

An action plan to progress an inclusive workplace



This year has seen Cavendish Nuclear launch their business wide Inclusion Plan with a continued focus on creating a truly inclusive experience for their people. Gender Balance forms a core pillar of the Inclusion Plan to support achievement of their targets around female representation.

The Inclusion Plan is based on four key themes, outlined below with their key actions and outcomes.

Gender Balance

The work done across the organisation to improve gender representation has seen a continued reduction in the gender pay gap, which is now down to 9.6%. The ambitions of Cavendish Nuclear on gender balance are bold, as they continue to strive for 30% female representation by 2030, alongside the Nuclear Sector target of 40% female representation by 2030.

As an award-winning signatory to the Women in Defence Charter, Cavendish Nuclear (Babcock) have met all their commitments, including:

- » setting and publishing targets
- » appointing an Executive Committee member at Babcock level to be accountable for gender balance and I&D
- » linking executive objectives to the achievement of gender diversity targets from FY24

Supporting People

Cavendish Nuclear continue to develop their Global Employee Networks and Peer Support Group model, as a key part of being a more inclusive business. In 2023, they established further networks – carers, disability, and veterans – which sit alongside their well-established networks for gender balance, ethnicity, faith, LGBTQ+ and neurodiversity.

Their strategic approach to inclusion and diversity includes taking a number of actions to accelerate progress. A key element within this pillar of the Inclusion Plan is their Inclusive Leave policy which will see the introduction of significant enhancements across a range of pay and benefits for those with child and adult care responsibilities.

They have also launched a refreshed leadership development programme which will include a module to help their leaders consider how to build a respectful workplace based on the following elements:

- » know what inclusion and diversity means and why it matters
- » be aware of behaviours that are discriminatory, bullying or harassment and know how to manage them
- » develop the skills to manage courageous conversations
- » identify ways to build an inclusive culture
- » identify tangible actions to improve working practices and make them more inclusive

In addition, Cavendish Nuclear are also working on their recruitment processes to ensure they can offer an inclusive experience for all candidates seeking to develop their career with Cavendish Nuclear, as well as looking at opportunities to offer enhanced mentoring programmes and a career returners scheme.



21%

Employee data disclosure rate up from 12% to 21% in 2023

'About Me'

In March 2023 Cavendish Nuclear launched their About Me data campaign, kick-starting what will be an annual data collection exercise.

Through educating their people on the value of sharing their personal profiles, they are seeking to:

- » improve retention and win new business by demonstrating their social value or economic impact in bid submissions and contract reviews;
- » improve their people experience by better understanding their diversity and local needs, and design/plan and invest in support; and
- » gain a clearer picture of their workforce to meet their legal and good governance obligations.

Key outcomes from the 2023 campaign included:

- Total disclosure rate went up to 21% (from 12% previously)
- Disabled and Ethnicity disclosure both increased by 10%



Barriers to Inclusion Discovery Project

This discovery project kicked off in June 2023 and was designed to enable Cavendish Nuclear to have a truly Global approach to inclusion and diversity. Delivered through a series of focus groups in all Cavendish Nuclear (Babcock) territories, they have tested what cultural, behavioural and leadership 'Barriers to Inclusion' they may have. The project is designed to address the historic 'one size fits all' approach and has been delivered at a local level to understand societal, legislative and different requirements in different geographies.

Outcomes include:

- Global Inclusion Roadmap and Stated Commitments
- Bespoke local inclusion roadmaps and new reporting tool

Cavendish Nuclear recognises that they still have some way to go if they are to achieve their targets for 2030. But they are confident that these actions build on the work done in 2022 and provide a strong platform for further growth.