



PROGRAMME +
PROJECT PARTNERS



Jacobs

MORGAN
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INFRASTRUCTURE

DOOSAN



INVESTORS IN DIVERSITY

OUR PURSUIT TO BE ACCREDITED AS AN INCLUSIVE PARTNERSHIP

THE PROCESS AND STATUS

- **Phase one – CULTURAL AUDIT (Completed July 2022)**
 - Review of lot partner HR policies
 - Focus groups held with a cross-section of PPP colleagues
 - Distributing a survey to all our PPP colleagues.
 - LFE to enhance process next time (more visible leadership sponsorship and pre-engagement on survey)
- **Phase two – ACTION PLAN (Underway)**
 - Independent review of data and recommendations
 - Action plan developed and agreed by People Forum and SLT
 - Action plan launched and tracker established to monitor progress
- **Phase three – ACCREDITATION ASSESSMENT (Early 2023)**
 - Report against action plan
 - Focus groups held with a cross-section of PPP colleagues
 - Distribution of survey to all our PPP colleagues.

The Investors in Diversity accreditation from the National Centre for Diversity (NCfD) is a national equality standard providing organisations with a bespoke approach to embedding FREDIE (fairness, respect, equality, diversity, inclusion, and engagement) in all corners of their organisation

PPP is the first in the nuclear sector to pursue the accreditation to help develop our culture and maximise the diverse perspectives and experiences of those working in the partnership.

We have successfully completed a workforce-wide cultural audit which involved: reviewing lot partner HR policies, holding focus group sessions with a cross-section of PPP colleagues and distributing a survey to all our PPP colleagues. Thanks for your input, your feedback tells us:

- ✓ **71%** overall believe PPP should be accredited, but need to improve a few things.
- ✓ **96%** of respondents feel valued & respected by colleagues at work.
- ✓ **75%** feel that people on PPP work in accordance with policy and good practice.
- ✓ All partners have a comprehensive set of policies and procedures, with areas of very good practice identified.
- Inappropriate behaviours - **25%** of colleagues reported having witnessed inappropriate behaviours in the last 12 months.
- Fairness for all - **44%** of respondents highlight inequality. Age and Gender were cited as the most common reasons.
- Lack of awareness and education around FREDIE, including support for managers on how to recognise and address issues when they arise.

Nepotistic

Referring some members of staff as "the girls" Talking over other team members and putting down with jokes

Being told to P*** off

Threatening statement to do something if you want to keep your job

Silencing, ignoring, patronising, threatening and bullying of female staff

Talking over others and making fun of them

loud swearing bad mouthing others in open plan office.

I point out that there is little diversity in a room and I am told "you are there".

Some behaviours get excused because 'that's what its like on a construction site' or 'that's just how it is in Cumbria'.

Saying that we need a 'black, one legged lesbian' in the team to show we value diversity

Offensive banter

Use of sexist, racist and xenophobic language in the office. It was not handled,

Inappropriate jokes about a person's sexuality

Swearing and 1970's culture

saying that seeing a photo of an Asian colleague wont help 'because they all look the same'.

Men giving women unsolicited advice on breastfeeding, when to have a baby, etc.

Senior Managers do not treat their female employees and co-workers with the same respect, very 1970's type approach.

It's a boy's club

Sexually inappropriate language used in meetings

Gender stereotyping - women assumed to be admin.

Female employees are talked down to and their opinions ignored, yet a male employee puts forward the same opinions and they are far more accepting.

References towards women performing a trial differently because of being female

Inappropriate comments about a woman's outfit that they were wearing to work

"jobs for the boys" problem, qualified people are being led by unqualified people who then see their employees as threats.

Women are treated as second class, Lower grades and significantly lower salaries for doing the same job. If they complain they are labelled.

Females speak out about issues and are denigrated and then actively ignored and inappropriate language used.

Silencing, ignoring, patronising, threatening and bullying of female staff.

I observed a Sellafeld manager state during a conversation about an individual that 'it was about time he retired anyway'.

Regular examples of interactions where a lack of awareness leads to inappropriate comments made around protected characteristics.

Having policies does not change anything, the language is written to incorporate or include which implies the organisation itself does not change, consideration of FREDIE can be taken as something we just do but can still result in very thing it attempts to stop. Lip service satisfies the senior manager driver but does not of itself enact any change

Unsolicited comments around menopause

Quietly putting down others. Talking over people and using the 'we all need to work together' to overwrite the point that was being made. Appearing to agree with the point then ignoring it

lots of talking around but not lots of doing on the ground

Unprofessional remarks including sexism and the belittlement of people's ideas as a result of sexism/ageism. Sometimes it has been addressed and dealt with other times it has not.

Favour positive discrimination

NEXT STEPS:

An action plan has been developed based on areas we need to improve. This will focus on;

Engagement

- Continue roll out of recently launched Management Training, with specific ED&I content adapted to focus on dealing with inappropriate/challenging behaviours.
- Managers Induction (launched June 2022) to be rolled out to all PPP People Managers
- PPP Induction revised to include the PPP approach to ED&I – new content has been delivered from July 2022
- Development of Inclusive Leadership training for senior managers (rough timescale? Late 2022?)

Raising awareness

- Better promotion of liD and PPP's ambitions to be a more inclusive workplace
- Promoting what support and resources are available through the partners

Resourcing

- Launch of jobs board to increase awareness/internal pipelines for promotions and progression in fair and inclusive ways.
- Identification of any gaps in representation within the workforce and consideration of positive action initiatives – e.g. mentoring.

The assessment process will be repeated in early 2023, and to achieve the accreditation we will have to demonstrate progress against the action plan and highlight areas of improvement.

NATIONAL CENTRE FOR DI>ERSITY



Our mission: Fairness for all

Culture



“Culture Eats Strategy for Breakfast”

Peter Drucker



NCFD Background

- 2005
- 1000 + organisations
- 1,000,000 employees
- FREDIE
- BISFACTS

- Fairness for all is a reality
- Respect for all is the norm
- Equality of opportunity for all is embedded
- Diverse employees feel that they belong
- Inclusive behaviours are widespread.
- Engaged - where there is emotional connection

Proven to transform organisational culture
make **FREDIE** your new best friend



NationalCentreforDiversity.com

Our unique approach

FREDIE

Fairness

Respect

Equality

Diversity

Inclusion

Engagement



BISFACTS

Belonging

Inclusion

Self

Fairness

Autonomy

Certainty

Transcendence

Security

Get **FREDIE** right and you
will get **culture** right

Get the **culture** right and
you will significantly
enhance your ability to
deliver on your **strategy**.





**Investors in Diversity
making you....**

Better- Stronger-Together

Business benefits of FREDIE

...

A 10% increase in inclusion can result in you winning back one day of work for every person you employ





Business benefits of FREDIE

- Highly engaged employees 87% less likely to leave their jobs
- Engaged employees perform at 20% better than those not so engaged

- Sources: David Glass 2002
- Business case for Managing employee turnover 2006, Corporate Leadership council

Business benefits of FREDIE

- Teams that follow an inclusive process make decisions 2X faster with 1/2 the meetings
- Decisions made and executed by diverse teams delivered 60% better results
Inclusive teams make better business decisions up to 87% of the time



Business benefits of EDI

In 2015, 30% of British workers were not engaged for a single day - source Gallup

If you want to improve inclusion
then come with us on the 'Investors
in Diversity' journey with rest of us.



Investors in Diversity

A simple 3 step
process - AIR

Investors in Diversity

1. Initial Assessment
2. Improvement
3. Full Review

Any Questions?