



**Case study:** targets and reporting

## ***From targets to training: a joined-up approach to D&I***

Cavendish Nuclear is committed to developing an inclusive organisation where diversity is positively embraced and celebrated.

### **The actions behind the statistics**

Cavendish Nuclear's progress on increasing female representation is based on a joined-up approach to diversity and inclusion running throughout the company. Starting with transparency and accountability at the top, the company has published targets, reports on progress, sets formal D&I objectives for employees and ensures they have the training they need to achieve them.

- » Through Equality, Diversity & Inclusion (ED&I) Reporting, the company can monitor and track ED&I issues and ensure it is creating an inclusive culture
- » All employees are required to include a specific D&I objective as part of their annual Performance Development Review.
- » D&I unconscious bias training is given to all leaders (approximately 250) and a D&I awareness E:Learning module is undertaken by all employees and refreshed annually
- » One of the company's annual 'Celebrating Success' Awards for employees recognises outstanding contributions from their employees to the D&I agenda.

The Cavendish Nuclear Women's Network, the first of a number of D&I networks to be established within the company, supports this approach and is focussed on the 'recruit, retain, develop' agenda. It is responsible for supporting mentoring and development initiatives.

### **What has been achieved so far?**

- » **22%** of staff are female, with a proactively managed plan to reach a target of 40% by 2030
- » **183%** rise in women recruited in one year
- » **23%** female representation on the senior leadership team and significant progress towards a gender-balanced senior team that is still appointed on a 'best athlete' basis
- » **28%** females in the company's early careers cohorts

## Recruiting fairly and diversely:

- » Since 2016, Cavendish has used blind CVs for internal and external applications, removing all references to names, gender and date of birth. This reduces unconscious bias based on gender, ethnicity or background, creating a more equal platform for all applicants.
- » At part of its graduate assessment centres, a variety of selection activities are used (technical tests, structured interview questions and team working tasks with observers) to reduce the effect of first impressions and unconscious bias, allowing judgements to be made on technical scores and demonstrated behaviour.

## Retention through benefits:

- » Improved maternity pay arrangements, beyond statutory requirements, give full pay for the first 18 weeks of maternity or adoption leave
- » An industry-first STEM Returner Programme, launched in 2019, provides a valuable route for talented people to restart their career or transfer their skills into a new industry.
- » The acceptance rate for flexible working requests currently stands at 100%.
- » Cavendish Nuclear hosted its first Menopause Awareness workshop in 2019 with a team of Mental Health First Aiders and continues to encourage education and awareness through ongoing discussion.

## Developing leaders:

- » In 2017, Cavendish Nuclear launched its Leading Extraordinary Performance Programme in which the senior leadership nominated candidates to go through an intensive 3-module leadership training course. When the programme was introduced, 13% of the first cohort were female and this subsequently increased to an overall representation of 32% demonstrating the business's commitment to identifying and recognising female leaders within the organisation.



*" Diverse teams generate better ideas, better decision making and better business outcomes.*

*I am passionate about being part of the team that supports this and achieves the government target of 40% of women in the nuclear sector by 2030."*

**Lynsey Valentine**

**Cavendish Nuclear's  
Strategy Director**

**Women in Nuclear  
UK President**



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# 32%

of leadership programme  
are now women