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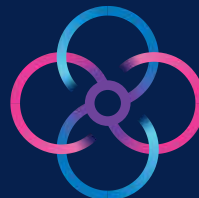
FULL SURVEY

REPORT



v1.0

Oct 2024



**Inclusion and
Diversity in
Nuclear**



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FOREWORD

Discussions about Equity, Diversity and Inclusion have become more prominent in workplaces, and even more acutely so since 2020 and remain prevalent today as I write. Factors at the forefront in UK summer 2024 include:

- Continued highlighting of social inequality and cost of living pressures¹ in the UK
- Increase in Islamophobic and racist attacks (particularly July/August 2024)²
- Rise in religious hate crimes, impacting Jewish communities³
- The unfortunate rise in transphobic hate crimes in the UK⁴

Societal inequalities and inequities can and do permeate into some workplaces, but what about workplaces in the nuclear industry?

In September 2022 we, Inclusion and Diversity in Nuclear, launched our first Equity, Diversity and Inclusion (EDI) survey, specifically targeting the workforce of the nuclear industry. By the time the survey closed in November 2022, we had received responses from over 500 individuals working in the nuclear industry primarily in the UK (~93% of respondents).

These responses provide a valuable window into the perceptions and lived experiences of our respondents. Specifically, these responses help us to understand a bit more about who (demographics) works in the industry, what their experiences have been, what they think their companies do well from an EDI perspective and what they would like to see their companies do differently.

(continues)

Monica Mwanje

CO-FOUNDER,
MANAGING DIRECTOR
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IN NUCLEAR



1 <https://commonslibrary.parliament.uk/research-briefings/cbp-9428/>

2 <https://edition.cnn.com/2024/08/05/uk/uk-far-right-protests-explainer-gbr-intl/index.html>

3 <https://www.bbc.co.uk/news/articles/cx285v8djej0>

4 <https://www.bbc.co.uk/news/uk-66984843>

(continued)

Nearly 15% of our survey respondents reported experiencing bullying, discrimination or harassment at their current company based on their background or identity. When asked to describe the type of discrimination faced, 61% of the aforementioned sample indicated 'Intimidating/belittling behaviour'. In this report we also share the demographic groups that reported experiencing bullying, discrimination or harassment.

This full survey report contains analysed results of all of the quantitative and qualitative questions that were posed. Additionally we have signposted to external reports and benchmarking data to further contextualise our findings. As you read the report, you will notice we have, where viable, presented data intersectionally, to help draw out crucial insights that may otherwise have been masked through simply using the whole group response as the sole indicator.



Acknowledgements

Developing a survey, analysing the results and compiling the reports has taken a significant amount of effort. I'd like to take this opportunity to acknowledge the hard work of the IDN team and advisors who've enabled us to get to this point.

So thank you to (in alphabetical order by surname):

Maida Agha
Rajiat Bello
Hilary Karpinski
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Stanley Lewis

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Marcia Ore
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Valeria Saddi
Rayne Small
Nicola Summers

“ Nearly 15% of respondents reported experiencing bullying, discrimination or harassment at their current company based on their background or identity. ”

— Inclusion and Diversity in Nuclear

About Inclusion and Diversity In Nuclear

Founded in 2019, Inclusion and Diversity in Nuclear aims to provide practical support at all organisational levels throughout the nuclear industry around inclusion and diversity.

We achieve this through the following objectives:

- **Promoting and encouraging honest discussion about inclusion and diversity**
We create opportunities for open dialogue, enabling individuals and organisations to share their experiences and insights.
- **Educating through a provision of resources, training and connection to good practice and expertise**
Through comprehensive resources and training programmes, we equip stakeholders with the knowledge and tools needed to implement effective inclusion and diversity strategies.
- **Contributing to the collective improvement of Inclusion and Diversity knowledge across the sector**
We facilitate the exchange of information and good practices to build a robust knowledge base that supports continuous improvement.
- **Facilitating peer-to-peer connection and structuring difficult conversations**
IDN aids collaboration by fostering peer networks and providing the structure needed to navigate challenging discussions, ensuring that diverse voices are heard and valued.

Through these efforts, IDN provides guidance, and structural support required to achieve meaningful change across the nuclear sector, championing a culture where diversity and inclusion are integral to organisational success.





INTRODUCTION

Thanks for reading this inaugural Inclusion and Diversity in Nuclear Survey Report

Inclusion and Diversity in Nuclear (IDN) is proud to present its inaugural full survey report, marking a significant milestone in our journey towards fostering a more inclusive and diverse nuclear industry in the UK.

This report encapsulates the findings and insights from our first industry-wide survey, conducted to assess the current state of inclusion and diversity within the nuclear industry.

The primary objective of this survey was to gather comprehensive data on the demographic composition of the nuclear workforce, to examine how these diverse groups perceive and experience Equity, Diversity and Inclusion (EDI) policies in their workplaces, and gain a comprehensive understanding of the challenges and opportunities related to inclusion and diversity in the nuclear industry.

By gathering data and perspectives from a broad range of stakeholders, IDN aims to identify areas for improvement, highlight good practice, and provide actionable recommendations to drive positive change.

This report is intended to serve as both a resource and a tool, educating the industry about the

lived experiences of its workforce. As the nuclear industry grows and evolves, the aim is not only to recruit talented individuals but also to retain them within inclusive workplaces that foster personal and professional growth. The goal is to ensure these workplaces have undertaken the necessary efforts to become environments where everyone can thrive and contribute to critical infrastructure projects.

The survey presents original data, complemented by benchmarked data from similar sources, to provide a comprehensive view of people's experiences within the industry. While the experiences of the respondents are not unique to the nuclear industry, they are integral to the broader narrative this report seeks to highlight.

Through this report, IDN seeks to inform and inspire all organisations within the nuclear industry to commit to and invest in strategies that promote inclusion and diversity. A diverse and inclusive workforce not only enhances organisational performance but also fosters innovation, creativity, and resilience, ultimately contributing to the overall success and sustainability of the nuclear industry.

About the Survey

In September 2022, Inclusion and Diversity in Nuclear (IDN) launched its inaugural Equity, Diversity, and Inclusion (EDI) survey, targeting the workforce within the nuclear industry.

Publicly available data regarding the demographics of the nuclear industry, particularly in the UK, were found to be limited in scope and depth. Therefore, IDN aimed to develop its own datasets to create a comprehensive report on inclusion and diversity, providing a more nuanced, intersectional perspective of the industry.

Beyond collecting quantitative data, IDN sought to benchmark these findings against global data sources to identify trends, pinpoint gaps, and construct a holistic view of the current state of the industry.

The survey also included qualitative components, allowing respondents to share their perspectives on the present state of inclusion and diversity at their respective employers and to offer suggestions for improvements within their organisations.

By the close of the survey in November 2022, IDN had received 562 completed responses.

Methodology

This survey was conducted to explore the perception of nuclear sector workers with regards to Equity, Diversity and Inclusion (EDI). Our research aims were as follows:

- **To gather data to begin understanding the different demographics working in the sector, with a primary focus on the UK.**
- **To explore how different demographics may interpret EDI policies in their workplace.**
- **To understand whether different demographics might have experienced discrimination more frequently (e.g. disabled vs non-disabled groups, men vs women).**
- **To explore whether feelings of exclusion at work have any impact on employee morale.**

The analysed respondent sample was comprised of 558 nuclear professionals. As EDI is an under-researched topic within the nuclear industry, we hope this report will inform future studies and facilitate progress towards a more inclusive and equitable industry.

Access to the survey questionnaire was advertised on IDN's website, and via the Inclusion and Diversity in Nuclear newsletter, and it was open between September and November 2022.

The full methodology including research design, data cleaning & preparation and methodological limitations can be found in Appendix A.

External Factors and Wider Context

Our data provides a snapshot of inclusion and diversity in the nuclear industry, primarily from UK-based respondents. This snapshot is set against a backdrop of significant challenges and issues in the UK's economy, politics, and wider society. It would be remiss of IDN to not address these challenges in turn.

Covid-19 Impact

As of 2024, the influence of Covid-19 continues to reverberate through the lives of working individuals. According to [findings from the Office for National Statistics \(ONS\)](#) in March 2023, a notable 1.9 million people residing in private households in the UK (equating to 2.9% of the population) reported experiencing symptoms indicative of Long Covid. Additionally, data from the Organisation for Economic Co-operation and Development (OECD) in April 2023 suggests that workforce participation in the UK has yet to rebound to pre-pandemic levels. These ongoing challenges underscore the need for concerted efforts to address the impact of Covid-19 on inclusion and diversity within the nuclear industry and beyond.

Cost of Living Crisis impact

A significant segment of the UK population is presently grappling with a cost-of-living crisis. During this time:

→ Food banks in the Trussell Trust network distributed 3.12 million emergency food parcels in 2023/24. This is the highest number of parcels that the network has ever distributed in a single year and represents a 4% increase on 2022/23⁵.

Marginalised communities bear a disproportionate burden, → with statistics indicating higher rates of financial distress among minoritised ethnic groups. 58% are having to borrow money because of the financial impacts – nearly double the amount of white people doing the same (30%)

While younger demographics, 54% aged 18-34 are resorting to borrowing money to make ends meet. 67% of this age group → has reported that the crisis has had a detrimental effect on their mental health.

Challenges faced by members of the LGBTQ+ community include difficult choices between essential needs like [food, bills, and medical treatment](#), further exacerbated by factors such as high private rents and inadequate support services.

⁵ <https://www.trusselltrust.org/wp-content/uploads/sites/2/2024/05/EYS-UK-Factsheet-2023-24.pdf>

UK NUCLEAR

INDUSTRY

UK Nuclear Industry activities span: research and development, fuel enrichment, fuel fabrication, power generation, transport, advanced nuclear technologies, decommissioning, waste management, defence and regulation amongst others. The examples cited in this section, were selected due to accessibility of the data.

The Nuclear Decommissioning Authority (NDA) published its draft Business Plan 2023-2026, which outlined key priorities spanning the processing and disposal of spent fuels and nuclear materials, integrated waste management, and site decommissioning and remediation. To deliver its objectives, NDA cite these people-related critical factors:

- “Enable and drive the delivery of our mission through our people by attracting, retaining and developing a high performing, highly skilled, talented and motivated workforce and creating a culture in which they can thrive. We will continue our commitment to apprentices, graduates and developing the leaders and experts for the short, medium and long term as well as addressing the key skills gap to support delivering our mission”
- “Lead the diversity and inclusion strategy across the NDA group ensuring effective governance and co-ordination to drive a One NDA Inclusion

approach, including achieving sector targets, strategy goals and commitments supporting our vision to create great places to work”

This emphasis underscores the vital role of people-related factors in achieving the NDA’s mission.

In its 2021 Nuclear Workforce Assessment⁶, the Nuclear Skills Strategy Group (NSSG) presented scenarios for Nuclear New Build projects, ranging from low to high-capacity development options. These scenarios projected the potential addition of gigawatt-scale projects such as Hinkley Point C and Sizewell C, as well as the integration of Small Modular Reactors (SMRs) into the energy mix. The highest scenario envisaged significant SMR deployment alongside a third gigawatt-scale plant, reflecting ambitious growth targets for nuclear energy generation by 2050.

In addition to traditional nuclear power initiatives, attention is turning towards Nuclear Fusion projects. The formation of [UK Industrial Fusion Solutions Ltd \(UKIFS\)](#) signals the UK Government’s commitment to pioneering fusion energy technology. The planned prototype fusion energy plant at West Burton aims to demonstrate the feasibility of fusion power generation for the National Grid by 2040.

Recruitment Drives in Nuclear

(continues)

In the endeavour to foster inclusion and diversity within the nuclear sector, Inclusion and Diversity in Nuclear has diligently examined the industry’s landscape, drawing insights from comprehensive surveys and analyses. One such significant exercise was the industry-wide survey conducted by the Engineering Construction Industry Training Board (ECITB) in 2021. This census, encompassing various sectors including nuclear, provided crucial data regarding the composition of the workforce.

⁶ <https://nuclearskillsdeliverygroup.com/lmi-reports/lmi-report-5/>

(continued)

The Nuclear Industry Association's (NIA) synthesis of the ECITB census illuminates pertinent trends within the nuclear workforce. Notably, it highlights an ageing demographic profile, with a substantial portion of employees (39%) exceeding 50 years of age, juxtaposed with a comparatively modest representation of individuals under 30 (15%). Such a demographic skew poses challenges for the industry, particularly in light of impending retirements, potentially impeding its capacity to meet future demand.

The 2023 Nuclear Workforce assessment⁷ states: "Over the period from 2023 to 2043 the current nuclear workforce of 83,000 is forecast to rise to 123,000 in scenario one, 152,000 in scenario two, and 180,000 in scenario three." The scenarios being:

1. 7.6 gigawatts and continuation of the pre-AUKUS Defence programme
2. 16 gigawatts and AUKUS S1
3. 24 gigawatts and AUKUS S2

These findings underscore the pressing need for concerted efforts to bolster recruitment initiatives within the nuclear industry, both nationally and globally. Inclusion and Diversity in Nuclear remains steadfast in its commitment to addressing these challenges, advocating for inclusive practices that not only attract diverse talent but also ensure the sustainability and vitality of the industry for generations to come.

The Push for Net Zero

The UK, as a signatory of the 2015 Paris Agreement, is committed to achieving net zero carbon dioxide emissions by 2050, aligning with global efforts to combat climate change. In 2022, the then UK Government published the [British Energy Security Strategy](#) placing significant emphasis on decarbonising the nation's energy supply. This was closely followed by the establishment of Great British Nuclear (GBN), with a mandate to launch a competition to select advanced small modular reactor technologies for development, and ambitious plans which could see up to eight new nuclear power plants being built.

Now however, we find we have a new Government in place and wonder how that may impact on all of this. We will have to wait and see, yet what we do know is that the new Energy Secretary is clear that

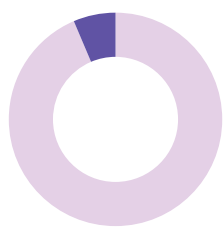
his priorities are to deliver the UK's mission to boost energy independence through clean power by 2030, and beyond, and that nuclear will play a key part in that.

The imperative therefore remains, that recruiting and retaining the skilled workforce necessary for all these initiatives is a significant hurdle, not least given the ageing workforce, lack of diversity, and limited uptake of young people into the industry.

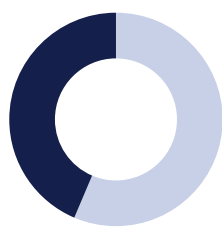
There is an urgent need for policy makers and the energy industry to work together to promote the reskilling and upskilling of the workforce and encourage a fresh pipeline of talent or risk the successful transition to net zero by 2050.

⁷ <https://nuclearskillsdeliverygroup.com/nuclear-workforce-assessment/>

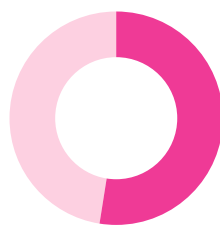
Who are our survey respondents?



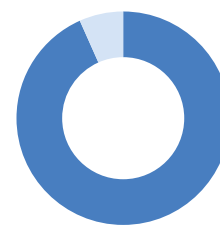
● Disability or Mobility needs (8.4%)
● Non-disabled (91.6%)



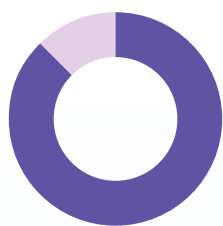
● Age 21 – 35 (43.2%)
● Other (56.8%)



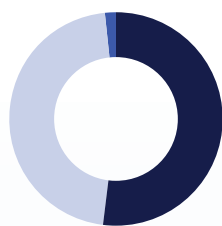
● Professional socio-economic background (52.7%)
● Other socio-economic background (47.3%)



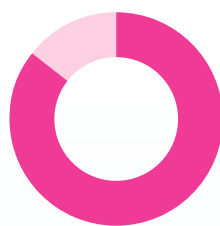
● UK-based (93.4%)
● Non UK-based (6.6%)



● Heterosexual (84%)
● Gay or Lesbian, Bisexual or Other sexual orientation (11.7%)



● Male (51.6%)
● Female (46.1%)
● Non-binary (1.4%)



● White (85.8%)
● Minoritised Ethnic Groups (MEG) (14.2%)



● Parenting or caring responsibilities (Male) (53.2%)
● Parenting or caring responsibilities (Female) (44.5%)

	OUR DATA	2021 CENSUS	2021 NSSG WORKFORCE DATA ⁸	2022 US NUCLEAR DATA ⁹	NI SURVEY RESULTS (DEC 2022)	2023 NSSG WORKFORCE DATA
Heterosexual	84%	89.4%	Not collected	82% (NAYGN)	~88%	92.4%
Gay or Lesbian, Bisexual or Other sexual orientation	11.7%	3.2%	Not collected	12% (NAYGN)	11.1%	3%
Male	51.6%	49%	~80%	65% (DoE)	62%	~78%
Female	46.1%	51%	20%	34% (DoE)	37%	21.4%
Non-binary	1.4%	0.06%	0.03% ⁸	1% (DoE)	1%	Not provided
Disability / Accessibility needs	8.4%	21% (working age)	Not collected	1% (DoE)	6.5%	5.6%
White	85.8%	81.7%	Not collected	66% (DoE)	~90%	87.6%
Minoritised Ethnic Groups (MEG)	14.2%	18.3%	Not collected	34% (DoE)	8.4%	4.2%
Parenting or caring responsibilities (Male)	53.2%	92.1%	Not collected	(No gender split) Single with children: 3% Married with children: 36% (NAYGN) ¹⁰	Not collected	Not collected
Parenting or caring responsibilities (Female)	44.5%	75.6%	Not collected		Not collected	Not collected



We realise from the benchmarking numbers in the above table that our survey respondents' demographic mix are not a reflection/representation of the nuclear industry, particularly in the UK (from which the majority of our respondents are located). The over-representation of groups such as female and non-binary respondents (amongst others) possibly indicates that these are the groups who are more engaged in the discussions around inclusion and diversity in the industry.

⁸ NSSG non-binary data - People identifying as non-binary didn't feature in the non-STEM figures but occupied 0.03% of STEM roles

⁹ US Data – DoE = Department of Energy / NAYGN = North American Young Generation in Nuclear

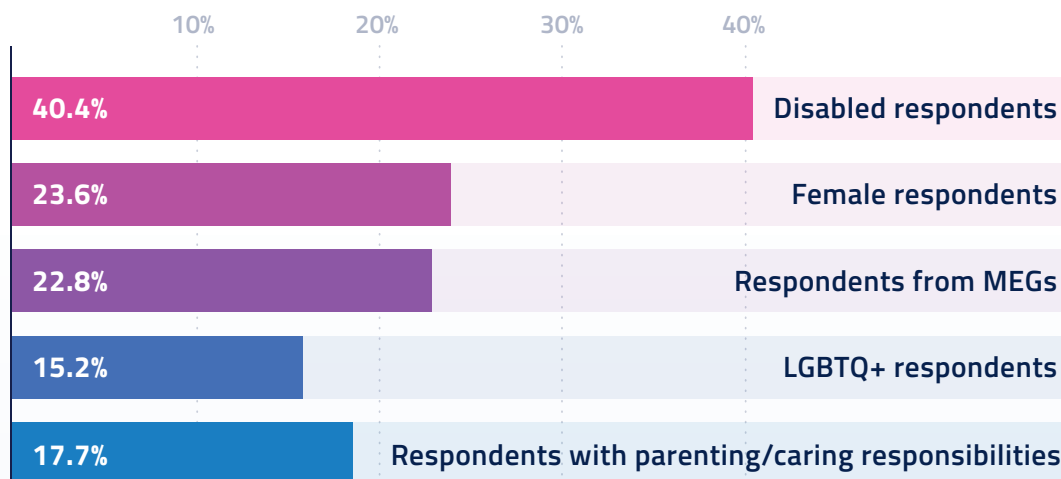
¹⁰ No publicly available US data on caring responsibilities

Key finding and trends

As we examine the results of each response to the questions in this section, there is a clear emerging trend that marginalised groups - minoritised ethnic groups, disabled people, women and LGBTQ+ respondents, especially - demonstrate lower confidence in their employer regarding general inclusion efforts and support against exclusionary behaviours.

A more worrying trend emerges when we asked specifically about workplace bullying and direct discrimination.

When looking at subgroups of the survey population, it turned out that “experiencing discrimination, bullying or harassment at their current company based on their background or identity” had been reported by:



Interpreting Likert Scale Values

For the purpose of data analysis, the mean average value recorded for each statement was interpreted as seen below:

1 – 1.7	1.8 – 2.4	2.5 – 3.4	3.5 – 4.2	4.2 – 5
Strongly Disagree	Disagree	Neutral Attitude	Agree	Strongly Agree

Pretty quickly however, we start to see some recurring trends that reflect certain demographic groups more than others.

For the purpose of both the highlights report, and this full report, we will refer to these emerging trends as **‘in-groups’** and **‘out-groups’**.

For further clarification, **‘in-groups’** score higher and **‘out-groups’** score lower on the Likert scale when compared to ‘whole group’.

Whilst we previously published a small sample of key statements in our highlights report, in this extended report, we will now publish the

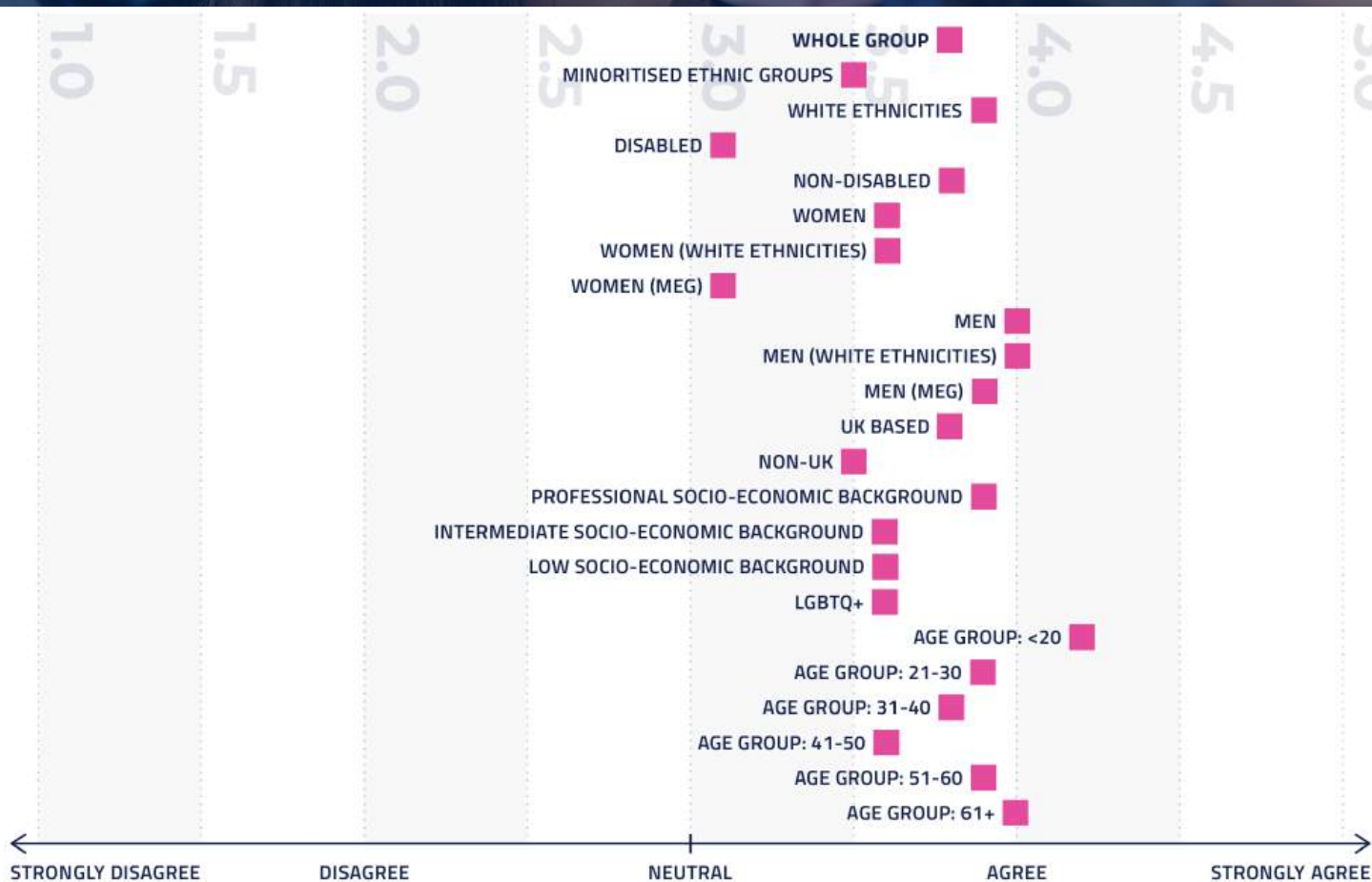
responses to all 16 survey questions in the following section. The purpose of this is to highlight the emerging extent of the disparities between **‘in-groups’** and **‘out-groups’** that occur in the nuclear industry.

For explanation, our data has identified **‘in-groups’** as those which include white people, men, heterosexual people and non-disabled people. **‘Out-groups’** are those which include disabled people, women from minoritised ethnic groups and LGBTQ+ people.

Our analysed data shows that the majority of the 16 statements reveal these consistent trends and patterns.

For consistency, in this section we have included the whole group attitudes data as the initial starting point for each of the following 16 statements.

"I am satisfied with my job role"



[Yolanda Blavo, London School of Economics, 2022](#)

"Knowledge of our psychological needs can help us see how ingroups can positively or negatively affect employee well-being... We can balance these needs by establishing ingroups, allowing us to feel a part of a group while remaining different from other ones. However, when organisations do not address ingroup privilege, there can be negative consequences for employee well-being—physical, mental, and social wellness. Discrimination against outgroup members can negatively impact their self-esteem.... Moreover, ample research supports that discrimination due to race, sex, age, and sexual orientation is associated with employee burnout. It can also lead to decreased job satisfaction and withdrawal behaviours such as tardiness, absenteeism, and increased [staff] turnover."

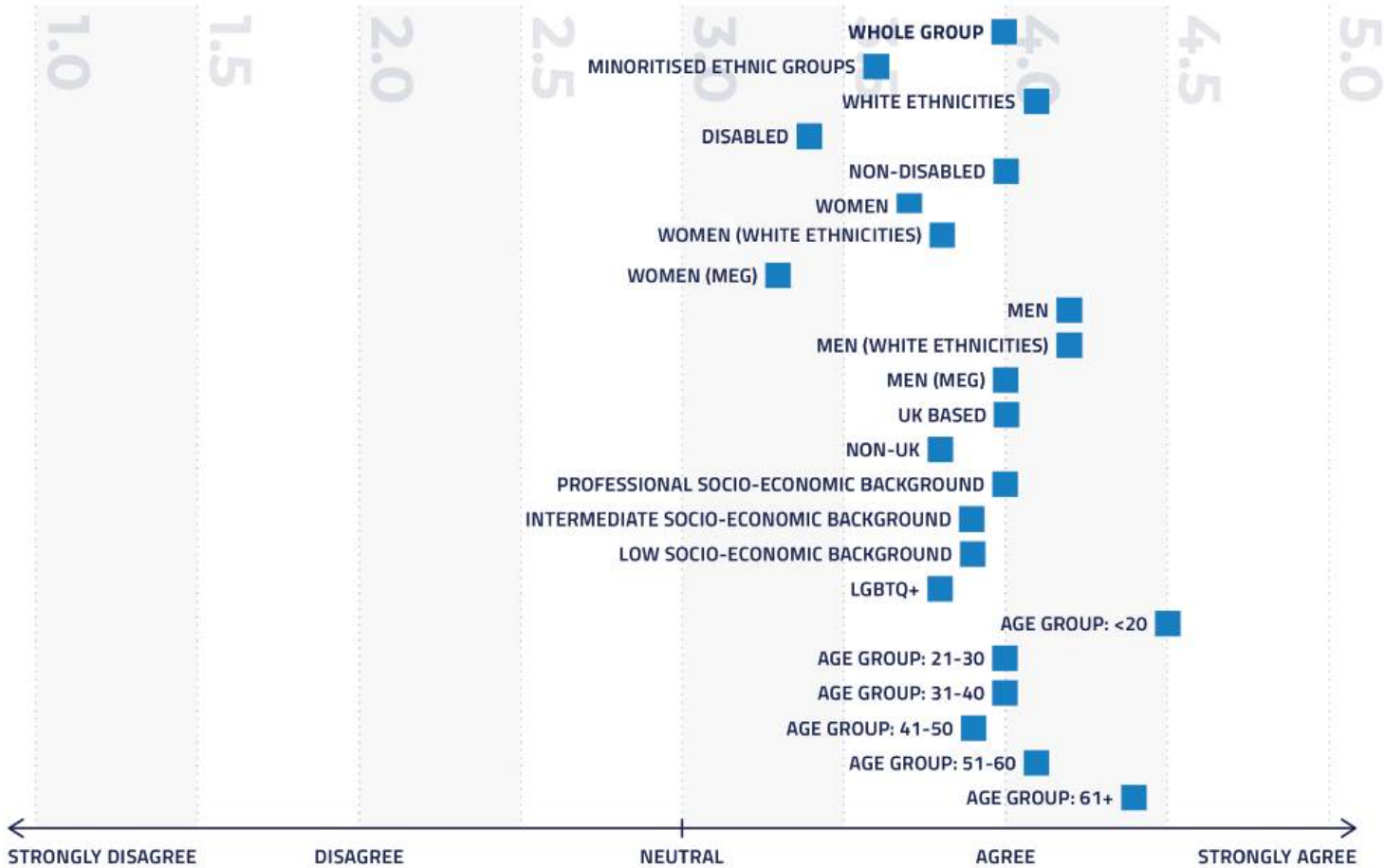
IDN Summary

- Most demographic groups agree with this statement (between 3.5 and 4 on the Likert scale).
- However, some groups' average yielded a neutral response at 3.4, they are minoritised ethnic groups, disabled, and women from minoritised ethnic groups.
- In contrast whilst the whole group mean average scored 3.7, some ranked higher; men, non-disabled, UK based, 31-40 and 51-60 age groups at 3.8, white men at 3.9 and the under 20 and 61+ age groups at 4.0.



We can therefore conclude that as in-group respondents score higher this would suggest an increased satisfaction of current job role over those in out-groups. Let us see if the following statements can help us better understand why that is.

“I believe my company would take appropriate action if an instance of harassment or discrimination was reported.”




A [2022 Fortune article](#) reported “In a recent Catalyst survey of roughly 7,000 people across 14 countries, 75% of employees reported that they did not believe their organization’s racial equity policies were genuine”.

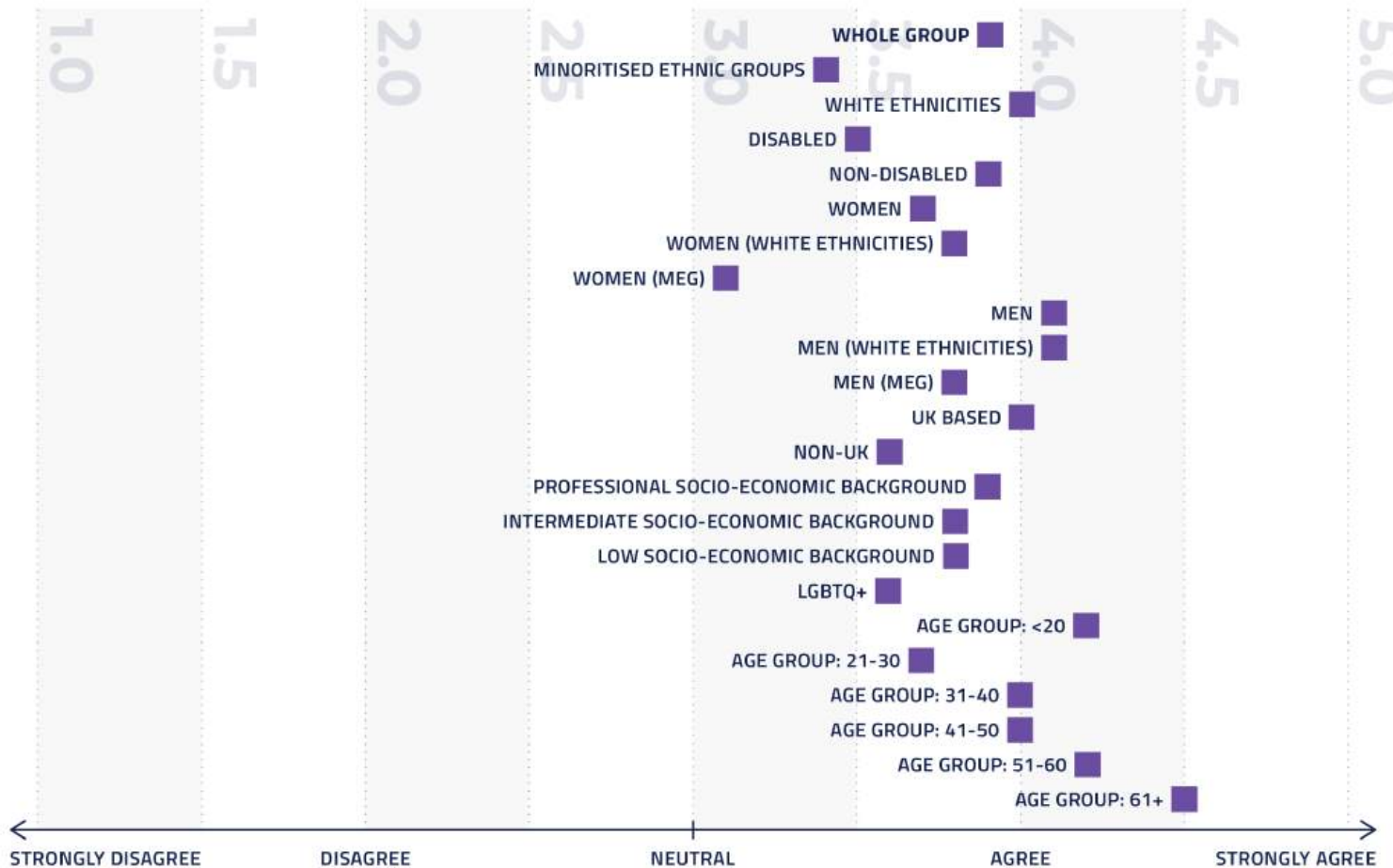
In [2021 an open letter](#) signed by current and former staff, slammed Ubisoft leadership’s “empty promises” in response to allegations of “systemic discrimination, harassment and bullying” within the company, and proposed an industry wide collaboration to agree a set of “rules and processes for handling reports of these offences”.

IDN Summary

- The whole group average agreed with this statement, scoring 4.
- However, some demographic groups scored lower; minoritised ethnic groups at 3.6, women at 3.7, LGBTQ+ at 3.8 and non-UK based at 3.8 are notable examples.
- Two groups scoring lowest were disabled people at 3.4 and women from minoritised ethnic groups at 3.3.

 The whole group data is skewed by those in-groups, from which we can potentially infer that these are individuals that may be less likely to have made a report of discrimination / may be less likely to be discriminated against.

"My company values diversity in our workforce."



The whole group average agreed with this statement at 3.9, but there are clearly some notable scores both ends of the scale.

High scorers who include men and white men both at 4.1, the <20 and 51-60 age groups both at 4.2 and the 61+ age group at 4.5.

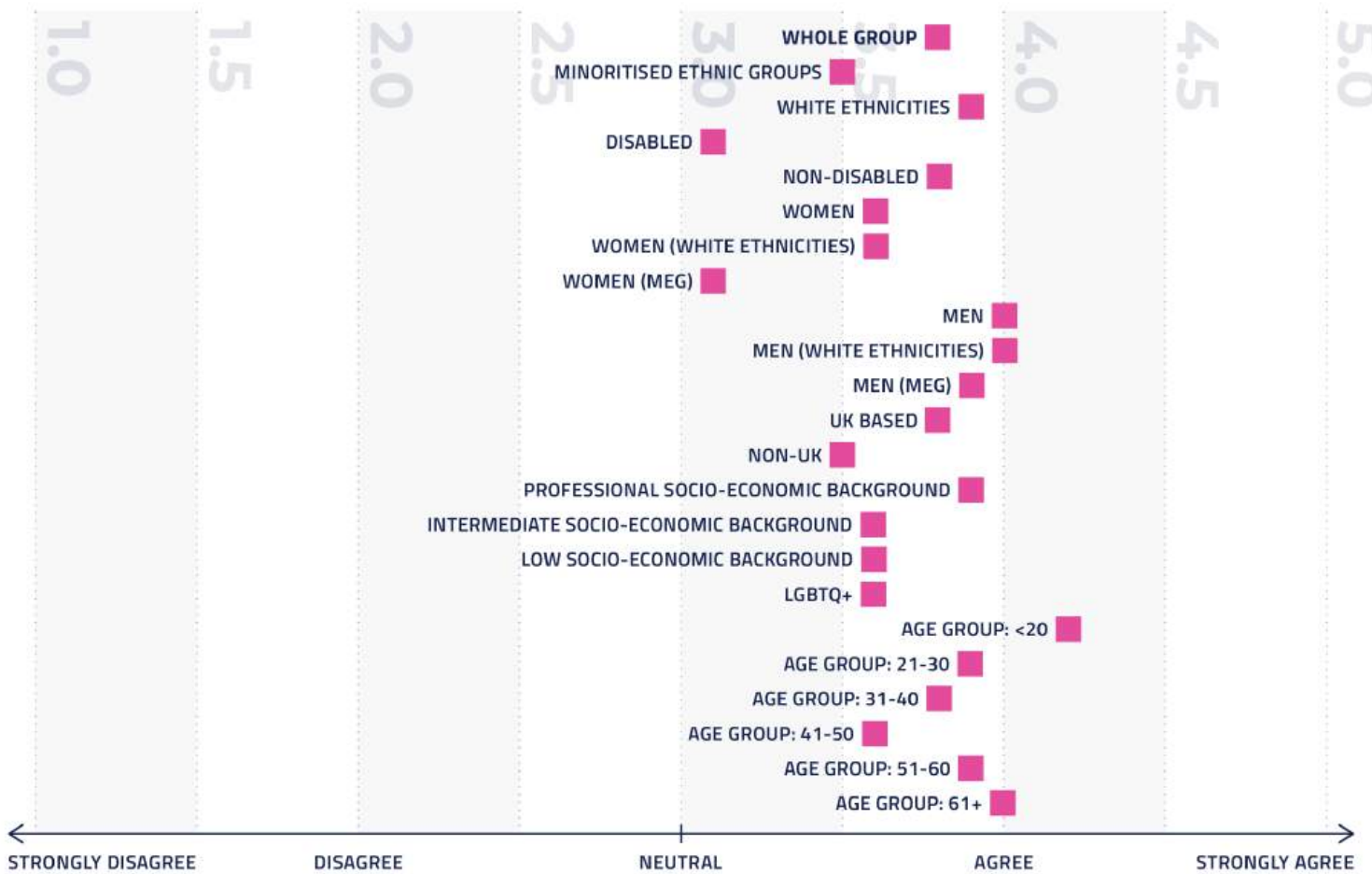
Meanwhile, low scorers include disabled respondents at 3.5 and women from minoritised ethnic groups at 3.1.

[The Royal Academy of Engineering's Cultural Inclusivity in Engineering Report](#) looked at company size and observed that those working in large organisations are less likely to say that the culture of engineering felt 'inclusive' (64%) compared to engineers working in small (71%) and medium (76%) organisations. This difference based on company size is interesting given that larger organisations are perhaps more likely to have the resources and infrastructure to invest in D&I policies. In the qualitative feedback, engineers working in some

larger organisations expressed frustrations around D&I policies appearing to be more of a 'tick-box exercise' for marketing purposes, and that they were not always well-resourced or valued enough through all management levels of the organisation to be effective. Conversely, those working in small to medium organisations appeared to have less formal D&I policies and activities in place but where they were in place management teams appeared to be more connected to and invested in them.

What we can see emerging here is that those in in-groups believe that their company values diversity much more than those in out-groups. We may therefore conclude that this is an example of "I'm not negatively affected (as far as I can tell), so it must be ok for everyone?"

“At my company, there are career development opportunities for everyone regardless of differences.”

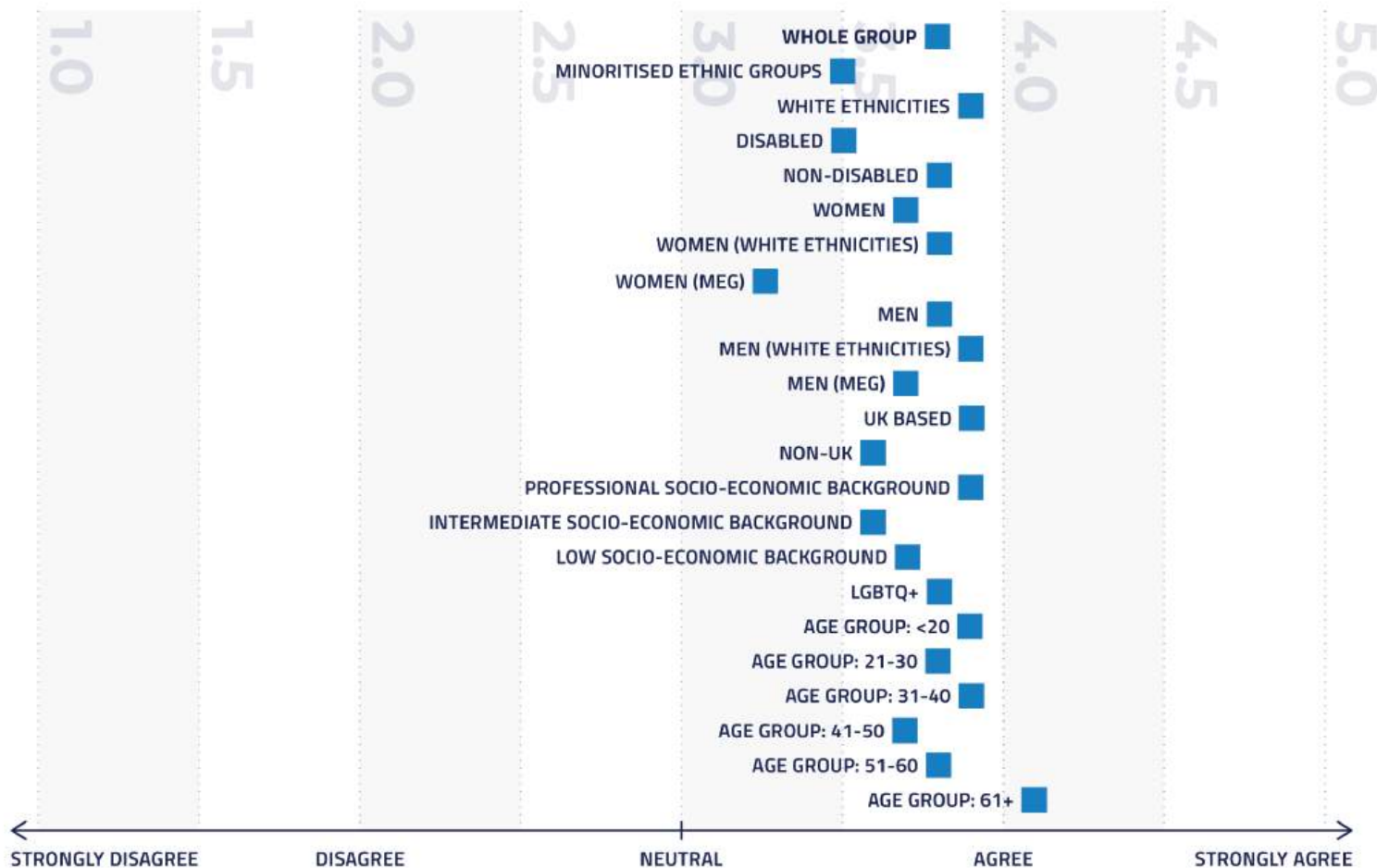


[A 2022 report from The Diversity Trust and Total Jobs](#) found that despite higher levels of confidence about their career trajectory than their white counterparts, Black and South Asian Women in the UK experience barriers to career progression due to racism and sexism. The report also found that “Two thirds of Black and South Asian women at managerial level believe that their ethnicity or gender has impacted their progression into a position of leadership”

IDN Summary

- With the mean group average at 3.8, it is all men, white men, and the 61+ age group who score highly at 4 apiece, the under 20s score at 4.2.
- Intermediate and low socio-economic background, all women, white women, 41-50 age group and LGBTQ+ all score at 3.6. All minoritised ethnic groups average a 3.5 score.
- Disabled people scored 3.1, firmly within the “neutral bracket.”

This statement starts to expose stark ethnicity and gender differences in the scoring. White men score a 4, while white women score at 3.6. Men from minoritised ethnic groups score 3.9, while women from minoritised ethnic groups score at just 3.1.



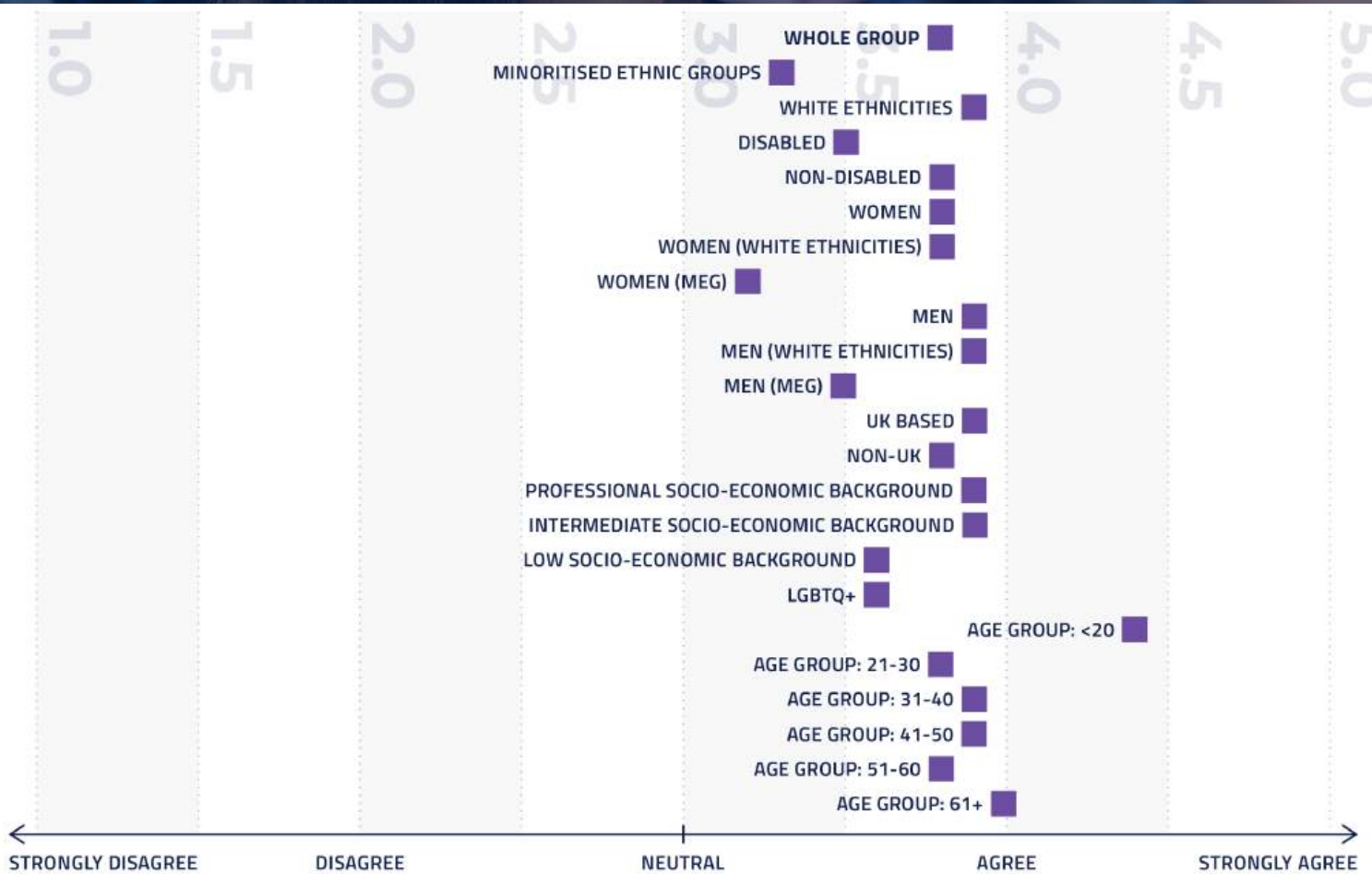
The Royal Academy of Engineering 'Cultural Inclusivity in Engineering' report, found that Engineers with no protected characteristics were more likely to feel confident speaking up (for all statements) compared to those in underrepresented groups.¹¹ For example, 44% of engineers with no protected characteristics said they would speak up all of the time if they can see a better way of doing things, compared to just 24% of those from Black, Asian or minoritised ethnic backgrounds

IDN Summary

- Highest scoring came from white, 61 years + age group specifically those from a professional socio-economic background at between 4.1 and 3.9.
- Lowest scoring at 3.3 came from women from minoritised ethnic groups.
- Only one group scored above 4.0 in this statement and that was Age group 61+.

¹¹ Situations this spanned: challenging inappropriate behaviours, safety, improving ways of working, admitting if a mistake has been made.

“I feel comfortable discussing my background, beliefs, and cultural experiences with my colleagues.”




“[The 2023 Religion at Work report](#) from business psychology consultancy Pearn Kandola found that 47% of respondents did not feel comfortable discussing religious festivals they celebrate at work. The research included Buddhist, Christian, Hindu, Jewish, Muslim, and Sikh employees.

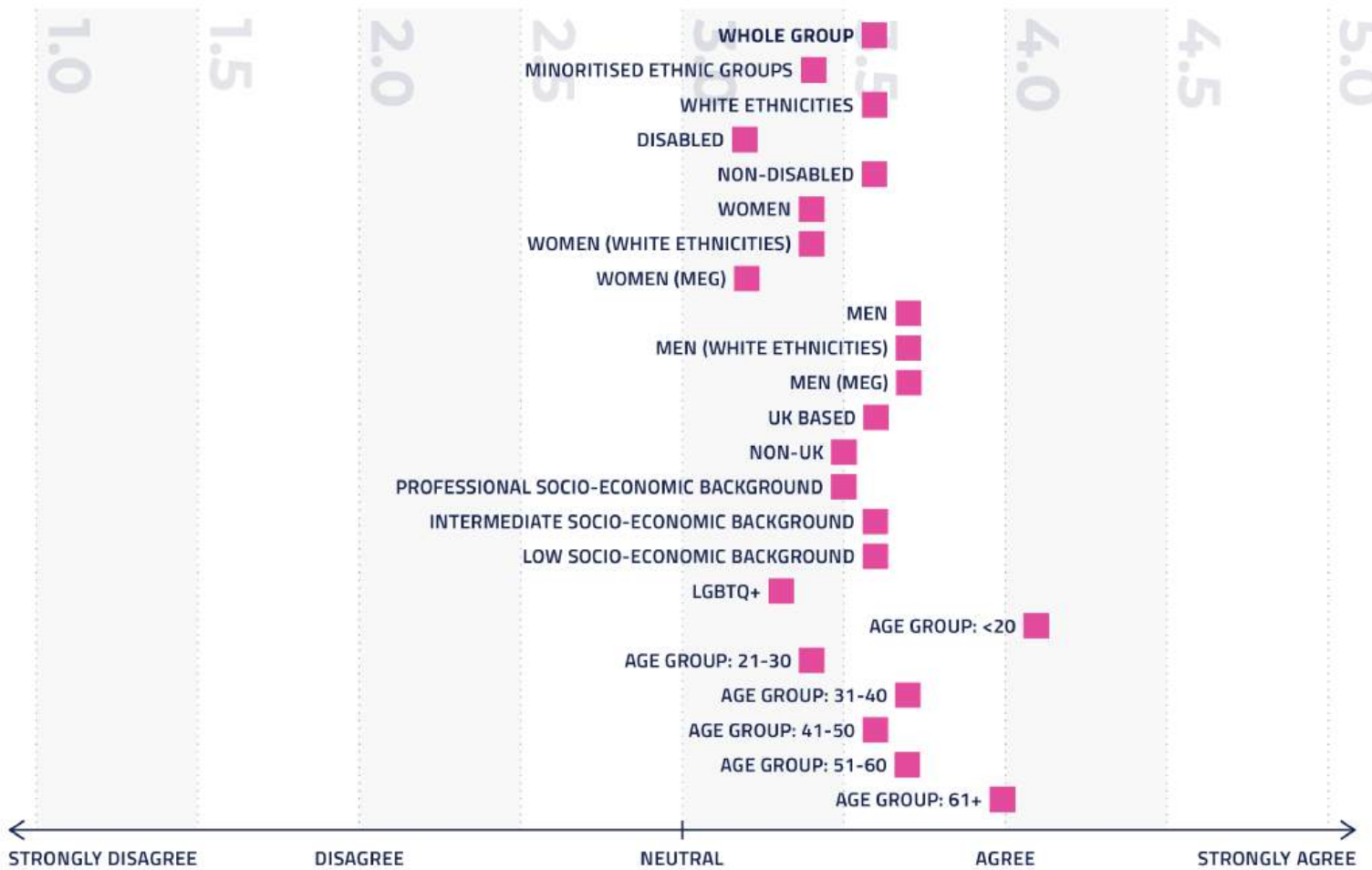
Of more than 3,400 respondents who wore religious dress or symbols, 64% were not comfortable wearing them in the workplace with 38% saying their organisation could do more to be more inclusive of people of different faiths.”

IDN Summary

- The three lowest scorers for this statement, at neutral or at the lower end of the “agree” bracket, are the minoritised ethnic groups (MEG) 3.3, men (MEG) 3.5 and women (MEG) 3.2.
- This compares to the whole group average at 3.8.

 A point of learning to take into the next survey is to ask respondents about their religion. It would be beneficial to have this additional insight, for example, to compare the attitudes of Christians, whose holidays are more likely to be public holidays in the UK and US (where most of our respondents are based), to those from other religions.

“My company demonstrates a strong commitment to meeting the needs of employees with disabilities.”



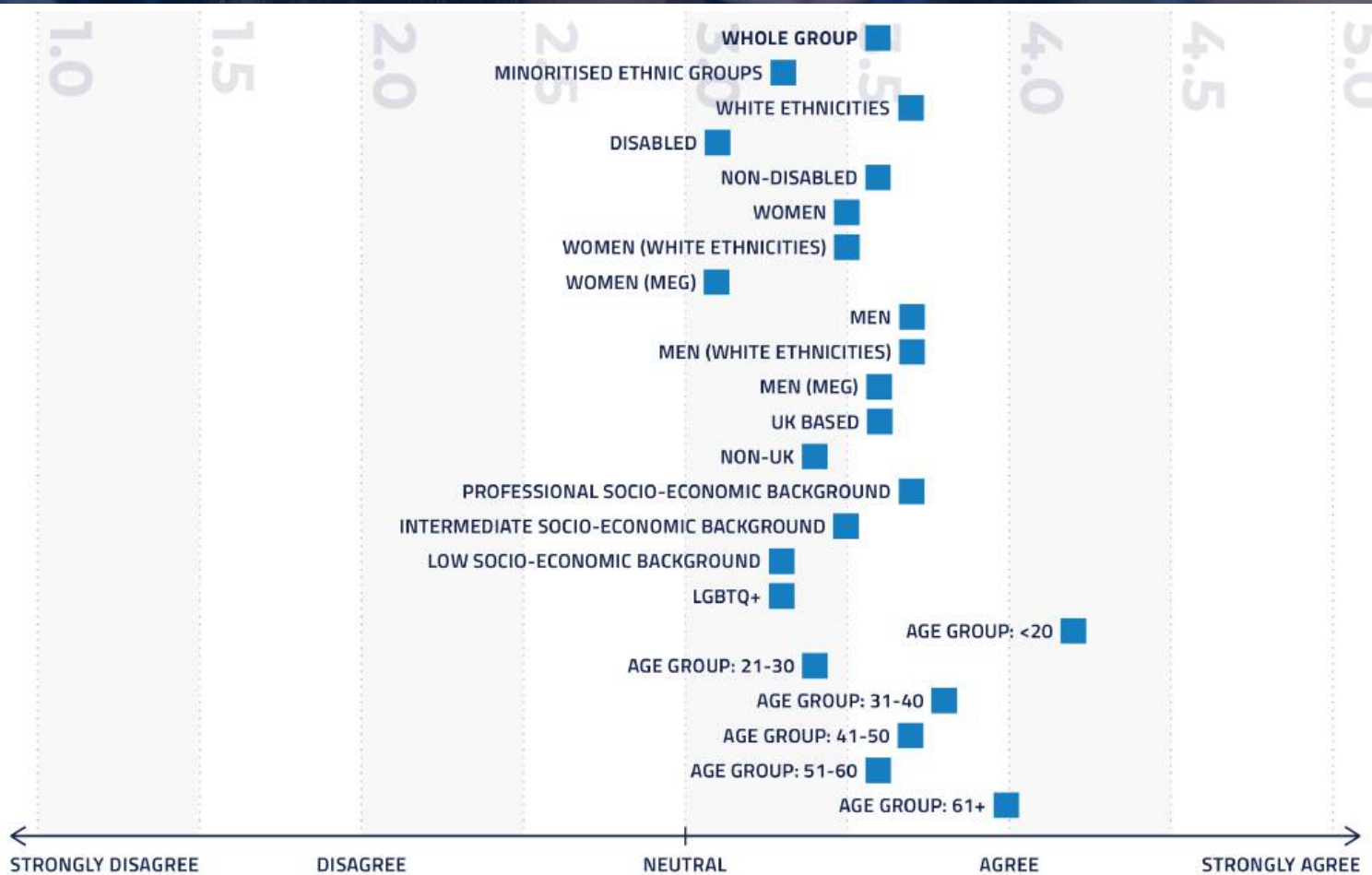
An April 2023 [Personnel Today](#) article stated “only 72% of disabled men and 62% of disabled women agreed that they felt valued for the contribution they made to their employer, compared with 78% of non-disabled men and 66% of non-disabled women. Disabled employees also rated their productivity 10 percentage points lower than the rating non-disabled colleagues gave themselves.”

IDN Summary

- The whole group mean average scored 3.6 - the lower end of the “agree” bracket.
- Disabled people were less optimistic, with an average neutral score of 3.2.
- Also scoring 3.2 were the women from minoritised ethnic groups, whilst LGBTQ+ scored 3.3.



There is a strong indication here that respondents that are not personally impacted by any kind of disability themselves, are less likely to recognise that their company could do more to address accessibility issues or conceptualise ‘reasonable adjustments’.



One of the key findings from the "Broken Ladders" report from the Fawcett society and the Runnymede Trust was that there is a distinct pathway for women from minoritised ethnic groups out of employment within organisations into self-employment. Reasons given for this move include "Barrier Bosses" blocking career progression, to escape "continuous bias and discrimination" and to protect mental wellbeing.¹² The report states that many women from minoritised ethnic groups "expressed frustration, stress and anguish at having to spend so much of their working life trying to 'fit in' and the realisation even after all their efforts to 'fit in' doesn't mean they will progress in their careers. All it did was add to the 'mental gymnastics' of being a woman of colour in predominantly white workplaces."

IDN Summary

- High scorers for this statement include all white ethnicities (3.7), all men (3.7), white men (3.7), those from a Professional Socio-Economic background (3.7), <20 age group (4.2), 31-40 age group (3.8), and the 61+ age group (4).
- By comparison, disabled and women from minoritised ethnic groups scored on the lower end of the scale, both with a neutral score of 3.1.
- These are closely followed by the LGBTQ+, all ethnic minorities and Low Socio-Economic background groups, all scoring 3.3.

¹² [Facts and figures about racism and mental health \(mind.org.uk\)](https://www.mind.org.uk)
LGBTI Populations and Mental Health Inequality May 2018

Continued

A 2024 survey of more than 2,000 LGBTQ+ employees in UK, US, Australia, Japan, France, the Netherlands and Germany by [Randstad](#) found:

"Discrimination or prejudice at work has been faced by 41% of LGBTQ+ workers, while 36% reported feeling less motivated or productive because they could not be themselves at work.

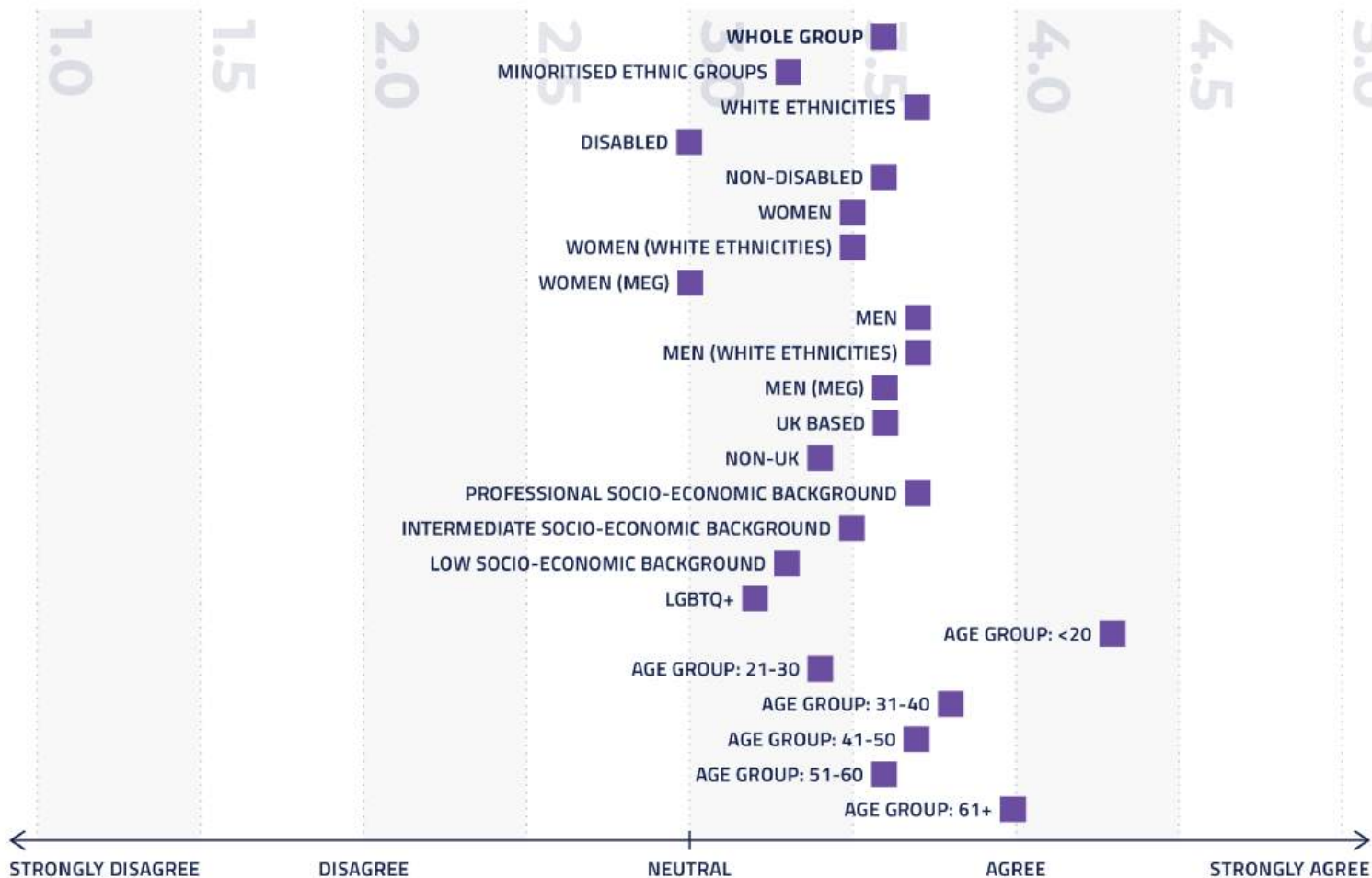
Thirty-six per cent chose to work remotely because they did not feel their workplace was inclusive.

[A third \(33%\)](#) believe that their sexuality or gender identity has negatively affected their career, remuneration or progression.

These feelings among LGBTQ+ individuals meant that employers risked losing a wealth of talent, as 29% of workers surveyed felt compelled to quit their jobs or pursue alternative careers that were more inclusive of the LGBTQ+ community."



If we look to wider organisational culture aspects, employers often make very public commitments to diversity and inclusion, but we may conclude from our findings, that sometimes these commitments are merely empty gestures and performative displays to keep the public and key stakeholders on side, rather than actions that help their employees feel like they belong.



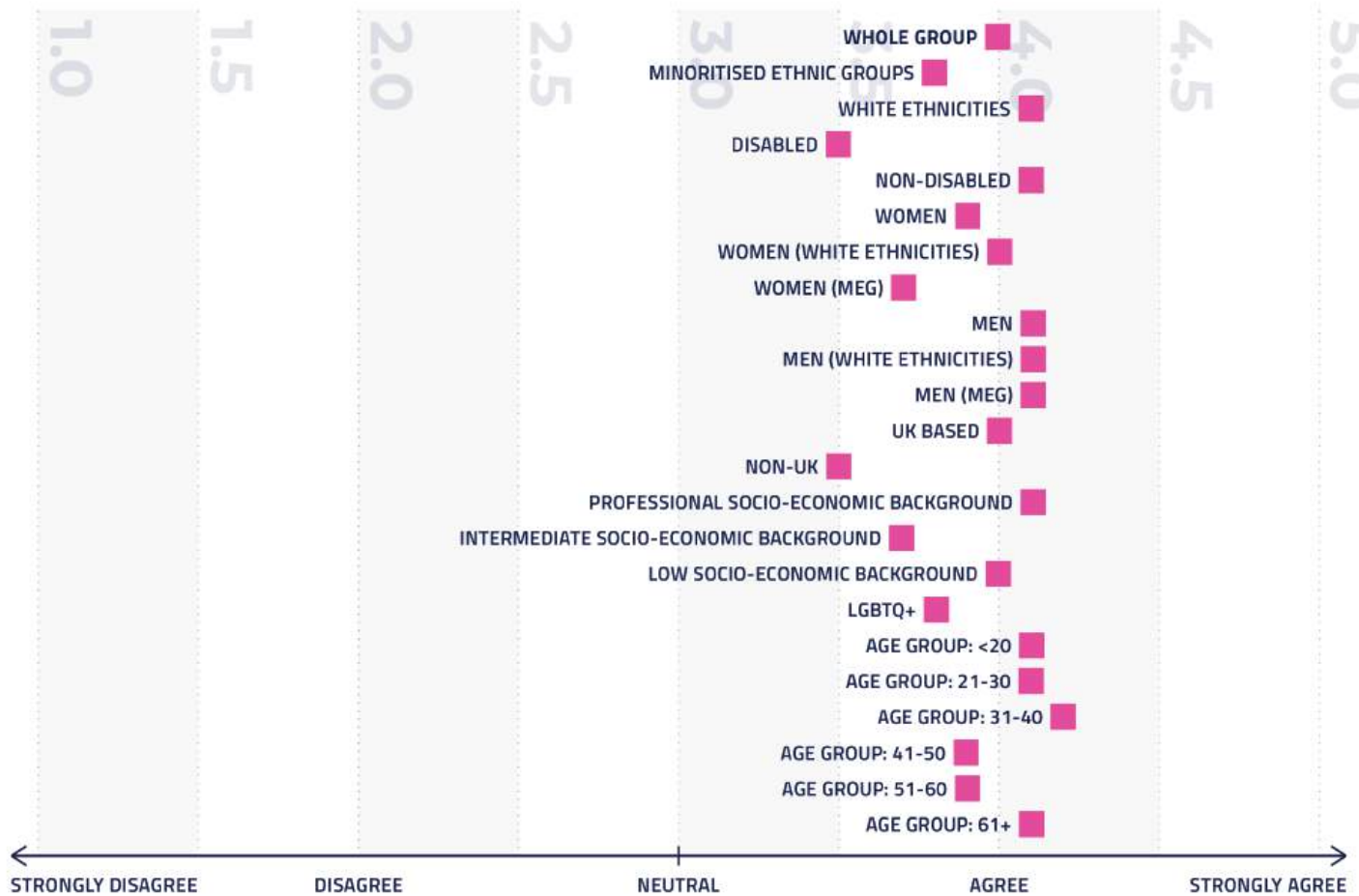
The Royal Academy of Engineering's 2023 report, "Inclusive Cultures in Engineering" found that: "The engineering community generally feels that the culture is inclusive, however, those who are underrepresented within the profession are less likely to view the culture in this way." "Masculine and macho culture persist in the profession in the form of offensive 'banter' and 'mickey-taking', which engineers are expected to be resilient to."

"Classism can manifest in many subtle ways, such as employees feeling left out of conversations in the workplace as they do not understand an inside joke based on the experiences of middle class co-workers, or in more overt ways such as mockery of regional and working-class accents." Haleema Ali, social change activist.¹³

IDN Summary

- This statement resulted in some of the lowest average scores in the whole section.
- Those with disabilities and women from minoritised ethnic groups who responded both show a low score of just 3.
- Closely following is the LGBTQ+ group at 3.2, with the average score for all ethnic minorities and those from Low Socio-Economic backgrounds at 3.3.

¹³ How classism impacts the workplace and what employers can do to tackle it - WorkLife



[A tribunal reported against Starling bank in 2023](#)

highlighted an employee was unfairly dismissed, due to her asthma made worse due to the air conditioning in the office causing her to take sick leave or ask to work from home, plus she was unfairly criticised for working her contracted hours only. "The tribunal held that [the employee's] ill-health absences and requests to work from home contributed to the picture of her working only her contracted hours, combined with other issues that led to [her former manager] stating that she was "not a Starling person".

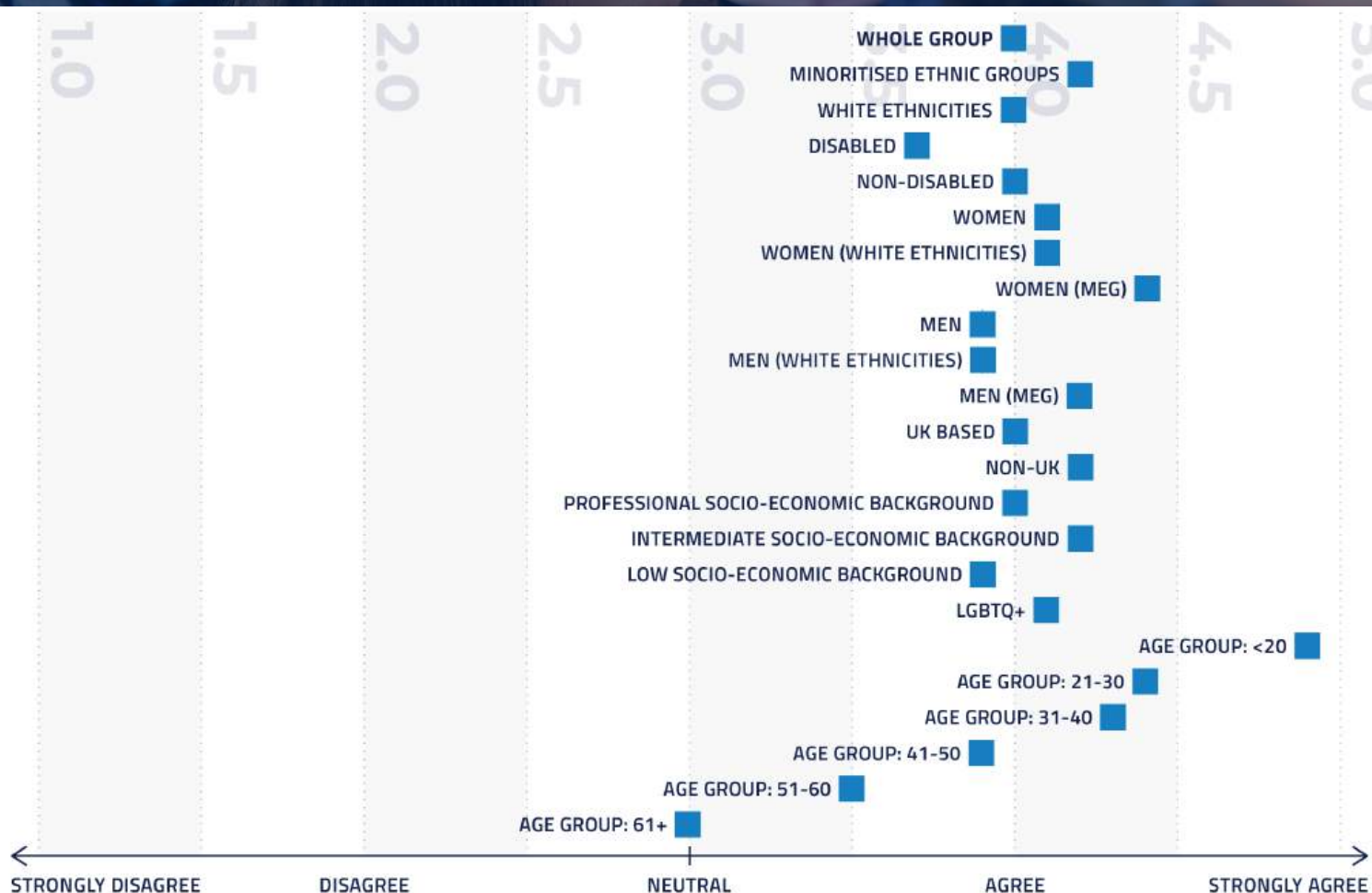
IDN Summary

- Non-disabled people scored 4.1 whilst disabled people scored just 3.5.
- White women scored 4 whilst women from minoritised ethnic groups scored just 3.7.
- Interestingly, people from both professional and low socio-economic backgrounds scored higher, at 4.1 and 4 respectively, than then Intermediate Socio-Economic background group at 3.7.



Line managers may be faced with situations they do not feel fully equipped or knowledgeable about. In such cases it may be that they are not able to offer the most relevant or appropriate support to staff members even if the best intent is there.

“Getting promoted and progressing in my career is important to me.”



[Coqual's 2022 report, "Being Black in the United Kingdom"](#)

had this to say: "Black Professionals are highly motivated in their careers - they report greater ambition than any other racial group we surveyed. However, Black professionals also face more obstacles to their career advancement, a reality that many of their white colleagues fail to see."

[The 2023 article "What do young people want for their future careers"](#)

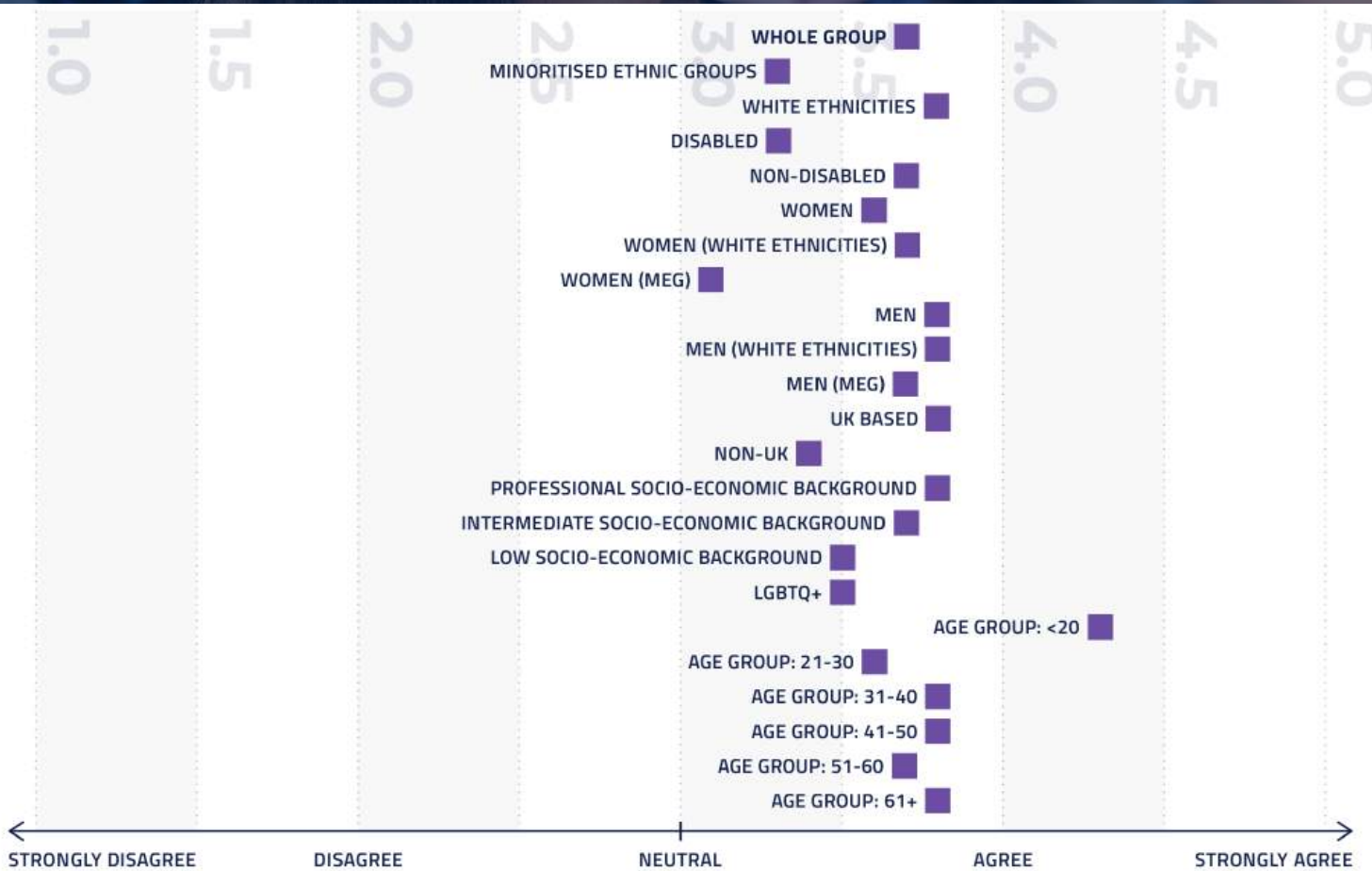
stated: "Today, young people look for self-growth within the workplace. Promote personal and professional development in order to engage, inspire, attract and retain young talent."

IDN Summary

- What is interesting to observe here is that women from minoritised ethnic groups have the second highest score for this statement at 4.4.
- However, as previous statements have shown, they feature as one of the more common groups that have less confidence in their employer when it comes to their support and dedication to inclusion and diversity.
- The lowest scoring group at 3, are those aged 61+

What we can conclude here is that those in out-groups demonstrate a strong ambition towards promotions and progression, but this is likely to be curbed by the confidence they have that they will succeed.

“I feel comfortable talking about issues relating to discrimination and disadvantage in my workplace.”



[2022 research from Samsung UK](#) states “Over half of people with disabilities have tried to conceal their challenges from work colleagues due to the fear of stalling their professional progression or landing a promotion (almost 45%) or being judged and made to feel like an outsider (41%). Forty percent felt that their colleagues valued them less after they realised, they had a disability.”

IDN Summary

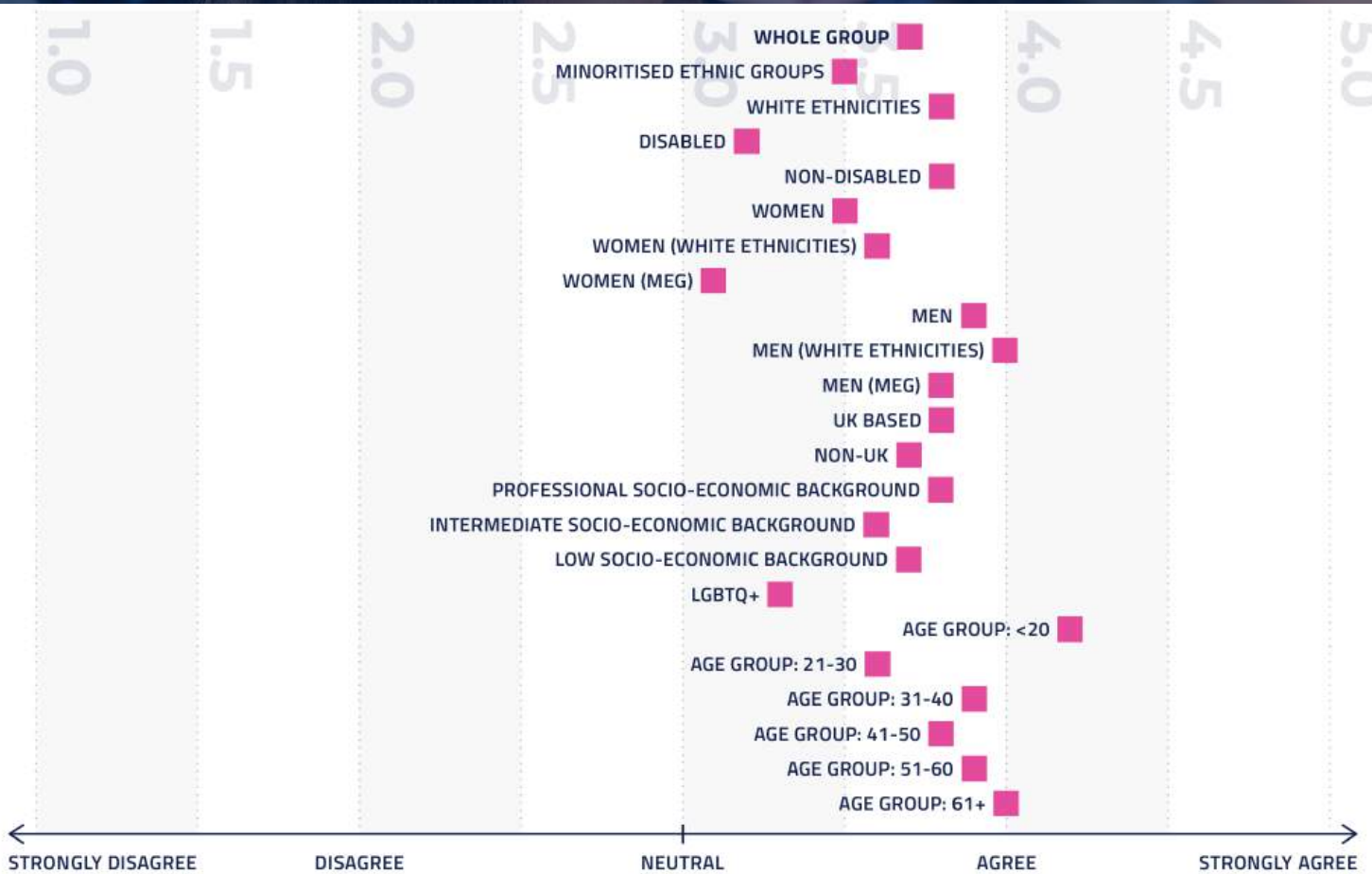
- Once again, we see a distinctly lower score amongst disabled people (3.3), women from minoritised ethnic groups (3.1).
- LGBTQ+ and those from Low Socio-Economic backgrounds score at 3.5 each.



We can make comparisons here with a benchmarking exercise which has seen similar trends of increased bullying instances toward the groups highlighted as low scorers in our data. [The Workforce Institute’s 2021 report, “The Heard and the Heard nots”](#), surveyed employees in 11 countries to ask the question: Do you feel heard at your workplace? They found that:

- 21% of women and 22% of non-binary people did not feel heard, compared to 16% of men.
- 11% of people with a visible disability and 17% of people with a non-visible disability do not feel heard.

“I believe the company I work for is a safe and supportive workplace for ethnic minority backgrounds.”



→ Three groups which scored lowest disabled people at 3.2, women from minoritised ethnic groups at 3.1, and LGBTQ+ at 3.3.

From a disability perspective, [a recent news story](#) highlights a disabled DWP employee awarded £500k in damages after receiving “years of harassment, bullying and discrimination” by his employer.

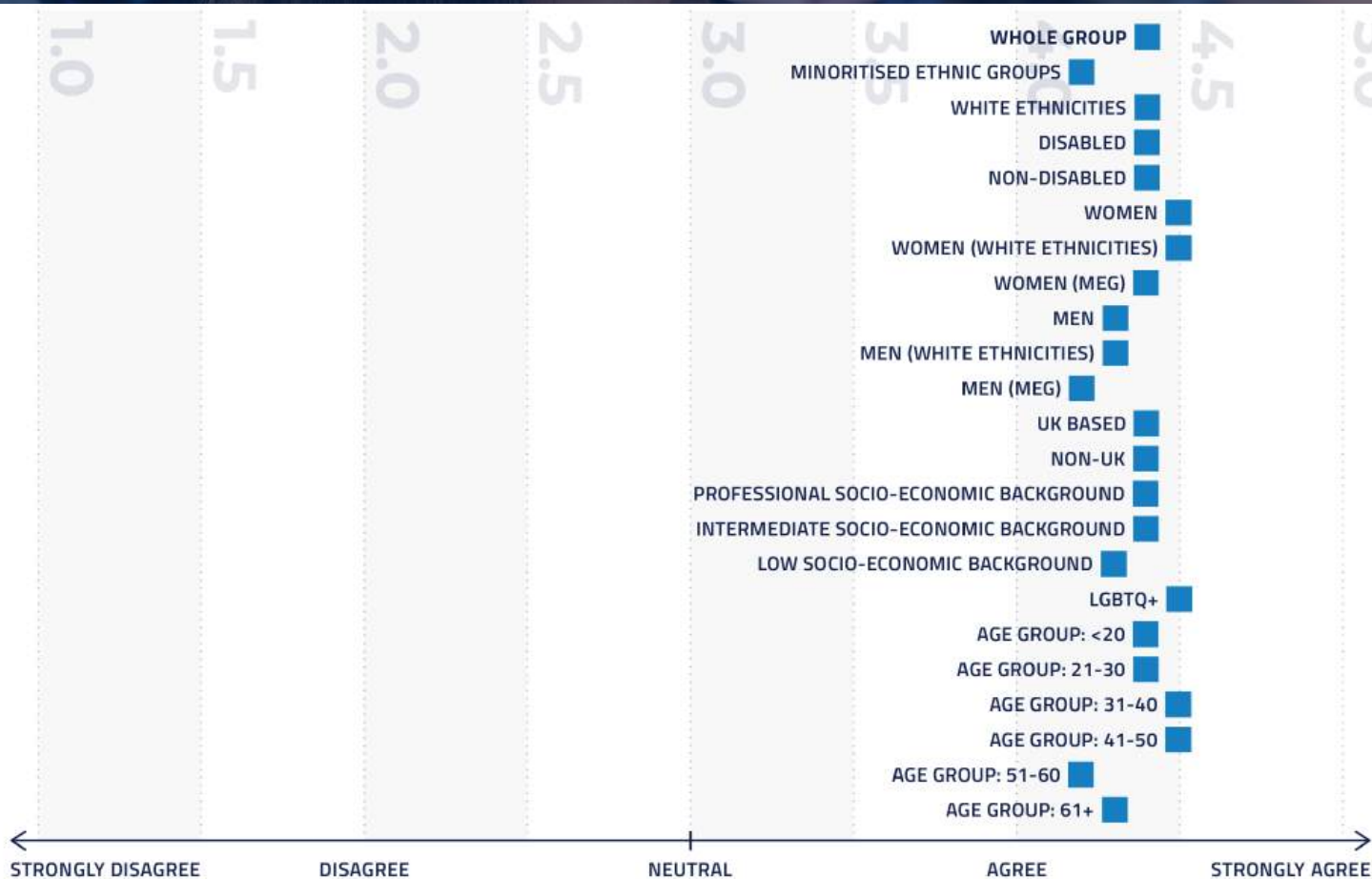
Additionally, [according to research by the charity Just Like Us](#), “one in five (19%) of LGBTQ+ young adults have experienced bullying in the workplace” and, not only that, “A quarter (25%) of LGBTQ+ young adults have said they went back into the closet when they started work”.

→ At the other end of the scale, the 61+ age group, white men and those aged under 20 had the highest scores.

[The McGregor-Smith Review \(2017\) stated](#): “There is discrimination and bias at every stage of an individual’s career, and even before it begins. From networks to recruitment and then in the workforce, it is there. BME people are faced with a distinct lack of role models, they are more likely to perceive the workplace as hostile, they are less likely to apply for and be given promotions and they are more likely to be disciplined or judged harshly.”

Once more we observe lower scores from respondents from minoritised / marginalised backgrounds. Particularly concerning is the score for minoritised ethnic group women. Our results highlight the importance disaggregating data (where viable), to understand and identify if there are varying experiences. This enables the development and implementation of targeted, appropriate equity and equality measures; thus refocusing effort and resources to where the need is.

“How people feel about diversity, inclusion and equity inside the workplace can have an impact on employee engagement and performance.”



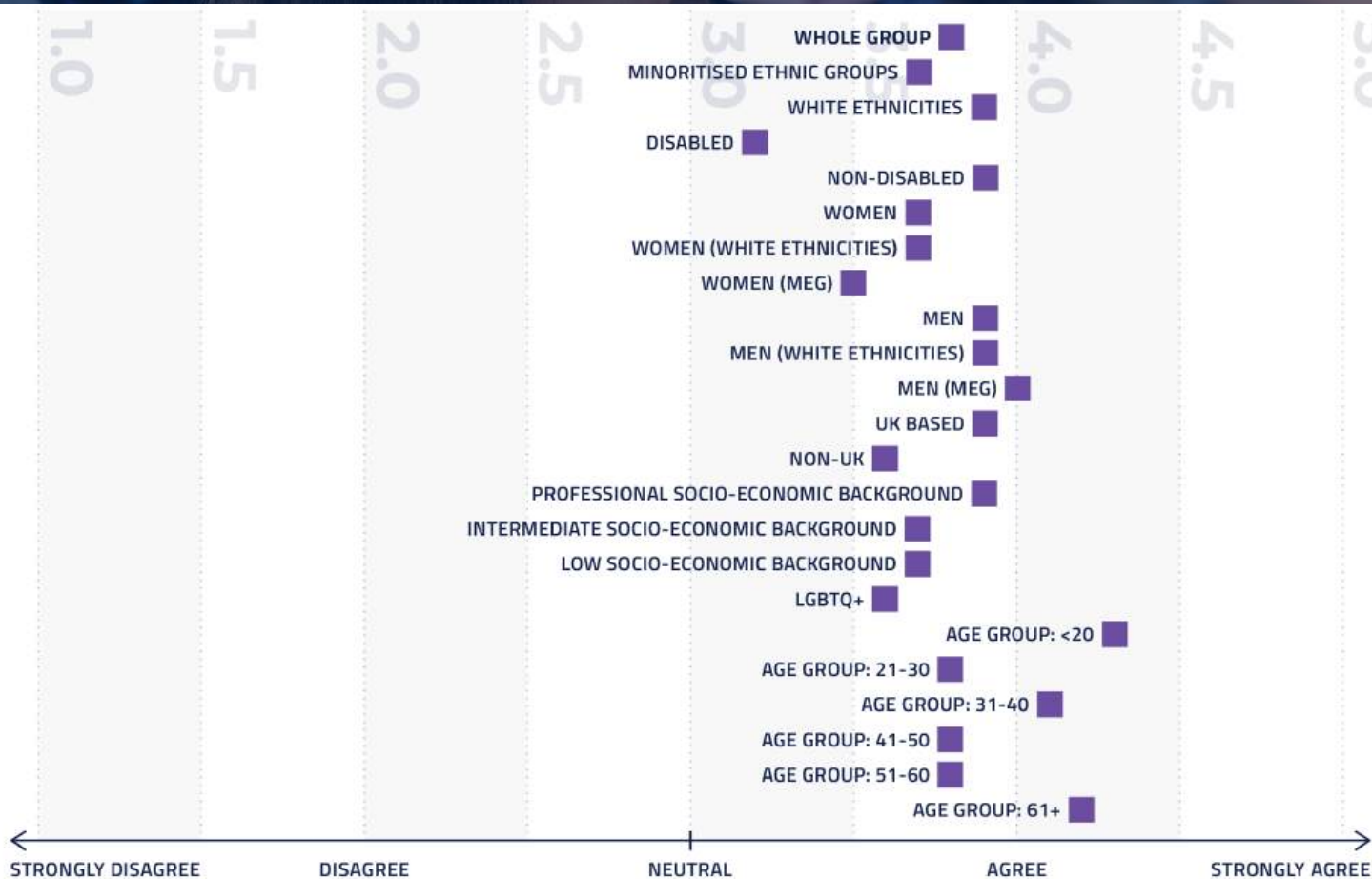
→ Unusually, there is agreement across all demographic groups to this statement, with the score margin between 4.2 and 4.5.

[Dublin-based workplace software maker Inclusio](#) has spent a three-year period gathering data for Ulster University researchers to assess. Dr Christopher McLaughlin, of Ulster University Business School, said the statistics Inclusio presented confirmed theories that belonging influences productivity.

Not only that, but belonging is linked to better problem-solving, greater commitment to an employer and increased engagement with the work itself.

“Belonging fosters a sense of psychological safety, where individuals feel comfortable taking risks, expressing their opinions, and challenging the status quo.

“It encourages open dialogue, constructive feedback, and the exploration of different viewpoints, leading to better problem-solving and decision-making processes. Organisations should not ignore the benefits of ‘belonging’ and how it can benefit both the organisation and employees,” said McLoughlin.



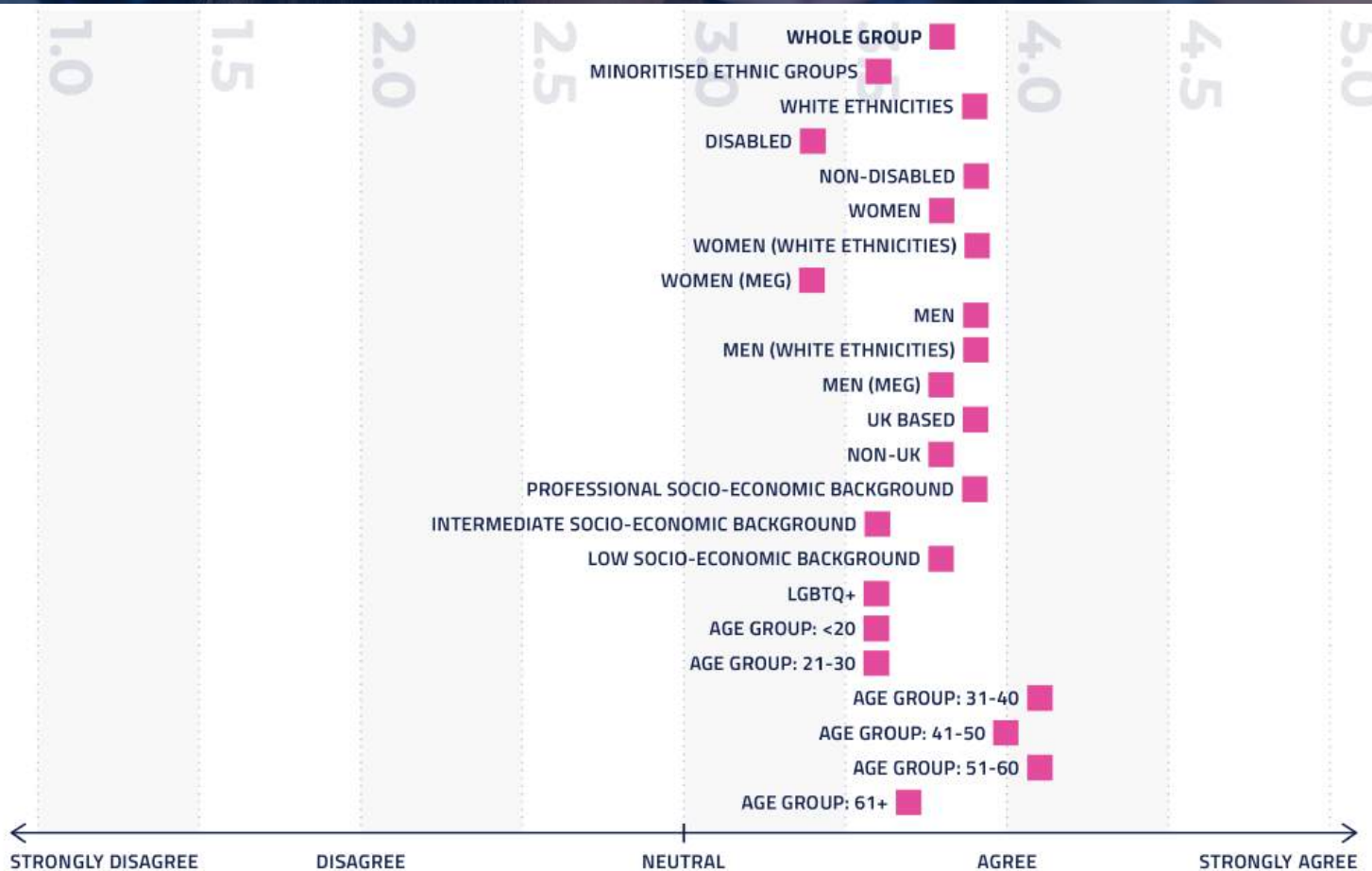
["The Great Big Workplace Adjustments Survey 2023"](#) from the Business Disability Forum found that "28 per cent of disabled employees said they want to or are considering leaving their current employer because they don't feel they have been treated well."

IDN Summary

- The whole group average is 3.8 so well within the "agree" bracket.
- However, once again we see disabled people and women from minoritised ethnic groups score the lowest at 3.2 and 3.5, respectively.
- LGBTQ+ and non-UK based respondents both score 3.6.

Whilst we cannot benchmark exactly to the theme of recommending workplaces amongst these demographic groups, we can benchmark levels of satisfaction - or lack thereof - within some of the groups highlighted.

"I feel like my workplace is flexible around my parenting / caring responsibilities."



→ There are notable gaps in the scoring between White ethnicities at 3.9, whilst all minoritised ethnic groups score at 3.6.

→ Disabled people score just 3.4 in comparison to their non-disabled counterparts at 3.9.

However, there is cross-sector evidence for the need for extra support for mothers from minoritised ethnic groups. One organisation, the [Black Working Mothers Network](#), seeks to support, empower, and advocate for Black mothers when facing challenges in the workplace. This includes providing information on employment rights, including returning to work after maternity leave and flexible working.

[Parents of disabled children could face a £138,000 shortfall](#) in their pensions due to caregiving responsibilities that hinder their ability to work, with many expressing concerns about their financial futures.

Nicola Sinclair from People's Partnership emphasises, "There is a dire need for more comprehensive support structures for parents caring for children with long-term health conditions."

Other reports reviewed during our benchmarking exercise tend to just focus on gender split when examining workplace flexibility around caring responsibilities; time and again, reports give the narrative of a disproportionate amount of women doing the lion's share of caring responsibilities, which has a knock-on effect on their career progression.

Current and Future Picture

EMERGING

THEMES

The analysis of responses to the 16 statements reveals a clear trend: marginalised groups—including minoritised ethnic groups, disabled individuals, and LGBTQ+ respondents—exhibit lower confidence in their employers' efforts regarding inclusion and support against exclusionary behaviours.

To explore this further, we will present and analyse the statements, along with additional questions on bullying, harassment, and promotions, under six themed headings:

- **Theme 1: Harassment and discrimination, and its legal, financial or reputational implications**
- **Theme 2: Organisational Culture**
- **Theme 3: Equality of opportunity: Reality, Fiction or Aspiration**
- **Theme 4: Inclusion and Belonging**
- **Theme 5: Disability and Accessibility**
- **Theme 6: A Great Place to Work?**

To minimise repetition similar themes and issues that arose on multiple occasions, were grouped together.

Theme 1 Discrimination, bullying, and harassment data

Respondents were specifically asked to respond to the following statement:

- **"I have experienced bullying, discrimination or harassment at my company based on my background or identity". "Yes", "No" and "Prefer not to say".**

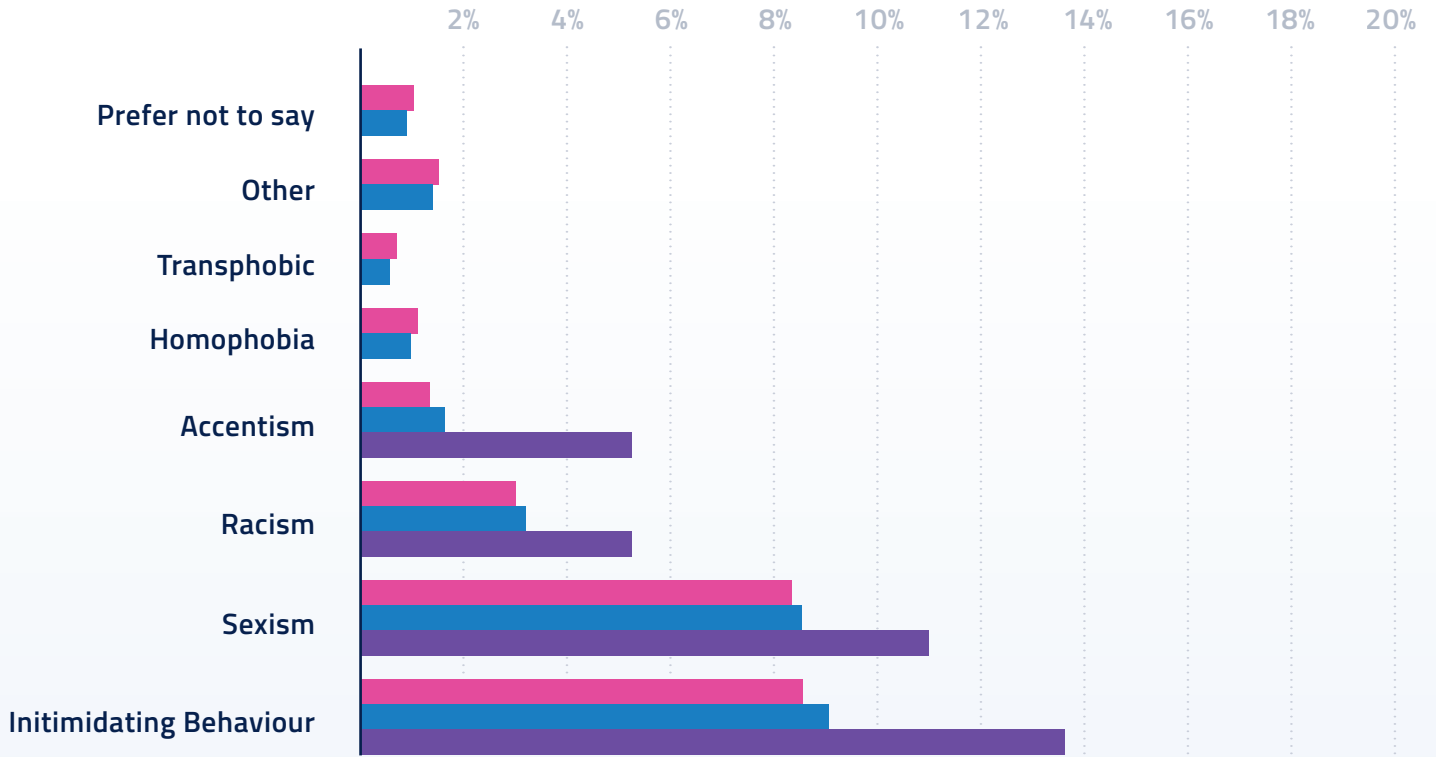
(If 'Yes' respondents were asked to specify the type of harassment they had received.)

Options	No	Yes	Prefer not to say
% of Respondents	82.4%	14.7%	2.9%

(continued)

Type of harassment reported

● UK Sample ● Whole Sample ● Outside of the UK



When we further break down these responses into groups, the results are concerning particularly from our disabled respondents.

Respondents who were bullied, discriminated or harassed due to their identity (sorted by identity)

Respondents	Yes	Yes, and prefer not to say
Female	23.6%	26.3%
Disabled	40.4%	44.7%
LGBTQ+	15.2%	15.2%
Minoritised Ethnic Groups	22%	26.5%
Parents or Carers	17.7%	21.8%



(continued)

Out of the 16 statements we previously analysed, the following should be considered alongside the questions as they add strength to these conclusions.

- **ST2** “I believe my company would take appropriate action if an instance of harassment or discrimination was reported”
- **ST6** “I feel comfortable discussing my background, beliefs, and cultural experiences with my colleagues.”
- **ST12** “I feel comfortable talking about issues relating to discrimination and disadvantage in my workplace.”

And this is further substantiated by The Royal Academy of Engineering’s 2023 report “Inclusive Cultures in Engineering” which stated that respondents with the following protected characteristics had experienced workplace bullying and harassment:

- 25% Women
- 31% Ethnic Minorities (this is the term the Royal Academy used)
- 25% LGBTQ+
- 32% Disabled people

So what? Aside from the detrimental impact on the individual, there have been several high-profile incidents of harassment and discrimination cases that have been taken through legal proceedings, particularly in STEM businesses and public sector organisations.

A common thread is that there is complacency and a lack of action against such complaints over a sustained period. Examples are many but include:

[From a 2022 BBC news report on the Metropolitan Police:](#) ““Disgraceful” misogyny, discrimination, bullying and sexual harassment have been discovered within the ranks of the Met Police by the police watchdog. Officers were found to have joked about rape and exchanged offensive social media messages, leading to the Independent Office for Police Conduct (IOPC) to make 15 recommendations.”

[In March 2023, student police officer Anugrah Abraham took his own life](#) after a prolonged period of bullying and harassment from his own colleagues at West Yorkshire Police, and a subsequent lack of support from his superiors.

The [OECD’s Nuclear Energy Association’s 2023 report “Gender Balance in the Nuclear Sector”](#) had this to say: A deeply concerning finding is the prevalence of sexual harassment and hostility to women as a feature of the workplace, either through direct experience or second-hand accounts. This is disturbing in and of itself and is certainly not conducive to recruiting and supporting new and expanded cohorts of women.”

At a time when the nuclear industry needs to recruit significantly, we cannot ignore these findings any longer.

- **ST3** “My company values diversity in our workforce”
- **ST5** “I believe my opinion is valued”
- **ST8** “I feel a sense of belonging at my company”
- **ST9** “I feel like I fit in with my company’s culture”
- **ST15** “I would recommend my company as a great place to work”

There is commonality across each of these statements with clearly notable scores both ends of the scale. High scorers who include men and white men, and 51-60, 61+ age groups meanwhile, low scorers include disabled people, and women from minoritised ethnic groups.

In addition, there are distinctly lower scores around organisational culture from those identifying as LGBTQ+ and those from Low Socio-Economic backgrounds.

Looking to the wider organisational culture aspects, many of our respondents’ employers may have very public commitments to diversity and inclusion, but when we see these real-time results, the reality suggests that many of these commitments are merely empty gestures and performative displays to keep the public and key stakeholders on side.

Some interesting conclusions were drawn by the Royal Academy of Engineering’s ‘Cultural Inclusivity in the Workplace report’ in response to the question of recommending the respondents’ workplace as a good place to work. They found;

Drivers for recommendation included:

- Being in organisations where there appeared to be clear and equitable options for progression.
- Being in organisations with a good approach towards helping staff achieve a good work life balance (flexible working policies, work from home options, less expectation to consistently work overtime, etc.).
- Being in organisations where there appears to be a strong emphasis on promoting a diverse and inclusive culture (staff from different backgrounds feeling well represented, staff from different backgrounds feeling included within work culture and work events etc.).

Drivers for detraction included:

- Having a lack of transparency around promotion, pay and progression.
- Having a ‘toxic work culture’ where microaggressions and harmful banter are allowed to continue unchecked.
- Having a work culture that disregards family life and childcare commitments.
- Having a work culture that appears to work to the advantage of the most represented groups in the organisation.
- Having line managers or management teams who are reluctant to embrace new or different ways of working or communicating to them.



A 2023 report by Birkbeck, University of London’s Research Centre for Neurodiversity found “significant barriers to neurodivergent employees disclosing their neurodivergence to employers.” And, that 65% of neurodivergent employees feared discrimination from management, 55% from their colleagues and 40% said that there aren’t knowledgeable staff on hand to offer the appropriate support.

In addition to our 16 statements, we asked an additional question around promotion. Respondents were asked;

“Are you seeking a promotion in the next 12 months?”

Answers	% of Respondents
Yes	42.7%
No	34.2%
Not Sure	19.9%
Prefer not to say	3.2%
Total	100%

“Have you been promoted within the last two years?”

Answers	% of Respondents
Yes	34.6
No	62.7%
Prefer not to say	2.7%
Total	100%



Promotion and opportunity also came through strongly in our 16 statements with the following having relevance.

- **ST3** “My company values diversity in our workforce”
- **ST5** “I believe my opinion is valued”
- **ST8** “I feel a sense of belonging at my company”
- **ST9** “I feel like I fit in with my company’s culture”
- **ST15** “I would recommend my company as a great place to work”

Our findings from across the UK Nuclear industry are consistent with other reports.

The Royal Academy for Engineering’s Cultural Inclusivity in the Workplace report found a number of engineers noted that while they have seen an increased focus from organisations to try and improve diversity and employ a greater range of people from different backgrounds, there appears to be an existing reluctance to change organisational expectations and preferences when it comes to personality types. The result of this appears to be that if employees don’t fit into the ‘culture’ of the organisation and embrace and embody the values and preferred ways of operating, then employees from diverse backgrounds were often less likely to progress and more likely to eventually leave.

The prevailing personality type and the behaviours that are perceived more favourably in the profession were almost always more ‘masculine’ in nature and this has put pressure on those from a variety of backgrounds to embody a personality or way of operating that is not always ‘true’ to their own. Some women even noted having to ‘tone down’ their femininity by changing what they wore, how they styled themselves or even altering their personality.

Across this piece there are stark differences in levels of confidence between those who desire promotion and progression, and the belief that those opportunities are equally available to, and reachable by all. Race and gender differences are most significant in the scoring, e.g., whilst aspiration and desire to progress is largely matched by all, it is white men who are most confident they will achieve progression, with the lowest levels of confidence coming from women from minoritised ethnic groups.

It should also be noted that several other factors can come into play when navigating career development. The recent increase in home working during and post Covid lockdowns has been a lifeline for some groups but the issue of visibility, particularly coming into the office/on-site, can still impact career progression, and this is a clear barrier for disabled people or those with caring responsibilities. Again, this is consistent with our findings.

A 2022 study from Lancaster University’s Work Foundation, [“The Changing Workplace: Enabling Disability-Inclusive Hybrid Working”](#), found that “Working from home can mean disabled workers are less visible to their colleagues and senior staff, and previous evidence has found this may result in more limited opportunities to progress into higher paid and more senior roles”.

- **ST6** "I feel comfortable discussing my background, beliefs, and cultural experiences with my colleagues"
- **ST8** "I feel a sense of belonging at my company"
- **ST13** "I believe the company I work for is a safe and supportive workplace for ethnic minority backgrounds"

The previous trends continue to emerge under this theme as we consider the responses from the 3 statements (ST6, ST8 and ST13). We observe that the lowest scorers for this theme, are the minoritised ethnic groups. At the other end of the scale, the 61+ age group and white men had the highest score.

The impact of not feeling included or being in a place where you do not feel you belong can be far reaching. In the workplace, it can negatively affect the individual's mental health, and their ability to perform at their best and often lead to the employee looking to find alternative employment.¹⁴ For the organisation the impact is also significant in terms of sickness, low performance, and staff retention. Whilst these traits may present in any individual, it must be noted that those in minority or out-groups are impacted the most.



Once again, this is not an issue unique to Nuclear as recent benchmarking and trends show:

[Exclusionary behaviours towards LGBTQ+](#) article states: "But while diversity and inclusion have climbed corporate agendas over the past decade, many LGBTQ+ employees continue to face discrimination, discomfort, and even danger in the workplace. When it comes to true inclusion, everyday interactions with peers and leaders matter as much as organizational policies or formal processes. In short, your company may not be as inclusive as you think it is."

We have known for some time now that women face barriers in STEM with regard to stereotyping, bias, and limited career advancement opportunities. Evidence also points to systemic racial discrimination in the sciences and in engineering, resulting in the under-representation of people from Black and minoritised ethnicities, as well as high levels of attrition. The exclusionary and hostile environment is characterised by a lack of role models, bias in funding systems and promotion practices, an absence of KPIs around D&I and a general culture where implicit and explicit racism, sexism and homophobia are accepted and rarely challenged. Regarding scholarly research, most academic studies focus on gender inequalities in STEM.^{15, 16}

¹⁴ [Managers impact our mental health more than doctors](#)
[LGBTQ+ Employees have lower wellbeing at work](#)

¹⁵ [LGBTQ+ scientists: UK-US inclusion in STEM](#)

¹⁶ [Racial and ethnic inequalities in the chemical sciences](#)

Throughout our survey, scoring from disabled respondents consistently scored at the lower end of the scale, whether that was about feeling their needs were not being met, or about their confidence that things may change, when responding to the following statements.

- **ST7** “My company demonstrates a strong commitment to meeting the needs of employees with disabilities”
- **ST8** “I feel a sense of belonging at my company”

Being a fair and equal disability employer not only ensures you meet your legal obligations to prevent discrimination, but also means you can tap into a wider and more diverse talent pool which can bring many benefits to your business, never more so than at a time when the industry needs to attract and recruit in great numbers.

Additionally, organisations that prioritise disability inclusion nurture a sense of belonging amongst their employees. When individuals feel welcomed and supported, they are more likely to stay with the company longer-term, reducing turnover costs and contribute to a more stable and experienced retained workforce.



[An April 2023 Personnel Today article](#) stated “only 72% of disabled men and 62% of disabled women agreed that they felt valued for the contribution they made to their employer, compared with 78% of non-disabled men and 66% of non-disabled women.

Cat Mitchell, is a lecturer at University of Derby, UK, whose research focuses on the barriers disabled employees and jobseekers face. “We’re afraid that we’ll be treated differently, get fewer opportunities at work and that it will impact our chances of progressing, or even lead to us getting fired.”

In her research, Mitchell found that a quarter of those surveyed had hidden their disability from their HR department, and that only 36% were open with colleagues about their condition. She says that despite equality legislation, it remains difficult for employees to prove that they have missed out on a role or been passed over for promotion as a result of a disability – causing many to turn to secrecy instead.

[The workers keeping their disabilities secret - BBC Worklife](#)

When we look collectively at the following 4 statements, the whole group average scores reasonably high within the “agree” bracket, however once again, disabled people and women from minoritised ethnic groups score significantly lower when asked whether they consider that their organisation is a ‘great place to work’.

Whilst we cannot benchmark exactly to the theme of ‘recommending workplaces’ amongst these demographic groups, we can benchmark levels of satisfaction - or lack thereof.

- **ST1** “I am satisfied with my current job role”
- **ST10** “I feel supported in my role by my line manager”

We know that flexible working, or lack of it, is often a major factor in overall satisfaction rates and this is particularly important for employees who have caring responsibilities.

Other reports reviewed during our benchmarking exercise tend to just focus on gender split when examining workplace flexibility around caring responsibilities; time and again, reports give the narrative of a disproportionate amount of women doing the lion’s share of caring responsibilities, which has a knock-on effect on their career progression. This is not a issue typical only of the nuclear sector.

- **ST15** “I would recommend my company as a great place to work”
- **ST16** “I feel like my workplace is flexible around my parenting/caring responsibilities”

Fear that taking parental leave might harm their career is a “unifying factor” across parental roles, a new report by Work, Me and the Baby (WOMBA) in partnership with Hult International Business School has found.

In particular, mothers were found to be “fearful of being judged as less capable and less committed” and therefore hid their parental identities at work, it said.

The report, How Boards can drive equal opportunities for working parents, used in-depth interviews with 14 mothers and 14 fathers to explore parents’ experiences in the workplace.

The report also said: “Many parents were not given, and could not access, the support needed from their employer.

“Attempts to do so were often blighted by outdated working models and practices, inadequate parental leave policies, complex systems and deeply embedded gender stereotypes.”¹⁷

More than nine in 10 (93 per cent) women say they have experienced mental health issues as a result of poor work-life balance, a survey by Bloom UK has found.

The report, which surveyed 704 women in the marketing and communications industry, asked women how they view work-life balance and how it has affected their personal lives.

More than two fifths of respondents said they have experienced symptoms of stress, anxiety or burnout brought on by poor work-life balance, while more than half (54 per cent) said they frequently felt overwhelmed by their workload.¹⁸

¹⁷ Nine in 10 women experience mental ill-health from poor work-life balance, study shows (peoplemanagement.co.uk)

¹⁸ Scared to take leave, unable to access support: report lifts lid on ‘shocking’ conditions for working parents (peoplemanagement.co.uk)

KEY TAKEAWAYS

& CONSIDERATIONS

There are clear trends of certain demographics scoring lower regarding confidence in their workplace's efforts towards inclusion: women from minoritised ethnic groups, and disabled people. For these groups, inclusion and equality look out of reach.

Why are instances of workplace bullying still so prevalent? What does this say about the workplace culture in the industry? We must work together to eliminate this.

If we are truly committed to increasing our workforce by 40,000 by 2030, we must act now to address the adverse impact poor Equity, Diversity and Inclusion practices has on efforts to recruit and retain our current workforce.



What is your company doing well in terms of building a diverse, inclusive, and equitable workplace/environment?

Key strengths identified include inclusive hiring practices, open discussions on diversity during training, employee resource and EDI groups, and the promotion of EDI policies.

Hiring Practices

Companies are successfully implementing strategies such as anonymised recruitment, quotas for women, and other techniques to reduce bias in hiring and enhance representation, particularly for female Muslim and Trans individuals facing high unemployment rates. ([House of Commons, 2016](#); [International Labour Organisation, 2013](#)).

While the survey didn't directly address recruitment in nuclear, insights on career development indicate that men (score 4) and women (3.6) perceive that there are equal opportunities, although women from minoritised ethnic groups reported lower confidence (3.1), highlighting the intersectionality of ethnicity and gender. Notably, younger employees (under 20) showed greater optimism (4.2) regarding career development opportunities, while disabled respondents felt neutral (3.1), suggesting potential disadvantages in their advancement.

Training Events

Those who told of training events which facilitated open conversations explained how this allowed educational discussion and reflection on issues such as unconscious bias. Scholars support dialogue around diversity and inclusion principles, especially in order to tackle stigmas, demonstrated through misconceptions of preferential treatment and 'white resentment' in response to equality, and to tackle narrow thinking in regards to marginalised groups and outdated conceptions of acceptable business practice ([Ashe & Nazroo, 2017](#); [Croitoru et al., 2022](#)). This is especially needed to protect disabled, Trans and older workers who are shrouded with assumptions around their identities and ability at work.

An Open Discussion

Among the whole group, respondents agreed with the statement "I feel comfortable discussing my background, beliefs, and cultural experiences with my colleagues" with a value of 3.8 on the Likert scale. When the responses to this statement were broken down by gender, white women scored 3.8 (agree) and white men scored 3.9 (agree). Men of other ethnicities were slightly less comfortable but still agreed with the statement at 3.5 (agree) and women of other ethnicities scored 3.2 which showed a neutral position.

This suggests that women from minoritised ethnic groups are less comfortable to discuss their backgrounds due to their gender and ethnicities proved through those with either characteristics scoring lower on the Likert scale than white men. LGBTQ+ and disabled respondents did agree with the statement (both with scores of 3.5) along with those from low socio-economic backgrounds, non-UK and UK-based respondents and all age categories- particularly respondents under 20 who strongly agreed with the statement (4.5). This data proposes that nuclear companies are inclusive for LGBTQ+, disabled and non-UK based employees regardless of age.



**Employee
Resource Groups**

Employee Resource Groups (ERGs) and EDI initiatives are essential for supporting marginalised communities within organisations. They create informal spaces for initiatives like “reverse mentoring”, and “create a sense of belonging” (enei.org.uk). However, there is often a disconnect with executive leadership; some respondents describe executives as “passively open-minded” and disengaged.

ERGs enhance psychosocial support, helping to counter workplace exclusion. Addressing such issues is vital, as poor mental wellbeing can impede training and career advancement opportunities ([Ashe & Nazroo, 2017](#)).

Our survey results indicate that employees generally believe their companies value diversity, averaging 3.9 on a Likert scale. Men scored slightly higher (4.1) than women (3.7). White respondents rated diversity at 4, while minoritised ethnic groups were more neutral at 3.4, reflecting differing perceptions of inclusivity (UK Commission for Employment and Skills).

All age groups expressed agreement with the importance of diversity, with the highest confidence among those aged 61+ (4.5) and the lowest among 21–30 year-olds (3.7).

Responses were consistent across various demographics, underscoring the need for greater executive engagement to ensure effective diversity initiatives.

EDI Policies

The promotion and acknowledgment of EDI policies emerged as a common theme, although some respondents struggled to see these policies translating into actionable steps. Concerns were raised about whether current policies exceed being merely “the bare minimum standards of policies/awareness.”

Research indicates that EDI policies should be actionable across the organisation, not just within Human Resources, and should include regular performance measurement and reviews ([Croitoru et al., 2022](#)).

Confidence in EDI policies can be gauged by responses to the statement, “I believe my company would take appropriate action if an instance of harassment or discrimination was reported.” Overall, respondents agreed (4.0), with men scoring higher (4.2) and women slightly lower (3.7), but both groups remained in the ‘agree’ category. White women also agreed (3.7), while women from minoritised ethnic groups held a neutral position (3.3). White men agreed (4.2), as did men from minoritised ethnic groups (4.0). This suggests that women, particularly those from minoritised backgrounds, feel less confident in their company’s protective measures against harassment or discrimination.

Disabled respondents showed a neutral score of 3.4, indicating average confidence in protections for disabled employees. LGBTQ+ employees expressed slightly less confidence (3.8) than the overall sample. Across age and socioeconomic background, all categories agreed or strongly agreed with the statement, suggesting a lack of fear regarding ageism or classism discrimination within nuclear companies.

What would you like to see your company do differently in terms of building a diverse, inclusive and equal environment?

(Note responses have been shared verbatim, with grammatical errors corrected).

Support & Collaboration

"Actively supporting minority groups not just paying lip service. Role modelling mid careers not just early careers and executives."

"Have more personal EDI development on offer. Sometimes EDI is completed through online learning portals that turn into check box exercises as opposed to properly learning."

"Work collaboratively with other organisations on D&I".

"Be more involved with EDI ongoings and have a more definitive and robust section of the workplace dedicated to this."

"Work with UK based organisation who specialise in minority groups to offer mentoring, attract more diverse apprentices and enhance attraction and retention of a diverse range of employees to help drive culture change".

"From a gender perspective it feels like mostly women are investing in making a difference and doing so in their own time (without recognising booking codes etc to enable their work to count as part of their job). This needs to change".

"Senior leaders actually going out of their way to do something about edi. telling employees to form EDI groups and letting them run cultural exhibitions every notable event is not edi good practice unfortunately."

Accountability

"Drop the reliance on educational and exact previous experience qualifications and look to a broader spectrum of previous experience."

"I would like them to remove names from CVs so that they can't judge potential new recruits on their name/ gender."

"The promotion and career progression is discriminatory at times and does not give all employees a fair chance".

"Look at positions, gender and pay level".

"Equal pay and greater promotion of diverse leaders as role models".

"Transparent pay structure".

"Sack or discipline every single person who maintains despicable behaviours in the workplace. These people are unbelievably corrosive and have such detrimental effects. If a company really wants to change - do something about these people."

"Ensure accountability at all levels for bad behaviour".

"Have a clear way of reporting issues and ideas. Educating employees".

More Diversity

"Broader focus on diversity inc neurodiversity rather than past focus on specific aspects of diversity."

"Have better facilities for women engineers around the workplace as some sections don't even have a locker room for us and will need to walk 5-10 minutes to another building just to get ready whereas guys have one in every building".

"Invest in better accessibility for buildings".

"Be aware of ageism and strive for a multigenerational workforce. Facilitate the use of pronouns".

"Sponsoring & support of students from BAME backgrounds through from A-Levels to degree to grad scheme. Inc. linking up with professional bodies work on mentoring BAME students (e.g. RSC)."

"We need an EDI strategy that is going to detail how we are going to improve EDI. How we are going to get to the root causes of why the industry is less diverse than others (this could be through STEM and uni engagement etc...) and implement change".

"Address less traditional diversities, e.g. Neurodiversity and the impact in the workplace (partly covered by NASN but not widely) and less focus on gender specifically but more on inclusivity for parents (who are often disadvantaged in the workplace)".



Pushback & Resistance

"Stop this woke nonsense and return to recruitment based solely on merit/ability/experience."

"Award jobs on merit not diversity quotas".

"I think being a straight white male has disadvantages in the workplace. I feel that if i went up against someone from a different background, then they would be taken on to meet a quota of a certain group of people."

"Don't shame people for having an anti-woke opinion or something that is different than the perceived accepted group think - start a conversation about it instead".

The most common answers to the question: 'What would you like to see your company do differently in terms of building a diverse, inclusive and equal environment?' are grouped into the following themes:

- **General views of pushback to more diversity and inclusion in the workplace;**
- **The desire for collaboration and support from companies (and especially executives) with EDI initiatives and groups;**
- **Increases in diversity and inclusion with more focus on forgotten and invisible identities such as neurodiversity**
- **Greater workplace accountability in regards to pay, career progression and bad behaviour**

We undertook a literature review to contextualise and understand these themes, additionally comparing our results with past research to see if our results fit with previous work or models, or if new solutions are required.

Pushback and Resistance

Some respondents who noted opposition to their company becoming more diverse, inclusive and equal seemed to have misconceptions about what equity in recruitment looked like as well as a lack of understanding on why equity rather than equality in the workplace is necessary. Some also noted jobs should be given based on 'merit' rather than to fill quotas ("Stop this woke nonsense and return to recruitment based solely on merit/ability/experience."). As explained by [Bartolome \(2004\)](#), being 'woke' refers to "the ongoing process by which individuals achieve ever-deepening consciousness of the socio-political and economic realities that shape their lives and their capacity to transform such material and symbolic conditions" (p. 98). The respondent's comment assumes the false existence of societal meritocracy however this dismisses the research showing that many qualified candidates from minoritised backgrounds are not treated equally in employment and recruitment and therefore are not afforded the same opportunities as people from non-minoritised backgrounds (Li & Heath, 2018; Kim et al., 2020). These disadvantages directly contribute to the disproportionate rates of higher unemployment among minoritised ethnic groups- 3% unemployment among white people, compared with. 6% of people from all other ethnic groups combined ([UK Parliament, 2022](#)). Women are also underrepresented at all levels in the nuclear workforce at 20%, showing no change since 2019 ([NSSG, 2021](#)) and current recruitment and promotion rates will not significantly improve the gender balance in the sector ([OECD, 2023](#)). People from low socio-economic backgrounds make up just 24% of those working in engineering and are four times less likely to work in an "intermediate, managerial or professional role by age 30 to 39", even after controlling the variable of qualifications ([EngineeringUK, 2018, 2022](#)). This lack of understanding amongst some respondents shows the need for greater education and training about workplace discrimination and bias and the need for it in the workplace (Croitoru et al., 2022).

Support and Collaboration

Many respondents spoke about a lack of support and collaboration of the company with employee-led EDI initiatives and groups beyond “lip service”. Respondents also noted a lack of external training events initiated by the company itself which indicated that many companies did not view diversity, inclusion and equality as an important feature of a healthy workplace environment. They spoke about a want for monetary support, allocated company time, as well as recognition of this extra work formally and possibly in compensation. Research has found that defining a clear plan of action to address diversity, inclusion and equality is effective. This may include setting goals, allocating funds and resources, measuring performance with a EDI manager/ team for organisational accountability (Croitoru et al., 2022).

Lack of Diversity

Some respondents noted the lack of diversity in the sector as a problem (especially in senior management) and added companies should strive to include a wider range of diversities and out-groups in their considerations ([Royal Society, 2014](#)). This includes neurodiversity as well as the responsibilities of carers and parents, recognition of ableism and ageism.

Some respondents offered ways of countering underrepresentation: greater STEM outreach while working with charities for minoritised groups, mentoring and possibly sponsoring students throughout A-levels, degree and graduate schemes to help with retention rates in the sector as well as diversity. This can be actioned alongside mentoring and support in the workplace ([Zeng et al, 2020](#)) to counter demotivation as a result of social exclusion (Craighead et al., 1979) and training to facilitate job progression.¹⁹ The All-Party Parliamentary Group (APPG) on Diversity and Inclusion in STEM also suggests government intervention in the form of a statutory workforce data strategy to push forward legislation that champions equity for minoritised employees in STEM and other sectors ([APPG, 2021](#)). The APPG recognises a lack of consistent data collection into EDI and the House of Commons Science and Technology Committee suggests the biannual Research and Innovation workforce survey by BEIS should go further with a longitudinal study to better capture a realistic image of diversity in the STEM sector ([House of Commons Science and Technology Committee, 2023](#)).



¹⁹ Craighead, W. E., Kimball, W. H., & Rehak, P. J. (1979). Mood changes, physiological responses, and self-statement during social rejection imagery. *Journal of Consulting and Clinical Psychology*, 47, 385-396

Lastly, there was a focus on greater workplace accountability, especially in regards to pay, career progression and bad behaviour. The need for equal and transparent pay structures due to gender pay gaps were emphasised as well as attention to discriminatory promotions based on nepotism and favouritism. As the [IDN April 2023 statement on gender pay gap reporting](#) puts forward, pay gaps are also evident in regards to ethnicity, disability, socio-economic class and sexual orientation. The Harvard Business Review suggest a pay equity audit to allow salary comparisons of employees doing similar work followed by investigations into unjustified pay differences and continual monitoring of hiring, promotion and compensation processes. ([Barnard-Bahn, 2020](#)). Respondents also shared a desire to see people displaying bad behaviour to be “sack[ed] or disciplined”, companies to facilitate “clear way[s] of reporting issues” as well as issues around hierarchy being addressed: an agency worker and intern described themselves as being treated with less respect as a “2nd class” within the workplace. Recent employment tribunals have shown that discrimination, like the example above, is resulting in more age and race discrimination claims due to younger workers being targeted by “Covid-related redundancies or furlough” and minoritised ethnic groups’ heightened concern over their workplace treatment ([Personnel Today, 2021](#)).



WHERE DO WE

GO FROM HERE?

Report Findings

This report gives us a high-level overview of the demographics, attitudes and opinions of our survey respondents within the nuclear industry. Our findings and subsequent analysis bring up the following trends:

- There is a disparity between certain demographics and identities when it comes to attitudes surrounding inclusion, diversity and equity actions of employers
- Majority groups - namely white, male, non-disabled and heterosexual respondents scored higher in the attitudes data, suggesting an increased level of overall confidence that their employer is supportive of inclusion and proactive in responding to cases of discrimination
- More marginalised groups - namely disabled people, women from minoritised ethnic groups and LGBTQ+ people typically scored lower, suggesting decreased levels of confidence in their employer on inclusion and diversity matters
- There is, however, ongoing actions and strong support in wanting to foster inclusion and diversity in the nuclear industry. In particular, the responses given to our last survey question reflect this desire to improve EDI efforts

In the highlights report, we shared the following high-level recommendations which remain valid.

- **There must be a strengthening of leadership's commitment, action and top managements' engagement with EDI as this sets a precedent and example for the rest of the employees to follow.**
- **A clearly defined, tailored and actionable plan with the desired outcomes for improving EDI is needed. Actions may include goal-setting for accessible recruiting practices, reconfiguring of training and job design to cater to skills and requirements of employees, and flexible working hours for parents, carers, neurodivergent employees and religious minorities. The allocation of funds and resources must also be considered along with when and how to measure performance with an EDI manager or team for organisational accountability.**
- **A comprehensive communications strategy of the plan to facilitate buy-in from employees, customers and all other stakeholders to address stigma and narrow thinking of accepted, yet exclusionary business practices.**

As set out in our highlights report we have included a more detailed list of recommendations, which can serve as a checklist of considerations to help employers improve their EDI efforts at their organisations. Example potential actions have been included too.



RECOMMENDATIONS

Theme	Recommendation	Example Action	Potential Impact
Theme 1: Harassment and discrimination, and its legal, financial or reputational implications	<p>Regularly review policies and procedures to ensure they reflect latest changes to legislation and use of acceptable language. This can be extended to induction and training materials. They should be available in formats accessible by all staff, and clearly articulate how to report an incident.</p>	<p>Check that your anti-bullying policy clearly describes what constitutes bullying and that the definition is clearly communicated to employees.</p> <p>Ensure all complaints are taken seriously and dealt with timely, and in the agreed manner.</p> <p>Make sure staff understand what is and what is not acceptable, e.g. banter. This can be articulated in a Code of Conduct.</p>	<p>Investigation into bullying, coupled with appropriate action is good for company culture, morale and business. Further it can help your company maintain compliance with legislation.</p>
Theme 2: Organisational culture	<p>Demonstrate a strengthening of leadership's commitment to company values, leading by example.</p> <p>Review company values to consider whether they truly represent everyone in your organisation and invite employees to contribute to the development of the values. Do not impose values developed in isolation.</p>	<p>Working hours: introduce meeting protocols ensuring breaks are protected. For example, there should not be an expectation to regularly hold meeting over lunch breaks.</p> <p>Respect the flexible working patterns of others, which may not be the same as your own, and may be in place for several reasons, for example, Carer, medical, religious.</p>	<p>Respecting the views and values of others builds a greater sense of belonging and promotes loyalty.</p> <p>If an employee feels they are being heard, respected, and valued they are much more likely to remain with that company thereby lowering rates of attrition.</p>
Theme 3: Equality of opportunity: Reality, Fiction or Aspiration	<p>Agreement and articulation of hiring and promotion processes is necessary to build trust, transparency, and accountability. Regularly review these processes to identify any potential bias or discrimination.</p>	<p>Adopt standardised recruitment and promotion criteria.</p> <p>Agree to provide feedback to all candidates.</p> <p>Consider mentorship programmes for those in traditionally marginalised groups (out-groups).</p>	<p>Collect and analyse data throughout the employee lifecycle; monitor diversity of applications, interviews, appointments, and progression statistics, identifying both positive and negative trends.</p>

Theme	Recommendation	Example Action	Potential Impact
<p>Theme 4: Inclusion and Belonging</p>	<p>Gather and analyse data. Data helps us to identify areas for improvement and demonstrates a commitment to tangible changes.</p> <p>To truly measure an individual's sense of belonging or inclusion in your organisation, you need to ask them, e.g. via anonymous surveys.</p>	<p>Implement regularly. Establish clear D&I metrics, issue regular surveys to measure status and progress against said metrics and communicate the findings.</p> <p>Note: it is important to understand who is or is not responding to surveys, so you can establish if your results represent a true cross-section of your organisation.</p>	<p>An inclusive workplace results in greater levels of satisfaction, and productivity, and attracts more talent. Maintaining that environment is a bigger challenge.</p> <p>Progress can be monitored by conducting regular pulse surveys using the initial survey to form the baseline from which you can measure improvement.</p>
<p>Theme 5: Disability and Accessibility</p>	<p>Whilst it is important to focus on both digital and physical accessibility to make your workplace more accessible, you also need to focus on ensuring your staff feel safe to speak up about any problems they may be facing at work such as not having the right equipment or environment to do their job properly. You should be confident that all staff are aware how to make a request for a reasonable adjustment, and that they feel safe to do so in the knowledge that they will not be adversely discriminated against.</p>	<p>There are many ways you can make sure your employees feel safe to speak up. Examples are:</p> <ul style="list-style-type: none"> • Not be patronising or talk down to employees when they want to talk about something. • Create a culture where feedback is given. • Create an environment where employees can be listened to without judgement. • Work with your staff to create a trusting work environment. • Create a language guide and build awareness with your teams about how to communicate to help everyone feel included. 	<p>Creating an accessible workplace will make your organisation more attractive to a wider pool of talent. A simple measure would be to monitor the number of applications from those identifying as disabled, physical or mental, hidden or otherwise.</p>
<p>Theme 6: A Great Place To Work?</p>	<p>Whilst much focus is currently on recruitment and attraction it is important not to overlook attrition and retention.</p>	<p>Do you offer and routinely undertake exit interviews. Exit interviews can be both informative and preventative, and feedback should be taken seriously and acted on where able.</p>	<p>Attrition rates can be very revealing. High levels of staff turnover have a direct impact on costs. Recruitment and development are a significant expense that can be reduced by understanding and addressing some of the issues leading to employees leaving.</p>

40,000 new jobs

filled by 2030 (National Nuclear Strategic Plan for Skills, May 2024)

MD's Note

Now you've come to the end of the full survey report, I wonder if it contained anything that surprised or shocked you, or if it was more or less what you may have suspected or expected to see?

For me, the exclusionary / discriminatory experiences reported in nuclear industry workplaces by our respondents, mirror the types of exclusionary / discriminatory experiences reported in the workplaces of other industries. The nuclear industry serves society and recruits from society, so it should be no surprise that societal behaviours are present in parts of this industry, too. Our comparison of the whole group mean average scores to the attitudes statements, against the different demographic group scores, enables a more intersectional viewpoint to be taken. This in turn enables a more equitable approach to future EDI work and initiatives.

The survey findings enable us to become more data-informed and reduce our reliance on just anecdotal hearsay. It provides insights into what is happening both good and bad,

what some groups are experiencing and signposts where to begin. It also identifies what to work on to aid retention or to improve the day to day workplace culture, thus closing any action gaps that may previously not have been visible.

The publication of the [National Nuclear Strategic Plan for Skills in May 2024](#) outlined the nuclear sector demand, forecasting that 40,000 new jobs will need to be filled by 2030. Further the plan states: "This is a step-change which means we must more than double the current recruitment rate for our sector." Competition for skills is increasing, the offshore wind industry alone is expected to require an additional [70,000 workers by 2030](#) and the well-documented [construction skills shortage](#) further highlights the scale of need. Attracting, retaining and fully engaging a diverse workforce and skillset via inclusive and equitable cultures is essential to securing the nuclear industry's future.



Monica Mwanje

CO-FOUNDER, MANAGING DIRECTOR
INCLUSION AND DIVERSITY IN NUCLEAR



APPENDIX

A. Methodology

A1. Research Design

This research was underpinned by the philosophy of positivism, as part of our aim was to gather primary data that would inform future research. A quantitative approach was employed. Although research on Equity, Diversity, and Inclusion (EDI) in the nuclear industry is limited, this study was inspired by anecdotal evidence of the lived experiences of underrepresented minoritised groups within the sector. Consequently, a deductive approach was adopted to address the following questions:

Does the experience of EDI initiatives in the workplace in the nuclear industry vary based on respondent demographics?

Does the perception of EDI initiatives in the workplace affect workplace wellbeing for underrepresented minority groups?

The survey was self-administered, with respondents completing it in their own non-controlled environments and at their own pace, aligning with the principles of ethnographic research.

The time horizon of this research was cross-sectional, as data was collected as a snapshot of the respondent's experience at one point in time. There were no further data collection points.

Due to the sensitive nature of the topic, an anonymous survey was used as the sole data collection tool. The survey used quantitative data as the primary research method incorporating both qualitative and quantitative analysis techniques. The quantitative data was analysed using descriptive statistics, such as means, standard deviations, and frequencies, to summarise categorical data and generate visualisations. These descriptive statistics helped to identify patterns and trends in the data, providing a foundation for qualitative analysis related to EDI within the nuclear industry. This analysis also aimed to discern significant differences in experiences and perspectives among varying demographic groups.

The survey was conducted on the data-collection platform Typeform, where responses were automatically anonymised, encrypted, and securely stored. Access to the data was restricted exclusively to relevant members of the Inclusion and Diversity in Nuclear team.

A2. Data cleaning and preparation

In conducting the industry-wide survey, IDN collected responses from 562 individuals across 43 questions. However, only 558 respondents consented to data usage. Four responses lacking consent were excluded from analysis.

Using Microsoft Excel, the dataset underwent meticulous scrutiny to identify and rectify missing information, outliers, errors, and inconsistencies, ensuring the reliability of survey findings for informed decision-making within the nuclear industry.

A3. Methodological Limitations

- Due to constraints in both time and budget, the small team tasked with the survey lacked access to in-depth analytical tools and methodologies.
- The relatively modest sample size, considering the substantial workforce in the nuclear industry, hindered efforts to achieve full randomisation and representation across demographic groups. Dissemination of the survey primarily through our social media and communication channels may have attracted respondents already engaged in Equity, Diversity, and Inclusion initiatives, potentially introducing bias.
- While the survey garnered 558 usable responses, certain demographic groups were underrepresented (when compared to working age data reported by The Office for National Statistics), raising concerns about the data's generalisability and the potential for skewed percentages.
- The emphasis on quantitative data collection may have limited the depth of insights due to smaller sample sizes.
- To preserve respondent anonymity within the close-knit nuclear community, some survey questions were deliberately kept ambiguous in wording.
- The absence of inquiries regarding religious beliefs or faith overlooks a significant aspect of many individuals' lives and represents a missed opportunity for deeper exploration.
- In instances such as those in questions 19 and 20 concerning promotion history and opportunities, the survey lacked clarity on whether respondents referred to their current workplace, as follow-up questions regarding tenure at their current employer were absent.
- Likert-scale questions did not include an option for "Not Relevant/I don't know" forcing respondents who did not wish to state their opinion were forced to indicate "3 – neutral". This could potentially distort the mathematical average for the response rate.

GLOSSARY

In- and out- groups

An in-group is a group that we identify with or see ourselves as belonging to. A group that we don't belong to, an out-group, is a group that we view as fundamentally different from us.

As such, these groupings can have an impact on our unconscious bias, e.g. hiring people who look similar to you, or have a similar background.

Intersectional

Relating to intersectionality, the theory that the overlap of social identities contributes to the specific type of oppression and discrimination experienced by an individual.

LGBTQ+

Lesbian, Gay, Bisexual, Transgender, Queer. The plus sign is used to signify those who are Questioning, Asexual, Intersex, Non-binary, as well as all of the gender identities and sexual orientations that letters and words cannot yet fully describe.

Likert Scale

Used to assess attitudes and views, it is a scale with 5 answer options which has two utmost poles and a neutral option linked with intermediate answer options.

Mean average

The result of dividing the sum of a set of values by the number of values in the set.

Neurodivergent

A term used to describe differences in brain function. Neurodivergent people have different strengths and challenges from people whose brains don't have those differences. The possible differences include medical conditions and learning disabilities, amongst other factors.

Non-binary

A term people use when they feel that they don't fall into the binary male or female categories when defining their gender identity. They commonly use "They/Them", "She/They" or "He/They" pronouns.

Philosophy of positivism

An approach to analysing research in an objective way, wholly relying on facts and empirical evidence and without the influence of theories, to study societal topics.

Reverse mentoring

Reverse mentoring is when a more junior employee mentors someone more senior than them. The idea is that the junior employee can share their expertise or lived experience with the senior colleague, who may be less familiar with these areas.

Woke

Dictionary.com definitions:

1: having or marked by an active awareness of systemic injustices and prejudices, especially those involving the treatment of ethnic, racial, or sexual minorities.

2: Disparaging of, or relating to a liberal progressive orthodoxy, especially promoting inclusive policies or ideologies that welcome or embrace ethnic, racial, or sexual minorities.

THANK YOU

Get in touch:
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Inclusion and
Diversity in
Nuclear

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