

# Diversity and Inclusion Strategy 2022- 2027

**NPL** 

National Physical Laboratory



# Foreword

We are excited to publish this diversity and inclusion (D&I) strategy, which builds on the work that we have undertaken to date and sets out our vision for the future, as an important component of our wider People strategy. Like many organisations, we have built the foundations and improved our awareness of diversity and inclusion and what it means to us as an organisation, but we know that there is more to do and more to learn.

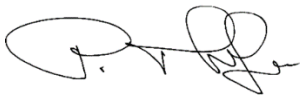
At the National Physical Laboratory (NPL), we believe that diversity and inclusion is critical to our vision to deliver extraordinary impact, from our excellent science and engineering as an exemplary National Laboratory that employs people from around the world.

Our people are at the heart of all that we do and this strategy will help us continue to create a better NPL where our uniqueness is valued and each of us can be our best. We want to nurture a culture of inclusion where we can all be ourselves in a safe and supportive environment, while simultaneously ensuring that we are more representative of a diverse range of communities.

Having the right mix of people and perspectives is important to enable us to deliver excellent science and engineering and respond to both current and emerging metrology challenges. We believe that by creating an inclusive environment, where all our staff are able to thrive, we can accelerate the creativity of our ideas, enhance our ability to innovate for the future and deliver solutions that meet the needs of all of our society.

Our strategy provides a framework to support us in both extending and embedding our activities across the organisation, while ensuring that we do so in a meaningful and impactful way, informed by representative voices from across our organisation and beyond.

As an Executive team, our aim is for NPL to be an exemplary National Laboratory at the forefront of diversity and inclusion. We commit to implementing this strategy in both our role as Executive sponsors for NPL's associated staff led network and by championing best practice within our areas of responsibility.



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Chief Executive Officer



**Jodene Young**  
Chief People Officer



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**JT Janssen**  
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Partnerships Director



**Penny Holt**  
Chief Financial Officer



**Penny Owen**  
Environment Social and Governance  
Director

# Our goal

To create an inclusive culture and environment where:

- All our employees feel their differences are valued and they are empowered to bring their genuine selves to work
- All our employees have access to support when they need it and believe that NPL is an inclusive place to work for all

By harnessing the talent and creativity of a diverse workforce for the benefit of all we will augment our NPL vision to deliver extraordinary impact from our excellent Science and Engineering as an exemplary National Laboratory.

## All are supported to succeed

As an employer, our people are important to us, and we want to create an environment where all employees thrive and have equal access to opportunity regardless of identity, background, or circumstances. We want to ensure that different perspectives are welcomed and valued, and that we foster a culture that allows individuality to shine. We will continue to take steps to create a safe and supportive environment where individuals from all backgrounds can flourish, while increasing the diversity of our teams and challenging stereotypes and perceptions that particularly impact us as science and engineering organisation.

## Different perspectives make us better

From our experience to date we know that to make meaningful changes we need access to diverse voices who see things differently and challenge us to consider new perspectives. This extends throughout our organisation, from our policies and procedures to our science and engineering, to our team meetings and our daily interactions. By creating an inclusive environment where everyone feels comfortable participating, we can enhance our creativity and ability to innovate. By forming a vibrant diverse research environment that people want to be a part of, we can inspire and deliver robust and innovative solutions to solve national and global challenges.

## Inclusion is critical for success

Having access to diverse voices alone is not enough. We want everyone who works with, at or for NPL, to feel welcomed and valued. Our ambition is to become an organisation where inclusion is systemic and instinctive, not only in how we work together but in how we work with and for others beyond NPL. We want to work with a diverse range of partners and teams, in ways that are accessible and open to all. This will enable us to fully understand both the needs of our customers and the real-world impacts of the research and products we create, helping us provide better solutions for all of society.

We want others to value our inclusive approach and for NPL to be a partner of choice for organisations with similar aspirations.

# Our approach to diversity and inclusion

We have made progress in raising awareness of diversity and inclusion across our organisation and have implemented several changes. Some have been large and visible, others smaller, but all felt by those impacted. We are already accelerating our work, taking steps to extend our activities and invest in resources.



As we seek to evolve, our approach will be iterative with activities tailored to address our specific needs and reviewed to ensure that we have achieved our goals or have learnt from our past activities.

Our NPL values are embedded within our approach to diversity and inclusion shaping how we will undertake our work, the way we work with each other and our customers and how we celebrate success.

Our approach will:

**Define our challenges** by regularly seeking to better understand our organisation by:



**Nurture and respect**

- Listening and learning from representative voices.



**Keep it simple**

- Having a clear vision which translates strategy to action, enabling us to understand our specific challenges and prioritise activity.

**Develop creative solutions** by working in partnership to respond to our challenges by:



**Nurture and respect**

- Listening and learning from representative voices.



**Get connected**

- Highlighting our approach and working in partnership to share and learn from others, to support change in our

**Deliver actions** to implement change, evidenced by ongoing monitoring by:



**Be bold**

- Taking action, small or large, to challenge our assumptions and implement new ideas, being unafraid to try.



**Give it our all**

- Seeking to embed D&I in everything that we do, regularly monitoring and evaluating our activities and challenging ourselves to excel.

# Examples of our work to date

## **Building communities**

Across NPL we have established ten active staff-led 'special interest groups and networks'. Our networks cover a range of themes including: Disability and long-term conditions; Ethnicity; Faith and Religion; Gender; LGBTQ+; Neurodiversity; Menopause support and Parents.

## **Executive sponsorship**

Our Executive team act as champions to our special interest groups or networks, providing a direct route to the Executive team for individuals from underrepresented groups. Executive sponsors help promote the work of the groups, to raise awareness and support organisational change.

## **Policies and behaviours**

Our expectations around diversity and inclusion and associated behaviours are laid out in our Equality, Diversity and Inclusion policy and in our staff code of conduct. We expect all staff to nurture and respect individuals, in line with our 'Values in Action', which shape all that we do.

## **Introducing new training**

We have a range of learning and development opportunities that support our work. For example, we offer personal development programmes for women and men, as well as skills-based training on topics such as emotional intelligence, impact and visibility, and dedicated training on topics like unconscious bias for line managers.

## **Enhancing our workplace**

We continue to make changes to our premises to create a more inclusive environment, at our main Teddington site we have introduced new ablution facilities and a set of gender-neutral toilets. All our sites have multi-faith spaces available, and nursing facilities are available at our Teddington and Strathclyde sites.

## **Attracting diverse talent**

We continue to make changes to our recruitment process to expand diversity in applications, partnering with Vercida.com which specialises in diversity and inclusion recruitment. We offer mandatory 'Selecting the Best' training for hiring managers to ensure objectivity and consistency.

## **Raising awareness**

Via our new diversity and inclusion staff hub, we regularly share new resources and information ranging from new tools through to blogs and news stories on related topics to promote discussion and raise awareness across NPL.

# Representing a contemporary workforce

**We aspire to be representative of the diverse range of communities in the UK, using a tailored and prioritised programme of diversity and inclusion activities to help us exceed stereotypical diversity trends.**

We will prioritise tackling the underrepresentation of women and non-binary gender identities, people with disabilities and those from minority ethnic backgrounds within our organisation but remain committed to enhancing underrepresentation in other areas such as sexual orientation, faith and belief and social inclusion.

Working in partnership with our associated staff-led special interest groups we are currently developing, progressing and monitoring detailed action plans in each of our priority areas, which will inform our future programme of work.

Some of our goals within these plans are:

- **To reduce the completion gap in our disability data** by creating an environment where colleagues feel comfortable sharing that they have a disability and/or long-term conditions.
- **To improve the accessibility of our main site**, sharing good practice with our other premises and incorporating the insights into future building design.
- **To broaden our talent pipeline of individuals from minority ethnic backgrounds**, building on changes we have already made in talent attraction and selection processes.
- **To use our well-established outreach programme** to actively engage with those from minority ethnic backgrounds.
- **To expand our systems and policies** to incorporate non-binary and a wider ranges of gender identities.
- **To identify discrepancies in career pathways** and challenge barriers that prevent women from progressing.

# Thriving in an inclusive environment

**We want to work together to create a place to work where all people feel 'at home' and feel valued for their unique contributions.**

We expect all our staff to help us to create an environment where we can all be ourselves, perform to the best of our abilities and work successfully with others and a culture where we can all share our ideas, understand our differences, and constructively challenge each other to make inclusive decisions. Our work to build this environment and grow this culture will cover four areas:

## Leadership and management



We will:

**Embed diversity and inclusion within our leadership framework** and leadership development programme.

**Build line manager awareness and confidence** through the development of targeted resources within our dedicated manager toolkit.

## Communities and voices



We will:

**Nurture our special interest groups** to create communities that provide support and promote discussion.

**Increase opportunities to share perspectives** and seek feedback on inclusion topics to ensure that our work is informed by representative voices.

## Behaviours and policies



We will:

**Empower our staff to challenge inappropriate behaviour** and expand resources to tackle bullying, harassment and discrimination in all its forms.

**Ensure our policies** reflect our changing needs as an organisation, promoting and embedding inclusion.

## Education and training



We will:

**Build resources to help all our staff** be better informed on diversity and inclusion topics and embed change within the organisation.

**Invest in learning and development programmes** to help create an inclusive culture while supporting personal and professional development.



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