



UK Atomic  
Energy  
Authority

# Equality, Diversity & Inclusion Strategy



# CONTENTS

1. Why EDI Is Important to Us	<b>2</b>
2. Equality Legislation – Understanding Our Duties	<b>2</b>
3. Our Journey So Far	<b>3</b>
4. UKAEA EDI Strategic Priorities	<b>5</b>
5. Governance & Ownership	<b>6</b>
6. Needs Assessment & Insights	<b>8</b>
7. Communication & Engagement	<b>9</b>
8. Measurement & Evaluation	<b>9</b>
9. Benchmark Tools	<b>10</b>

## 1. Why EDI is important to us

**This Equality, Diversity, and Inclusion (EDI) Strategy will support the delivery of our vision and goals as outlined in the UKAEA Delivery Plan and People and Culture Strategy.**

Developing the talented, diverse people needed to deliver fusion is key to our mission. At UKAEA, we depend on a wide variety of skills and skilled people to deliver our objectives. People are at the heart of every part of our business. Creativity, innovation, energy, and motivation are the driving forces of our success. The contributions of our employees are key to the success of UKAEA, and it is their demonstration of our organisational values - Commitment, Trust, Innovation, Collaboration, which enables us to achieve our mission. We celebrate the diversity of our employees and are proud of having created a friendly and open environment, where opinions are valued, and curiosity and questioning is encouraged. We recognise this requires effective leadership, management skills, resources and constant engagement and effort, and that there is always more we can do.

We are committed to advancing EDI through an annual action plan informed by data, lived experience, and employee feedback, with clear accountability and progress tracking. Our physical and digital workspaces will reflect accessibility and flexibility at their core, ensuring inclusion is embedded in how we work. Strengthening employee voice and connection is equally important. We will create space for open dialogue through regular listening activities and transparent feedback loops, support employee networks and communities of practice that foster belonging and shared learning, and facilitate meaningful connections through cross-team collaboration, storytelling, and inclusive events. Together, these actions will help us build a culture where diversity is celebrated, inclusion is lived every day, and equality is advanced for all.

## 2. Equality Legislation – Understanding our duties

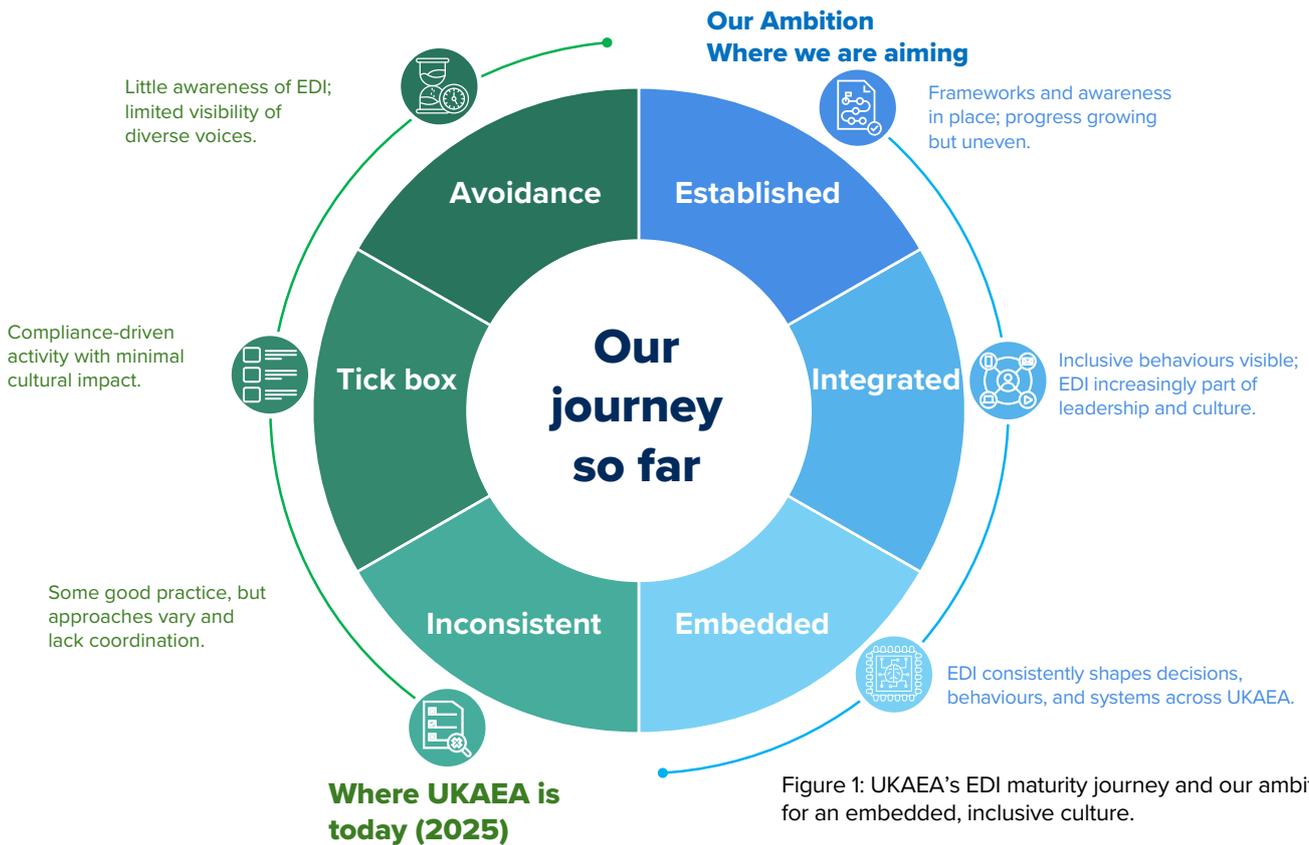
The Public Sector Equality Duty (PSED) requires public authorities such as UKAEA, to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation, and any other unlawful conduct prohibited by the act.
- advance equality of opportunity between people who share and people who do not share a relevant protected characteristic.
- foster good relations between people who share and people who do not share a relevant protected characteristic.

At UKAEA we know adherence to the Equality Act and the PSED is a legal obligation. We are committed to meeting these duties effectively and embedding equality, diversity and inclusion principles across our policies, practices and ways of working.

### 3. Our journey so far

Over recent years, UKAEA has taken important steps to embed equality, diversity and inclusion into our culture and practices. We have built a foundation of good practice and engagement, and we are ready to take the next step. Our current focus is moving from activity-based efforts to a coordinated, strategic approach strengthening governance and embedding inclusion into everyday decision-making. This evolution will position us to create a culture where inclusion is actively led, consistently lived, and benefits everyone.



This new EDI Strategy sets out the UKAEA commitment and ambition in response to:

#### ■ Onvero – TIDE Benchmarking:

UKAEA participated in the Onvero Talent Inclusion and Diversity Evaluation (TIDE) benchmarking process to assess the maturity of our EDI practices. The self-assessment indicated that our overall maturity is below the sector benchmark, providing a valuable opportunity to strengthen and develop our approach. The tool highlighted areas of strength, including Wellbeing and Belonging, Inclusive Recruitment, and Talent Management and Development, which provide a solid foundation for progress. It also identified key areas for development, notably inclusive leadership, diversity data monitoring, EDI training, and enhancing employee voice and engagement, all of which are core priorities within this strategy.

## ■ Working Families – Top Employer Benchmarking:

UKAEA strives to be a welcoming and flexible employer. As such, we committed to joining the Working Families Index and benchmarking our practices against other employers. The Working Families employer benchmark enables employers to measure their successes in creating a family-friendly and flexible work culture, highlights any areas they can develop further still, and allows them to benchmark themselves against other best practice employers across the UK. UKAEA participated in the Working Families Benchmark in 2025 to assess how effectively we support employees in balancing work and family responsibilities. UKAEA's scores were significantly under the benchmark in the following areas: integration, policy, consistent practice, evidence and statistics providing an opportunity for improvement.

## ■ Other reviews and work completed:

UKAEA conducted an Accessibility Audit at the end of 2025 including surveying and analysing inclusive and accessible facilities across Culham Campus. This provided insight into how we meet EDI requirements through accommodation and to summarise the status of the accessible and inclusive provision. This has identified an action plan which will be managed by the internal Estates Division looking at short term and longer-term solutions.

A key focal point in 2025 for EDI included the Sexual Harassment Prevention legislation activity and the creation of a framework which can be adopted for other topics such as Anti-Bullying and Harassment.

UKAEA's Gender Pay Gap has improved in all the main measures since the last financial year, this includes the mean Gender Pay Gap which has decreased from 11.86% to 10.10%: the second largest year on year decrease since mandatory reporting began in 2018. The median Gender Pay Gap has also improved from 25.66% to 23.78%; the second largest decrease since 2018. UKAEA's Gender Pay Gap Working Group continues to meet monthly, ensuring accountability and momentum across all topics linked to the action plan. UKAEA's Gender Pay Gap Panel provides oversight and strategic direction. There is recognition that other pay gaps within UKAEA should be reviewed, and this has been incorporated within this EDI strategy.

UKAEA is also a member of the Onvero and the Business Disability Forum enabling us to draw upon best practice in reviews of our policies and practices to identify and break down barriers.

As a result, the following vision, scope, strategic priorities, and objectives have been identified:

**Vision:** A workplace built on fairness, respect, and inclusion, where diversity is celebrated, equity is embedded in everything we do, and discrimination has no place. This commitment enables UKAEA to lead globally in fusion.

**Scope:** This strategy sets out UKAEA's approach to embedding equality, diversity, and inclusion across our organisation. It defines responsibilities, priorities, initiatives, and measurable outcomes that will enable us to create a workplace where fairness, respect and inclusion are integral to how we work.

## 4. UKAEA EDI Strategic Priorities

To turn our ambition into action and continue our efforts, we have identified key strategic pillars that will guide our approach to Equality, Diversity, and Inclusion.

These pillars focus on understanding our workforce through data, attracting and retaining diverse talent, equipping our people with the knowledge and skills to foster inclusion, and creating a workplace culture where everyone feels respected and valued. Each pillar is underpinned by clear strategic objectives and commitments that provide direction, enable accountability, and will drive measurable progress.

### **Strategic Pillar 1: Insight that Drives Inclusion**

#### **Objective:**

To understand workforce needs through transparent data collection, reporting, and analysis to enable evidence-based, data-led decision making.

#### **We commit to:**

- Using insights to identify gaps, monitor progress, and inform targeted interventions.
- Performing regular workforce demographic audits and sharing insights through leadership dashboards.
- Encouraging employees to share diversity data and employee insights data analysis to identify trends.

### **Strategic Pillar 2: Attract, Retain & Advance**

#### **Objective:**

To build a diverse and inclusive workforce by attracting talent from a wide range of backgrounds and positioning UKAEA as an employer of choice. To ensure fair, inclusive, and transparent recruitment and progression processes that provide equity of opportunity at all levels.

#### **We commit to:**

- Reviewing recruitment processes to remove bias and embed inclusive practices.
- Developing targeted outreach and partnerships to attract underrepresented groups.
- Continuing and enhancing returnship programmes.
- Creating clear progression pathways and monitoring retention trends for diverse talent.

### **Strategic Pillar 3: Training & Development**

#### **Objective:**

To equip colleagues with the knowledge and tools to understand their responsibilities in ensuring equality and foster inclusive behaviours. To develop cultural awareness and confidence among managers to lead inclusively and support diverse teams effectively.

#### **We commit to:**

- Reviewing and delivering EDI training for all employees and managers.
- Providing inclusive leadership training and workshops.
- Offering cultural competency and allyship programmes.
- Supporting employee network chairs and senior sponsors to champion inclusion.
- Further embedding EDI objectives into UKAEA's performance management system.

## Strategic Pillar 4: Inclusive Workplace & Culture

### Objective:

To embed equity across UKAEA by identifying and removing barriers for underrepresented groups. To create a culture of fairness, dignity, and respect, engaging colleagues to contribute to inclusivity and continuously reviewing policies and practices to reduce discrimination and improve access.

### We commit to:

- Reviewing the reasonable adjustments policy and completing regular accessibility audits.
- Support Employee Networks and celebrating key cultural and awareness dates.
- Embedding inclusive language in all policies and communications.
- Promoting psychological safety through setting clear expectations for respectful behaviour and providing line managers with tools to encourage open dialogue.
- Reviewing flexible working and family-friendly policies.
- Conducting regular EDI surveys/reviews and applying for key charters and accreditations.
- Updating Equality Impact Assessments to ensure they are fit for purpose and reviewed on a regular basis.
- Addressing behaviours that undermine inclusivity by setting clear expectations, providing education, and taking appropriate action where conduct falls short.

Each financial year, an action plan will be developed to support the delivery of our EDI strategy and objectives. The annual action plan will outline key activities that will be reviewed, alongside measures of success to track progress and demonstrate how EDI continues to evolve at UKAEA. This approach ensures transparency, accountability, and a clear focus on driving meaningful change.

## 5. Governance & Ownership

The EDI Strategy will require a cross-functional effort to implement. Each member of UKAEA will have a role in embedding EDI into our culture, operations, and leadership.

### Ownership & Roles:

#### Executive Leadership /Level 8 Sponsors

- Act as strategic sponsors for EDI, ensuring alignment with organisational priorities. This includes sponsoring an employee network and supporting initiatives that align with the agreed EDI strategy and organisational priorities.
- Role-model inclusive behaviours through visible commitment and everyday leadership actions.
- Champion EDI in decision-making by embedding inclusion into policies, processes, and strategy.
- Engage actively with governance by attending bi-annual Inclusion Council meetings and reviewing progress on key priorities.
- Stay informed on emerging issues through regular briefings and act on matters requiring leadership intervention.

<b>People &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Provide strategic oversight for the implementation of the EDI strategy and objectives.</li> <li>• Track and report progress against agreed EDI goals, ensuring transparency and accountability.</li> <li>• Drive continuous improvement by reviewing data, feedback, and best practices to refine initiatives.</li> <li>• Enable delivery by equipping leaders and managers with tools, guidance, and resources.</li> <li>• Prepare regular updates for the Executive Committee and Inclusion Council, highlighting progress, risks, and emerging issues.</li> <li>• Act as a trusted advisor on EDI matters, supporting decision-making and embedding inclusion across all people processes.</li> </ul>
<b>Inclusion Council</b>	<ul style="list-style-type: none"> <li>• Provide strategic governance and oversight for Equality, Diversity, Inclusion (EDI) and Wellbeing, ensuring alignment with organisational goals and legal duties under the Equality Act 2010 and Public Sector Equality Duty.</li> <li>• Monitor progress against EDI and Wellbeing objectives through a strategic dashboard and data-led insights, ensuring accountability and transparency.</li> <li>• Advise, endorse, and approve initiatives that strengthen inclusion, wellbeing, and cultural alignment, maintaining strategic relevance and impact.</li> <li>• Escalate critical issues and proposals requiring Executive decision to the for resolution and support.</li> <li>• Serve as a collaborative forum for EDI Networks, senior leaders, and key stakeholders to share successes, challenges, and best practices, ensuring diverse voices shape organisational priorities.</li> <li>• Champion resource allocation and sponsorship for initiatives that advance inclusion and wellbeing across all divisions.</li> </ul>
<b>Employee Networks</b>	<ul style="list-style-type: none"> <li>• Champion EDI and Wellbeing by amplifying employee voice and representing diverse perspectives across all divisions.</li> <li>• Collaborate operationally with People &amp; Culture, Comms, and TU through monthly forums to plan activities, share updates, and resolve inclusion-related issues.</li> <li>• Co-design and deliver initiatives that foster belonging and align with organisational priorities, ensuring campaigns and events are inclusive and impactful.</li> <li>• Provide data-driven feedback and insights on emerging issues to inform strategy and tactical decisions, using agreed templates for updates.</li> <li>• Act as a conduit for engagement, ensuring timely communication and alignment of messaging across networks and the wider organisation.</li> </ul>

<b>Line Managers &amp; Leaders</b>	<ul style="list-style-type: none"> <li>• Embed EDI in everyday practice by applying inclusive behaviours in team management.</li> <li>• Ensure fair and equitable processes throughout the employee lifecycle (including recruitment, development, and performance management).</li> <li>• Create psychologically safe environments where team members feel valued and heard.</li> <li>• Cascade EDI updates and encourage engagement with initiatives within their teams.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Actively engage with EDI initiatives and contribute to building an inclusive culture.</li> <li>• Support peers by fostering respect and collaboration across differences.</li> <li>• Provide feedback to help shape and improve EDI efforts.</li> <li>• Challenge non-inclusive behaviours constructively and uphold organisational values.</li> </ul>

## 6. Needs Assessment & Insights

Implementation of the EDI Strategy will involve continually seeking insights to identify areas to improve and target.

- **Data Sources:** Engagement surveys, exit interviews, EDI metrics, recruitment and progression data, diversity audits.
- **Benchmarking:** compare EDI performance against recognised external standards and sector benchmarks (TIDE, Working Families, CIPD, Disability Confident) to identify best practice and track progress.
- **Feedback Loops:** Use pulse surveys, focus groups, staff networks, and anonymous reporting to capture employee voice and feed into action plans.
- **Closing Gaps:** Introduce new surveys and/or tools where data is incomplete to guide future initiatives

## 7. Communication & Engagement

Employees at UKAEA will be engaged through consistent, integrated communication to ensure EDI remains a visible and embedded priority across the organisation.

- **Regular Updates:** Share practical tips, success stories, and inclusive practices through existing channels (e.g. intranet, newsletters, team briefings).
- **Key Moments:** Highlight and celebrate awareness days and cultural events to celebrate inclusion.
- **Central Hub:** Maintain an accessible Nucleus hub as a one-stop location for EDI information, including:
  - Calendar of EDI events and awareness days
  - Guidance and resources for employees, line managers, and leaders
  - Signposting to Employee Networks and support tools.
- **Employee Voice:** Strengthen two-way engagement through Employee Networks, surveys, and feedback channels to inform continuous improvement.

Messaging will remain clear, simple, and integrated into everyday communications to avoid initiative overload and ensure meaningful engagement.

## 8. Measurement & Evaluation

The success of the EDI Strategy will be measured regularly to ensure initiatives are having a tangible impact.

The below metrics will provide indicators for measuring success.

### Metrics:

- **Representation & Diversity Data:** workforce demographics, recruitment, and promotion rates, pay gap reporting (for example: gender, ethnicity & disability).
- **Engagement & Inclusion Indicators:** Employee survey results on inclusion, belonging, psychological safety, and trust in leadership.
- **Employee Voice & Networks:** Participation in Employee Networks, feedback from focus groups and pulse surveys.
- **Recruitment & Retention:** Diversity in shortlists, offer acceptance rates, retention of underrepresented groups.
- **Learning & Development:** Completion rates for EDI training and performance management EDI objectives.
- **Employee Relations Data:** Trends in grievances, bullying and harassment cases, and resolution outcomes.

Reporting will take place through regular dashboard reporting to the Inclusion Council and senior leadership forums. EDI will continue to be included in UKAEA's Annual Report, providing progress updates against the action plan and outlined success metrics.

The EDI Strategy will be reviewed and refreshed every two years.

## 9. Benchmark Tools

<b>TIDE</b>	<p>Onvero’s Talent Inclusion and Diversity Evaluation (TIDE) is a self-assessment evaluation and benchmarking tool. Measuring an organisation’s approach and progress on diversity and inclusion practices across 10 areas:</p> <ol style="list-style-type: none"> <li>1. Diversity Data Monitoring</li> <li>2. Strategy and Planning</li> <li>3. DEI Training</li> <li>4. Inclusive Leadership</li> <li>5. Inclusive Recruitment</li> <li>6. Talent Management and Development</li> <li>7. Working Practices</li> <li>8. Employee Voice and Engagement</li> <li>9. Values and Behaviours</li> <li>10. Wellbeing and Belonging</li> </ol>
<b>Working Families</b>	<p>The UK’s national charity for working parents and carers. The Top Employers for Working Families benchmark enables organisations to measure their work life policies and activities against current practice and to identify areas where future activities should be targeted. The benchmark measures four key areas:</p> <ol style="list-style-type: none"> <li><b>1. Integration:</b> culture, attitude and how far flexibility has become embedded.</li> <li><b>2. Policy:</b> the creation, development and deployment of flexibility.</li> <li><b>3. Consistent Practice:</b> how well flexibility is supported and how the organisation supports flexibility.</li> <li><b>4. Evidence and Statistics:</b> measures the effects of flexibility on the organisation, and the ability of the organisation to understand those effects.</li> </ol>
<b>Onvero</b> (formerly known as ENEI)	<p>EDI membership to gain access to core resources and services that help shape and strengthen diversity, equality, and inclusion strategies.</p>
<b>CIPD</b>	<p>The professional body for HR and Learning &amp; Development.</p>
<b>ACAS</b>	<p>Practical guidance, templates, and advice to help develop and implement effective Equality, Diversity and Inclusion (EDI) strategies.</p>
<b>Business Disability Forum</b> (BDF)	<p>The leading business membership organisation in disability inclusion. The BDF advise, support and encourage businesses to become disability-smart, as well as influence policymakers by representing the voices of employers and disabled employees. UKAEA is a member of the Business Disability Forum.</p>