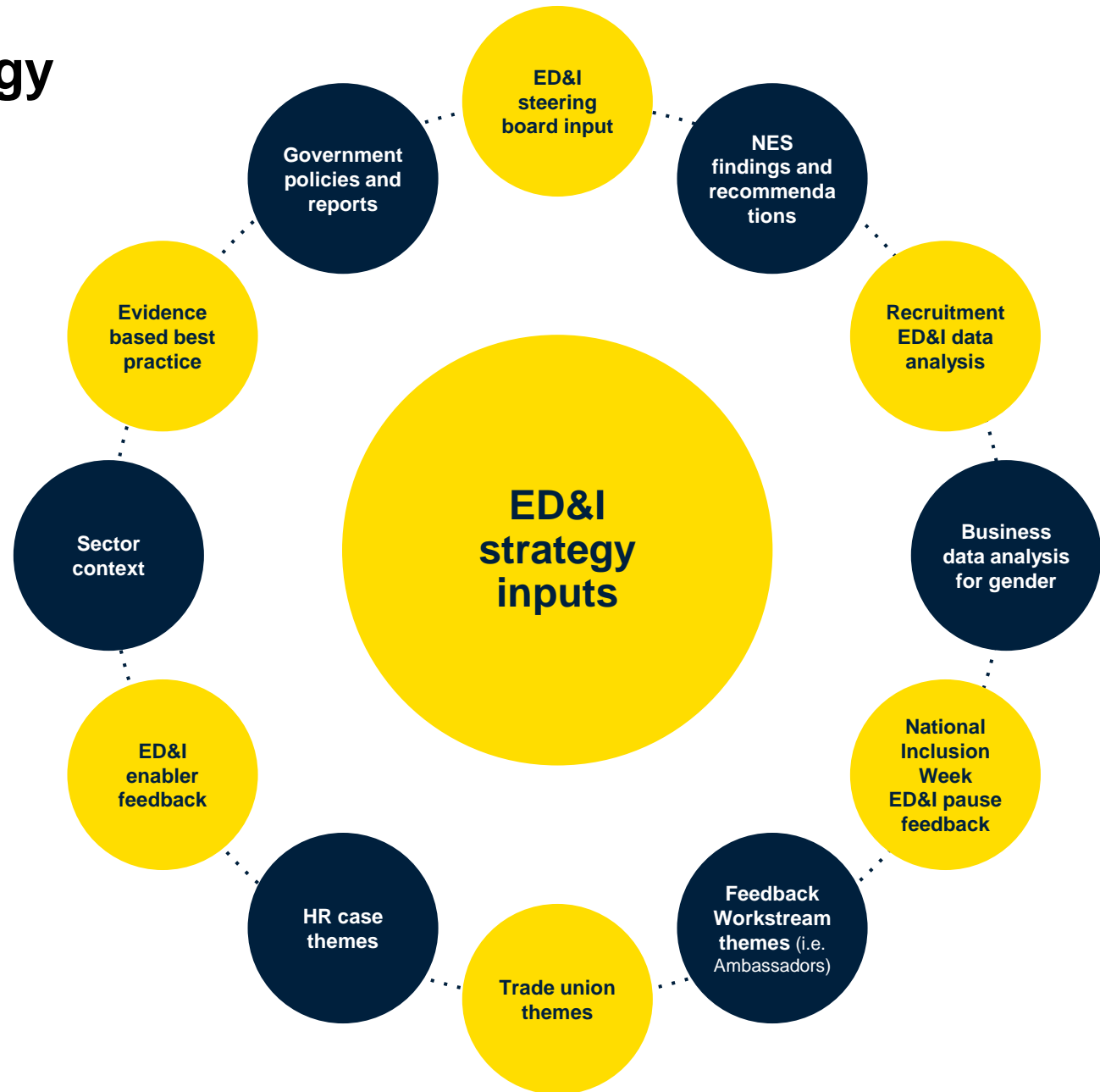


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Building a diverse workforce

Building our next 3-year strategy (2024-2027)

Drawing from a wide range of inputs means that we can ensure that our programme targets the highest priority areas first, is fit for purpose and effective.



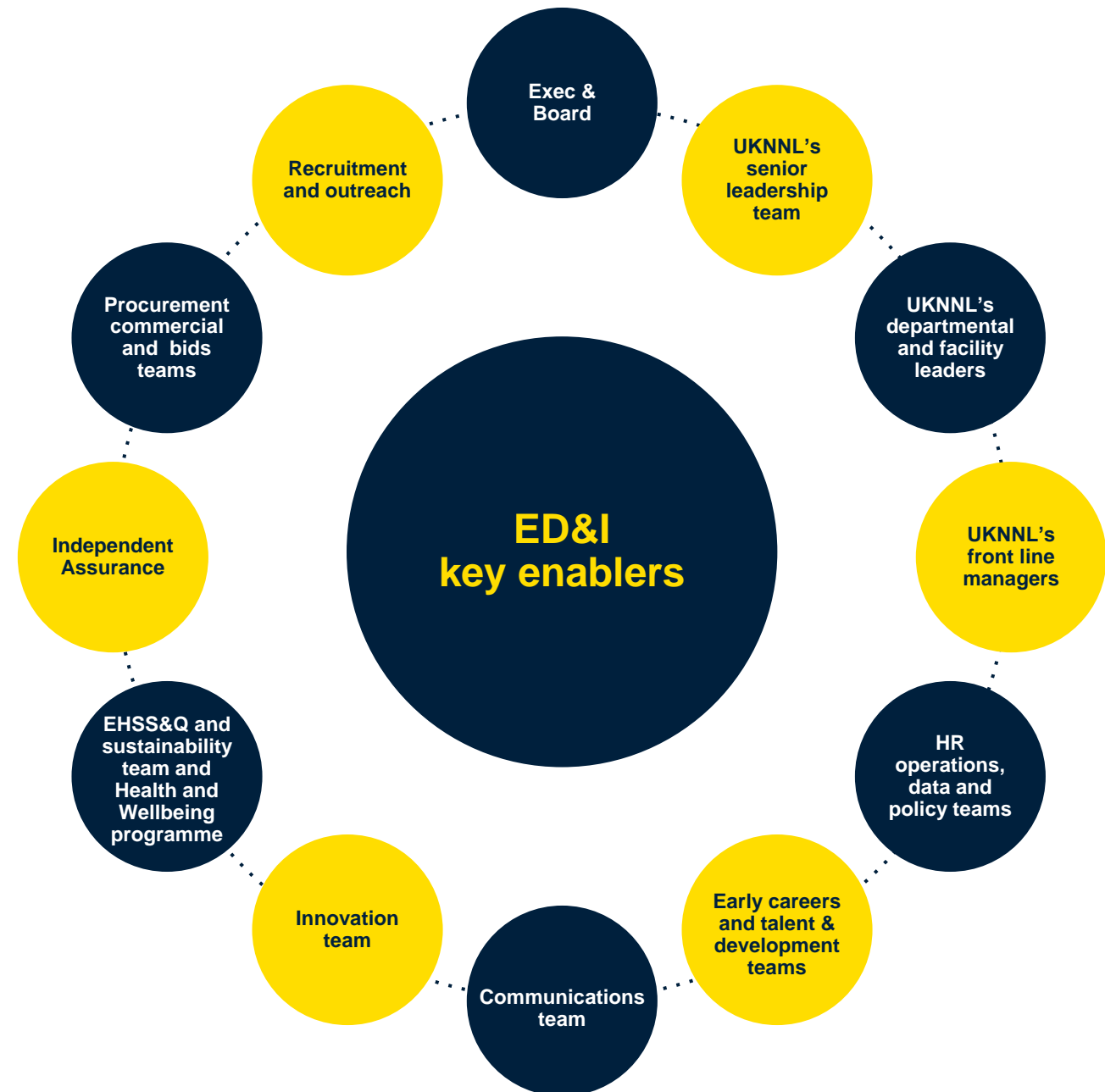
Enabling ED&I

Internal collaboration

In order to embed ED&I effectively within the business so that it is empowering for all we need to make use of the skills and expertise across our business.

We have identified several teams and cohorts that we believe are key enabler.

Their remit and/or approach has a powerful effect in amplifying psychological safety, inclusion and fairness across the business.

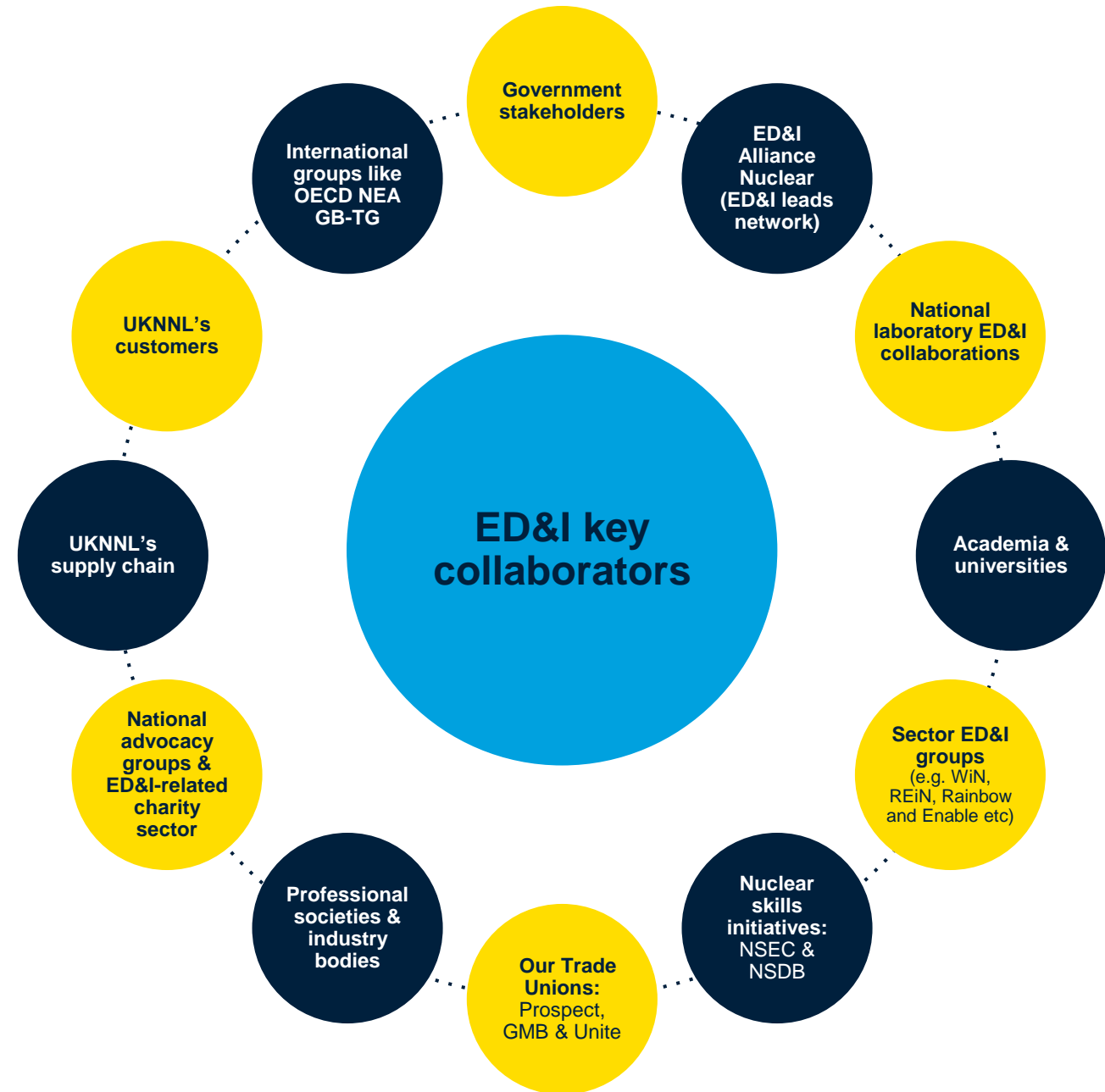


Learning from and with others

External collaboration

To make ED&I as effective as possible, we need to make use of the experiences and insights of others and share what we've learnt in our turn.

Therefore, UKNNL learns with and from a wide range of organisations, initiatives and groups within our sector and beyond.





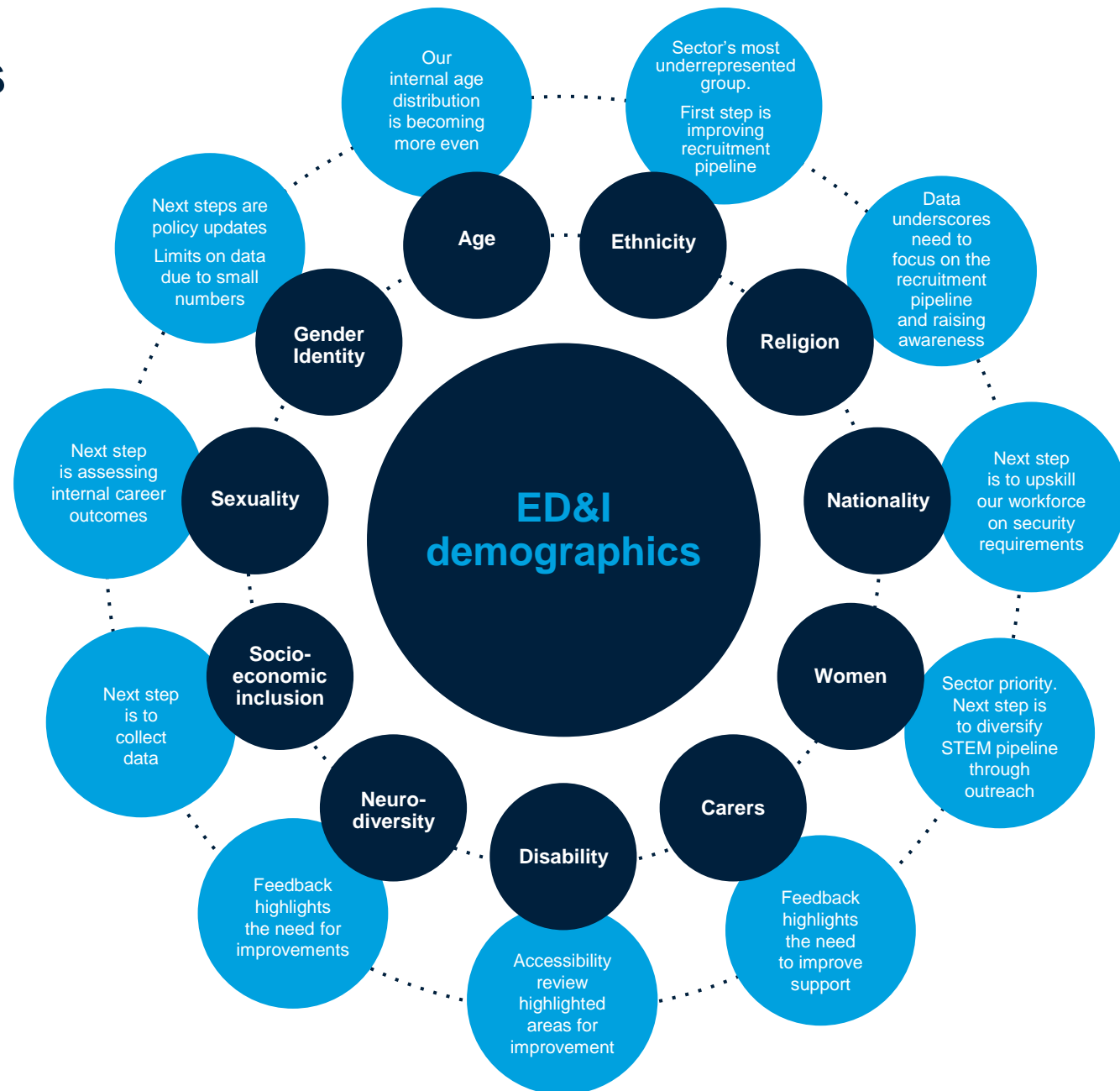
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Delivering ED&I

Next three years

ED&I targeted interventions

Our analysis shows that different demographics require different interventions whilst maintaining the high-level vision of a workplace that is inclusive of all.



Our plan for the next 3 years

Key activities	Year 1	Year 2	Year 3	Delivery Measure	Programme Metric	Enablers
Attraction	<p>Managers guide to recruitment and induction</p> <p>Social mobility added to ED&I data collection</p> <p>Outreach aligned to ED&I priorities and underpinned by ED&I principles</p>	<p>Ensure through analysis that process between application and interview stages is objective</p> <p>Monitor recruitment data and target interventions to remedy specific biases (CV anonymisation & Year 1 improvements should start to have an impact)</p>		<p>Recruitment pipeline analysis shows appropriate decision making on aggregate at each step</p> <p>Outreach metrics show effective ED&I reach</p>	<p>Diversity of candidate pool</p> <p>Diversity of hires</p> <p>% increase in ED&I related Glassdoor ranking</p>	<ul style="list-style-type: none"> • Recruitment team • Outreach • Early careers • Talent & development • UKNNL's frontline managers • HR operations
Belonging	<p>Ways of working policies launched underscoring ED&I</p> <p>Enhancements to caring-related policies, benefits and support</p> <p>Flexible working & Time Away from Work policies launched</p> <p>ED&I policies renewed</p> <p>Enhance ED&I communications plan</p>	<p>Inclusivity enabled through continuous improvement & innovation</p> <p>Inclusive rooms available at all sites</p> <p>Understanding caring population</p> <p>Inclusion events promote psychological safety</p>	<p>Accessibility improvements completed (inc. neurodiversity)</p> <p>Training on core policies completed for all leaders</p> <p>ED&I policies beyond core policies agreed, developed and launched</p>	<p>Part time / flexible work requests >90% successful</p> <p>New policies are agreed with TUs and receive positive feedback from employees, HR ops and TU reps</p> <p>Feedback that accessibility improved</p>	<p>% employees trained in ED&I</p> <p>% leaders trained in ED&I</p> <p>% increase in employee ED&I Engagement scores</p> <p>% part time workers</p> <p>Inclusion index</p>	<ul style="list-style-type: none"> • HR policy team • HR operations • Employee voice team • EHSS&Q • Comms team • Innovation • Continuous Improvement • All leaders • Trade Unions
Career support	<p>Inclusive induction programme launched, embedded and its efficacy monitored</p> <p>Approach to ED&I refresher training and ED&I related targeted training agreed.</p>	<p>Objectivity built into succession planning</p> <p>Neuro-inclusive psychometric tools rolled out</p> <p>ED&I friendly tool kit to help guideline managers consistently deliver basic processes launched</p>	<p>Everyone in the business is covered by a Career Development Framework which is informative and easy to use</p>	<p>ED&I data in talent process baselined</p> <p>Induction receives >90% positive feedback</p> <p>Career Development Framework receives >90% positive feedback</p> <p>Reduced process queries and HR cases relating to individual / line manager relationships</p>	<p>Diversity of promotions</p> <p>Diversity of leavers</p> <p>Exit interview analysis</p>	<ul style="list-style-type: none"> • Talent & Development teams • Innovation • HR support • All leaders

Our plan for the next 3 years

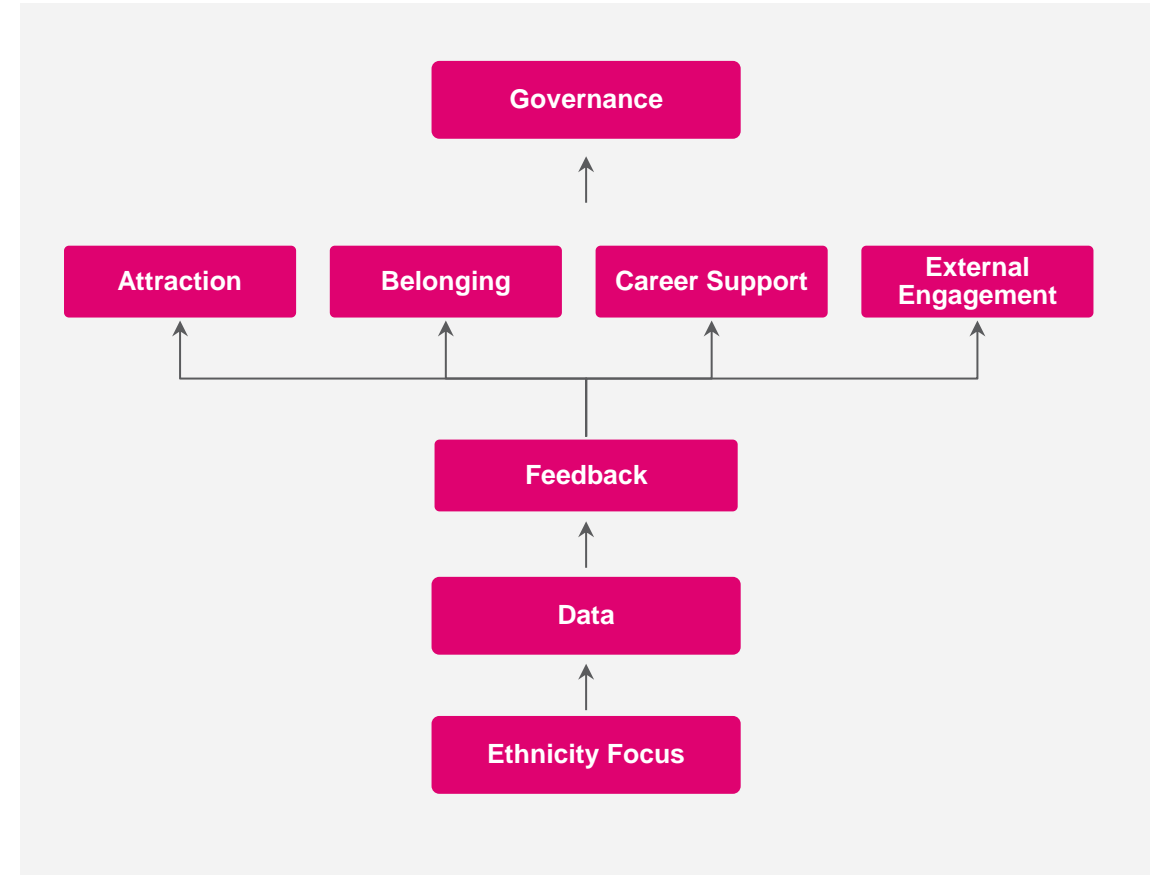
Key activities	Year 1	Year 2	Year 3	Delivery Measure	Programme Metric	Enablers
Data	<p>Trend recruitment data</p> <p>Perform indepth gender data analysis</p> <p>Baseline basic internal ED&I data by demographic implementing best practice reporting & suppression</p> <p>Collect socioeconomic data</p> <p>Trend % of SME and regional expenditure in supply chain</p>	<p>Develop approach for more complex ED&I demographic lifecycle analysis</p> <p>Trend recruitment & basic internal data</p> <p>Improve, manage and monitor social value impact</p>	<p>Build interactive dashboard for business to understand business area dynamics</p> <p>Trend Social Value Metrics</p>	<p>Socioeconomic data at >80% completion</p> <p>Gender Pay Gap published</p> <p>Ethnicity and Disability Pay Gaps published</p>	<p>% ED&I data disclosure rates</p> <p>Diversity of population</p> <p>Diversity of leadership</p> <p>Diversity pay gap</p> <p>Socioeconomic diversity of supply chain</p>	<ul style="list-style-type: none"> • HR data team • Finance team
External engagement	<p>ED&I programme aspiration reflected into bids, commercial and procurement</p> <p>Engage and collaborate with ED&I Lead in Nuclear Skills Task Force workstream</p> <p>Encourage ED&I to be considered in collaborations and sector wide people initiatives</p> <p>Support and learn from Nuclear ED&I delivery leads via network (ED&I Alliance Nuclear) and collaborations</p> <p>Support, engage with and learn from sector wide advocacy groups (i.e. REiN, WiN, Rainbow Forum and IDN)</p> <p>Support OECD NEA Gender Balance Task Group deliver on its objectives</p> <p>Identify strategic collaborative partnerships to amplify impact of delivered activities</p>			<p>>75% procurement strategies and contract management plans over £50k include social value</p> <p>Most bids attract maximum scores in ED&I components</p> <p>Demonstrable learning from others leading to efficiencies in ED&I delivery</p> <p>NNL recognised within sector and wider audience</p>	<p>External benchmarks</p>	<ul style="list-style-type: none"> • Comms team • Procurement team • Bids team
Feedback	<p>Employee feedback surveys used to benchmark % people who find UKNNL's culture inclusive and feel psychologically safe</p> <p>Programme to upskill & empower ambassadors developed</p>	<p>Additional Anonymous feedback route launched</p> <p>Access to portfolio of materials for Ambassador ED&I advocacy at a local level developed to improve insight, guidance and support around ED&I subjects.</p> <p>Ambassadors deliver key elements of programme in business</p>	<p>Ambassadors regularly, independently leading range of ED&I activities in local teams</p>	<p>Ambassadors report high confidence levels in ED&I advocacy</p> <p>National Inclusion Week feedback reflects improving visibility and impact of ED&I initiatives</p> <p>Trending of ED&I component of ED&I survey shows improving results</p> <p>Survey shows Ambassadors confident to advocate</p>	<p>Number of ambassadors</p> <p>Number of pieces of feedback</p> <p>% employees engaged in ED&I activities</p>	<ul style="list-style-type: none"> • Comms team • Leaders

Our plan for the next 3 years

Key activities	Year 1	Year 2	Year 3	Delivery Measure	Programme Metric	Enablers
Ethnicity focus	<p>Deep dive into ethnicity experience within the business (including with other our customers/collaborators)</p> <p>Design interventions to tackle inequalities associated with race and ethnicity</p> <p>Strengthen connectivity within the business and to Racial Equality in Nuclear (REiN)</p>	<p>Use feedback and latest data to target next phase of business wide antiracism interventions</p> <p>Support and amplify REiN activities</p>		<p>Recruitment data trends show reducing inequities</p> <p>Positive engagement in initiatives from business</p>	Ethnicity related metrics improving	
Governance	<p>Ensure a fit for purpose yearly delivery plan is developed to underpin strategy, shared with business and monitored</p> <p>Monitor progress against strategy yearly milestones measures</p> <p>Monitor and track progress against delivery measures and programme metrics through quarterly ED&I Steering Board attendance</p> <p>Ensure end of year reviews are produced and shared with business to ensure transparency and accountability</p> <p>Ensure Gender Pay Gap reporting completed in line with legal requirements</p> <p>Facilitate good ED&I outcomes when cross departmental improvements with multiteam ownership are escalated to ED&I Steering Board</p> <p>ED&I Steering Board embed a positive ED&I culture through continued consistent leadership support and leadership advocacy</p> <p>Embedding consideration of ED&I impact into core business decision making processes</p>			<p>Annual ED&I report sent out to all leaders</p> <p>Update to Board delivered twice yearly</p> <p>90% attendance of members at Steering Board meetings</p> <p>Number of Steering Board advocacy activities</p>	<p>Monitor workstream metrics</p> <p>Number of exec or Board roles responsible for ED&I</p> <p>ED&I performance related to exec objectives</p>	<ul style="list-style-type: none"> • Board and Exec

Delivery structure

From awareness and education to advocacy and empowerment



Programme structure

ED&I Steering Board membership:

Chief Executive Officer
 Chief HR Officer
 Chief Science & Technology Officer

Chief Operating Officer
 Chief Strategy Officer

VP Nuclear Authority
 VP of EHSS&Q & Compliance
 VP of Communications

Head of a Site
 Head of a Technical Capability
 Head of a Professional Service

Trade union representative
 UKNNL Fellow

Strategic oversight for ED&I

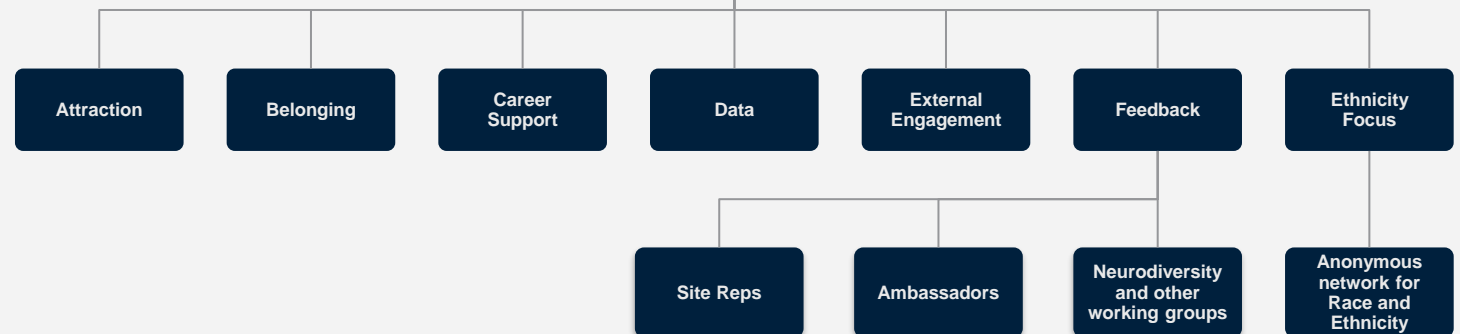
UKNNL Board and Exec

Ensures ED&I programme governance and efficacy

ED&I Steering Board

Delivers ED&I programme through workstreams

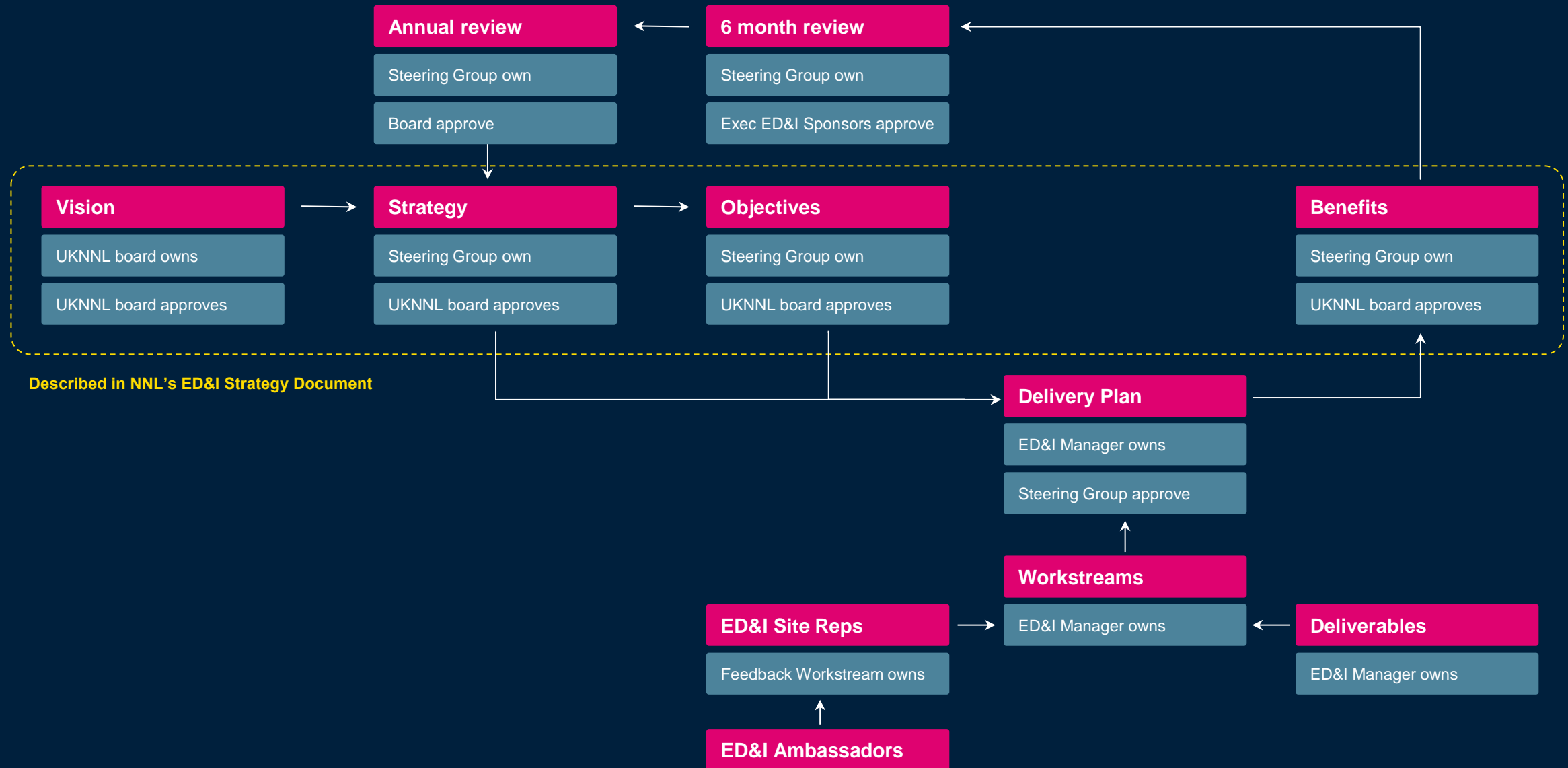
ED&I Manager / Governance



Governance roles

Who	Responsibility	When/How
UKNNL Board	<ul style="list-style-type: none"> • Overarching responsibility for ED&I in UKNNL • Reviews performance of strategy • Reviews annual diversity report • Actively champion ED&I internally and externally to UKNNL 	<ul style="list-style-type: none"> • ED&I item on Board agenda twice yearly • Advocacy as a continuous part of substantive role
ED&I Executive Leadership Sponsors	<ul style="list-style-type: none"> • Leads responsibility for ED&I in UKNNL • Champions ED&I at Board level • Supports ED&I Steering Board in developing and delivering ED&I strategy and delivery plan • Actively champions ED&I in wider sector 	<ul style="list-style-type: none"> • At UKNNL Board meetings • At ED&I Steering Board quarterly meetings • Sponsorship of programme and ED&I advocacy as a continuous part of substantive role
ED&I Steering Board	<ul style="list-style-type: none"> • Accountable for the ED&I programme running to plan and supporting it getting back on track as needed • Provides guidance and makes decisions regarding ED&I programme in UKNNL ensuring it is fit for purpose • Sponsors ED&I programme – amplifying awareness of achievements, activities, or asks from the programme 	<ul style="list-style-type: none"> • At ED&I Steering Board quarterly meetings • Sponsorship or programme and ED&I advocacy as a continuous part of substantive role
ED&I Manager	<ul style="list-style-type: none"> • Develops and enacts ED&I strategy and delivery plan • Supports ED&I workstream leads in their role • Builds in learning from experience to approach • Builds external links in ED&I with advocacy groups and ED&I industry experts 	<ul style="list-style-type: none"> • At ED&I Board meeting agenda slots or executive ED&I workshops • At ED&I Steering Board meetings • At Workstream lead meetings • Advocacy as a continuous part of role
Workstream Leads	<ul style="list-style-type: none"> • Support the development of their workstream delivery plan • Deliver their workstreams elements impacting and influencing UKNNL’s polices, processes and culture • Advocate for ED&I alongside 	<ul style="list-style-type: none"> • Fortnightly workstream meetings • Monthly workstream lead team meetings • Advocacy as alongside substantive role
Site Representatives	<ul style="list-style-type: none"> • Focus ED&I activities on specific site, identifying improvements and escalating issues to ED&I workstream lead(s) for Feedback 	<ul style="list-style-type: none"> • Advocacy as alongside substantive role
Ambassadors	<ul style="list-style-type: none"> • Engage with, advocate for and help develop ED&I activities and engagement across UKNNL • Feedback ED&I related ideas to the ED&I workstream lead(s) 	<ul style="list-style-type: none"> • Advocacy as alongside substantive role
Everyone	<ul style="list-style-type: none"> • Engage with ED&I activities • Feedback ED&I related ideas to the ED&I workstream lead(s) 	<ul style="list-style-type: none"> • Advocacy as alongside substantive role

Governance process map



In summary

We are powering ED&I change through our commitment to grow a diverse and inclusive workforce that is motivated, recognised and inspired.

We will continue to embed a flexible, fair, open, transparent and supportive culture to allow our colleagues to thrive with a sense of belonging. Working with strategic partners in Government and across the nuclear sector.

ED&I isn't just because it's the right thing to do for people. It's also the right thing to do for our business.

