



Strategy 2021- 2026.

Promoting
gender balance
across the nuclear industry

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Foreword

The last eighteen months has witnessed extraordinary and devastating events for the entire World. Covid-19, and the impact that it has wreaked, could never have been pre-empted. We are grateful to all those that have contributed to the health and well-being of the nation.

Women in Nuclear (WiN) UK has also undergone significant change in the last eighteen months with the appointment of an almost entirely new and expanded Executive Committee. In addition, WiN UK took the decision to separate from the Nuclear Institute and establish as a not-for profit company limited by guarantee. This has allowed improved connections to the ever-expanding WiN UK membership, the creation of a standalone website (www.winuk.org.uk), development of a business plan with associated budget, concerted communications, closer engagement with the WiN UK Regions and much more. WiN UK has also introduced a new Strategic Advisory Group to provide challenge and to promote further diversity of thought in the delivery of the WiN UK mission and objectives. WiN UK continues to progress from strength to strength through all the efforts of its volunteer base and support from across the nuclear sector and beyond.

WiN UK is now embarking on the next step in its Mission through the development and publication of this Strategic Plan 2021 - 2026. The Plan consists of a series of workstreams and actions that have been developed through consultation across the nuclear sector. We are grateful to all those that have helped to shape this strategy thus far. WiN UK remains committed to achieving the 2018 Nuclear Sector Deal target of 40% women in nuclear by 2030 and supporting the business case that increased diversity brings a wide range of benefits beyond economic value.

It should be emphasised that whilst this Strategic Plan is being led by WiN UK it will be owned and delivered by many individuals and organisations. This will include WiN UK Regional Members and Regional Ambassadors, third-parties such as the Nuclear Skills Strategy Group (NSSG) and the Nuclear Institute Young Generation Network (NI YGN) and the many WiN UK Signatory Companies, all whom WiN UK closely engages and collaborates with. WiN UK would like to thank you in advance for all your continued support and hope that we can make a difference together.



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01



Introduction

¹<https://www.niauk.org/industry-issues/the-nuclear-roadmap>

²<https://www.gov.uk/government/publications/the-ten-point-plan-for-a-green-industrial-revolution>

³<https://www.gov.uk/government/publications/energy-white-paper-powering-our-net-zero-future>

⁴<https://www.gov.uk/government/publications/nuclear-sector-deal>

⁵<https://www.nssguk.com/media/2018/nuclear-workforce-assessment-2019-full-report-final.pdf>

The nuclear industry is entering an era of unprecedented opportunity, across both the defence and civil sectors. Countries around the world are looking at using nuclear power for effective decarbonisation as “the clock is ticking” on climate change, while emphasising that such efforts require international collaboration and partnerships to succeed. The UK Government’s legally binding commitment to Net Zero carbon emissions by 2050 has placed nuclear in a prime position for growth since it represents the only constant and reliable clean source of power. The Nuclear Industry Council, through its “40 by ’50: A Nuclear Roadmap¹” report, has advocated that up to 40% of required clean power could be provided via nuclear. In addition, nuclear could drive further decarbonisation through the generation of hydrogen and provision of district heating. By 2050, electricity demands could have potentially quadrupled due to the replacement of fossil fuels and the increasing use of electrified transportation that would place an even greater demand on the need for nuclear-derived power.

The UK’s nuclear defence programme is a key priority for the Government. The Dreadnought submarine programme is one of the UK’s biggest projects in a generation. It is also one of the most complex undertaken by British industry, equivalent in scale to Crossrail, High Speed 2 or the 2012 Olympics. Defence Nuclear also ensures the UK has reliable and safe nuclear warheads that have sufficient impact and performance to enable deterrence criteria to be met.

In November 2020 the UK Government released its Ten Point Plan for a Green Industrial Revolution². Nuclear was specifically included as one of the Ten Points; “Advancing nuclear as a clean energy source, across large scale nuclear and developing the next generation of small and advanced reactors, which could support 10,000 jobs.” Nuclear derived-power was further championed, in December 2020, through the long-awaited Energy White Paper³; “A low-cost, net zero consistent system is likely to be composed predominantly of wind and solar. But ensuring the system is also reliable, means intermittent renewables need to be complemented by technologies which provide power, or reduce demand, when the wind is not blowing, or the sun does not shine. Today this includes nuclear, gas with carbon capture and storage...”. In April 2021 the UK government set the world’s most ambitious climate change target into law to reduce emissions by 78% by 2035 compared to 1990 levels. In line with the recommendation from the independent Climate Change Committee, this sixth Carbon Budget limits the volume of greenhouse gases emitted over a 5-year period from 2033 to 2037, taking the UK more than three-quarters of the way to reaching net zero by 2050.

In addition, the UK Government announced that it would provide up to £385 million through an Advanced Nuclear Fund. This would be used for the development of a domestic small modular reactor (SMR) design and for a research and development programme for advanced modular reactors (AMRs). The UK Government is also supporting the development of fusion with the Spherical Tokamak for Energy Production scheduled to be the world’s first commercially viable fusion plant by 2040.

The success of future nuclear will, in part, be dependent on reducing the cost of new build and being able to demonstrate that it can deliver on time and to budget. Hinkley Point C, the first new build in the UK for twenty years, will serve as an excellent case study and lessons learned.

A reduction in the cost of new build (30%) and waste decommissioning (20%) was supported by the 2018 Nuclear Sector Deal⁴ that also set a target of 40% women in nuclear by 2030. However, the NSSG-led Nuclear Workforce Assessments from 2019⁵ and 2021⁶ show that percentage female representation has failed to increase during this intervening period and remains stubbornly fixed at around 22%. Whilst strategic interventions to address this are bound to take some time to impact on total numbers, the minimal impact of previous efforts in this area demonstrate the need for strong concerted and coordinated effort, both when it comes to attracting and recruiting women into the industry and perhaps more importantly how we then develop and retain them.

It is imperative that whilst the potential growth opportunities for the nuclear sector are pursued that the role of women and their contribution are not overlooked. Although balanced recruitment must be a target, effort should also focus on retaining and developing the women that are already in the sector. The Nuclear Sector Deal target of 40% women in nuclear will only be achieved via a combined and concerted effort. This detailed WiN UK strategy is just one mechanism to support this ambition and will require delivery through the efforts of many. WiN UK implores others, across the nuclear sector and outside, to join with us on this challenge to make 40% women in nuclear by 2030 a reality.

Finally, the focus of WiN UK is on achieving gender balance and inclusivity, including influencing the intersectionality aspects of attracting and developing women from under-represented groups. WiN UK recognises that gender is just one element of diversity and inclusion and will work in partnership with those who share the ambition of a nuclear workforce that represents the societies from which we recruit.

02



Mission and Objectives

WiN UK is one of over thirty international chapters under the umbrella of Women in Nuclear Global. Formed in 2014, WiN UK’s mission is to address the industry’s gender balance, improve the representation of women in leadership, engage with the industry, government and public on nuclear issues and support the industry with tools and information.

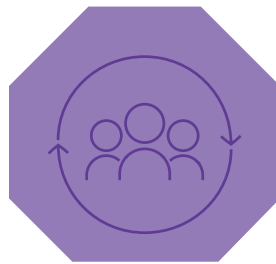
WiN UK’s Executive Board and Regional Teams are focused on three key objectives of Attraction, Retention and Dialogue, against which this strategy and the strategic actions within it have been developed. WiN UK is further supported by a WiN UK patron who promotes the aims of the mission.

WiN UK have also developed an Industry Charter that allows companies to sign up and commit their own individual company pledge to show their commitment to diversity across the nuclear sector. Over 60 Signatory Companies have done so thus far.



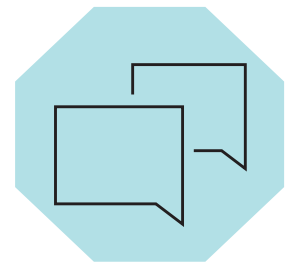
Attraction

This objective is to encourage girls and women into the nuclear industry through engagement with schools, colleges, and universities. This is supported by encouraging girls to study subjects and education options that provides them with career choices and options that include the nuclear sector; WiN UK also provides visibility of the wide range of challenging and rewarding roles available across the nuclear sector and provide access to role models who can provide clarity and understanding to information on career pathways and opportunities.



Retention

This objective is to support those women already in the nuclear sector: Advice and support is provided to women for development and to ensure they achieve their full potential. WiN UK highlights opportunities and provides visibility of inspirational role models in senior and challenging roles. Factors that cause women to leave the industry are investigated and WiN UK works with its Signatory Companies to highlight and address these issues, encouraging greater flexibility in employment including job share and career breaks.



Dialogue

This objective supports engagement with stakeholders across and outside the nuclear sector and more widely by providing a balanced perspective on working in the nuclear sector; encouraging women outside our industry to look at nuclear in a positive light.

WiN UK’s vision is for the Nuclear Industry to achieve gender balance within its workforce, reflecting the working population in the UK, specifically to meet the targets set by jointly by industry and Government in the Nuclear Sector Deal of 40% women in the industry by 2030.

To support delivery of this vision WiN UK has agreed a Memorandum of Understanding between the NSSG and the NI YGN. Through developing this Strategic Plan it has become apparent that there are a number of complementary activities and initiatives underway across the three organisations for example in the delivery of the Nuclear Sector Deal and Gender Roadmap targets. The partnership will provide clarity on the roles that will be undertaken by each party in delivering this vision, whether that be in a lead or a supporting role.

03



**Strategic
Workstreams**

The proposed strategic workstreams aim to deliver against the WiN UK Mission and Objectives. The workstreams have been identified through consultation with our members and define the scope of WiN UK’s activities – both what to pursue and what not to pursue, and whether we will take a leading or supporting role. There is overlap with other initiatives that will require engagement and collaboration with third parties e.g. NSSG and NI YGN. The workstreams will be delivered via specific strategic actions detailed in this section.

1 Workstream

Holding nuclear sector companies and supply chains accountable for gender diversity

WiN UK’s Industry Charter allows companies to pledge their commitment to diversity across the nuclear sector. Alongside this in 2019 the joint Nuclear Skills Strategy Group (NSSG)/WiN UK Gender Roadmap Commitment Pledge was launched to support the Nuclear Sector Deal. The pledge recognises collaboration across the nuclear sector to ensure evidence-based action and sharing of best practice.

This workstream is focussed on holding companies to account for the commitments they have made both in the WiN UK Charter and Gender Roadmap Commitment Pledge.

2 Workstream

Delivering sector-wide initiatives to support attraction, retention, and dialogue

Specific initiatives to support the delivery of WiN UK’s three key objectives of Attraction, Retention and Dialogue will be delivered across the WiN UK Regions and wider nuclear sector. These initiatives will typically have their foundations of development already existing within the WiN UK structure and will be further consolidated and improved for broader roll out



3
Workstream

Measures and data analytics

Collation, analysis and acting upon data is fundamental to monitoring progress and delivering key gender targets identified within the Nuclear Sector Deal. This workstream will review data emerging from sources such as the Nuclear Workforce Assessment, gender pay gap and companies' own ED&I statistics to suggest specific interventions, promote accountability and monitor progress.

4
Workstream

Engaging with the younger generation to promote nuclear and support career progression

Attracting talent to the nuclear sector is critical to ensure balanced representation across the industry and support diversity of thought. This includes influencing the younger generation, such as apprentices and graduates, as well as school children through a variety of different mechanisms with a particular focus on females.

5
Workstream

Targeting future nuclear growth opportunities for gender equality

Nuclear growth opportunities may include large-scale new build, small modular reactors, advanced modular reactors, and fusion. All of these have excellent potential to instil workforce parity from the outset.



04



**Strategic
Actions**

The workstream strategic actions have a defined timeframe for delivery with a lead, plan, and associated budget that have not been detailed here. They are comprised of a series of activities that represent WiN UK's commitments to each action.

Actions can be added at any time and they can also be modified depending on outcomes generated during execution of a specific action. The WiN UK commitments for the first 18 months of this strategy are detailed here. WiN UK will strive to evaluate the impact of the interventions where possible



Workstream 1.

Holding nuclear sector companies and supply chain accountable for gender diversity.

Action 1. Chief Executive Engagement

To enable material change, the business need for diverse and inclusive teams must be truly believed and championed from the highest levels of an organisation. This action seeks to challenge Nuclear Sector Chief Executives and Managing Directors to stand behind the WiN UK mission, with the pledges they have made, and to take a leading role through:

1. Holding their own organisations to account for delivery against key diversity measures
2. Peer to peer dialogue to agree collective action to address common challenges

WiN UK role and opportunity

WiN UK's role in this action, working in close collaboration with NSSG, will be to develop and share company specific diversity dashboards derived from the Nuclear Workforce Assessment (NWA) data. This will allow Senior Executives to understand how their organisations compare to the broader nuclear sector with regards to gender diversity and what specific intervention may be required. WiN UK will arrange initial meetings with Charter Signatories in order to understand the underpinning data and help companies to develop bespoke action plans. The plans will target all levels in the organisation, noting that engagement of the line management community will be key to implementing change. This initial meeting will be followed up with ongoing engagement and support led by WiN UK's Industry Guidance team, both to track progress and to share best practice and new initiatives from within and outside the nuclear sector. NSSG member companies will be initially targeted before expansion to the wider supply chain.

It is recognised that there is strong overlap with "Action 4. Gender balance and pay gap analysis" including the Measure, Analyse and Plan tool. These two actions will work closely together to maximise benefit.

WiN UK will further encourage Senior Executive engagement by arranging an annual roundtable engagement dinner to create a forum for Senior Executives to agree collective actions to address common challenges. This may include making commitments to support other strategic actions e.g. mentoring a potential future Chief Executive from another organisation.

By end of March 2023 we will:

- Develop bespoke diversity dashboards for NSSG member companies
- Hold initial meetings with NSSG member companies to understand diversity data and help develop company specific intervention plans
- Hold a senior executive roundtable engagement dinner to agree collective action



Workstream 2.

Delivering sector-wide initiatives to support attraction, retention, and development.

Action 2. Development of Mentoring Frameworks through Cross-Industry Collaboration Engagement

This action is focused on the development of mentoring frameworks, both formal and informal through cross-industry collaboration and communication networks. The action will look to draw on current cross-industry learning and experience to understand the multiple matrices of mentoring frameworks and networks that are available and develop strategies to support and identify gaps that will benefit from WiN influence and capability input.

WiN UK role and opportunity

WiN UK's role in the development of mentoring frameworks will focus on understanding the multitude of mentoring networks and capability that are already established and where WiN UK can effectively "dock into" or provide supporting capability to strengthen these.

Mentoring platforms can take a multitude of forms; whether as a formal support framework to enhance an individual/group career path or an informal support framework to provide guidance, share learning and knowledge. This action will consider a range of such approaches.

In the immediate term, a WiN UK mentoring framework will be developed to signpost and strengthen several information avenues. This may include, as examples, the compilation of a mentoring "reference" library within the WiN UK Hub, the consolidation of a mentor/mentee "directory of contacts" across the WiN UK infrastructure and referencing to wider information, learning topics and guidance on how to develop or create a "fit for purpose" mentoring network for a chosen environment.

In addition, the WiN UK mentoring framework will seek to facilitate or roll-out awareness training in the form of delivering collaborative cross-industry mentoring and networking events. Furthermore, WiN UK aims to facilitate and deliver a variety of mentoring events, targeting (1) speed mentoring (2) reverse mentoring (3) shadow board mentoring methodology and (4) circle mentoring.

By end of March 2023 we will:

- Review a vast array of mentoring approaches that provide support at multiple levels
- Develop a WiN UK mentoring framework to signpost and strengthen available resources
- Act as a conduit to introduce and facilitate the matching of available mentors to mentees throughout the nuclear industry and wider



Workstream 2.

Delivering sector-wide initiatives to support attraction, retention, and development.

Action 3. Developing Female Leaders

To enable material change, the business need for diverse This action is focused on providing access to specific Leadership Development (LD) knowledge, requirements, and shared learning. The action will also address specific challenges that women face throughout their career to raise awareness, confidence and drive growth potential of women who are developing their career within the nuclear sector. By providing access to relevant resources the intention is to help progress, develop and retain women in nuclear.

WiN UK role and opportunity

This will not be a standalone LD programme developed solely by WiN UK. Rather, WiN UK's role in supporting LD for its members will be focused on providing enhancements to existing LD programmes available from member organisations or academic institutions.

A platform for WiN UK members will be developed to signpost and give access to learning, professionals, and resources. This LD portal will be established on the WiN UK website where any individual WiN UK member can register and be given access to the resources such as learning modules, diary of events etc.

Upon registration the WiN UK member will carry out an assessment (strength profile) that will identify the individual's strengths and weaknesses and areas for improvement. This will allow access to resources relevant to their own personal development needs. There is already a significant amount of LD material available that will enable the creation of a library of relevant learning modules and material that will be updated regularly. The learning modules will be held on the platform and can be accessed over an unlimited period.

The LD portal approach will be complemented by third party events held regularly throughout the year supported by a variety of sponsors, institutions, organisations and WiN (UK or regional) bodies e.g. WiN, NSSG, NI YGN and specific LD speaker events.

By end of March 2023 we will:

- Create a library of LD resources for signposting
- Establish a LD portal on the WiN UK website to enable access to the LD resource library by all WiN UK members
- Promote and support a series of third-party LD-focused events



Workstream 3.

Measures and data analytics

Action 4. Gender balance and pay gap analysis

The nuclear sector deal has established specific gender targets that includes 40% women in nuclear (2030), 30% female Executive members (2030) and 50% female apprenticeships starts (2021). Progress has been made on the apprenticeship target but requires further engagement with the younger generation, starting from school age. There are strong links to workstream 4 of this WiN strategy. Monitoring and tracking data is crucial to understanding whether progress is actually being attained and to ensure accountability and intervention as required.

WiN UK role and opportunity

This action aims to promote a better understanding of the available gender balance data and draw meaningful insights. There are three major constituent parts to this action:

1. Support NSSG in encouraging employers in the timely provision of rich and relevant data.
2. Use the data available from the Nuclear Workforce Assessment (NWA)¹ and from the gender pay gap reporting² to produce meaningful analysis and generate insights for WiN UK and the nuclear industry. Since these reports are published with regularity (annually), these activities will be cyclical in nature.
3. Promote uptake of the “Measure, Analyse and Plan³” (MAP) tool among companies in the nuclear industry and carry out MAP workshops with interested companies. MAP is a simulation tool, developed by WiN UK, that helps to decipher an organisation’s gender diversity big picture and define a roadmap. MAP uptake is highly dependent on companies’ interest and availability of both WiN volunteers and company representatives and hence this activity will be driven by engagement and demand.

By end of March 2023 we will:

- Publish analytical reports on the WiN UK website on the NWA and gender pay gap reporting
- Deliver webinars to socialise the findings of any analytical reports
- Conduct MAP workshops with identified interested companies

¹The Nuclear Workforce Assessment (NWA) is the nuclear sector’s annual forecast of skills supply and demand across the sector through to 2030 and beyond prepared for NSSG. <https://www.nssguk.com/lmi-timeline/nuclear-workforce-assessment/>

²Gender pay gap reporting is a mandatory reporting enforced by government for employers who have a headcount of 250 or more. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. <https://www.gov.uk/government/collections/gender-pay-gap-reporting>

³<https://www.winuk.org.uk/resources/map-measure-analyse-plan-tool/>



Workstream 4.

Engaging with the younger generation to promote nuclear and support career progression

Action 5. Nuclear on the curriculum.

According to a 2019 report¹ from the OECD International think tank, by the age of seven, children are already facing limitations on their future aspirations in work. Andreas Schleicher, the OECD's director of education and skills, stated that "talent is being wasted" because of ingrained stereotyping about social background, gender, and race. Children have already started to make assumptions about what type of people enter what types of job whilst they are still in school.

WiN UK role and opportunity

WiN UK believes that it is imperative that nuclear and its vital contribution to Net Zero are appropriately highlighted and promoted at schools from an early age to help address potential gender stereotypes and secure a future talent pipeline. Nuclear is only currently included to a limited extent on existing curricula, for example within A-level Geography and Physics and GCSE Combined Science, and hence there is a need to expand the breadth of nuclear inclusion within the curriculum. This would complement existing STEM outreach activities and other school engagement activities. One of the primary activities for this action is to accurately map the extent to which nuclear and energy are currently included across all curricula.

Other organisations are also currently looking to further promote the nuclear sector's visibility within education. For example, NSSG through their Exciting the Next Generation workstream are seeking to develop Key Stage 1 – 4 material to provide support to teachers, students, and parents. The Next Generation Nuclear Industry Council (NGNIC) is also seeking to lobby Government for inclusion of nuclear on the curriculum as a low carbon energy source. It is envisioned that WiN UK will work with NSSG, NGNIC, NI YGN and others within the energy sector to strive for these common goals. Identifying key stakeholders will be one of the initial activities supported by this action and will include understanding the critical pathway to including additional material on curricula. Government engagement, such as with the Department for Education, will be a necessity.

By end of March 2023 we will:

- Review current curricula to understand existing nuclear and energy content
- Understand the process for including new material on curricula
- Identify key stakeholders to support nuclear on the curriculum
- Develop a campaign to support nuclear on the curriculum

¹Envisioning the Future of Education and Jobs, <https://www.educationandemployers.org/wp-content/uploads/2019/01/OECD-Report.pdf>



Workstream 5.

Targeting future nuclear growth opportunities for gender equality Action 6. Nuclear growth opportunities

Whilst there are clearly opportunities for growth across both civil and defence nuclear, we have a unique opportunity in the civil arena around nuclear for net zero. The Energy White Paper, December 2020, puts net zero and the UK's effort to fight climate change at its core, following the Prime Minister's Ten Point Plan for a Green Industrial Revolution.

Point 3 of the Ten Point Plan is "Delivering new and advanced nuclear power". It references the fact that the UK electricity demand will grow and even quadruple in size by 2050. The Ten Point Plan acknowledges that nuclear power provides a reliable source of low-carbon power. The UK Government is committed to pursuing large-scale nuclear, whilst also looking to the future of nuclear power through further investment in Small Modular Reactors (SMRs) and Advanced Modular Reactors (AMRs). New nuclear will produce low carbon power whilst creating jobs and growth across the UK.

Our ability to achieve 40% women in nuclear by 2030, needs to be cognisant of the growth opportunities identified through the Energy White Paper and Ten Point Plan.

WiN UK role and opportunity

Large-scale nuclear, SMRs, AMRs and Fusion reflect a real opportunity to ensure that gender parity is instilled from inception without the inherited gender apportionment witnessed in other parts of the nuclear sector. It also allows the inclusion of intersectionality in terms of under-represented groups.

In order to create impact and equality in this new growth area, WiN UK needs to be working with Government, Industry, Institutions and the Public. The scope of this action will include identifying and engaging with key stakeholders in this growth sector; influencing policy and identifying barriers to gender equality from the outset. Increasing awareness and positive messaging of the need (and benefits) of nuclear growth as part of the net zero target will be an imperative to attract women to the sector. This may be achieved via partnering with other organisations active in this area such as the NIA and the NI YGN.

Providing relatable role models and supporting women in their careers via mentoring, coaching and sponsorship will also be investigated as mechanisms to attract and retain a female workforce. In this regard there are close links with Action 2. Mentoring and Action 3. Leadership development.

By end of March 2023 we will:

- Identify and engage with key stakeholders to develop a joint initiatives plan
- Identify and work with other organisations to develop a social media strategy to promote nuclear growth with a focus on women in the workforce
- Develop case studies and promote role models
- Support mentoring and outreach opportunities in nuclear new growth areas

Women in Nuclear Strategic Commitments



Action 1. Chief Executive Engagement

Develop bespoke diversity dashboards for NSSG member companies.

Hold initial meetings with NSSG member companies to understand diversity data and help develop company specific intervention plans.

Hold a senior executive roundtable engagement dinner to agree collective action.



Action 2. Mentoring

Review a vast array of mentoring approaches that provide support at multiple levels.

Develop a WiN UK mentoring framework to signpost and strengthen available resources.

Act as a conduit to introduce and facilitate the matching of available mentors to mentees throughout the nuclear industry and wider.

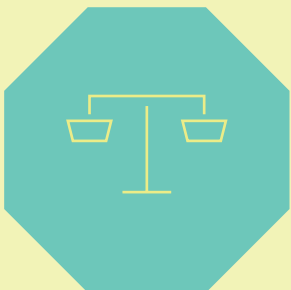


Action 3. Leadership Development

Create a library of Learning Development resources for signposting.

Establish a Learning Development portal on the WiN UK website to enable access to the LD resource library by all WiN UK members.

Promote and support a series of third-party Learning Development-focused events.



Action 4. Gender Balance and Pay Gap Analysis

Publish analytical reports on the WiN UK website on the NWA and gender pay gap reporting.

Deliver webinars to socialise the findings of any analytical reports.

Conduct MAP workshops with identified interested companies.



Action 5. Nuclear on The Curriculum

Review current curricula to understand existing nuclear and energy content.

Understand the process for including new material on curricula.

Identify key stakeholders to support nuclear on the curriculum.

Develop a campaign to support nuclear on the curriculum.



Action 6. Nuclear Growth Opportunities

Identify and engage with key stakeholders to develop a joint initiatives plan

Identify and work with other organisations to develop a social media strategy to promote nuclear growth with a focus on women in the workforce.

Develop case studies and promote role models.

Support mentoring and outreach opportunities in nuclear new growth areas.



Promoting gender balance across the nuclear industry