



Accelerating efforts towards gender balance: through targets, data and action plans

In the past year Cavendish Nuclear has reviewed and updated its approach to inclusion and diversity to create the right foundations for driving gender balance and greater diversity more broadly. Currently, women make up 23% of the organisation's overall workforce with 31% of senior roles held by women.

The first Global Head of Inclusion & Diversity was appointed for its parent company, Babcock Group. Through a refreshed philosophy and approach to I&D, Cavendish Nuclear has adopted a new strategic and evidence-led approach across three key pillars of focus:

- 1 Insight and data
- 2 Policies and programmes that drive greater talent engagement and support all our people
- 3 Ways in which we educate, raise awareness and demonstrate the value of an inclusive organisation.



A six stage Gender Action Plan

Central to this is the work being undertaken to deliver **a culture where women specifically can progress their careers** through the design and adoption of a Gender Action Plan. Acting as the blueprint for other areas of I&D, informed by relevant data and insight and supported by the Executive Team and ExCo Gender Sponsor, Cavendish Nuclear's Gender Action Plan is based on a robust six stage plan comprising the following key items:

1. Insight and Awareness based on continued data / target modelling and raising leader awareness
2. Attraction of Female Talent through a focussed female attraction strategy
3. Enhanced Recruitment of Female Talent based on a transformed hiring process
4. Development of Female Talent through a targeted talent development strategy
5. Retention of Female Talent based on a review of policies and benefits which support women, families and carers
6. Education and Communication through the launch of a Group wide Inclusion Hub with accessible content and e-learning

The plan is embedded within a coaching and peer-led approach and supports enhanced and positive action to deliver changes in behaviour and decision making.



“Cavendish Nuclear is looking back to step forward. We know increased diversity and greater gender balance delivers better business performance and outcomes for organisations. With this in mind we have been reviewing what we have achieved over the last 12 months to use this to accelerate our efforts driving gender balance for the next 12 months and beyond.”

Paul Smith, Chief Operating Officer and Executive Sponsor for the Cavendish Nuclear Women's Network



Internal targets to measure progress in recruitment, development, and progression will be formalised and implemented.

Targeted action and activity to reduce attrition across the female population will also be introduced and monitored. The targets will be adapted year on year to reflect progress with timely modelling and reporting built into the plan.

Focusing on the employee lifecycle, and working across Babcock Group to create a coherent and consistent approach to attraction, recruitment, progression, and retention, key elements of the plan include:

- » redefining ways of working to support Cavendish Nuclear women
- » designing interventions and policies to support women at work, including, for example the introduction of Group-level commitments and policies menopause and gender-neutral leave and
- » formalising the Returners approach and programme of activity which includes a formal overarching STEM returners programme.

Wrapped around the plan is a co-ordinated global education and communications programme to inform and deliver a consistent experience for Cavendish Nuclear employees. Delivered through targeted and responsive content and events, and focused awareness-raising opportunities, the company is taking a whole new approach to maximising its interaction and engagement with its people.

Looking to the future - alignments with ESG goals and campaigns

Cavendish Nuclear's I&D strategy supports its wider Corporate Responsibility commitments, where it is working to drive the 'S' in ESG, moving beyond compliance to values-based commitments. An important part of this is extending the organisation's community engagement activities to focus on attracting, retaining and developing more diverse talent. Including ensuring I&D is explicitly aligned and thread through its Early Careers campaigns from 2022 and beyond, Cavendish Nuclear is focused on creating better outcomes for its culture, communities and customers.

