

NAYGN Diversity, Equity, and Inclusion Audit Report

March 2024

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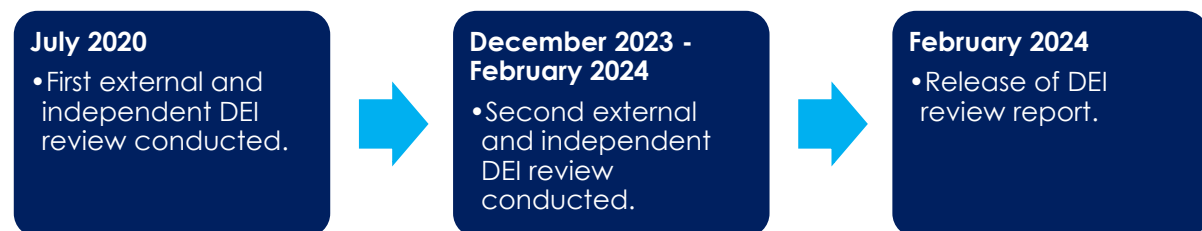
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Executive Summary

Operational since 1999, the North American Young Generation in Nuclear (NAYGN) is a nonprofit organisation that provides professional and personal development opportunities for young talent in the nuclear sector. NAYGN's remit further includes: facilitating connections, public engagement and inspiring the current nuclear workforce to meet present and future energy challenges.

In December 2023 MM Creative Solutions (MMCS) was contracted by NAYGN to undertake a Diversity, Equity, and Inclusion (DEI) audit. The goals being to identify progress since the 2020 DEI review, identify any areas for improvement and to make recommendations to maintain momentum or improve progress thus informing the development of NAYGN's future plans.

The following timeline outlines the interactions to date between NAYGN and MM Creative Solutions (MMCS).



Agreed Scope:

- This audit will consider our previous Inclusion Review (NAYGN External Review, dated 31 July 2020)
- We will review the comments and recommendations we made and review progress in the areas highlighted, with particular attention to:
 - Succession planning
 - Events
 - Communications / website
 - Policies / procedures

The project was executed as follows:

- Desktop review of NAYGN written governance documentation, the NAYGN website and NAYGN social media channels.

This report holds up a mirror to NAYGN in terms of its current position with regards to DEI. Undertaking the review process has enabled MMCS to perform a SWOT (strengths, weaknesses, opportunities, and threats) analysis, the outcomes of which are presented below.

Strengths	Weaknesses
<ul style="list-style-type: none"> D&I Charter and updates to key documentation such as Bylaws and Rules and new chapter information. Career report, specifically the Increased data collection and analysis of this data to provide informative and actionable insights. 	<ul style="list-style-type: none"> Lack of transparency around certain processes and procedures within NAYGN.
Opportunities	Threats
<ul style="list-style-type: none"> Implement use of the RAEng and Science Council D&I Progression Framework. Introduction of further reporting metrics and associated analysis that aids desired DEI and broader strategic outcomes. Leveraging of existing strategic partnerships and formation of new partnerships. Use of collected data to offer industry solutions / insights to further grow NAYGN membership. 	<ul style="list-style-type: none"> Continuing membership decline. USA political landscape with regards to DEI support and permissibility in different states. Lack of alignment between chapters and national organisation, resulting in disjointed, inconsistent execution of plans.

As highlighted above, the outcome of this review presents NAYGN with actionable improvement areas to positively progress its DEI journey. It is recommended that the Diversity and Inclusion (D&I) Progression Framework¹ which was developed in a collaboration between the Royal Academy of Engineering and the Science Council to progress D&I across engineering and science professional bodies, is applied to benchmark and track progress. The four-stage framework model enables an organisation to identify its current stage of DEI maturity. The current progression framework guidance can be viewed [here](#). The progression framework matrix for completion by organisations can be accessed [here](#).

Using the model presented below ; and based on the data provided and available to the audit team, it can be determined that NAYGN is currently at **Level 2 – developing**.

Please note that if NAYGN does adopt the RAEng Science Council Framework, assessment results may differ. This will be due to the NAYGN team having full access to all its organisational data and thus being able to conduct a truly full assessment, against all areas.

¹ [Diversity and inclusion progression framework \(raeng.org.uk\)](#)
www.mmcslimited.com



Level 1 Initiating

Case for change is emerging, data and insights just being gathered, action tends to be informal, isolated, bottom-up, one-offs



Level 2 Developing

Case for change is clear, quantitative data gathered, responsibility and accountability being formalised, guidelines being developed, activity being launched, connections being made



Level 3 Engaging

Case for change is well established, qualitative data being gathered and shared, sustained senior level support in place, skills and capabilities being built, activity catching on, high levels of collaboration, clear signs of change



Level 4 Transforming

The approach to change is focused on transforming the culture and systems of the organisation. Complex qualitative and quantitative data is being routinely gathered and shared, high levels of dialogue, collaboration and learning, clear evidence of change in individual behaviour and organisational culture

Credit: Royal Academy of Engineering (www.raeng.org.uk) and Science Council (www.sciencecouncil.org)

1 External Review of current NAYGN DEI Performance

1.1 Review of documents

Item	2020 feedback	2024 feedback	Action / Recommendation
NAYGN Career Report Note: for the 2024 feedback the 2022 Career Report was reviewed. The 2020 feedback was based on the 2020 Career Report.	<ul style="list-style-type: none"> Only binary gender collection, expand and add a self-describe box. Likewise can further expand to gather disability and sexual orientation data. 	<ul style="list-style-type: none"> Gender collection expanded via provision of other/self-describe option. Disability, sexual orientation, citizen ship and language spoken at home data collection also included. 	<ol style="list-style-type: none"> Addition of a question to capture neurodivergence status, to provide further insights on membership profile. Add a high-level summary demographics benchmarking table at the start of the report, so readers can easily see how NAYGN data compares to: previous career report, USEER data and other relevant benchmarks.
	<ul style="list-style-type: none"> 933 responded to survey, what proportion of the NAYGN membership does this represent? On one brochure it indicates 5000+ members. Overall what proportion of the NA nuclear workforce? 	<ul style="list-style-type: none"> 864 responded to this survey. It is unclear what proportion of the NAYGN membership it represents. 	<ol style="list-style-type: none"> Provide clarity on whether the survey results are based on responses from all members or not. If it is not, then clear language such as 70% of respondents should be used.
	<ul style="list-style-type: none"> How many members does NAYGN wish to grow to? 	<ul style="list-style-type: none"> Good to see the use of the average age data as a possible growth indicator. What percentage of respondents were aged 55 and over and how does this 	<ol style="list-style-type: none"> Consider comparing the NAYGN age profile to other publicly available datasets e.g. USEER, to understand alignment with industry data and as an indicator with

Item	2020 feedback	2024 feedback	Action / Recommendation
		compare against USEER 2021 data?	regards to potential membership growth.
	<ul style="list-style-type: none"> Current college outreach efforts/success? 64% of respondees have a bachelor's degree. 59% science and engineering job functions. So this gives 2 potential relationship focus areas to attract people and increase the diversity of members. 	<ul style="list-style-type: none"> 57% of respondents have a bachelor's degree. 27% of respondents have a graduate or post graduate degree (an increase from 22% in 2020 report). It is noted that the job functions data has been split into more categories since the 2020 report. How the demographic diversity aligns with the revised job functions is unclear. 	5. Further analysis of data to understand if/where the increased diversity amongst the membership is coming from.
	<ul style="list-style-type: none"> What is the typical member onboarding? How do people typically find out about NAYGN and come to join? Ask this as part of membership registration e.g. How did you find out about NAYGN? 	<ul style="list-style-type: none"> NAYGN Onboarding toolkit is noted. Noted that survey question 43 asks how someone found out about or joined NAYGN. 	None
	<ul style="list-style-type: none"> Do you know if people have previously responded to a careers survey? Or can you ask them how long they have been an NAYGN member? 	<ul style="list-style-type: none"> Noted that survey question 42 asks if someone has ever responded to an NAYGN career survey before. 	None
	<ul style="list-style-type: none"> Job satisfaction across ethnicities could provide useful insights to help better understand current levels of inclusion. 	<ul style="list-style-type: none"> Has this analysis been conducted privately? Were there no noticeable differences? What about 	6. Where sample sizes permit, look at job satisfaction across the range of demographic data collected e.g. ethnicity, disability, sexual orientation

Item	2020 feedback	2024 feedback	Action / Recommendation
		when looking at disability or sexual orientation?	etc. These insights can help inform NAYGN's future activities.
	<ul style="list-style-type: none"> Ethnicity split of event attendees, number of events attended, can you gauge levels of engagement amongst current members? 	<ul style="list-style-type: none"> Activity (events) feedback data captured in 2022 career report. 	7. Continue gathering events feedback and where possible analyse across demographics to gain further insights.
	<ul style="list-style-type: none"> Events feedback mentioned wanting more diverse speakers - is there a prompt for event organisers to make sure they are considering this when developing events? 	<ul style="list-style-type: none"> Prompts and considerations contained in the NAYGN Information for New Chapters and New Leaders document. 	None
	<ul style="list-style-type: none"> Produce an infographic of highlights/key data from the report. There's a lot of good data in there, however the reader has to wade through it. What feedback have members given on the data presentation? Have any requested a one-page infographic as a starting/summary point? 	<ul style="list-style-type: none"> Unclear if a one-page highlights summary of key career report insights exists. 	8. Prepare a one-page infographic or summary document, providing key career report insights.
	N/A	<ul style="list-style-type: none"> Noted that company type is more diverse in the 2022 report than the 2020 report. What is unclear is if/how this relates to the changing demographics / 	9. Further analysis of data to understand if/where the increased diversity amongst the membership is coming from.

Item	2020 feedback	2024 feedback	Action / Recommendation
		demographic profile of NAYGN membership.	
	N/A	<ul style="list-style-type: none"> Figure 15 in the 2022 report shows salary and bonus by years of experience for the whole group. Figure 22 presents this information by gender and figure 25 presents this information by ethnicity. 	<p>10. Dependent on data set collected for the next career report, expand analysis to include presentation of salary and bonus by disability* and by sexual orientation.</p> <p>*it is noted that on page 28 of the 2022 report it states there was no significant difference in pay based on disability status</p>
	N/A	<ul style="list-style-type: none"> The pay commentary that highlights the pay differences between male and female respondents and between ethnicities is good. 	<p>11. Analysis and presentation of this data in quartiles, will help to understand what representation looks like across organisation level and across pay bands. This can then be utilised to better understand where the pay gaps are and what actions are needed.</p>
	N/A	<ul style="list-style-type: none"> Good to see analysis of preferred work format across a number of categories. 	<p>12. Analysis of preferred work format by ethnicity and sexual orientation would provide powerful insights to inform development of NAYGN activities.</p>
	N/A	<ul style="list-style-type: none"> The top four reasons given for leaving the industry are all DEI issues. This could present an opportunity for NAYGN to offer training / support to members and organisations. 	<p>13. Analysis of reasons for leaving data across demographics would provide powerful insights to inform development of NAYGN activities.</p>

Item	2020 feedback	2024 feedback	Action / Recommendation
Bylaws and Rules Note: the 2024 feedback the 2023 Bylaws and Rules document was reviewed. The 2020 feedback was based on the 2018 Bylaws and Rules document.	<ul style="list-style-type: none"> These seem fairly solid. B6.1 Noted that candidates for elected officers must be a YG member and under age 36 at time of nomination. Do people self-nominate? What typically happens? 	<ul style="list-style-type: none"> No evidence has been provided or found that this has been addressed. It is noted that there is a get involved section on the NAYGN website, that advertises committee roles. However the role list appears to have not been updated since 2021. 	14. Provide clarity and transparency on nomination process.
	<ul style="list-style-type: none"> Is an audit done of local chapter membership rules to check they align with NAYGN ethos? 	<ul style="list-style-type: none"> The updated information booklets and onboarding information are noted. Likewise the yearly review reports submitted by chapters. However it is still unclear what checks take place to ensure local chapter membership rules align with NAYGN's organisational ethos. 	15. Spot check local chapters for alignment with overall NAYGN Bylaws and Rules.
	<ul style="list-style-type: none"> There's a risk here that if you don't know someone, you may not be aware or able to get involved with certain roles. Essentially the behaviours around how the rules are enacted. If behaviours are not inclusive or lack diverse networks – outcomes will be reflective of this. 	<ul style="list-style-type: none"> Lack of clarity remains around nomination to elected officer roles. 	16. Provide clarity and transparency on nomination process.

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	<ul style="list-style-type: none"> In rules and bylaws where it says he/she this can be updated to he/she/they. Where it says his/her this can be update to his/her/their. This makes the language more gender inclusive. 	<ul style="list-style-type: none"> 2023 NAYGN Bylaws and rules document contains updated gender-neutral language. 	None
	N/A	<ul style="list-style-type: none"> Noted that bylaw B3 – Membership, was updated in 2023 to include a 4th clause on diversity and inclusion. Suggest that clause 4.a. needs to be more specific; for example, there is no mention of misogyny, homophobia, transphobia, or ableism. Refer to the NAYGN Diversity, Equity, and Inclusion Committee Charter. 	17. Update clause 4.a. of B3 to include more examples, so it reflects the DEI Inclusion Committee Charter goal. This is to show consistency in language and approach in all NAGYN documentation.
	N/A	<ul style="list-style-type: none"> B3 – Membership. Clause 3.a. - A voting member is defined as a YG Member who is a member of good standing. <p>No mention of behaviour or conduct, merely updated membership information and payment of dues. Is this sufficient?</p>	18. Update the clause to mention behavioural expectations.
	N/A	<ul style="list-style-type: none"> B4 – Fiscal, clause 7 states: "The Corporation may also accept non-compulsory financial contributions, but solicitation and acceptance of such contributions shall be 	19. Annual financial report to make clear how contributions are utilised in a manner consistent with organisational objectives.

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		<p>limited to solicitation for those activities consistent with the objectives of the Corporation."</p> <p>How are these contributions processed and monitored to demonstrate that they are 'consistent with the objectives of the Corporation?</p>	
	N/A	<ul style="list-style-type: none"> B6 – Corporate Officers, this section could benefit from the use of an organogram (organisation chart). 	20. Consider the addition of an organogram. It is noted that an organogram is available in a separate document.
	N/A	<ul style="list-style-type: none"> B6 – Corporate Officers, clause 2 – terms of office. This section could benefit from the use of a timeline. 	21. Consider addition of a timeline.
	N/A	<ul style="list-style-type: none"> B6 -6a and R6-3. Removal of Officer: "...may be removed with or without cause." Could this mask discriminatory practices and behaviours? 	22. Outline criteria for the removals process, to help guard against discriminatory practices and behaviours.
	N/A	<ul style="list-style-type: none"> R6- Corporate Officers Regarding the Duties of Corporate Officers – how is performance evaluated, monitored, recorded, and managed? And who by? 	23. Outline process and criteria to monitor and record performance.
	N/A	<ul style="list-style-type: none"> B8 and R8 Standing and Special Committees For transparency, how are committee members recruited and selected? 	24. Provide guidance to committee chairs to drive inclusive practice when advertising committee opportunities and during the selection process.

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	N/A	<ul style="list-style-type: none"> R10-Expression of Corporation Position. Does a petition template exist? Does a guidance document exist about what to include in a petition? 	25. If not in existence, provide a petition template and guidance.
	N/A	<ul style="list-style-type: none"> Conflict management and resolution. When and should a conflict arise within these various entities of NAGYN, how is this addressed and managed? What's the process? Whose role and responsibility is it? 	26. If not in existence, provide high level guidance in this area, so proceedings are transparent.
Strategic Plan Note: the 2024 feedback the 2023 and 2024 strategic plans and the 5-Year Strategic Plan were reviewed. The 2020 feedback was based on the 2020 strategic plan.	<ul style="list-style-type: none"> Membership drive - there is an opportunity for member generated content and engagement here e.g., why they enjoy being a member, etc. This could showcase a wider range of members. 	<ul style="list-style-type: none"> Noted the testimonials displayed on NAYGN website. 	27. Continue to showcase member feedback.
	<ul style="list-style-type: none"> Ask members to nominate event / webinar speakers. You can do this via social media. This can help identify a broader range of names. 	<ul style="list-style-type: none"> Collaborative work with other bodies to offer broader events is noted. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Strategic partners - leverage this more to attain the diversity and inclusion goals 	<ul style="list-style-type: none"> Work with indigenous partners, amongst other bodies is noted. 	<ul style="list-style-type: none"> None
	N/A	<ul style="list-style-type: none"> The 2023 Strategic Plan is broken down by category, 	28. A consistent and clear approach to recording and monitoring activities/tasks

Item	2020 feedback	2024 feedback	Action / Recommendation
		<p>owner, strategic initiative, and update.</p> <ul style="list-style-type: none"> Engagement has the highest number of activities/tasks listed assigned to it. Some activities/tasks are marked complete, while others provide a narrative. 	needs to be implemented, as any individual who has not been directly involved will be unclear as to the exact status.
	N/A	<p>2024 Strategic Plan – how do these actions link to the 5-Year Strategic Plan of Updated Tools and Ease of Access and Growth?</p> <p>The 5-Year Strategic Plan covers the following: -</p> <ul style="list-style-type: none"> 2024- Updated Tools and Ease of Access and Growth 2025-Enhanced Engagement and Autonomy 2026-Expansion 2027 and 2028- Growth <p>– query why is growth included three times in this plan?</p>	29. A Corporate Risk Register be implemented and maintained.
Sample roles and responsibilities (for chapters)	<ul style="list-style-type: none"> Add specific prompts to encourage more diverse speaking lineups. 	<ul style="list-style-type: none"> Prompts and considerations contained in the NAYGN Information for New Chapters and New Leaders document. 	<ul style="list-style-type: none"> None

Item	2020 feedback	2024 feedback	Action / Recommendation
<p>Note: the 2024 feedback was based on the updated information supplied in December 2023.</p> <p>The 2020 feedback was based on the information supplied at that time.</p>	<ul style="list-style-type: none"> Encourage a high-level review of event speaking line-ups during the past 12 months. Understanding that events were e.g., 50% female speakers, or 1% African American speakers provides a starting point and insight into the current situation. 	<ul style="list-style-type: none"> Collection and recording of metrics is encouraged via the New Chapters and New Leaders document. 	<p>30. Continue encouraging chapters to collect data to understand what is occurring.</p>
<p>Chapter resources and New Leader Information</p> <p>Note: the 2024 feedback was based on the updated information supplied in December 2023.</p> <p>The 2020 feedback was based on the information supplied at that time.</p>	<ul style="list-style-type: none"> Fundamentally the information is ok and a good guide. 	<ul style="list-style-type: none"> The NAYGN Information for New Chapters and New Leaders document provides clearer guidance. Good to see the addition of a diversity and inclusion section. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Where it has potential to fall down is that if local chapter leaders don't have diverse networks, or their area lacks a diverse workforce, they will typically only be able to encourage 'more of the same' with regards to new members. A key thing the core and chapter leads need to be encouraged to do is to reflect on the networks they have and then take clear action to diversity their network. 	<ul style="list-style-type: none"> Prompts and considerations contained in the NAYGN Information for New Chapters and New Leaders document. 	<p>31. Use collected chapter data to check performance / progress.</p>
	<ul style="list-style-type: none"> Where are current board metrics tracked in terms of the diversity mix (informally is ok)? 	<ul style="list-style-type: none"> Not clear where this is monitored. 	<p>32. Implement monitoring data.</p>

Item	2020 feedback	2024 feedback	Action / Recommendation
	<ul style="list-style-type: none"> How has the diversity of board members varied over the years? Do you have a sense of this? 	<ul style="list-style-type: none"> Not clear if this exercise has been completed either formally or informally. It is noted that the career report provides some insights into how NAYGN as a whole may be changing demographically. 	33. Undertake informal assessment to understand who has been involved in the board previously.
Chapter Charter Note: the 2024 feedback was based on the updated information supplied in December 2023: Durham Constitution (2018) and McMaster Constitution (2022).	<ul style="list-style-type: none"> Reviewed the Durham constitution. There's a risk around resignations and elections; specifically if the networks of viable candidates are small, this risks the chapter leadership not being very diverse. 	<ul style="list-style-type: none"> Same document as 2020 review. No changes have been made. 	34. As per succession planning comments. 35. As per bylaws and rules comments.
The 2020 feedback was based on the information supplied at that time: Durham Constitution (2018).	N/A	<ul style="list-style-type: none"> It is noted in the McMaster Constitution that there is no specific acknowledgement or reference to the NAYGN D&I organisational goal. Additionally there is no executive D&I position. Duties of existing committee members could be expanded to incorporate NAYGN D&I expectations. 	36. Ensure consistency between chapter constitutions and top level NAYGN D&I organisational goals and behavioural expectations.
D&I charter Note: for the 2024 feedback, the 2023 charter was reviewed.	<ul style="list-style-type: none"> Needs some metrics, to show the target moving towards and when by. Suggest using the data from careers report 	<ul style="list-style-type: none"> Noted baselining against USEER data, amongst other sources has been included in the 2022 career report. 	37. As per career report comments.

Item	2020 feedback	2024 feedback	Action / Recommendation
The 2020 feedback was based on the 2020 charter.	as a baseline and the USEER report % as soft targets in first instance.		
	<ul style="list-style-type: none"> You then need to ascertain how you will measure the progress against the target, will it be via the career report? Is there an annual member survey? When people register, can you capture more data if they are willing to disclose? 	<ul style="list-style-type: none"> Expansion of data collection in the career report survey is noted. 	38. As per career report comments.
	N/A	<ul style="list-style-type: none"> The document says Page 1 of 2, but there is only one page. 	39. Update page numbering.
	N/A	<ul style="list-style-type: none"> This document has positively evolved since 2020. 	<ul style="list-style-type: none"> None
Strategic partnership assessment document Note: the 2024 feedback was based on the updated information supplied in December 2023. The 2020 feedback was based on the information supplied at that time.	<ul style="list-style-type: none"> Add criteria about how inclusive and diverse the partner is, so check alignment of values with respect to this. Likewise, what is the leadership mix like of the partner - do they have good practice they can share as to how they manage to be so diverse (if applicable). 	<ul style="list-style-type: none"> Provided assessment of Electricity Human Resources Canada (EHRC), shows that due consideration of D&I aspects and benefits of the strategic partnership. 	40. Measurement of the impact of the partnership performance against the targeted outcomes would be beneficial.
NAYGN Succession Plan Note: the 2024 feedback was based on the updated	<ul style="list-style-type: none"> how do you ensure you are meeting new people / broad range of people? 	<ul style="list-style-type: none"> Noted that Diversity and Inclusion prompts and considerations contained in the NAYGN Information for 	41. As per previous recommendations, provide clarity around how people

Item	2020 feedback	2024 feedback	Action / Recommendation
<p>information supplied in December 2023.</p> <p>The 2020 feedback was based on the information supplied at that time.</p>		<p>New Chapters and New Leaders document. However it is unclear how this then feeds into the overall succession planning.</p> <ul style="list-style-type: none"> Noting earlier comments about lack of transparency around nominations to certain roles, there remains a risk of the succession planning not being truly inclusive and reaching the full diversity of talent. 	<p>can be nominated into officer roles.</p>

1.2 Review of Website

Item	2020 feedback	2024 feedback	Action / Recommendation
<p>Home page</p> <p>.</p>	<ul style="list-style-type: none"> The about section is at the bottom. Click on 'what drives us' and you then get taken to vision and mission. Can these be made more prominent when the website is restructured. 	<ul style="list-style-type: none"> About us is available from top menu bar. Vision and mission prominent on home page too. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> The objectives on the scrolling images are great, but where else can I see them if I am not watching or clicking through home page banner? 	<ul style="list-style-type: none"> The goals/objectives are clearly displayed on the home page. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> The book about George is great - but I only saw that by clicking through all the images. I couldn't find a link 	<ul style="list-style-type: none"> Great to see the children's books highlighted as part of the featured initiatives on the home page. 	<ul style="list-style-type: none"> None

Item	2020 feedback	2024 feedback	Action / Recommendation
	via the shop, or resources tab.		
	<ul style="list-style-type: none"> Add a LinkedIn icon to the footer and YouTube icon too. 	<ul style="list-style-type: none"> Social media icons displayed in two places on the home page. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Register today - image appears to be all men... 	<ul style="list-style-type: none"> The register page is now a form, with no images displayed. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Website - lots of great assets but the website is hard to navigate in place. Simplify it down and have a list on the homepage to direct people 	<ul style="list-style-type: none"> Navigation is clearer, with menus indicating where to find particular items. 	<ul style="list-style-type: none"> None
Leadership	<ul style="list-style-type: none"> Profiles and information all very nice, current leadership reflects current diversity mix of members. 	<ul style="list-style-type: none"> Profiles and information displayed about current leadership. 	<ul style="list-style-type: none"> None
	N/A	<ul style="list-style-type: none"> Good to see information about the existence and role of the Executive Advisory Council prominently displayed. 	<ul style="list-style-type: none"> None
Sponsors and Supporters	<ul style="list-style-type: none"> Clear information 	<ul style="list-style-type: none"> Clear information provided 	<ul style="list-style-type: none"> None
	N/A	<ul style="list-style-type: none"> Sponsorship brief says 'commiserate', this should be updated to 'commensurate'. 	<ul style="list-style-type: none"> See feedback.
Chapters	<ul style="list-style-type: none"> Regional pages have varying levels of information. Carolinas had a nice picture and some conference information. South East also has information and pictures. 	<ul style="list-style-type: none"> The regional pages have consistent presentation of information. Regional contact information is available on the chapters page. 	<ul style="list-style-type: none"> None

Item	2020 feedback	2024 feedback	Action / Recommendation
	West also has information. Canada has some information. Rest of regions - no information. Not clear who to speak to as no specifically named contact listed.		
	<ul style="list-style-type: none"> Start a chapter, including the link to existing chapters would be useful, or the interactive chapter map. 	<ul style="list-style-type: none"> Good to see step by step guidance provided on the start a chapter page. 	<ul style="list-style-type: none"> None.
	<ul style="list-style-type: none"> This area of the website was a little confusing at first but figured it out. Could be reorganised to make it easier to understand and interact with. 	<ul style="list-style-type: none"> This area of the website is much easier to navigate, with improved information available. 	<ul style="list-style-type: none"> None
Committees Noted that in 2024 a separate Get Involved area of the website is also available.	<ul style="list-style-type: none"> Where does it explain all the various committees and where they fit in to the governance of the organisation - then you can navigate easily to each one? How does a member get involved with a particular committee - some of the pages didn't have contact info listed. 	<ul style="list-style-type: none"> Noted that an organisational chart is available at the top of the committees' page. Noted that committee opportunities are advertised via the get involved area of the website. Noted that some contact information is provided on some of the committee pages. Also noted that from some of the committee pages, can navigate to another page where contact information is available. 	42. Make sure contact information is consistently displayed on the committee pages.
	<ul style="list-style-type: none"> Postcard push is good - can you do something similar to 	<ul style="list-style-type: none"> N/A – superseded by other activities. 	<ul style="list-style-type: none"> N/A

Item	2020 feedback	2024 feedback	Action / Recommendation
	attract more diverse members? (if budget permits)		
	<ul style="list-style-type: none"> Outreach communications - some great stuff and imagery - did any of these students join the sector? Is follow-up possible? 	<ul style="list-style-type: none"> Student outreach page reviewed. Contains good resources and nice pictures. Again understanding if any students who have benefitted from this outreach have subsequently joined the nuclear industry, would be an impactful metric to capture. 	43. If possible, gather outreach impact data to understand if students do end up working in nuclear.
	<ul style="list-style-type: none"> Professional development - some good stuff here, book club is good. Information seems buried away. Opportunity to do some joint webinars with strategic partners to attract members. 	<ul style="list-style-type: none"> The Atomic Mentoring Programme looks great! What was the outcome of when it was previously run? Are they published anywhere? 	44. Make it clear that this is an annual programme. Provide a timeline of how to engage with the programme e.g. when applications open and close etc. So if anyone has missed the application window, they have an indication of when they can next apply.
	<ul style="list-style-type: none"> 2019 award winners - all great - can you do social media interviews with them? 	<ul style="list-style-type: none"> Noted that 2022 award winners are listed on the webpage. Unclear if any soundbites captured for social media. 	45. Consider following up with awards' winners, to generate materials that can aid member attraction and growth.
News and Events It is noted that in 2024 these are separate areas of the website.	<ul style="list-style-type: none"> Go Nuke - see notes below. 	<ul style="list-style-type: none"> N/A the website has been reorganised, with the Go Nuke items incorporated into the news section. 	<ul style="list-style-type: none"> N/A
	<ul style="list-style-type: none"> What is the difference between Go Nuke and News 	<ul style="list-style-type: none"> N/A the website has been reorganised, with the Go 	<ul style="list-style-type: none"> N/A

Item	2020 feedback	2024 feedback	Action / Recommendation
	and Announcements? Why is this grouped this way?	Nuke items incorporated into the news section.	
	<ul style="list-style-type: none"> 21 July newsletter - good information in there. Could use Progress Pride Flag which incorporates the Trans Flag colours. 	<ul style="list-style-type: none"> NAYGN 2023 End of Year Annual Awards Survey newsletter was reviewed. Informative and showcased some great initiatives. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Looked at a few newsletters - clear information shared. 	<ul style="list-style-type: none"> Could not find a newsletter to review. 	<ul style="list-style-type: none"> N/A
	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Good to see clear navigation by categories available in the news section. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Events calendar on the events page is clear and easy to navigate. Good to see that site visitors have the option to change to list or month view. 	<ul style="list-style-type: none"> None
GoNuke	<ul style="list-style-type: none"> Career reports highlights video was good. Highlight the video again across NAYGN social media channels. 	<ul style="list-style-type: none"> N/A the website has been reorganised, with the Go Nuke items incorporated into the news section. 	<ul style="list-style-type: none"> N/A
Newsletters	<ul style="list-style-type: none"> Newsletters - informative, simple layout 	<ul style="list-style-type: none"> NAYGN 2023 End of Year Annual Awards Survey newsletter was reviewed. Informative and showcased some great initiatives. 	<ul style="list-style-type: none"> None
Resources	<ul style="list-style-type: none"> Chapter map is good 	<ul style="list-style-type: none"> N/A the website has been reorganised, with resources 	<ul style="list-style-type: none"> N/A

Item	2020 feedback	2024 feedback	Action / Recommendation
		incorporated into other areas of the website.	
Membership In 2024 this is now called Member Center	<ul style="list-style-type: none"> just for members to login and logout. I clicked here thinking it would tell me more about the benefits of joining NAYGN. However, I did read about it in the FAQs under resources. 	<ul style="list-style-type: none"> Membership benefits and other salient information is available on the website home page and other pages of the website. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Ask people when they register, how they found out about NAYGN. 	<ul style="list-style-type: none"> Noted that the 2022 career report survey, includes a question that asks how people have found out about NAYGN. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Member retention / attrition - do people age out? do people have to actively annually renew - or do you just sign up once and that's it? Do you understand why people have left? 	<ul style="list-style-type: none"> 2022 career report survey data captured around views of NAYGN performance, impact it has on careers, will be beneficial in understanding member retention. 	46. Use captured data to inform membership outreach and attraction offerings. Use collected feedback to provide professional development webinars and events aligned to the skills the members indicated they wish to develop.
	<ul style="list-style-type: none"> Survey partner organisations and ask why people are or are not NAYGN members e.g., contact NEI, CNA, CNS, ANS, INPO. Is it due to a lack of awareness? Perception problem? 	<ul style="list-style-type: none"> Noted that Q41 in the 2022 career report survey asks if respondents are members of other professional groups. It is unclear in these other professional groups have 	47. Where feasible use partnership network to understand if / why people are or are not NAYGN members. This in turn will aid membership attraction and

Item	2020 feedback	2024 feedback	Action / Recommendation
		asked if their members are NAYGN members.	has potential to aid succession planning too.
What drives us	<ul style="list-style-type: none"> Succinct info, are people clicking on this page? 	<ul style="list-style-type: none"> N/A the website has been reorganised, with this information incorporated into other areas of the website. 	<ul style="list-style-type: none"> N/A
Donate	<ul style="list-style-type: none"> No comments, self-explanatory 	<ul style="list-style-type: none"> No comments, self-explanatory 	<ul style="list-style-type: none"> None
Shop	<ul style="list-style-type: none"> Some nice items. Journal - don't know how many pages it has, paper size, is it lined? How much income does the shop contribute? Do members see the items as a benefit of membership? 	<ul style="list-style-type: none"> Clearer merchandise descriptions provided. Unclear what the metrics are on this. 	<ul style="list-style-type: none"> None <p>48. Review shop metrics and use this data to inform which items remain on sale.</p>
	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Men's apparel and women's apparel could be streamlined and combined into an apparel section. Thus gender neutral reducing the overall number of items to be carried. 	<p>49. Check shop metrics and consider reducing apparel items to the most popular items.</p>
Contact Us	<ul style="list-style-type: none"> Could also list social media channels and links to find them. 	<ul style="list-style-type: none"> Social media is linked on this page. 	<ul style="list-style-type: none"> None

1.3 Review of Social Media

Item	2020 feedback	2024 feedback	Action / Recommendation
LinkedIn	<ul style="list-style-type: none"> It is ok. Some good stuff in there, which could be repeated more e.g., Sean Video. 	<ul style="list-style-type: none"> Overall a good range of posts on the account. 	<ul style="list-style-type: none"> .None
	<ul style="list-style-type: none"> Add more videos on member benefits. 	<ul style="list-style-type: none"> Limited video use noted across posts reviewed. Noted that there are posts containing information about benefits of NAYGN membership. 	50. Consider capturing some short video soundbites from attendees at the 2024 annual conference.
	<ul style="list-style-type: none"> Add more pictures from events to boost diverse imagery. 	<ul style="list-style-type: none"> The pictures shared from the annual conference were great. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Share some of the other NAYGN chapter content, to show breadth of activity. 	<ul style="list-style-type: none"> Noted content shared from across different chapters. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Highlight some of the great professional development initiatives. 	<ul style="list-style-type: none"> Good to see the Atomic Mentoring Program being advertised. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> The "25 Years of NAYGN Energizing the Future of Nuclear" series is great. The posts featuring Amber and Chris have good engagement. The inclusion of how NAYGN membership and involvement has positively benefited their careers is really valuable for member retention and attraction. 	<ul style="list-style-type: none"> Keep posting!

Item	2020 feedback	2024 feedback	Action / Recommendation
	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Good to see posts encouraging people to self-nominate to volunteer with NAYGN 	51. Repeat these types of post more often, to encourage people to join local chapters, or explaining the process and timeline of how to volunteer and attain a role with NAYGN.
Facebook	<ul style="list-style-type: none"> The memes look popular in terms of interaction. The Facebook page looks quite current. Have you analysed the data of who follows the page to gain insights? Facebook can provide some demographic insights. 	<ul style="list-style-type: none"> Facebook page is current. Varying level of post interactions. 	52. Check metrics and membership feedback to determine if to continue current Facebook efforts.
Twitter Now X in 2024	<ul style="list-style-type: none"> Twitter is ok, not as much interaction as Facebook. Could add more images and use video more to let people know more about NAYGN. Could tweet out some of the YouTube content. 	<ul style="list-style-type: none"> X feed is current. Varying level of post interactions. N/A 	53. Check metrics and membership feedback to determine if to continue current X efforts. <ul style="list-style-type: none"> See 50.
Instagram	<ul style="list-style-type: none"> Linktree is good and up to date. U235 challenge is great - have any members shared content and tagged NAYGN? 	<ul style="list-style-type: none"> Linktree still up to date. Noted the addition of an elections voting link to the bio Superseded by current activities. 	<ul style="list-style-type: none"> None N/A
	<ul style="list-style-type: none"> Add captions to videos. People watch stuff on mute - 	<ul style="list-style-type: none"> No captions available on videos viewed. 	54. Enable auto-generated captions to display on any posted video

Item	2020 feedback	2024 feedback	Action / Recommendation
	so captions help them decide if to grab headphones or put sound on. Also captions aid inclusion for those who are hard of hearing. Captions can be created using apps. YouTube - you can get captions for free.		content added to the account. Or create and add captions to video content before it is posted.
	<ul style="list-style-type: none"> Create more story highlights to make it easier to find some of the specific info e.g. stuff for chapters, webinars, Why I Chose Nuclear - that would be good as a highlight, Proud to be nuclear campaign etc. 	<ul style="list-style-type: none"> Noted story highlights have been created. However they don't appear to have been updated in a while. This may reflect changing use/interaction of Instagram, due to the increased popularity of reels. 	55. Check metrics and membership feedback to determine if to reinvigorate story highlights.
YouTube	<ul style="list-style-type: none"> Found the YouTube channel via a GoNuke article. 	<ul style="list-style-type: none"> YouTube link visible on NAYGN home page. 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Organise into playlists. Optimise using tags. 	<ul style="list-style-type: none"> Good to see some playlists on the account. Check the correct tags are being used against the content. For example when I typed 'young people jobs nuclear' into the YouTube search bar, it displayed a range of videos from other accounts and none from NAYGN. One of the videos I could select was 'Is a Nuclear Engineering Degree Worth 	56. Check metrics, membership feedback and other popular videos to inform YouTube content strategy.

Item	2020 feedback	2024 feedback	Action / Recommendation
		It? by Shane Hummus. This video has 59,000+ views. People commenting are asking questions about nuclear engineering. YouTube is a huge information source for the demographic NAYGN is seeking to attract and retain.	
TikTok There was only one video on the account in May 2020. So TikTok was not included in the 2020 review.	N/A	<ul style="list-style-type: none"> There has not been any new content posted since May 2023 	57. Check metrics and member feedback to inform future TikTok approach.

1.4 Additional tips / recommendations for the Annual NAYGN Conference

- Provide a quiet room, and ensure attendees are aware of its location and the purpose of it. The quiet room can aid attendees who may experience sensory overload or overstimulation. This could be beneficial for some neurodivergent attendees.
- Provide a reasonable adjustments space, where attendees can still view / access key talks (maybe via a livestream from the stage if one is available). In this space, attendees can move around as they need to, so they are not constrained to sitting to watch the proceedings.

2 Conclusions

The audit review has found that progress has been made in a number of areas since 2020.

As highlighted via the recommendations, some further work, including analysis of data already held by NAYGN is required to inform and shape NAYGN's future plans. For example, understanding additional data insights about the shifting demographics of NAYGN membership and which parts of the industry are driving this, will be very useful to aid NAYGN's desired growth plans.

Using the feedback gathered through the 2022 career report about the professional development areas members wish to see NAYGN offer, will provide improved member engagement opportunities. This should hopefully boost retention and aid succession planning.

Providing further transparency around gaining a national/international executive role or a chapter role, will also aid with member retention and growth.

Leveraging of existing strategic partnerships with professional bodies / organisations whose membership communities contain those NAYGN is aiming to reach, can also positively impact retention, growth, and succession planning.

As mentioned at the start of this report, NAYGN should strongly consider implementation of the D&I progression framework developed by Royal Academy of Engineering and the Science Council. Adopting this framework will be beneficial for the organisation, as it will provide a structured self-assessment approach, enabling the collation of information that can be shared between changing teams. Use of the framework will also enable benchmarking against other relevant bodies, as well as providing NAYGN with access to good practice examples from similar organisations.

Risk

A major risk to NAYGN that should be noted, is that there is inconsistency / a lack of cohesion between the overarching organisation's operations and the operations of the various chapters. Without a system of checking that the ethos is in place and that conduct, and behaviours align to the overall organisational goals (including D&I), there is a risk of negative impact on member experiences from chapter to chapter.

Opportunity

A major opportunity that NAYGN could capitalise upon, is via extension of the analysis of data gathered in the 2022 career report. For example, the top four reasons cited by respondents when asked why a person would leave the nuclear industry were:

- Lack of Work/Life Balance
- Pursuit of Higher Compensation / Better Benefits
- Corporate Culture / Leadership Style Differences
- Lack of Advancement / Growth Opportunities.

These reasons are DEI issues. Overall, this data and insights and any solutions developed and offered by NAYGN will be very attractive not just to its membership, but also to its sponsors, supporters, and the broader nuclear industry. NAYGN being able to demonstrate its positive influence on retention in the industry will be very powerful indeed.

Next Steps

Overall the review findings demonstrate that DEI is a journey that NAYGN is positively progressing on at a national/international level. The next steps should be to gain understanding (within the current legal permissibility, noting the varying USA state legislative DEI related acts) of the DEI levels constituent chapters are at. Work is required to provide common understanding and commitment, so NAYGN can leverage current successes / good practices and move forward in a coordinated and confident manner.

3 Recommendations

Recommendations have been made at various points in this document.

The following high-level recommendations are those that are deemed to be key levers to aid NAYGN.

Implementation of D&I progression framework developed by Royal Academy of Engineering and the Science Council

- Use of this framework will provide: a structured way for NAYGN to self-assess its current DEI performance, access examples of good practice and the ability to benchmark against similar organisations. If implemented correctly, it will also support knowledge transfer within NAYGN via the provision of structured information that can be passed down to new team members.

Consistency and cohesion checks

- Whilst recognising that individual chapters operate to best serve their respective local memberships, it is important to check there is a consistency of conduct and behaviour aligned with NAYGN's commitments, goals, and strategic plan. Clear and transparent expectations and procedures are communicated, so all volunteers are fully aware.

Additional data collection and analysis

- As identified in the report, recommendations and conclusion, some additional data analysis of already captured data, alongside some additional data gathering will help to inform NAYGN's future plans. Leveraging this data can aid the achievement of NAYGN's strategic goals, through the execution of data informed activities.