GENDER BALANCE ROADMAP

A ROADMAP FOR THE NUCLEAR INDUSTRY

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A MESSAGE FROM WIN CANADA

The future of the nuclear industry has never been brighter. There has also never been a better time to support women working in the nuclear industry than right now. Women in Nuclear Canada (WiN Canada) is committed to supporting the success of the nuclear industry in Canada. We are well-positioned to have an impact on the industry and the communities in which we live and work.

Currently, one of our industry's most pressing challenges is the underrepresentation of women in the workforce, standing at approximately 23%. We recognize the pivotal role that role models play in driving greater gender representation and overall diversity within the nuclear sector. It is essential for women to see themselves thriving in various roles within the industry.

Furthermore, WiN Canada is committed to assisting organizations within the sector in their journey towards achieving gender balance. This commitment is deeply ingrained in our mission, which is to raise awareness, especially among women, regarding the myriad benefits of nuclear and radiation applications.

WiN Canada Global has considerable reach, with over 25,000 members worldwide, working in various fields of nuclear energy and radiation applications. In Canada, we now have over 5,375+ members, employed in a wide range of disciplines.

Today, we proudly launch the Equity, Diversity, and Inclusion (ED&I) Roadmap for the nuclear industry. This Roadmap is designed as a comprehensive tool to assist organizations within the nuclear sector in achieving gender balance. Our commitment to this endeavor stems not just from a sense of moral obligation, but also from a firm belief in the tangible economic, industry, and organizational benefits that arise from fostering inclusion within these organizations.

We are thrilled to have had the opportunity to work with Natural Resources Canada and Canadian Equality Consulting to bring this Roadmap to fruition. Together, we are setting a transformative course for the nuclear industry in Canada, where diversity and inclusion are not just aspirations but the driving forces behind progress and innovation.

MESSAGE FROM THE MINISTER OF ENERGY AND NATURAL RESOURCES

Gender Balance in the Nuclear Sector

In the fight against climate change, we must utilize every tool in our toolbox. This very much includes nuclear energy. If the nuclear industry in Canada wants to seize the opportunities offered by the current momentum in nuclear energy and maintain its reputation as a world leader in nuclear science and technology — it will need *everyone*.

As we work to build a cleaner and more sustainable economy, the Government of Canada understands that success will depend on our ability to harness the exceptional talent and expertise that women working in the nuclear space bring to the table. That is why the government recognizes and celebrates the important work of women and other under-represented groups in clean energy sectors who are contributing to Canada's transition to a low-carbon future.

Studies have repeatedly shown that diversity, including having more women at the table, brings better results. Yet the energy sector remains one of the least gender-balanced sectors in the global economy. The nuclear sector is no exception, with only 22 percent of the sector's workforce represented by women.

Given this inequity, it is imperative that we continue to make efforts to address the systemic barriers women and under-represented groups face.

That is why NRCan is supporting industry-led initiatives, such as the Women in Nuclear's Gender Balance Roadmap that promotes diversity and inclusion in the energy sector. The Roadmap provides a consistent approach for industry to be successful in promoting greater diversity within the nuclear sector while considering potential barriers faced by women and non-binary people.

Putting people and communities at the centre of our actions and investments will be the key to Canada's approach to an inclusive clean energy transition and sustainable economic growth. With initiatives such as the Gender Balance Roadmap, the nuclear sector has the opportunity to lead the way forward in diversifying the clean energy workforce. This initiative will support the sector in attracting and retaining the diverse workforce needed to ensure Canada continues to have access to the affordable, reliable and safe non-emitting power that nuclear provides.

With a strong supply chain, excellent nuclear research and development infrastructure and capabilities, and regulatory expertise, Canada is uniquely placed to be the global supplier of choice for clean technology and energy, including nuclear.

It is thanks to organizations like Women in Nuclear Canada that progress can be realized.

BACKGROUND

Creating Opportunities for Inclusion

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A CALL TO ACTION

The future of the nuclear industry has never been brighter. Nuclear energy is the second largest contributor of non-emitting electricity in Canada, contributing to Canada's climate change objectives. The Canadian nuclear industry also creates over 30,000 direct jobs and generates over $6 billion in revenues annually.

There has also never been a better time to support women working in the nuclear industry than right now. However, one of the greatest challenges for the industry remains the very lean representation of women in the employee population. In fact, women represent only about 22% of the workforce in the nuclear industry, second lowest out of 17 countries studied in 2021.[1] Rates of participation by women of colour, non-binary people, gender and/or sexually diverse women, or women with disabilities is not readily available, but can be assumed to be a small proportion of all nuclear employees.

Origin of the Roadmap

The idea to develop this Roadmap was inspired by broader gender equality initiatives such as the Equal by 30 campaign, which aims to advance gender equality in the clean energy revolution and close the gender gap by 2030. It is a public commitment made by both public and private sector organizations to work towards equal pay, equal leadership, and equal opportunities for women in the clean energy sector. Women in Nuclear (WiN) Canada is a signatory to this NRCan-led campaign.

While the Roadmap aims to align with initiatives such as Equal by 30, it remains an independent product/tool specifically for the nuclear industry.

Working for Change

WiN Canada and NRCan are committed to helping organizations within the industry to improve the gender balance and diversity within their organizations. A Roadmap to gender balance has been developed in cooperation with a leading national Diversity, Equity, and Inclusion firm, Canadian Equality Consulting, to provide a tangible path forward for organizations within the industry, regardless of where they currently are on their own diversification and gender-inclusion journey.

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[1] Nuclear Energy Agency. Gender Balance in the Nuclear Sector (OECD: 2023) Accessed online at: https://oecd-nea.org/jcms/pl_78831/gender-balance-in-the-nuclear-sector

Roadmap Development Process

Canadian Equality Consulting (CEC) began this project by undertaking a literature review of gender-balance Roadmaps in both the nuclear industry, and other clean energy industries to highlight best practices. Then, they held a series of roundtables in September 2022, to hear about the challenges and opportunities faced by women in the industry, executives, and HR professionals. A total of 45 people participated in the first set of roundtables. Once the initial draft of the Roadmap was created, CEC conducted a second set of roundtables with the same stakeholders to review and confirm the core Roadmap elements. A total of 39 people participated in this round of roundtables.

WHO DOES THIS APPROACH INCLUDE?

While the focus of this Roadmap was initially designed to improve the participation of women in the nuclear industry, other identity factors have been considered. Throughout each stage of this process, we have attempted to consider the experiences and barriers for women and non-binary people in all of their diversity, as we acknowledge the importance of considering these perspectives from the lenses of each equity-deserving group.

In this approach, we have tried our best to consider the following groups, in addition to the broader lens of women and non-binary people:

- ❖ Women and non-binary people of colour
- ❖ Transgender women
- ❖ Women and non-binary people with disabilities

By aiming to increase gender equality, we find that these groups are often forgotten, hence why our objective was to be intentional about our considerations.

By looking at the unique perspectives of each of these groups, we were able to build out this Roadmap in considering the potential barriers in mind for women and non-binary people across the clean energy sector:

- ❖ Attraction
- ❖ Retention
- ❖ Recruitment
- ❖ Advancement

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We acknowledge that language and systems are constantly evolving. With this in mind, we intend for this Roadmap to be a living document that can be re-evaluated and updated on a regular basis, to ensure that each group continues to feel represented in this approach.

Please note, throughout this Roadmap, you will see the term "**equity deserving group(s)**."

Equity deserving groups are:

> Those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination, and actively seek social justice and reparations. This includes but is not limited to: gender and sexually diverse folks, Black, Indigenous and People of Colour (BIPOC), disabled people, etc.

This Roadmap is not intended to displace existing employees to meet gender balance targets, nor is it intended to result in women being hired simply because of their gender. Rather, this Roadmap is intended to break down the existing barriers that prevent well-qualified women from seeking and obtaining positions within the nuclear industry. For more information on this approach, please see Appendix 2: Definitions for a brief synopsis of the Myth of Meritocracy.

HOW TO USE THIS ROADMAP

This Roadmap has been developed with three parts.

Organizational Assessment

First is an organizational assessment to help organizations better understand where they may be on their journey to improve the gender balance of the industry. This organizational assessment is based on an established, tested, and tailored DEI maturity model that has been used to help organizations understand and visualize paths forward to advancing in DEI.

To understand where you organization sits on the DEI maturity model, you will be required to complete the self-assessment quiz. This quiz will outline 100 actions or initiatives that your organization may have completed to date. These actions are designed to help place your organization on a scale from 1-5, to identify which areas may require an innovated approach to advancing gender equality for women and non-binary people.

Creating Action Plans

The second component of this Roadmap are tangible, staged, and sustainable actions that organizations can take to help address the persistent underrepresentation of women, non-binary people, and other equity deserving groups within the nuclear industry.

The actions included in this Roadmap are designed to help organizations begin, or enhance, their efforts to create more diversity and balance within the industry, while understanding that there is no one-size-fits-all approach to addressing diversity, equity, and inclusion across organizations. Each action is associated with a specific maturity level, which is intended to help organizations mature at a sustainable rate.

Measuring Progress and Reporting

Finally, the Roadmap includes support to regularly measure your organization's progress toward achieving gender inclusion. Additionally, a reporting metric and a badge system has been developed to support organization's in creating goals and public recognition to allow your organization to market your advancement toward creating more equitable and inclusive environments, which can help to attract more diverse and more skilled talent.

The process for using the Roadmap is as follows:

1. Complete your organizational maturity assessment.
   - ❖ Depending on the size of your organization, have a number of individuals complete the organizational assessment.
     - ▪ For organizations under 50 people: Have at least five people in your organization complete the assessment (one from senior leadership, one from Human Resources or similar, and at least three women or non-binary people from the working levels of your organization. If your organization has an existing DEI Committee or lead, have them complete the assessment as well).
     - ▪ For organizations over 50 people: Have at least two women from every department (at both management and non-management levels) complete the organizational assessment in addition to leadership, human resources, and those who lead DEI initiatives within the organization.
   - ❖ Meet with all assessors as a group to discuss scoring differences and collectively agree on a final assessment for each pilar and sub-theme.
2. Review the Roadmap and develop a priority list of actions for the organization.
   - ❖ Review all actions at or below your assessed maturity level.
   - ❖ Review actions at the level above your current assessed maturity level.
   - ❖ Develop a list of actions your organization will undertake and work with your organization to create a plan to implement the actions.
   - ❖ Ensure your identified actions fit within your larger organization's strategic plan and that change management plans are in place for all new initiatives.
3. Develop a plan to measure and report on your organization's progress toward improving the gender balance at all levels of your organization.
   - ❖ Review the key performance indicators that are included in this Roadmap and develop a plan to track and measure those that are most important to your organization.
   - ❖ Review the badge metrics to understand what is required to reach each of the badge levels.
   - ❖ Provide annual reports to WiN Canada outlining your progress toward the identified badge metrics and earn your digital badge.
   - ❖ Use your digital badge to market your organization as an inclusive and equitable workplace and attract more top talent from across all identity factors.

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As your organization digs into the Roadmap, remember: the actions contained in this Roadmap are not exhaustive, and indeed, your organization may already be implementing actions that do not appear on this list – that's great! We encourage creativity and innovation in this space. However, for those who are unsure where to start, or need advice on how to enhance their existing efforts, this Roadmap will provide a place to both better understand your organizational needs and identify what the next steps can look like.

ASSESSING ORGANIZATIONAL MATURITY

The Current State

HOW TO ASSESS ORGANIZATIONAL MATURITY

The DEI Maturity Model helps companies understand and visualize possible paths forward to advance DEI. We use the word maturity as it recognizes that all organizations are on a journey to advance their DEI knowledge, actions, and outcomes. In this context, maturity means becoming more knowledgeable, more equitable, more inclusive. It is founded on the principles of "progress, not perfection" and recognizes that wherever an organization currently sits on the model there is room for improvement.

Our Maturity Model focuses on the four core pillars: *Attraction and Education, Retention, Recruitment, and Advancement*. Each pillar is broken down further into sub-dimensions to help evaluate the maturity of each area.

Strategic Pillars

The Roadmap contained in this document has been centred around four strategic pillars. These pillars were developed following a series of roundtables and consultation that included input from Executives, Human Resource professionals, and women and non-binary people who work in the industry. These pillars were also further informed by a literature review of existing gender-balance and DEI strategies in the nuclear and clean energy sectors in Canada and globally. The four strategic pillars for action are:

Attraction and Education | Ensuring the nuclear industry has a pipeline of ready, willing, and able talent to create a new generation of workers. This pillar focuses on attracting and educating girls, women and non-binary people in high schools and post-secondary institutions.

Recruitment | Ensuring the recruitment processes in place in nuclear-connected organizations are free from bias and do not discourage or inadvertently disadvantage women, non-binary people, and other equity-deserving groups.

Retention | Ensuring the culture of organizations in nuclear are addressing barriers that impact existing employees, to ensure the retention approach is led by an equitable lens and does not see women overrepresented in lower-level positions, such as interns or in part-time positions.

Advancement | Ensuring women, non-binary people, and other equity-deserving groups have the opportunity, guidance, and support to advance and progress their careers into leadership positions, should they so desire.

Levels of Maturity

The maturity model proposes five stages of maturity.

Level 1 | Invisible Inclusion

The organization is just beginning to learn about the importance of DEI work.
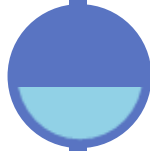
Level 2 | Developing Inclusion

Activities and initiatives are reactive in nature (i.e., they are developed in response to an event, concern, or complaint) and are not tied to any overarching strategy.
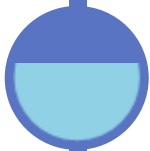
Level 3 | Intentional Inclusion

The organization has begun to coordinate its DEI efforts and create collective conversations around the importance of DEI to the organization.
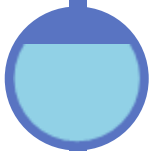
Level 4 | Strategic Inclusion

DEI efforts are a strategic priority with clearly defined goals and outcomes.
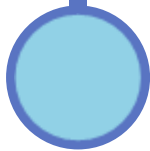
Level 5 | Embedded Inclusion

DEI is integrated into all areas of the company and accountability is in place.

Organizational Assessment Process

To assess your organizations level of maturity, you must:

1. **Complete the Organizational-Assessment.** Presuming an organization and individual commitment to creating more inclusive, welcoming, and diverse workplaces, completing this quiz will help organizations reach gender balance by creating an active approach to increase gender equality. Initiatives like these require an ongoing commitment to actively increasing representation and advancing inclusion. Please keep in mind that overestimating the maturity of your organization could provide you with recommended actions that are not achievable in the short-term and can set the organization up for ongoing challenges.

2. **Create your Action Plan.** Once you have identified which pillars and sub-dimensions you would like to invest more time toward, review the Roadmap landing page. Look for actions that are at your current level of maturity, to identify which actions are required and feasible for your organization to begin prioritizing. Once you have successfully put a plan in place or have implemented the actions on your current maturity level, begin to look at the actions one level above. Attempting to implement actions that are overly mature for your organization will not lead to success, as the foundational work has not yet been completed.

You can access the Organizational Assessment Quiz below.

There are three sheets in this document.

1. The first provides a brief overview of the maturity model, the strategic pillars, and sub-dimensions.
2. The second sheet is the Organizational Assessment. This is the primary working document.
3. The final sheet is the Assessment Results. This is where you will find the outcome of your organizational assessment.

Additional instructions are available in the attached workbook.

Organizational
Assessment Workboo

ASSESSMENT KEY CONSIDERATIONS

Who should complete the Assessment?

Within an organization, we believe that it is important to have a variety of members from different job functions (e.g., HR, leadership, staff) complete this self-assessment, as perceptions about how effective initiatives are at ensuring inclusion for women and non-binary people, may vary across levels.

How often should we complete the Assessment?

Ultimately, the goal is to reassess your organization's level of maturity on a bi-annual basis. We recognize that change will not happen overnight, which is why we want you to be able to create plans based on the set of actions that are provided, to initiate progress one area at a time.

What does it mean to be at a low maturity level?

If your assessment results are surprising, that's ok! Every organization begins somewhere, and every organization has strengths on which to build. Being at a lower level of maturity simply means your organization has not yet implemented all the actions available to you. It's a starting point only, not a reflection on your commitment to inclusion or equity.

Can I just jump to Level 5 actions?

It's not recommended to skip levels as this can present implementation challenges for organizations of all sizes. By moving too fast too quickly, organizations can forget to create the foundations that are necessary for success, such as education, identifying organizational champions, or conducting reviews of existing programs or procedures.

MATURITY JOURNEY BY PILLAR

The following section outlines what maturity looks like at each level and for each strategic pillar.

Attraction and Education

1

Organizations are not making any special efforts to encourage younger women, girls, and non-binary people into STEM or trades fields, although conversations about the need to address talent gaps may have occurred.

2

Organizations have developed one-off strategies to improve the number of women and girls in STEM or Trades fields.

Individual efforts may include:
- Speaking at a school to which an individual has a personal connection.
- Attending job fairs on an ad hoc basis.

3

The organization is becoming intentional about creating organization-wide efforts to improve the pipeline of talent has been developed.

Organization-wide efforts may include:
- An organizational plan to work with local high schools and post-secondary institutions.
- An organizational presence at every related job fair, etc.

4

The organization spend considerable effort to actively encourage girls, women, and non-binary folks to enter STEM or trades fields.

Organizational efforts at this level may include:
- Working with industry organizations to create outreach campaigns.
- Developing youth engagement programs

5

The organization has developed external-facing targeted educational opportunities for women, girls, and non-binary folks.

Organizational efforts at this level may include:
- Targeted internship or co-op programs.
- Women and non-binary only post-secondary classes.

Recruitment

1	Recruitment follows legislated requirements but does not consider DEI principles in the development or execution of recruitment plans. Leaders may be aware of the need to address diversity within the recruitment process, but no concrete actions are underway.
2	There is some consideration given to DEI principles in hiring, but no organization-wide approach to creating new hiring or recruitment systems. Individual efforts may include: • Providing a commitment to DEI on job applications. • Individual hiring managers may be aware of their biases.
3	Recruitment and hiring processes are consistent and transparent across the organization. Clear scoring rubrics are used to mitigate individual bias. Organizational efforts may include: • Competency-based interview approaches. • Efforts to diversify candidate pools by posting job openings on a wide variety of platforms.
4	Recruitment and hiring processes are audited and reset to address personal and organizational biases. Organizational efforts may include: • Formal audits of the recruitment process to uncover hidden biases. • Eliminating "cultural fit" or other subjective metrics from scoring criteria.
5	Focus has shifted to creating high-performing, diverse-thinking, creative and innovative teams. Organizational efforts may include: • Actively seeking out diversity in recruitment efforts. • Offering accommodations to all candidates early in the recruitment process.

Retention

1

Organizations have little understanding of why women, non-binary people, and other underrepresented groups may be leaving the nuclear industry.

Leaders may be identifying the retention of underrepresented groups as a long-term challenge but have not identified or implemented associated actions.

2

Some leaders are taking action to improve the retention of their employees, however there is no coordinated corporate action.

Individual efforts may include:
- Creating personalized recognition approaches.
- Ensuring one-on-one meetings address engagement needs, as well as work priorities.

3

The organization undertakes regular DEI or employee engagement assessments to better understand the needs and experiences of staff who may be more likely to leave the industry.

Organizational efforts may include:
- Standard exit interview in place for all departing staff.
- Regular engagement or DEI surveys are undertaken.

4

The organization is actively working to improve the retention of historically underrepresented groups and has developed an action plan to support these efforts.

Organizational efforts may include:
- Strategic retention and engagement action plans are in place for the organization.
- Employee resource groups are established for equity-deserving communities.

5

The organization is working with partners to better understand the barriers to remaining in the nuclear industry and is advocating for both internal and external/system changes to ensure under-represented groups are more likely to stay within the nuclear industry.

Organizational efforts may include:
- Partnerships are in place with other organizations.
- Organizational culture is a key performance metric.

Advancement

1

The organization does not have a strategic approach to advancement or succession planning. Promotions are not considered within a larger picture of equity and inclusion.

However, leaders may recognize there is a lack of diversity in senior positions.

2

Some managers have identified talent to be developed within their work units, but there is no comprehensive organizational development plan.
Individual efforts may include:
- Ad hoc mentoring and coaching opportunities are available.
- Individual managers have discussed learning and development goals with high-performing staff.

3

The organization has developed a strategic succession plan that acknowledges and addresses the continued under-representation of women and non-binary people.

Organizational efforts may include:
- Succession planning looks beyond seniority to ensure other metrics, such as past-performance and potential.
- The organization has a structured mentoring program.

4

The organization has set targets and goals for the advancement of under-represented people into more senior positions. Equity measures to address barriers to advancement are in place.

Organizational efforts may include:
- Regularly measuring the progress of diversity within leadership and developing plans to address gaps.
- Providing tailored training to support advancement.

5

The organization has made a public commitment to addressing the under-representation of equity deserving groups in leadership positions. The organization can demonstrate progress toward achieving these objectives.

Organizational efforts may include:
- Publicly reporting on leadership diversity.
- Working in partnership with other organizations to improve leadership diversity within the industry.

THE ROADMAP

Toward Gender Balance

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OBJECTIVES

The following eight objectives are designed to support an industry-wide measurement and evaluation approach that can be used to help demonstrate progress and identify gaps for continued action. While these eight objectives are presented as common industry objectives, should your organization wish to develop additional objectives, you are encouraged to do so. The common, industry objectives are:

1. Improve the reputation of nuclear industry as an avenue to address climate change.

2. Encourage more women, girls, and non-binary people to choose STEM fields at an earlier age.

3. Increase diversity in candidate pools by recruiting individuals from equity-deserving groups.

4. Increase the representation of women, non-binary people, and other equity-deserving groups at all levels and areas of the organization.

5. Create succession plans that prioritize the ability to learn and other quantifiable metrics, rather than only seniority for promotion.

6. Cultivate an organizational culture that is open, safe, and inclusive for women, non-binary people, and other equity-deserving groups.

7. Coordinate advocacy efforts to support equity-deserving groups in the nuclear industry.

8. Demonstrate quantifiable progress toward achieving gender balance for all WiN member organizations.

USING THE ROADMAP

The Roadmap landing page is organized as a matrix, that captures both the DEI strategic pillars, as outlined previously, as well as further breaking down each strategic pillar into five core themes. At the intersection of each pillar and theme, there is a clickable box that will take you directly to an action page that will provide your organization with actions aligned with the previously discussed maturity approach, as well as a goal statement and key performance indicators to help your organization measure progress and achievement. The five themes identified on the landing page are:

Strategic Vision | Assesses the approach taken by organizations to reach gender balance goals.

Advocacy and Outreach | Efforts to create a common voice for the nuclear industry on core pillars, while also creating a positive perception of the nuclear as an industry of choice.

Representation | Ensuring women, non-binary people, and other equity-deserving groups see themselves in all jobs, and at all levels, within the industry.

Culture | Efforts to acknowledge and dismantle barriers, to create a welcoming, inclusive culture that values all employees for the unique contributions they bring to the organization.

Learning and Development | Training opportunities to ensure everyone is treated and communicated to with respect, as well as training and development opportunities to support equity-deserving groups to succeed in the industry (e.g., mentorship and coaching opportunities).

THE GENDER BALANCE ROADMAP

	ATTRACTION & EDUCATION	RECRUITMENT	RETENTION	ADVANCEMENT
STRATEGIC VISION	Building the talent pipeline	Ensuring a transparent recruitment process	Gender balance into the future	Building equitable succession plans
ADVOCACY AND OUTREACH	Coordinating the industry's advocacy	Marketing the nuclear industry	Becoming an employer of choice	Celebrating women and non-binary people's success
REPRESENTATION	Increasing the representation of women, girls, and non-binary people in STEM and trades	Representation in all areas of the industry	Representation at all levels	Building a diverse leadership team
CULTURE	Breaking down barriers to STEM and trades	Building an equitable organization	Creating a culture of inclusion	Creating a culture of success
LEARNING AND DEVELOPMENT	Creating learning opportunities for all	Expanding your recruitment avenues	Investing in the development of women and non-binary people	Developing a commitment to growth

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ACTIONS

A Practical Approach

ATTRACTION & EDUCATION

BUILDING THE TALENT PIPELINE

Attraction and Education | Strategic Vision

GOAL

The nuclear industry has a pipeline of interested, talented, and appropriately educated and trained workers to support industry diversification into 2030 and beyond.

ACTIONS

LEVEL 2: DEVELOPING

☐   Work with other managers to identify where upcoming recruitment needs will be and develop plans to attract necessary talent.

LEVEL 3: INTENTIONAL

☐   Look at industry data along with post-secondary enrollment rates to identify where gaps will be and develop a strategic plan to support the attraction of new women, girls, and non-binary people to the industry.

LEVEL 4: STRATEGIC

☐   Develop an understanding of what skills are necessary for the future of the nuclear industry and work with provincial governments to ensure the curriculum is prepared to support the development of those skills.'

☐   Create an ecosystem map to better understand the partners and suppliers who support your organization. Use this map to create an ecosystem engagement plan to support your organization and diversify your organization's supply chains.

LEVEL 5: EMBEDDED

☐   Work with industry partners to develop strategic succession and recruitment plans to ensure there is a plan to support the development of the talent necessary to support the industry.

☐   Create strategic succession plans that recognize the additional barriers that women and girls who are People of Colour, gender and/or sexually diverse, or navigating a disability face when accessing educational and employment opportunities.

Attraction and Education | Advocacy & Outreach

GOAL

Education systems understand the importance of early development of STEM and/or trades interest and skills for women, girls, and non-binary people.

ACTIONS

LEVEL 2: DEVELOPING

☐ Support individual managers in reaching out to local schools or post-secondary institutions to promote the organization and industry.

☐ Create publications and blogs that highlight the importance of the industry in addressing major social challenges, such as climate change and health care.

LEVEL 3: INTENTIONAL

☐ Develop a common organizational approach to attendance at job fairs and careers days in the area to ensure the organization has consistent representation at key promotion events.

☐ Reach out directly and proactively to local junior and high schools to attend career days at schools.

LEVEL 4: STRATEGIC

☐ Develop an organizational marketing approach to increase interest in the nuclear sector in general, and your organization in particular.

☐ Work with post-secondary institutions (in both STEM and trades fields) to sponsor co-op students or interns.

☐ Include information about the ecosystem supporting the nuclear industry, including suppliers, etc., when sharing information and educational products with schools.

LEVEL 5: EMBEDDED

☐ Work with other nuclear organizations and organizations such as WiN Canada to develop an industry-wide marketing and promotion campaign to attract new talent to the industry.

Attraction and Education | Representation

GOAL

Young girls, women, and non-binary people are able to identify individuals who look and live like they do in the nuclear industry.

ACTIONS

LEVEL 2: DEVELOPING

☐ Identify individuals who can act as ambassadors for the organization and encourage them to participate in job and careers fairs.

LEVEL 3: INTENTIONAL

☐ Ensure all public communications materials are inclusive and reflective of the diversity of the organization and Canadian society.

LEVEL 4: STRATEGIC

☐ Encourage staff who identify as women or non-binary to take on mentoring opportunities for young women, girls, and non-binary people who are interested in STEM and trades fields. Ensure staff who serve in a mentorship capacity are either compensated for their additional workload or have their other job duties reduced.

☐ Ensure women and non-binary individuals have opportunities to represent the organization at conferences or other public events. Pay attention to additional barriers that women who are gender or sexually diverse, have a disability, or are Women of Colour may face in attending these events.

☐ When promoting your organization, ensure any references to, or images of, ecosystem partners are diverse and representative and reflect the actual diversity within your organization so as to not mislead potential employees.

LEVEL 5: EMBEDDED

☐ Work with other partners in the nuclear industry to highlight the diversity of the industry,

☐ Measure and report on organizational diversity statistics and commit to measurable improvement over time.

☐ Ensure your organization partners and works with suppliers and ecosystem organizations who demonstrate equitable representation of women and non-binary people in all of their diversity.

Attraction and Education | Culture

GOAL

Women, girls, and non-binary people feel welcome in STEM and Trades fields.

ACTIONS

LEVEL 2: DEVELOPING

☐ Encourage managers and others to do informational interviews or otherwise have informal conversations with women and non-binary people who may be exploring the nuclear industry as a career.

LEVEL 3: INTENTIONAL

☐ Undertake annual DEI or employee engagement surveys to identify cultural barriers to inclusion and actively work to address identified challenges or gaps.

☐ Develop a DEI and employee engagement action plan to promote a more equitable and inclusive culture.

☐ Recruit allies to organizational DEI efforts to ensure work to diversify the organization does not result in new hires being viewed as tokens.

LEVEL 4: STRATEGIC

☐ Create a public statement in support of DEI principles and a commitment to equity and inclusion.

☐ Acknowledge a history of industry exclusion and highlight organizational efforts to improve culture, such as employee resource groups, cultural inclusion actions, etc. on public-facing websites.

☐ Ensure relationships with ecosystem partners demonstrate respect, inclusion, and are representative of their workforce population.

LEVEL 5: EMBEDDED

☐ When preparing public-facing events, ensure the accessibility and accommodation needs of diverse groups of people are taken into account, such as dietary restrictions, appropriate washrooms, etc..

Attraction and Education | Learning & Development

GOAL

There are learning opportunities for women, girls, and non-binary people at all stages of their educational journey and those learning opportunities can be translated into employment opportunities following the completion of training or studies.

ACTIONS

LEVEL 2: DEVELOPING

☐ Encourage managers to identify continuous learning opportunities they can promote during the recruitment and attraction process.

LEVEL 3: INTENTIONAL

☐ Develop an organizational approach to on-the-job training opportunities to help upskill individuals so they can move into more senior-level positions.

LEVEL 4: STRATEGIC

☐ Create learning opportunities to help individuals transition from one industry to another, building on their existing experience to help attract new talent to the nuclear industry.

☐ Create opportunities to highlight the variety of jobs in the nuclear industry, including those in the supporting ecosystem, to help underrepresented communities can see themselves in the broader nuclear community.

LEVEL 5: EMBEDDED

☐ Work with post-secondary institutions to develop courses or programs that are intended to support women and non-binary students in safe and inclusive environments.

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RECRUITMENT

DIVERSIFYING THE WORKFORCE

Recruitment | Strategic Planning

GOAL

Recruitment is designed to support cultural additions to the nuclear industry, prioritizing improving diversity for women, non-binary people, and other equity deserving groups.

ACTIONS

LEVEL 2: DEVELOPING

☐ Review job ads to ensure "mandatory" qualifications are truly necessary and remove those that may serve as a barrier to applications.

LEVEL 3: INTENTIONAL

☐ Create an organizational commitment to networking or conference attendance to broaden the pool of candidates.

☐ Develop a strategic approach to improving the diversity of the organization and conduct regular audits to identify barriers to progress.

LEVEL 4: STRATEGIC

☐ Explore the feasibility of adopting anonymous recruitment practices (such as removing a candidate's name) to mitigate against unconscious bias.

LEVEL 5: EMBEDDED

☐ Ensure all candidates, both internal and external, are aware of the organization's core values and competency-based approach to hiring.

☐ Provide candidates with scoring rubrics and other evaluation metrics in advance of the interview process.

Recruitment | Advocacy and Outreach

GOAL

More women and non-binary people are aware of the benefits of the nuclear industry and see the nuclear industry as a potential career path.

ACTIONS

LEVEL 2: DEVELOPING

☐ Update all job postings to encourage application if candidates meet at least 50 per cent of all qualifications.

LEVEL 3: INTENTIONAL

☐ Ensure all job ads include a statement of commitment to DEI.

☐ Ensure there is sufficient time in the recruitment process to secure a diverse candidate pool.

LEVEL 4: STRATEGIC

☐ Create a requirement to interview at least two individuals from equity-deserving groups for all positions.

☐ Explore opportunities to post job ads on more diverse job boards to increase the diversity of the candidate pool.

☐ Consider reaching out to ecosystem partners to help source more diverse talent.

LEVEL 5: EMBEDDED

☐ Work with an external vendor to train all hiring managers on optics such as cultural safety, cultural additions, and bias mitigation in recruitment.

Recruitment | Representation

GOAL

Women and non-binary people are able to identify other women and non-binary people at all levels of an organization and within all job fields. There is real inclusion of these women in their workplaces and they are not seen as tokens.

ACTIONS

LEVEL 2: DEVELOPING

☐ Feature images and videos of diverse groups working in the industry in all job recruitment materials.

LEVEL 3: INTENTIONAL

☐ Ensure organization job bank pages have a clear commitment to Diversity, Equity, and Inclusion in the recruitment process.

☐ Ensure all hiring committees have at least one woman or non-binary individual on the evaluation committee and adjust their workload accordingly to compensate for this additional responsibility.

LEVEL 4: STRATEGIC

☐ Audit all recruitment practices to uncover potential areas of bias and advance more equitable approaches to recruitment and hiring.

☐ Ensure all recruitment processes are accessible and meet the needs of women who may also be navigating a disability.

☐ Identify job board that are more likely to reach equity-deserving groups and expand candidate reach (such as using ethno-cultural associations, etc.)

☐ Implement self-identification demographic questions into recruitment processes to be used to measure progress toward increased diversity and gender-balance.

LEVEL 5: EMBEDDED

☐ Develop and publish targets for diversity in hiring. Report on progress toward these targets on an annual basis.

Recruitment | Culture

GOAL

The nuclear industry has a culture that values diversity and recognizes the importance of creating more opportunities for women, non-binary people, and individuals who have historically been under-represented.

ACTIONS

LEVEL 2: DEVELOPING

☐ Update existing onboarding materials to ensure new hires are aware of accommodations and supports in place to help ensure their success.

LEVEL 3: INTENTIONAL

☐ Send anonymous surveys to employees to submit their experiences regarding bias within the recruitment process.

LEVEL 4: STRATEGIC

☐ Building on the feedback from the anonymous recruitment survey, facilitate a discussion with senior leaders on how biases are showing up in organizational recruitment efforts.

☐ Hold conversations with people-leaders and senior leaders to ensure the additional barriers to participation faced by Women of Colour, gender and/or sexually diverse women, or women who have a disability are identified and addressed.

☐ Define core competencies for use in the recruitment process and eliminate the use of "cultural fit" as an evaluation metric.

LEVEL 5: EMBEDDED

☐ Explore the feasibility of creating dedicated equity employment streams, such as disability or Indigenous employment streams.

☐ Ensure the organization has a culture that values, celebrates, encourages, and respects the diversity of staff and partnerships (e.g., with supplier companies or contractors).

Recruitment | Learning & Development

GOAL

Recruitment processes recognize the need to provide both formal and informal learning opportunities to new employees in the industry.

ACTIONS

LEVEL 2: DEVELOPING

☐ Develop a "request for accommodations" statement with detailed options/examples listed and ensure it is reinforced to candidates through the recruitment cycle.

LEVEL 3: INTENTIONAL

☐ Develop a guideline with tips and parameters to support hiring managers in writing inclusive job descriptions.

☐ Provide training opportunities for hiring managers to unpack and unlearn biases, particularly as their relate to those who may be experiencing multiple barriers to entry into the nuclear industry.

LEVEL 4: STRATEGIC

☐ Develop an educational toolkit or guidelines to support hiring managers in offering accommodations, conducting unbiased interviews, avoiding tokenism, and navigating the myth of meritocracy.

LEVEL 5: EMBEDDED

☐ Publicly report on the completion of DEI-related recruitment metrics and training to demonstrate a public commitment to success.

☐ Create opportunities for staff to practice their skills and develop knowledge relevant to the broader ecosystem (i.e., software, communication, practical skills, expand talent, capability, and knowledgebase).

RETENTION

A CULTURE FOR ALL

Retention | Strategic Planning

GOAL

The nuclear industry remains gender balanced into 2040 and beyond.

ACTIONS

LEVEL 2: DEVELOPING

- ☐ Engage with WiN Canada to ensure your organization is reaping the full benefits from partnerships with WiN.

- ☐ Create policies and practices that normalize equal space for women, such as equal speaking time in meetings, equal opportunities for stretch assignments, equal conference participation, etc.

- ☐ Create standardized guidelines for applying DEI principles for all events within the industry, such as ensuring necessary accessibility accommodations are in place.

LEVEL 3: INTENTIONAL

- ☐ Conduct a pay equity audit to uncover potential areas of inequity between men and women/non-binary people in similar skill-level jobs. Where employee numbers are large enough, ensure the audit takes into account the experiences of Women of Colour, women who are gender and/or sexually diverse, or women who have a disability.

- ☐ Develop a process for all employees and leaders to be aware of workplace accommodations that may be needed to address individual circumstances (e.g., religious accommodations, supports for caregivers, etc.)

- ☐ Conduct a review of all performance assessment processes to ensure there are no gendered notions of what constitutes "good leadership" or performance. Ensure there is a standardized and consistent rubric, with examples, for performance evaluation.

LEVEL 4: STRATEGIC

- ☐ Create and public consistent and transparent pay bands for all employees within the organization.

LEVEL 5: EMBEDDED

- ☐ Create and demonstrate leadership commitment to DEI work and gender balance goals by creating a public DEI and gender-balance statement.

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Retention | Advocacy and Outreach

GOAL

The nuclear industry is recognized as an employer of choice and continues to attract and retain new talent now and into the future.

ACTIONS

LEVEL 2: DEVELOPING

☐ Assess the opportunities for parental leave available to non-birthing parents, and top-up for birthing parents.

LEVEL 3: INTENTIONAL

☐ Develop options to support working parents and caregivers, such as remote work options to support workers in all stages of their career and life.

LEVEL 4: STRATEGIC

☐ Advocate for local and provincial governments for improvements to child care options in the locations where nuclear power generation (in particular, but not exclusively), exist.

LEVEL 5: EMBEDDED

☐ Coordinate with other nuclear industry organizations to develop a public commitment to ensuring a culture of inclusivity and equity across the industry.

☐ Include a public inclusivity statement about the diversity of supply chain partners.

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Retention | Representation

GOAL

Women and non-binary people are able to see people who look like them at all levels of the organization and within all job functions.

ACTIONS

LEVEL 2: DEVELOPING

☐ Create ways to celebrate cultural diversity, such as through recognition of culturally significant dates.

☐ Ensure women and non-binary people have access to spaces in all locations of the organization, including operations centres. Survey staff to determine preferred accommodations approaches.

LEVEL 3: INTENTIONAL

☐ Assess the feasibility of designating private spaces in all organizations to be accessible to all employees when a private or quiet space is needed (such as for prayer, meditation, caregiving, etc.).

LEVEL 4: STRATEGIC

☐ Explore providing floating statutory holidays to allow individuals to flex their holidays to better align with their own cultural celebrations (e.g., working Good Friday and taking off a day for Passover in lieu.)

☐ Provide structured re-onboarding for individuals who are returning to the nuclear industry after a leave.

LEVEL 5: EMBEDDED

☐ Work with other industry partners, profile women and non-binary people in the organization, at all levels, and within all job classes.

Retention | Culture

GOAL

The nuclear industry has a culture that is open and welcoming to women and non-binary people in all areas of the industry, from corporate administrative roles, to operational engineering and trades roles.

ACTIONS

LEVEL 2: DEVELOPING

☐ Ensure all facilities and corporate spaces are truly accessible for those with ability challenges (e.g., bathroom doors that only open one way, spaces between cubicles, etc.)

LEVEL 3: INTENTIONAL

☐ Audit existing facilities and conduct employee surveys to identify hidden barriers to gender-inclusion, such as inaccessible washrooms, changerooms, etc.

☐ Share your organizations values and commitment to diversity, inclusion, accessibility, etc. both internally and externally.

LEVEL 4: STRATEGIC

☐ Develop and share communications regarding the existing mental health and work-life- balance/flexibility supports available to all employees.

☐ Require all employees to commit to advancing the principles of inclusion and equity through organizational codes of conduct, or other declarations.

LEVEL 5: EMBEDDED

☐ Work with other industry partners to create an "inclusion matters" friendly competition to encourage all organizations to create a more inclusive and welcoming culture.

☐ Build personal commitments and actions toward creating a more inclusive organization into performance management processes, particularly for people-leaders.

Retention | Learning & Development

GOAL

Women and non-binary people have access to continued learning and development opportunities to build their skills and develop within their careers.

ACTIONS

LEVEL 2: DEVELOPING

☐ Develop capacity and associated budgets to advance DEI-related initiatives within organizations.

☐ Survey past employees to further identify barriers to retention and necessary equity measures to achieve gender-balance in the industry.

☐ Encourage all employees to use pronouns in signatures and to introduce themselves to new people with their pronouns to create a culture of safety and inclusion.

LEVEL 3: INTENTIONAL

☐ Develop an ally network of men who support the goal of gender balance and a more inclusive industry.

☐ Encourage men in positions of leadership to mentor and coach more junior staff regardless of gender.

☐ Develop an inclusive and person-centred guideline to be used by all employees with best practices on interacting in a respectful way that is free from microaggressions, stereotypes, and biases.

LEVEL 4: STRATEGIC

☐ Create guidelines that enables senior leadership to be responsive on social issues happening around the world and in local communities.

☐ Create or review existing respectful workplace policies and training to ensure it is reflective of best DEI principles.

LEVEL 5: EMBEDDED

☐ Make DEI training mandatory for all employees. Require training to be taken every three years.

☐ Ensure all people-leaders have DEI-related performance goals within their performance plans.

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ADVANCEMENT

LEADERSHIP AT ALL LEVELS

Advancement | Strategic Planning

GOAL

Organizations within the nuclear industry have strategic succession plans that acknowledge and address the under-representation of women, non-binary people, and other equity deserving groups.

ACTIONS

LEVEL 2: DEVELOPING

☐ Engage with WiN Canada's Advisory Committee to provide input and feedback on future strategies to support women in the nuclear industry.

☐ Acknowledge underrepresentation and marginalization of women, girls, non-binary, and people of other diverse and intersecting identities, within the nuclear industry and broader ecosystem.

☐ Develop a parameters structure and approach to communicate updates on DEI efforts, new policies and initiatives, and HR updates.

☐ Equip managers with tools and frameworks to support them in developing individualized career development plans for every employee.

LEVEL 3: INTENTIONAL

☐ Evaluate current succession plan with an equity-lens to prioritize improving the diversity of the industry and leadership.

☐ Work with HR professionals to develop key messages to support inclusive succession planning to mitigate fears surrounding tokenism and to underscore the importance of equity-based succession planning.

LEVEL 4: STRATEGIC

☐ Undertake a pay equity audit to uncover pay bias and the impact of other social locations on pay equity.

☐ Identify the length of time it takes to obtain necessary qualifications for each role and ensure prospective candidates are aware of the necessary time commitment required to pursue higher-level positions.

LEVEL 5: EMBEDDED

☐ Communicate existing diversity statistics to generate momentum and hold leaders accountable to measurable progress.

Advancement | Advocacy and Outreach

GOAL

The nuclear industry works collaboratively to increase the representation of women, non-binary people, and other equity-deserving groups at senior-levels of the organization.

ACTIONS

LEVEL 2: DEVELOPING

☐ Speak with other leaders in the industry to identify paths to leadership for equity deserving groups.

LEVEL 3: INTENTIONAL

☐ Advocate with all orders of government to provide accessible, quality, and affordable child care options to support caregivers in advancing their careers.

☐ Undertake efforts to learn more about the present diversity within the nuclear industry.

LEVEL 4: STRATEGIC

☐ Develop innovative pathways to support women and non-binary people in the trades and STEM fields, such as by supporting tuition and training costs.

LEVEL 5: EMBEDDED

☐ Seek to work in partnership with Indigenous communities to develop and/or enhance Indigenous employment pathway programs.

Advancement | Representation

GOAL

Women and non-binary people are represented in leadership positions at rates proportional to the population.

ACTIONS

LEVEL 2: DEVELOPING

☐ Create opportunities for women, non-binary people, and other equity deserving groups to attend, participate in, and speak at industry conferences to showcase their skills and allow for networking opportunities.

☐ Conduct a review of the career advancement process and trajectory for administrative and corporate employees to identify opportunities to further support the advancement of these groups.

LEVEL 3: INTENTIONAL

☐ Create identity-based employment and advancement support programs for equity deserving groups.

☐ Create a clear, competency-based profile that describes the knowledge, skills, and characteristics needed for leadership roles.

LEVEL 4: STRATEGIC

☐ Create opportunities for under-represented groups to meet directly with executive leadership to review development plans and help identify areas for focus.

LEVEL 5: EMBEDDED

☐ Create targets for women, non-binary people, and other equity deserving groups in leadership positions.

☐ Collect demographic information at all levels of the company on an annual basis to track the representation of equity-deserving groups in the industry.

Advancement | Culture

GOAL

The nuclear industry supports women and non-binary folks in the development of their career and has created actionable plans to create a culture of inclusivity.

ACTIONS

LEVEL 2: DEVELOPING

☐ Ensure team building, and other group activities, take into account the diversity of personality types, and are designed to be inclusive of all personality and engagement preferences.

LEVEL 3: INTENTIONAL

☐ Ensure all advancement opportunities are posted in an open and transparent place for all staff.

☐ Develop guidelines for managers to ensure consistency in one-on-one meetings, goal setting, and career progression feedback.

LEVEL 4: STRATEGIC

☐ Create a standard for implementing 360-degree performance reviews for all managers and leaders at WiN.

☐ Develop guidelines for meeting etiquette, including clear roles and responsibilities for administrative tasks without a specific owner (e.g., cleaning up shared spaces, note taking, etc.) to ensure traditionally marginalized individuals do not bear the brunt of these tasks.

☐ Ensure all leaders have DEI-related performance goals in their annual plans and regularly monitor progress toward achieving these goals.

LEVEL 5: EMBEDDED

☐ Research and explore investing in, or designing, a user-friendly and anonymous reporting mechanism where employees can report problematic behaviour.

Advancement | Learning & Development

GOAL

Women and non-binary people are encouraged to engage in learning and development opportunities that will support their careers progression.

ACTIONS

LEVEL 2: DEVELOPING

☐ Encourage women in your organization to register for WiN Canada's EmPOWERed Women leadership development program.

☐ Encourage women in your organization to apply for WiN Canada's Mentorship Program, to encourage connections across the industry.

☐ Hold regular information sessions on advancement opportunities and pathways and ensure transparency in the advancement process.

LEVEL 3: INTENTIONAL

☐ Develop or enhance internal coaching and mentorship opportunities for new workers, ensuring racialized and other equity deserving groups have equitable access in mentoring and coaching programs.

☐ Audit existing training programs to ensure applicability to the nuclear industry and provide additional training to encourage a culture of change.

☐ Develop a corporate commitment to training and development for individuals at all level of the organization.

LEVEL 4: STRATEGIC

☐ Develop rotational development opportunities to encourage high-performing individuals to gain experience in other areas of the industry to prepare them for leadership positions.

☐ Design a system of for ongoing feedback to help measure the impact of mentorship and coaching programs.

LEVEL 5: EMBEDDED

☐ Expand existing employee development programs to include non-traditional and asynchronous formats for skills developments (e.g., learning on your own schedule).

☐ Develop a unique job-sharing program to support employees to cross-train and learn across different area of the organization.

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MEASUREMENT & REPORTING

Demonstrating Progress

KEY PERFORMANCE INDICATORS

A core element of creating more inclusive and equitable workplaces is ensuring the actions and initiatives you've implemented are having a positive impact on achieving the identified goals.

To support organizations in tracking and measuring progress, a number of key performance indicators have been identified. These indicators are not intended to be an exhaustive list, but rather to help organizations identify whether their efforts are making a noticeable improvement over time.

Key performance indicators are outlined below and are presented by strategic pillar. Additionally, information has been provided on how the data for each of these indicators can be gathered.

Attraction and Education

Key Performance Indicator	Data Collection Approach
More girls and young non-binary individuals are choosing to pursue science-focused or trades education in high school.	Educational Enrollment Data
More women, girls, and non-binary people are choosing careers in STEM fields at an earlier age.	
Women, girls, and non-binary people have access to equitable educational opportunities.	
Women, girls, and non-binary people make up an increasing proportion of STEM registrants.	
Women, girls, and non-binary people make up an increasing proportion of Trades registrants.	
Women and girls who are People of Colour, gender and/or sexually diverse, or have a disability are accessing nuclear-related education opportunities at rates similar to other non-STEM or trades programs.	
Schools are working proactively with the nuclear industry to highlight the benefits of a career in STEM or the trades and the nuclear industry.	Partnerships Developed
The nuclear industry is coordinated in its approach to ensuring a pipeline of talent that is ready for decades to come.	

Nuclear industry organizations provide learning opportunities for individuals looking to move from one industry to another.	Policy Review
Outreach to schools is informed by the demographic characteristics of the schools to ensure all outreach activities do not unconsciously replicate systems of power (i.e., not all outreach is done with schools that are in predominately white neighbourhoods, etc.)	Public Demographic Data
Opinion research shows an improvement in the public perception of the nuclear industry, particularly among women and other underrepresented populations.	Public Opinion Polling
Women, girls, and non-binary people see the nuclear industry as a having a welcoming work environment are more likely to consider the nuclear industry as a long-term career option.	Public Survey

Recruitment

Key Performance Indicator	Data Collection Approach
More women and non-binary people see the nuclear industry as a welcoming place to work.	Internal Survey
The diversity within the nuclear industry is representative of the diversity within Canadian society.	Organizational Demographic Data
Women and non-binary people have increased representation in all areas and at all levels of the nuclear industry.	
Women and girls who are People of Colour, gender and/or sexually diverse, or have a disability are represented within at rates similar to their representation within the broader Canadian workforce.	
Women and non-binary people make up at least 50% of the nuclear industry by 2030.	
Women, non-binary people and other equity-deserving groups are represented at all levels of the organization.	
Mandatory requirements in job ads are kept to a minimum to encourage equity-deserving groups to apply.	Policy Review

Organizational recruitment processes have been reviewed and assessed to ensure improving the diversity of the industry is a key recruitment priority.	
Organizations have learning and development plans in place for all staff and leaders.	
Potential learning and development needs are discussed during the recruitment of new employees.	
Recruitment practices are free from bias and incorporate DEI best practices.	
Women and non-binary people better understand the connection between the nuclear industry and addressing climate change.	Public Survey
Women and non-binary people's perception of the nuclear industry is improved.	

Retention

Key Performance Indicator	Data Collection Approach
Organizational surveys do not show significant cultural or engagement gaps between women and non-binary people and their male counterparts.	Internal Survey
More women and non-binary people are choosing to return to the nuclear industry following a job leave.	Organizational Demographic Data
The nuclear industry continues to see an increase in women and non-binary people who choose to make the industry their career for 10 or more years.	
Women and non-binary people have similar organizational retention rates as men.	
Women and non-binary people have a similar career length to men in the nuclear industry.	
Women and non-binary people who have had to take leaves from the industry are able to return and continue their career progress.	

	Other Internal Data Collection
Training opportunities are equally accessed by women and non-binary people as they are by men.	
Women and non-binary people have equal opportunities to attend and speak at industry conferences.	
Men and other individuals with significant privilege are allies for the inclusion of more women, non-binary people, and other equity deserving groups in the nuclear industry.	Partnerships Developed
The nuclear industry has a reputation for being an equitable and inclusive industry.	Public Survey

Advancement

Key Performance Indicator	Data Collection Approach
Women and non-binary people are more likely to apply for promotional opportunities.	Internal Survey
Women and non-binary people are more likely to express an interest in career growth and advancement.	
Women and non-binary people have access to mentorship and coaching opportunities.	
More women and non-binary people are able to move into management or other leadership positions.	Organizational Demographic Data
Women and girls who are People of Colour, gender and/or sexually diverse, or have a disability are represented in senior positions at rates similar to their white, heterosexual, and able-bodied counterparts.	
Women and non-binary people make up at least 50% of all leadership positions.	
The organization invests (financially) in training programs to help those who currently work in nuclear take on more technical or advanced roles, such as moving from non-technical work to work that requires STEM or Trades education.	Organizational Training Data
Women and non-binary people have access to training opportunities at the same rate as men.	

Industry organizations have detailed succession plans for all work areas and job functions.	Policy Review
Organizations have implemented measures to support the advancement of women and non-binary people in their careers, such as providing family or special leaves, exploring remote work options, etc.	
Industry conferences and events address the continued under-representation of women, non-binary people, and other groups in leadership positions.	Public Commitment
Industry organizations have a public statement about their commitment to improving advancement opportunities all equity-deserving groups.	

REPORTING ON PROGRESS

Because gender balance impacts all organizations within the industry, there is a desire to see all industry partners adopting the Roadmap and moving the needle closer to the end state of equal representation. To track ongoing implementation progress, as well as create a healthy sense of competition within the industry, a voluntary reporting process has been developed.

The outlined reporting process will allow organizations to submit reports, up to twice annually to WiN Canada for evaluation. These reports will need to demonstrate progress toward achieving specific measurable targets. As organizations progress through their implementation plans, progress reports to WiN Canada will earn organizations badges they can display publicly to demonstrate not only their commitment to progress and inclusion, but their success in achieving these metrics.

Five levels of badges are available, each with its own metrics that must be met in order to receive the associated badge. The identified badge levels are blue, bronze, silver, gold, and platinum. The following pages will outline what is required to each badge. As organizations progress and meet new metrics, they can report in to WiN Canada and receive a higher-level badge. This is designed to encourage continuous improvements as well as to create accountability within the industry. Metrics outlined the following table are directly linked with the actions outlined in the Roadmap and reflect the progression from an invisible and developing level of maturity to an embedded approach to inclusion.

Roadmap Badge Metrics

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
Minimum Score Required to Achieve Each Level		Adoption of the Gender Balance Roadmap and a public action plan that outlines the core initiatives to be taken to help reach the goal of a more inclusive and representative industry.	Achieved at least 50% of the Bronze threshold, with a plan in place to achieve the remainder (or detailed explanation as to why implementation is not feasible)	Achieved all the Bronze threshold items, and has achieved at least 50% of the Silver threshold, with a plan in place to achieve the remainder (or detailed explanation as to why implementation is not feasible)	Achieved all the Silver threshold items, and has achieved at least 50% of the Gold threshold, with a plan in place to achieve the remainder (or detailed explanation as to why implementation is not feasible)	Achieved all the Gold threshold measures (including meeting the objective of gender-balance) and is leading the industry on creating new goals and metrics to improve the diversity within the industry.
Strategic Vision	Roadmap Adoption		Has publicly committed to adopting the Roadmap	Has submitted at least two progress reports to WiN Canada demonstrating measurable progress to achieving the Roadmap goals.	Has met the goal of gender balance within their organization.	
	Leadership Commitment		Leaders have made a public commitment to addressing the underrepresentation of women and non-binary folks in leadership positions.	Leaders have created or are taking part in mentorship or coaching opportunities geared toward women and non-binary people.	Leaders' performance is evaluated, in part, on their efforts to create more equitable and inclusive organizations. DEI competencies are included in all performance review processes.	

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	DEI Governance		The organization has a DEI Committee in place with a formal Terms of Reference.	The organization's DEI Committee reflects that diversity of the organization. The organization's DEI Committee and/or DEI commitment has a dedicated budget to advance DEI initiatives within the organization.	The DEI Committee has autonomy and authority to meet with staff, gather perspectives, and conducted pre-approved DEI-related activities.	
	DEI Action Plan and Strategy		A DEI or equity and inclusion action plan has been developed and is being implemented over 2-5 years.	A DEI or equity and inclusion action plan has been in place for at least 1 year and progress has been made on its implementation.	A DEI or equity and inclusion plan is in place. The action plan is reviewed at least annually to confirm the approach remains appropriate and changes are made as necessary to address feedback from staff members.	
	Systemic Change		Organizations have conducted a DEI audit of existing recruitment and hiring practices and policies.	Policies and processes have been reviewed and amended to ensure bias is removed from the hiring process.	All new policies and procedures are created with a DEI lens and must be evaluated prior to their implementation. Future policy audits do not show bias or inequities present within the organization's policy suite.	

CANADIAN
EQUALITY
CONSULTING

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	Industry Partnerships		Organizations are partnering with other organizations to identify the existing barriers in the nuclear industry for women and non-binary employees.	External partnerships reflect the desired diversity within the industry (i.e., efforts are made to ensure supply chains, contractors, etc. are themselves diverse and committed to common DEI principles.	Organizations have DEI-informed procurement policies (such as social procurement policies) and report publicly on the organization's efforts to ensure the diversity of the ecosystem and supply chain.	
	Public Reporting and Measurement		The organization is tracking key diversity and inclusion metrics and is using this information to refine current actions and approached.	The organization's DEI or equity and inclusion action plan has a measurement and evaluation approach embedded and progress is measured, and shared with all staff, on an annual basis.	Annual progress on improving the diversity, equity, and inclusion at your organization is reported both internally and publicly.	
Advocacy and Outreach	Government Advocacy		Your organization has identified where government advocacy can help achieve improved diversity and representation. Letters to officials or occasional stakeholder meetings with government officials are part of your organization's advocacy approach.	Government advocacy is a key part of your organization's gender balance strategy. You are partnering with other organizations to ensure a collective message is presented to government.	You regularly follow-up with government officials on past meetings and promised. You have worked with industry partners to develop an industry advocacy plan and are actively working to implement that plan.	

CANADIAN
EQUALITY
CONSULTING

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	PSI and School Partnerships		Organizations have mapped out a list of career fairs they are looking to attend.	Organizations have partnered with high schools and/or post-secondary institutions to create outreach campaigns.	Organizations have partnered with high schools and/or post-secondary institutions to develop youth engagement programs.	
	Inclusive Marketing Campaigns		All promotional, marketing, and website content has been reviewed to ensure it is both accessible and represents the diversity of the Canadian population.	Promotional and marketing materials targeted specifically at underrepresented populations have been created and highlight the benefits of working for your organization.	Recognizing the impact that public perception has on recruitment efforts your organization has created marketing materials to improve the reputation of the nuclear industry as a whole.	
	Inclusive Event and Engagement Design		All internal and external events are planned to ensure accessibility for all participants. An accessibility plan is in place to outline the approach to ensuring inclusion.	All internal and external events have been reviewed from a broad inclusion lens that captures barriers beyond physical accessibility. Events are planned with the needs of diverse populations in mind, including those with cognitive disabilities, sensory issues, or other barriers.	Events are planned with consideration for other important cultural celebrations or commemorations. Events are not held during these important times to respect the needs of a diverse workforce.	
	Participation of women and non-binary people at conferences and other events		Women and non-binary people have equal opportunities to attend and speak at industry conferences.	Women and non-binary people are being encouraged to attend and speak in conferences and other events.	Women and non-binary people are being supported with the resources needed to attend and speak at industry conferences.	

CANADIAN EQUALITY CONSULTING

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
Representation	Women and non-binary people in the organization		Women and non-binary people make up at least 30% of the organization.	Women and non-binary people make up at least 40% of the organization. The organization further understands where those individuals work, and whether or not they are concentrated in administrative or non-STEM/trades roles, rather than distributed among the technical professions as well.	Women and non-binary people make up at least 50% of the organization.	
	Women and non-binary people in leadership roles		Women and non-binary people make up at least 20% of all leadership positions and a plan is in place to improve those numbers.	Women and non-binary people make up at least 35% of the leadership positions. Other intersecting identities are also reviewed to ensure women in leadership positions are not a homogenous group.	Women and non-binary people make up at least 50% of all leadership positions.	
	Women and non-binary people in executive roles		Women and non-binary people make up at least 15% of executive positions.	Women and non-binary people make up at least 35% of executive positions.	Women and non-binary people make up at least 50% of executive positions.	
	Organizational diversity of other equity-deserving groups		Workforce demographics are collected and there is a clear understanding of where the diversity gaps exist.	Equity deserving groups make up at least 15% of the workforce.	Equity deserving groups make up at least 30% of the workforce.	

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Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
Culture	Retention of women and non-binary people		Women and non-binary people remain with the organization for an average of 3 or more years before moving on.	Women and non-binary people remain with the organization for an average of 5 or more years prior to moving on.	Women and non-binary people are as likely to stay with the organization as more traditionally represented groups.	
	Retention of other equity-deserving groups		Other equity deserving groups remain with the organization for an average of 3 or more years before moving on.	Other equity deserving groups remain with the organization for an average of 5 years before moving on.	Other equity deserving groups are as likely to remain with the organization as are more traidtionally represented groups.	
	Diversity of candidate pool		The organization is actively collecting candidate demographics and comparing those against broader population demographics.	Equity deserving groups, including women and non-binary people make up at least 30% of the applicant pool.	Equity deserving groups, including women and non-binary people make up at least 50% of the applicant pool.	
	Employee engagement		Organizations are identifying barriers faced by women and non-binary people through annual surveys, to understand how to better support them.	Employee engagement numbers have increased by 30% over the preceeding 3 years.	Organizational surveys do not show significant cultural or engagement gaps between women and non-binary people and their male counterparts.	
	Incidences of harassment and/or discrimination		Incidences of harassment and discrimination are tracked and leadership is engaged in a conversation on how to lower the overall number of incidences.	Incidences of harassment and discrimination have been reduced by 30% over 3 or fewer years.	Incidences of harassment and discrimination have been reduced by 50% over 5 or fewer years.	

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	DEI-informed corporate policies		All major corporate policies, such as recruitment, compensation, benefits, and codes of conduct have been reviewed with a DEI lens. A plan to implement recommended changes is in place.	All new corporate policies are developed with a DEI lens. This DEI lens is built into the development process and has processes in place to address employee feedback.	Corporate policies are reviewed at least every 5 years to uncover areas of hidden bias and exlulsion. The review is informed by both the documents and the lived experiences of the workforce.	
	Leave policies		Leave policies that include supports for those with caregiving responsibilities are in place, such as parental leave top ups, family illness leave, etc.	Leave policies are build with employee flexibilty in mind and do not require that certain conditions be met in order to use them, such as removing limits on how bereavement leave can be used.	Leave policies include equitable approaches for all staff, such as flexible/moveable statutory holidays and personal leaves.	
	Remote work opportunities		An assessment of remote work opportunitie has been undertaken. Individuals who do not have location-dependent jobs are able to work remotely at least 40% of the time.	Individuals who are able to work remotely are free to do so on their own schedule while maintaining operational requirements.	Operational reqirements have been reviewed to ensure only positions that must be on site are required to do so. All positions that can be done remotely are open to remote work arrangements at the employee's discretion.	
	ERGs or other resource groups		Organizations have surveyed staff to understand which ERGs people would benefit from the most.	Organizations have created employee resource groups for individuals in equity-deserving communities.	ERGs are being supported by leaders to ensure they have the resources need, and sustainment support.	

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	Physical design considerations (e.g., availability of bathrooms for women and non-binary folks, etc.)		All infrastructure and physical design considerations meet minimum legislated standards. Old facilities and infrastructrue are actively being retrofitted to meet current standards (where possible and safe to do so).	All employees have access to ergonomic assessment and worksite accommodations to ensure they are able to complete their jobs in a way that does not further introduce barriers or potential harm.	Spaces have been, or are being, retrofitted to implement best practices in inclusion, such as the development of gender-neutral washrooms, etc.	
Learning and Development	Organization-sponsored support for post-secondary students.		Identity-based scholarships or internship opportunities are provided by the organization.	Identity-based co-op programs are in place to support improved diversity	Organizations have partnered with schools to create specific educational opportunities for women and non-binary students (e.g., classes related to the nuclear industry, women-only classes, etc).	
	On-the-job training opportunities		Training opportunities are equally accessed by women and non-binary people as they are by men.	Potential learning and development needs are discussed during the recruitment of new employees.	All employees are required to regularly take training on DEI principles. Specific leadership training is required for all people leaders.	
	Career transition training		Organizations are having conversations to understand how to support employees who are wishing to transision in their careers.	Organizations are providing learning opportunities for individuals looking to move from one industry to another.	Formal career transition training is in place in partnership with other industry parterners or with partners from other industries.	
	Leadership development		Leaders are actively engaging in reocurring DEI training opportunities.	Leaders are identifying and implementing ways to make practices more equitable and inclusive.	Organizations have learning and development plans in place for all leaders.	

Strategic Alignment	Indicator	Threshold				
		Blue	Bronze	Silver	Gold	Platinum
	Mentorship and coaching programs		Women and non-binary people who are identified as future leaders are provided with employer-sponsored mentorship and/or coaching opportunities.	Men in the workforce are mentoring women and non-binary people at the same rate as they are for other men. Barriers and biases around different-gender work relationships have been dismantled.	Employer-sponsored mentorship and coaching opportunities are available for all equity deserving groups regardless of their length of service.	

A downloadable and fillable Reporting Template can be accessed below.

Annual Reporting Template.pdf

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CONCLUSION

Taking action to achieve the goal of a gender balanced and inclusive organization is critical for the long-term success and development of the nuclear industry, and indeed STEM and Trades fields in general. Improving organizational diversity has enormous benefits in terms of innovation, productivity, and outputs. Countless studies[2] have demonstrated this impact and have even quantified the benefits of diversity and note that:

- Companies that embrace diversity are 1.7 times more innovative than those who do not, and that customers tend to feel more connected to organizations who express diversity in their marketing and product ranges.

- The majority of individuals applying for jobs at an organization research that organization prior to applying, and over 30% of potential candidates will not apply for a position at a company that lacks diversity.

- Teams outperform individuals when it comes to making decisions, and that performance only improves as diversity improves. In fact, organizations that prioritize and celebrate diversity have a 70% greater change of capturing new markets.

At its core, striving for gender balance within the nuclear industry, and within individual organizations is about capturing diverse perspectives, experiences, and approaches. Diversity challenges us to think in new ways and to critically examine our processes and practices with a goal of creating higher-performing and more equitable workplaces.

There is a lot the nuclear industry does that is complicated. Creating opportunities for women, girls, and non-binary people from all intersecting identities is not one of those complicated things. Listening to the people who have been historically excluded from the industry and taking measured approaches to change will yield benefits for the industry, for the country, and for the world for generations to come.

Publicly adopting the Roadmap signals to prospective employees that you care about not just the outputs they produce, but also about how they produce those outputs. And caring about the people, who are the core of any organization, presents immense benefits for everyone. Adopt the Roadmap today and begin the journey to transform the nuclear industry for Canada.

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[2] Summarized in the following article by Forbes: https://www.forbes.com/sites/ashleystahl/2021/12/17/3-benefits-of-diversity-in-the-workplace/?sh=249601922ed2

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APPENDIX 1: ROUNDTABLE QUESTIONS

Two rounds of consultations were conducted in September 2022 and again in December 2022/January 2023. The first set of consultations were designed to better understand the opportunities and challenges to achieving greater diversity in the nuclear industry, while the second set of consultations was designed to capture feedback on the core elements of this Roadmap.

The questions posed to participants in each phase of consultation are below.

First Roundtables

Area	Question Set
Industry Strengths	• What has been done that is working? • What are you seeing in other similar industries that may be interesting to explore further?
Industry Opportunities for Growth	• What has been tried that has been less successful? • What should the Industry stop doing?
Industry Barriers	• What are the main barriers to gender equality within the industry? • Are the barriers organization-, industry-, or system-wide?
Solutions Generation	• Where should industry focus its efforts to meet its goal or more diversity in the industry?

Second Set of Roundtables

Area	Question Set
Strategic Pillars & Themes	• Are the strategic pillars (attraction and education, recruitment, retention, and advancement) comprehensive? • Do the five sub-themes capture all the elements you feel are necessary to help create an actionable Roadmap?
Roadmap Presentation	• Based on the information provided on the maturity model and assessment slides, do you feel you, or your organization, can make an accurate maturity assessment? • Does the approach to accessing the Roadmap information make sense? Do you understand how to use the landing page and click to get more information? • Do you understand how to use the Roadmap page, such as identifying which actions you could take and how the goals and KPIs can support this?
General Comments	• Do you see value in the Roadmap as designed? • Are there other considerations that may disproportionately affect gender and sexually diverse, racialized, or other equity-deserving folks that we have missed? • Are there changes you'd like to see to the Roadmap approach?

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APPENDIX 2: DEFINITIONS

Ableism: A system of discrimination against people with disabilities. Ableism favors some abilities over others and assigns value to people according to socially constructed ideas of normalcy, intelligence, and productivity. Non-disabled people are considered more valuable than their disabled counterparts. Ableism is rooted in the belief –be it conscious or unconscious– that those with disabilities cannot contribute to or participate in society.

Anti-Racism: The process of dismantling racist attitudes and ideologies. Anti-racism involves critical awareness of the existence and effects of racism, and actively seeks to identify, prevent, reduce, and remove the racially inequitable outcomes and power imbalances between groups and the structures that sustain these inequities.

Bias: A subjective opinion, preference, feeling, or inclination formed without reasonable justification. Biases compromise the ability of an individual or group of individuals to evaluate their experiences with accuracy or objectivity.

BIPOC: This is an acronym used to describe Black, Indigenous, and people of color. It is used to emphasize the particular experiences of Black communities and Indigenous Peoples as contrasted with other people of color.

Bullying: The ongoing and deliberate misuse of power in relationships through repeated verbal, physical, and/or social behaviour that causes physical, social, and/or psychological harm.

Classism: The set of practices and beliefs that assign value to people according to their socioeconomic status. Upper and middle-income individuals are considered more valuable than lower-income individuals. Their needs are taken more seriously than their lower-income counterparts, resulting in upper and middle-income individuals being privileged to the detriment of lower-income individuals.

Colonialism: The process whereby one nation comes to occupy land which is not their own in the interest of controlling and exploiting the territory and people(s). Core components of colonialism include but are not limited to:

- Military domination
- Political or governmental control
- Divide-and-rule arrangements
- Capitalist exploitation
- Religious conversion
- Mass murder and sexual violence
- Cultural genocide
- Enslavement

Note: Though colonialism is rooted in history, it is still alive and well. It has not expired or disappeared. Consider, for instance, the intergenerational trauma tied to the experience of having survived the Residential School System in Canada.

Discrimination: The denial of equal treatment, civil liberties, and opportunity to individuals or groups with respect to education, accommodation, healthcare, employment, and access to services, goods, and facilities. Behaviour that results from prejudiced attitudes by individuals or institutions, resulting in unequal outcomes for marginalized individuals.

Diversity: The range of visible and invisible qualities, experiences, and identities that shape who we are, how we think, how we engage with and how we are perceived by the world. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical or mental abilities, religious or spiritual beliefs, or political ideologies. They can also include differences such as personality, style, capabilities, and thought or perspectives.

Equity: The practice of differential treatment and resource redistribution to achieve a level playing field, to ensure all individuals have access to an environment in which they can participate fully. Equity understands that needs vary according to each individual, and works to accommodate them, and remove barriers that prevent access to resources, systems, environments.

Harassment: Any unwelcome conduct based on an individual's identity that creates an environment that is hostile, abusive, or intimidating. Harassment can be significant forms of violence or threats, to less obvious actions, such as jokes or inappropriate comments. Harassment includes all forms of harassment, including sexual harassment, which is the making of unwelcome and inappropriate sexual remarks or physical advances.

Homophobia: A system of discrimination against those who are gay or part of the 2SLGBTQIA+ community. Homophobia involves fear, dislike, hatred, aversion, exclusion, violence, and harassment of or against members of said community.

Inclusion: Inclusion recognizes, welcomes, and makes space for diversity. An inclusive workplace encourages the diversity of backgrounds, thought, experiences, skills, and talents of all employees.

Microaggressions: Comments or actions that subtly and often unconsciously or unintentionally express a prejudiced attitude toward a member of a traditionally marginalized group.

Myth of Meritocracy: The myth of meritocracy challenges the common assertion that if you work hard, you will achieve success. Meritocracy represents a state where

power and privilege are allocated by individual merit, not by social locations. However, today, merit has more to do with superiority (and wealth) than it does with talent, excellence, or merit itself.

- "People should not be hired because of diversity factors."
- "We don't discount anybody, but I hope that we are hiring the best person for the job."
- "[Organization] looks at skills and abilities and education as the sole promotion determination."

This belief results in the belief that if a Person of Colour, for example, isn't excelling at work, or being considered for promotions, that it is because of a personal failing of that individual rather than the result of the impact of historical and current systems of exclusion and discrimination.

The Myth of Meritocracy does not propose to rectify this situation through the hiring of less-qualified candidates, but rather to examine the recruitment process to uncover hidden biases and barriers that are keeping well-qualified candidates from success *because* of their identities.

Oppression: Oppression speaks to power. Oppression occurs when a prejudiced individual or group of individuals are backed by power.

Patriarchy: A system that grants power and privilege to men, marginalizing and subordinating women. Patriarchy privileges maleness and masculinity over and above femaleness and femininity.

Power: Power is enabling – it gives powerholders the capacity to engage in oppressive practices and shape oppressive policies.

Privilege: Rights or advantages that are only available to a particular person or group of people.

Prohibited Grounds: The Ontario Human Rights Code prohibits discrimination and harassment based on citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, receipt of public assistance (in housing) and record of offences (in employment).

Racism: The marginalization or subjugation of one racial group by another. Racism is systemic in nature. It is an abuse of power justified by the ideology of the more powerful or dominant racial group – in Canada, this ideology is white supremacy. Racism involves denying a racialized group of individuals something of value – something that others have ready access to

Reconciliation: The process of rebuilding the relationship between a community that has been harmed and the institutions that have harmed them. In the context of Crown-Indigenous relations, reconciliation refers to the process of repairing the relationship between Indigenous peoples and the Canadian state.

Systemic Racism: Organizational culture, policies, directives, practices, or procedures that exclude, displace, or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

A GENDER BALANCE ROADMAP FOR THE NUCLEAR INDUSTRY

Presented by

WiN CANADA | WOMEN IN NUCLEAR

Natural Resources Canada · Ressources naturelles Canada

Canada

Created by

CANADIAN EQUALITY CONSULTING

For more information on this Roadmap, please contact canada@womeninnuclear.com