

**HR Directorate**

**Office for Nuclear Regulation Gender Pay Report 2023**

**GENDER PAY REPORT 2023**

**Organisational Context**

ONR is committed to being a diverse and inclusive employer, and we are working hard to reduce and eventually close the gender pay gap. We recognise that we continue to have a significant gender pay gap and there remains more to be done to improve this. Attracting and retaining a diverse workforce is an ongoing priority and greater gender balance is a key area of our People Strategy 2025.

Whilst we haven’t seen the decrease, we hoped for during 2022-2023, we believe the efforts we are taking will ensure we continue to see an improving trajectory as we seek to ensure all our jobs and career opportunities, including the most senior and well-remunerated, are inclusive and appealing to women and deliver a changing demographic. We will stay focused on identifying and addressing any barriers with a commitment on targeted action to improve outcomes in the medium and long term that will contribute to the continuing erosion of the gender pay gap.

We are encouraged that some progress is being made, and we are pleased to report that currently 37% of our employees are women, moving us closer to targets set jointly by industry and government in the Nuclear Sector Deal of 40% women in the industry by 2030. However, as with the experience reported by other organisations across the nuclear sector, we know that there continues to be a shortage across the UK of young and experienced females working in the fields of science, technology, engineering, and mathematics (STEM).

We are making determined efforts to attract, retain and develop women, particularly through our apprenticeship and graduate training. While we have seen initial success with our Nuclear Engineering Degree Apprentice routes into ONR, it will take time for this to translate into career progression into higher paying positions within the organisation, meaning that its impact in relation to narrowing the gender pay gap will only be seen in the longer term. We also need to ensure that we encourage and provide opportunities for the progression of existing female staff into our senior positions and will continue a focus on practical and positive ways to do so including through provision of mentoring, leadership development, talent and succession planning support and challenging any barriers that hinder this objective.

We remain fully committed to driving change and the actions we have implemented, are designed to create a more diverse and inclusive organisation, and to help us be more reflective of the society we operate in. We will continue to act through a focused strategy, greater collaboration with others across the sector and through transparent reporting, with the ambition of closing the gender pay gap and making it a reality.

This report highlights the degree of challenge that we face, but we are steadfast in our resolve to improve and to be able to meet those challenges.

**Dave Caton, HR Director**

**4 December 2023**

**Gender Pay Gap Report**

**Introduction**

This is the Office for Nuclear Regulation’s (ONR) seventh Gender Pay Report. It is based on a snapshot of the pay of all ONR employees as of 31 March 2023, as well as annual payments and bonuses paid between 1 April 2022 and 31 March 2023.

This report has been produced in line with the guidance in the Equalities Act 2010 and associated Advisory, Conciliation & Arbitration Service (ACAS) guidance “Managing gender pay reporting”, February 2019.

**Why do we have to report on our gender pay gap?**

The Equalities Act 2010 (Specific Duties and Public Authorities) came into force on 6 April 2017 and requires public sector organisations to publish their results against six prescribed indicators of gender pay equality.

As an organisation we are interested in this information as we strive to build greater equality across a more diverse and inclusive workforce. This is in line with our People Strategy 2025 and ONR’s organisational values (fair, open-minded, supportive, accountable). We are committed to our aim of making ONR a great place to work as is to be expected of us as a world class regulator.

This report helps us to better understand and focus on the issues, holding ourselves to account as we plan actions to continue to improve on our current position.

**What do we have to report about our gender pay gap?**

We need to report against six prescribed organisation-wide indicators to show the difference between the average earnings of men and women in the organisation. To support with the understanding of the gender pay gap in a broader organisational context, we have included additional information on our progress and the sector-specific influences.

**When and how do we have to publish the information?**

We are publishing ONR’s gender pay gap results through this report. This report contains background context to the results as well as plans to address issues relating to the gender pay gap.

The prescribed gender pay gap indicators have also been uploaded to[.GOV.UK](https://gender-pay-gap.service.gov.uk/)

**What do we have to report?**

The legislation requires ONR to report against the following prescribed organisation-wide gender pay gap indicators for 2022/23.

|  |  |  |
| --- | --- | --- |
| **Mean gap** | The difference between the mean\* hourly rate of pay of men and women | 27.3% (27.1%) |
| \*Average pay for all men and average pay for all women | Difference in hourly rate of men £43.26 (£40.12) and women £31.46 (£29.25) |
| **Median gap** | The difference between the median\* hourly rate of pay of men and women | 37.96% (40.26%) |
| \* Middle value of pay for all men and middle value of pay for all women | Difference in hourly rate of men £46.70 (£43.89) and women £26.22 (£26.22) |
| **Mean bonus gap** | The difference between the mean\* bonus paid to men and women | 0.4% (-1.9%) |
| \*Average bonus for all men and average bonus for all women | Difference in bonus pay of men £404.52 (£281.66) and women £403.08 (£267.10) |
| **Median bonus gap** | The difference between the median\* bonus pay paid to men and women | -9.1% (0%) |
| \*Middle values of bonuses paid to all men compared to all women | Difference in bonus payment of men £330.00 (£250.00) and women £360.00 (£250.00) |
| **Bonus proportions** | The proportions of men paid a bonus and women paid a bonus | 92.5% (93.8%) of men and 87.7% (91.9%) of women received a bonus payment |

**2021/22 figures provided in brackets for comparison.**

**Executive Summary**

ONR’s overall mean gender pay gap remained at a similar level at 27.3% and the median gap reduced by 2.3 % to 37.9%. The mean bonus gap appears to be slightly in favour of men (0.4%) and while this report covers the period of 1 April 2022 to 31 March 2023, we have not been able to reflect a whole year following the introduction of our new Praise & Recognition approach, which was introduced in November 2022, in line with our organisational values (fair, supportive, open-minded, and accountable), and which seeks to build an inclusive ‘collaborative culture’ as it broadens the opportunities available for all staff to be recognised. The analysis of current data shows a shifting trend in favour of women, and we are confident that in our next gender pay report we will be able to demonstrate this shift to a more equitable position.

As an organisation we are committed to implementing actions that will improve gender diversity at all levels, and with that reduce our gender pay gap and over time eradicate it. We are unwavering in our efforts to focus on the right activities to deliver change. We know that, although our gender pay gap remains significant, it does not illustrate any equal pay concerns but reflects the gender and demographic mix of our workforce and the legacy of the industry from which we draw, which sees a lower proportion of women work in the fields of science, technology, engineering, and mathematics (STEM), and this is especially pronounced in the nuclear sector.

While we continue to attract, retain, and develop our female employees, with a focus on our graduate and apprenticeship schemes, we understand that in the short term this disparity will continue to be a contributing factor in our gender pay gap. Our gender split has seen small improvements year on year since 2017, and progress is being made, currently 37% of our employees are women, moving us closer to the target set jointly by industry and government in the Nuclear Sector Deal of 40% women in the industry by 2030. We fully expect to reach this level well in advance of the 2030 target date. We are also pleased to see an increase in women in senior management positions (SCS2 to Band 2) from 22% to 24% and believe this upward trajectory will continue. Through our strategy and action plan we will continue to ensure that we drive progress.

Our actions have been designed to encourage a more balanced gender diversity approach in recruitment and to concentrate our efforts on attracting and encouraging diversity at all levels. We have embedded fairness and inclusion principles into the advertising, selection, and progression processes for all roles across our organisation. Our People Services team continually monitor recruitment channel activity to ensure they are inclusive, and we make every effort to ensure our recruitment literature contains gender neutral language. Diversity & Inclusion and Being a Good Ally training is provided for all colleagues including recruiting managers and this emphasises the need for a gender balance of applicants and progression within the organisation (including flexible and agile working arrangements). Whenever we can we have gender balance and ensure female representation in our recruitment selection panels.

Encouraging and increasing gender diversity through our recruitment and talent acquisition processes is a priority for ONR, with the goal of reducing and closing the gender pay gap. One of our main aims is to inspire and attract a diverse range of individuals into ONR and increase the number of people recruited and employed from under-represented groups, specifically women, people from ethnic minority backgrounds, members of the LGBTQ+ community and disabled people.

While we have made improvements in the diversity of our recruitment that have led to positive results, we also acknowledge that we need to support work to promote diversity across STEM subjects. Consistent with the experience reported by many other organisations across the nuclear sector, our aggregate overall mean and median gender pay gaps reflect legacy structural arrangements. There continues to be a shortage across the UK of young and experienced females working in the fields of science, technology, engineering, and mathematics (STEM). Although 37% of ONR’s employees are women, of these just over 61**%** work in our Corporate Services and Divisional Delivery Support areas. We make determined efforts to attract, retain and develop women, particularly through our apprenticeship and graduate training schemes as well as our talent programmes and to promote opportunities within our regulatory roles.

Our People Strategy has evolved over time and will continue to do so, consequently, much of the progress we have made with our action plans has yet to be fully reflected in both our overall mean and median gender pay gaps. Whilst we have come a long way, our progress has been steady rather than remarkable. We continue to be committed to the actions we have implemented which are designed to create a more diverse organisation as well as driving down our gender pay gap.

**Analysis of the pay gap**

ONR’s workforce profile by grading level is shown below.

**Distribution of men and women employed at each grading level as of 31 March 2023**

Overall, ONR employs a higher percentage of men (63%) than women (37%). In essence 78% of ONR’s male workforce are in regulatory technical roles with the associated higher pay scales and only 7% of ONR’s male workforce are in a Divisional Delivery Support (DDS) role. ONR’s female workforce are split across DDS, regulatory technical and Corporate Service roles and their associated pay scales.

The proportion of men employed in higher grades is significantly greater at 74% within the senior grades (Bands 1–3).

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ONR employees by gender and grade 2022/23** | **Band 1** | **Band 2** | **Band 3** | **Band 4** | **Band 5** | **Band 6** | **SCS 1** | **SCS 2** | **Non-Executives** | **Total** |
| Female | 11 | 47 | 67 | 35 | 45 | 32 | 1 | 1 | 5 | 244 |
| Male | 33 | 165 | 159 | 16 | 24 | 16 | 7 | 2 | 2 | 424 |
| **Total** | 44 | 212 | 226 | 51 | 69 | 48 | 8 | 7 | 7 | 668 |
| **% Female** | **25.0%** | **22.2%** | **29.6%** | **68.6%** | **65.2%** | **66.7%** | **12.5%** | **14.3%** | **71.4%** | **36.5%** |

**Mean gender pay gap at each grading level**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ONR 2022/23 mean gender pay gap calculation** | **Band 1** | **Band 2** | **Band 3** | **Band 4** | **Band 5** | **Band 6** | **SCS 1** | **ONR** |
| Hourly pay rates of men divided by number of men (A) | £55.77 | £51.50 | £39.53 | £23.53 | £18.13 | £14.39 | £58.40 | £43.26 |
| Hourly pay rates of women divided by number of women (B) | £48.70 | £44.31 | £36.94 | £22.72 | £18.99 | £14.45 | £59.75 | £31.46 |
| Formula (A-B)/A x 100 | 12.7% | 14.0% | 6.5% | 3.4% | -4.7% | -0.5% | -2.3% | 27.3% |

**Note: columns showing results for SCS 2, and Non-Executives have been excluded due to identifiable data. The data is included in the ONR total results**

The gender pay gap is different to equal pay, which is the legal requirement that men and women are paid equally for doing the same job under the Equality Act 2010.

We are confident that our current gender pay gap does not reflect an equal pay issue.

We have a well-established pay structure, and we believe it is a legacy position, reflecting the dominance of men in regulatory technical roles in higher grades towards the top of the pay scales, which attract a premium rate of pay and the continuing challenge in wider society to encourage more women to pursue STEM subjects and qualifications.

This is more around the distribution of our gender, and we remain committed to improving our diversity at all levels and, as an inclusive employer, to address the issues highlighted through our gender pay analysis.

First and foremost, we remain committed to tackling this at all levels and we’re following best practice in this area through actions that are proven to address the gender pay gap over time. Addressing this gender imbalance for regulatory technical roles is the key to making a substantial change to the gender pay gap.

We continue to develop all our staff in their role, which over time should positively impact our pay gap as more women progress into higher paid roles alongside men. The work we are undertaking to support the progression of women is starting to have an impact, and we are pleased to see positive results in terms of female recruitment and career progression within ONR. 42% of women were promoted during 2022/23, which is favourable when compared with 37% ONR’s overall female workforce, indicating women are over-represented in promotion with a grade change.

Looking at this by role type, 35% of grade changes due to promotion for regulatory technical role types were women. Again, this is favourable when compared with available internal talent pipeline against ONR’s female headcount of 22%.

More women are employed in ONR’s lower paid bands (Bands 5 and 6), where there is a mix of corporate and operational support roles.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ONR 2023 median hourly rate** | **Band 1** | **Band 2** | **Band 3** | **Band 4** | **Band 5** | **Band 6** | **SCS 1** | **ONR** |
| Median hourly rate of men (A) | £58.19 | £53.79 | £42.16 | £23.55 | £18.74 | £14.45 | £59.75 | £46.70 |
| Median hourly rate of women (B) | £47.92 | £43.86 | £33.70 | £22.33 | £19.33 | £14.98 | £59.75 | £28.97 |
| **Formula (A - B) / (A) x 100** | 17.65% | 18.47% | 20.06% | 5.16% | -3.11% | -3.66% | 0.00% | 37.96% |

**Median gender pay gap at each grading level**

**Note: columns showing results for SCS 2 (and Non-Executives) have been excluded due to identifiable data. The data is included in the ONR total results.**

The overall median gender pay gap remains significant at 37.9%. The gap at the higher grades reflects the greater distribution of men in regulatory technical roles towards the top of the pay scales, which attract a premium rate of pay, as is the case across this sector. Progress towards narrowing the gap has been made through competency-based pay progression, which enables colleagues at the lower end of the pay scale to be recognised for their attainment.

The workforce profile across all our roles and bands is shown below.

**Workforce Analysis as of 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Support roles  (men) | Support roles  (women) | Technical specialists (men) | Technical specialists (women) | Total |
| Band 6 | 15 | 32 | 0 | 0 | 47 |
| Band 5 | 25 | 45 | 0 | 0 | 70 |
| Band 4 | 9 | 31 | 6 | 2 | 48 |
| Band 3 | 26 | 19 | 135 | 49 | 229 |
| Band 2 | 15 | 21 | 149 | 27 | 212 |
| Band 1 | 4 | 8 | 29 | 3 | 44 |
| SCS1 | 3 | 0 | 4 | 1 | 8 |
| SCS2 | 0 | 1 | 2 | 0 | 3 |
| Total | 97 | 157 | 322 | 85 | 661 |
| Percentage of organisation | 14.67% | 23.75% | 48.71% | 12.87% | 100% |

The representation of female colleagues within corporate and support roles (61%) is indicative of having a more gender balanced talent pool to recruit from. Our inclusive policies such as hybrid working and Balancing your Hour’s policies continue to be valued and highly rated by colleagues regardless of gender as shown by our 2022 Staff Survey (94.5%). At time of writing, we have recently been awarded the Liverpool City Region Fair Employment Charter – Aspiring level, following a robust assessment of evidence against four pillars: Healthy, Fair, Inclusive and Just. The Charter aims to celebrate good employers and help drive up standards for fairer employment practices.

The introduction of ONR values appear to have had an impact for underrepresented groups and women scored more highly at 75.8% than the overall satisfaction rate at 75%, which appears to indicate that our actions are having a positive effect.

Efforts to encourage women into STEM careers has focused on promoting girls interests in maths and science. Such efforts are paying off with the number of female students choosing core STEM subjects at A-level starting to rise year on year. In higher education the number of women accepted onto full-time STEM graduate courses in the UK increased by 50.1% between 2011 and 2020 (GOV.UK).

As part of a longer-term strategy, we will continue with our partnerships across the sector working with the Nuclear Skills Strategy Group (NSSG), to ensure we promote opportunities for female students to explore maths and science throughout primary and secondary school and encourage them to pursue career paths in STEM. We are also working to broaden the career routes into our sector with initiatives such as our Nuclear Degree Apprenticeship programme, which is already having an impact.

However, while more women are studying STEM subjects that is not translating directly into women pursuing careers in STEM. The Government Equalities Office - Workplace and Gender Equality Research into barriers to women’s progression in the workplace, found that women’s progression continues to be held back by barriers such as bias around pay and promotion, difficult workplace cultures, tensions between balancing work with care and a shortage of quality part-time work with a good salary potential.

We have considered how we might reduce these barriers, and hybrid working, and alternative working patterns are providing greater flexibility in terms of where and when people work, while considering their health and wellbeing.

Alongside hybrid working, our revised and refreshed flexible working policy ‘Balancing your Hours’ is designed to enable all staff to achieve a healthier work/life balance and to make sure that we continue to build a more inclusive culture.

This enables ONR to become a more attractive employer to a broader talent pool of potential applicants who would benefit from the range of flexible options available, thereby helping us become more inclusive by opening new and diverse recruitment channels. We believe that opening access to more flexible working arrangements is another key step to ONR attracting and retaining female employees and improving gender equality. The technical recruitment outturn for 2022/23 has shown a positive impact with a higher ratio of female starters compared to the two previous years.

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**New starters over last three years by specialism**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **New starters** | **2020/21** | | **2021/22** | | **2022/23** | |
| **Men** | **Women** | **Men** | **Women** | **Men** | **Women** |
| Technical specialists | 10 | 3 | 16 | 4 | 22 | 9 |
| **% Technical specialists** |  | 23% |  | 20% |  | 29% |
| Support roles | 4 | 2 | 16 | 13 | 10 | 18 |
| **% Support roles** |  | 33% |  | 45% |  | 64% |

Where the talent pool is wider for example in non-STEM roles, our female representation is greater at 61% which is more reflective of the wider UK population.

**Distribution of men and women through each pay quartile**

|  |  |  |
| --- | --- | --- |
| **ONR 2022 - 2023 Proportions of men and women in each pay quartile** | **Men** | **Women** |
| **Q1 - lower** | **34.7%** | **65.3%** |
| **Q2 - lower middles** | **57.5%** | **42.5%** |
| **Q3 - upper middle** | **77.8%** | **22.2%** |
| **Q4 - upper** | **83.8%** | **16.2%** |
| **Total** | **63.5%** | **36.5%** |
| **668** | **424** | **244** |

**Mean gender pay gap by specialism**

Note: Columns showing results for SCS2 have been excluded due to identifiable data. The data is included in the overall results.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ONR 2023 Mean gender pay gap by specialism** | **Band 1** | **Band 2** | **Band 3** | **Band 4** | **Band 5** | **Band 6** | **SCS 1** | **ONR** |
| **TECHNICAL SPECIALISTS** | | | | | | | | |
| Hourly pay rates of men divided by number of men (A) | £57.91 | £53.04 | £41.91 | £24.34 | £13.25 | £- | £61.69 | £345.34 |
| Hourly pay rates of women divided by number of women (B) | £58.65 | £52.67 | £40.07 | £27.24 | £14.13 | £ - | £59.75 | £52.50 |
| Formula (A-B)/A x 100 | -1.3% | 0.7% | 4.4% | -11.9% | -6.7% | 0.0% | 3.2% | **26.9%** |
| **CORPORATE/SUPPORT** | | | | | | | | |
| Hourly pay rates of men divided by number of men (A) | £43.82 | £36.11 | £27.34 | £22.89 | £18.58 | £14.39 | £54.01 | £217.13 |
| Hourly pay rates of women divided by number of women (B) | £44.97 | £33.97 | £29.05 | £22.14 | £19.33 | £14.45 | £0.00 | £233.27 |
| Formula (A-B)/A x 100 | -2.6% | 5.9% | -6.3% | 3.3% | -4.1% | -0.5% | 100.0% | **-7.4%** |

**Targeted Action to reduce and close the Gender Pay Gap**

**What else do we need to do?**

We are not complacent when it comes to reducing the pay gap and as the analysis indicates many of the factors are historical and our strategy is to adjust the structural balance, not just at ONR, but that of the wider nuclear industry (from which ONR necessarily draws most of its technical resource). We appreciate that it is a long-term task, potentially five to ten years or more. There remains much to do to both employ more women and advance them to higher paid roles.

While we have made good progress on gender equality over the past few years, we have sought to drive forward further change. To provide everyone with equal access to opportunities, and support everyone to fulfil their potential, we have supported the launch of a new colleague-led network to promote gender equality in ONR. The Gender Equality Network is a member-led, independent network that informs, supports, challenges, and works alongside the Diversity and Inclusion Group and Trade Unions. It has been established to support colleagues as a place where everyone can come together to be a champion and ally for gender equality.

We want everyone in ONR to feel they belong and aim to do this by developing a truly inclusive culture, making our colleagues feel valued, respected, and supported through shared knowledge and understanding. We promote a diverse, inclusive work environment where employees are valued for their differences, able to bring their whole self to work and are empowered to succeed. We are committed to living our values, including being ‘supportive’ and ensuring our workplaces are safe, accessible and promote health and wellbeing, so everyone feels respected, included, and able to perform at their best.

A diverse workforce that is more representative of society, on behalf of which we hold the nuclear industry to account, is key to achieving our strategic aims and being a world class regulator. We are confident that we have put steps in place to continue the longer-term positive trajectory showing the impact of our outreach, recruitment, training and development programmes and wider diversity and inclusion initiatives.

We recognise that the significantly higher proportion of men in our more highly paid technical specialist roles will continue to result in a significant gender pay gap. The aim going forward is to draw more women into technical specialist and more senior roles. This will be done by continuing to support recruitment pipelines that reach a more diverse field of candidates and continuing with our gender-neutral attraction and selection processes, aimed at both attracting and retaining the best person for the job.

We are committed in our strategies and plans to improve our diversity at all levels. Being successful in addressing these diversity issues will impact directly on focusing on the issues that the gender pay analysis has highlighted. Some of the work we have been doing recently to support this is outlined below.

**Improving representation of women in our workforce**

To reduce the current gender pay gap and improve our diversity more generally, we must continue to improve our ability to attract women into higher paid roles, in particular higher band nuclear specialist roles. Our recruitment strategy aims to achieve this through the following activities:

* **Promoting ONR to others** – We remain committed to achieving 40% women in ONR by 2030 as part of the Nuclear Sector Deal. Our actions have been designed to encourage a more balanced gender diversity approach in recruitment and to concentrate our efforts on attracting and encouraging diversity at all levels. To help us attract more women and retain a diverse workforce, we have partnered with VERCIDA, a careers site that collaborates with employers who respect a culture of inclusivity, diversity and accessibility and are committed to these attributes. The site is an opportunity to highlight the diversity of roles that we have and the benefits we offer including hybrid and flexible working, reverse mentoring, workplace adjustments, carers support, staff networks and others to attract a rich variety of people. We have also updated the ‘ONR Work for Us’ segment of our website with a broader representation of ‘Our People’ section to be more representative.
* **Selection arrangements** – Unconscious bias can be a feature of recruitment activity in any sector and at ONR we have introduced several initiatives to try to ensure it does not affect opportunities for our applicants. We have name- and gender-anonymous selection and use gender-neutral wording throughout our recruitment process to remove unconscious bias at an early stage. All selection panels for external or internal recruitment have at least one female panel member as far as possible. All selection panels have an HR professional involved as a panel member or advisor. We review our recruitment and selection processes annually to ensure any equality issues are identified. During 2022/23, 56% of new hires were women and when we consider this by role type 46% of new hires for technical roles were women, which is positive when compared with STEM talent pipeline for technical roles including female UK STEM workforce 26%, female nuclear workforce 23%, female STEM graduates 26% and ONR female technical headcount 22%.
* **Senior leadership roles**– we are proud of the fact our Board is now 71% female and 24% of our senior leadership roles at SCS to Band 2 are held by women.
* **External engagement –** we are working with wider sector organisations including the Nuclear Skills Strategy Group, Women in Nuclear, the Environment Agency and the Nuclear Decommissioning Authority, both to raise our profile externally as an employer of choice for women and to bring about positive change across the sector.
* **Nuclear graduates’ scheme** – since 2014, ONR has sponsored an annual cohort participating in the industry-wide Nuclear Graduates training programme. To date, over 37% of the ONR sponsored participants have been women. We are also pleased that 12women have subsequently joined ONR as technical specialists on permanent appointments through this route.
* **Degree level apprenticeships** – Apprenticeships offer an alternative and appealing entry point into a career in the sector and ONR has an active programme that is supporting women to enter STEM-based careers.

In support of our STEM strategy, we launched our first-degree level apprenticeships in Nuclear Engineering and Science. This is a change to our traditional practice of recruiting nuclear specialists with a minimum of a first degree. We are looking to develop a new talent pipeline that allows people to combine both the academic study of a traditional university degree and the practical experience and wider employment skills of working in a nuclear environment. We are pleased to see that 60% of our degree apprentices are women.

**Starting young – our support for STEM (Science, Technology, Engineering and Mathematics) activity**

ONR also sees the challenge in the longer term and as such is actively engaging with schools to promote STEM careers for girls and women. We recognise there is a shortage of skilled and trained people, in particular women, in STEM-related subjects. Therefore, it is in our interest to ensure that we are attracting as many people as possible from a diverse background, given the competitive market environment for talent, and that ONR is representative of our wider community.

* We have developed a STEM strategy supporting the Nuclear Energy Agency on “Mentoring a Future Generation of Female Leaders in Science and Engineering.” We can directly impact young people, particularly girls, by inspiring and supporting the next generation of nuclear specialists and therefore improving the gender balance. ONR colleagues can play a vital role in inspiring future generations of female engineers and scientists, both through our work in ONR or by supporting other bodies with which we are proud to be connected.
* In conjunction with others from across the sector we continue with our strong partnerships working with Nuclear Skills Strategy Group (NSSG), to champion gender balance and to engage with schools, colleges, and universities to encourage young people of all genders to take up STEM subjects and attract more female applicants into ONR and the wider nuclear industry.
* We continue to develop our outreach strategy with local schools and colleges to improve diversity across all socio-economic groups. We promote STEM career opportunities for women through our participation in activities in local schools and the STEM Ambassadors programme. ONR actively supports our colleagues as STEM Ambassadors, getting involved in a range of activities that can have an impact on young people’s learning and enjoyment of STEM subjects. We have hosted several school-aged children undertaking a period of work experience in the organisation. We will continue to engage with schools, colleges, and universities to encourage young people of all genders to take up STEM subjects and attract more female applicants into ONR and the wider nuclear industry.

**Developing and supporting our women**

* We have reviewed and revised our leadership and management development programmes to be more inclusive. These now provide all leaders with emotional intelligence and unconscious bias training, setting out our expectations around diversity and inclusion while creating better self-awareness and the ability to understand others.
* In twice achieving the National Equality Standard and Disability Confident Leader accreditation, we have recognised the strategic value of being a diverse and inclusive organisation. We are transforming the way we attract, recruit, and develop talented people from different backgrounds, and identifying more ways we can make ONR great place to work for everyone.
* We are a menopause friendly employer, and in 2021 we launched our menopause policy and guidance for staff, their managers, and colleagues to provide the right support to help manage menopausal symptoms at work. This has been updated to be more inclusive to everyone who faces menopausal symptoms and to encourage a safe space for transgender members of staff. The policy and guidance are supported by dedicated menopause training events and awareness days to equip everyone to understand the impact of menopause on individuals and their wider family and how to help and support others.
* We recognise and celebrate key days such as International Women’s Day, using these opportunities to promote inspirational female role models in ONR.

**Flexible working**

Flexible working: we have revised and refreshed our flexible working policy, now called ‘Balancing your Hours’ to encourage and support a healthy work/life balance, support family commitments, improved health, and wellbeing and to drive inclusivity.

* Flexible working covers a wide range of working patterns, including hybrid working. It allows individuals to be more flexible on when they work their contracted hours to achieve a better work-life balance without adversely affecting the overall efficiency and effectiveness of ONR, including the service we provide to the public.
* We are committed to supporting all colleagues to take up hybrid working, harmonising the wider needs of the organisation with individuals’ personal preferences and circumstances. Post COVID-19 pandemic, the benefits from hybrid working have been well documented including a better work–life balance, greater ability to focus with fewer distractions, more time for family and friends, saved commuting time and costs and higher levels of motivation. We recognise these benefits and support a more flexible way of working: to support a better work-life balance for all, whilst ensuring we deliver our mission and continue to build a more inclusive culture. This means that, subject to operational and business requirements, we can enable greater choice to blend the level of working in the office, on site and remotely/at home.

**Policies and Procedures**

**Recruitment**

* We have anonymous name and gender recruitment and have gender decoded our job adverts to remove any implicit bias while ensuring gender-neutral language, and where possible we have gender balanced interview panels.
* We aim to encourage more women to stay and progress through employment policies that make it easier to combine a career with a family life. We have also sought to introduce policies and toolkits around menopause, disability, and race to help us become a more inclusive employer.
* Ensuring all colleagues are more aware and equipped to play their part is key to creating an inclusive workplace that is welcoming to women. While the policies we have in place aim to eliminate any form of discrimination or inappropriate behaviour, we recognise that there is more to do. We continue to promote our revised and refreshed Code of Conduct and ensure that our leadership teams are reinforcing appropriate standards throughout their business areas, and that they are supportive of our diversity and inclusion work, such as promoting our Carers policy and Passport, Reverse mentoring scheme, and our revised approach to performance management, which has a greater focus on wellbeing.

**Performance Management**

* We have introduced a new performance management approach, simplifying it, and basing it on values-based conversations linked to performance, increasing the focus on wellbeing and career development while providing the opportunity for more regular coaching discussions. We undertake analysis at key stages of our performance management process focusing on diversity specific issues to ensure there is no evidence of conscious or unconscious bias. We have strengthened our guidance to line managers making assessments and shared best practice and experiences to ensure a fair and transparent performance management process.

**Pay and Reward**

* The introduction of competence-based pay progression has had a positive impact in helping to address the gender pay gap across grading levels, given the higher ratio of men already at the top of their respective pay scales, a legacy based on length of service that has now been removed.
* Our new Praise and Recognition approach allows all staff to be recognised and rewarded in line with our values in a timely way, whilst being celebratory, fair, and equitable.

**Career Progression**

* We continually monitor the progression of female staff through our succession and talent management plans. This helps us to ensure that these are gender neutral, free from bias, and encourage women to progress into more senior roles. This work is supported by a range of other diversity and inclusion measures designed to achieve our 2030 ambitions and we remain committed to achieving 40% women in ONR by 2030.

**Why should we do this?**

The business case for a diverse and inclusive organisation is already well known and evidenced. From creating a motivated, engaged and more productive workforce, to the positive impact that an increasingly diverse and balanced team has on improved decision making and strategic focus for an organisation.

We recognise the benefits of a more gender balanced workforce to help us meet our strategic aims, by enhancing our professional knowledge, bringing challenge and new perspectives, and providing a working environment in which everyone can achieve their full potential.

Our focus now is creating the building blocks for the future. To do this we are positive that ONR must have a culture which supports women and their progression to greater levels of representation at more senior levels and removing barriers is key to this. ONR is committed to its vision of being a modern transparent regulator delivering trusted outcomes and value.

We know the important obligation we have to protect society by securing safe nuclear operations. We do this through our people, and it is incumbent on us to provide a great workplace and a positive and inclusive culture that enables us to get the best out of all our staff. Identifying and addressing diversity issues, including those highlighted in this report are integral to improving our delivery and influence on issues of nuclear safety and security.

**Declaration**

We confirm that data reported by the Office for Nuclear Regulation is accurate and has been calculated to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

**Name/job title of Signature**

ONR HR Director signature 

**Dave Caton**

**ONR HR Director**