

# Focus Areas

## Materiality and Risk



### Focus Area 4: Employer of choice



**URENCO aims to develop a capable and engaged workforce. We employ talented people who can help us deliver outstanding customer service and achieve long term commercial success.**

Our Sponsor for this focus area is our Head of Human Resources, who is supported by HR teams across the organisation.

#### Employee engagement (monitor aspect)

Employee engagement, through workplace policies and practices, will be a key area of focus in the year ahead in order to retain and attract skilled and talented individuals.

We monitor employee satisfaction through a company wide employee survey, which takes place every two years. Survey results are shared with employees, and each of our business areas take ownership to respond to the survey findings.

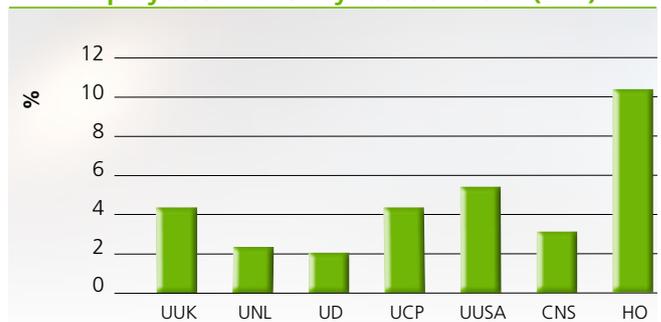
In 2016, internal employee engagement has been key to communicating the outcomes of the strategic review to our workforce. An engagement plan has been put in place, which seeks to engage and initiate two way dialogue with our employees in order to create an awareness and understanding of the new strategic direction of the organisation.

Throughout the year, URENCO engaged in positive interactions with staff and trade union representatives, discussing these issues in an open and transparent way. We upheld our commitment to clear communication through direct engagement, physical presentation, intranet announcements, letters, briefings and face to face consultations, ensuring people were kept informed and updated on these critical developments. We also continued to respect our employees' rights to freedom of association and collective bargaining.

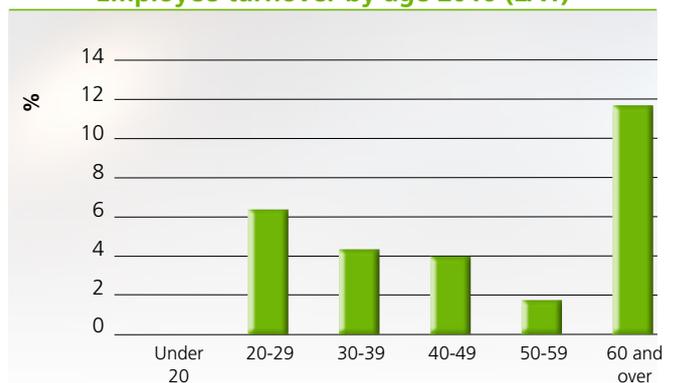
URENCO is committed to providing timely and accurate communication to our employees throughout the strategic review process to ensure our people are kept informed and engaged in the decisions that will affect our company's future.

GRI: LA1– see page 43.

**Employee turnover by location 2016 (LA1)**



**Employee turnover by age 2016 (LA1)**



For comparative years, see page 47.

# Focus Areas

## Materiality and Risk

### Key activities and initiatives that address this material aspect:

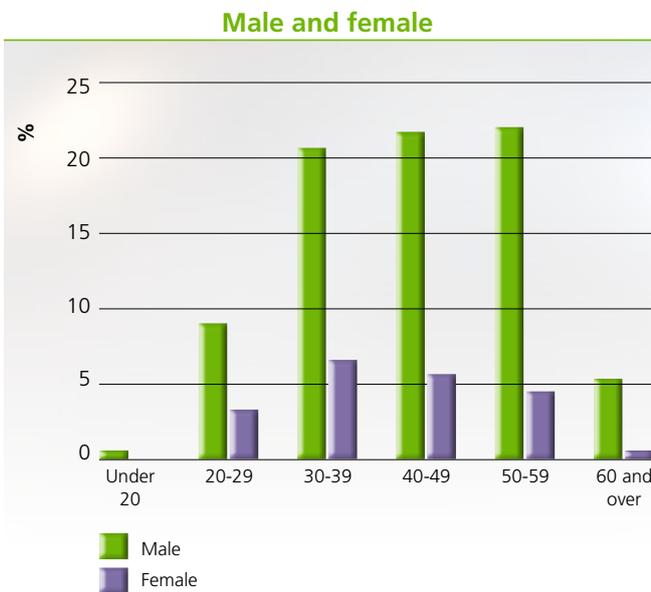
- All Hands Meeting and employee roadshows
- Strategy email address where employees can anonymously post their ideas and questions
- Ongoing efforts to challenge, motivate and engage our employees.

### Diversity (monitor aspect)

Our diverse workforce enables us to attract a broad range of talent into the business. We have activities in place that promote diversity and inclusion. Through a range of programmes and initiatives, we encourage diversity and, in particular, reach out to young female scientists of the future.

GRI: LA12– see page 42.

### Employees by age and gender 2016 (LA12)



For comparative years, see page 48.

### Key activities and initiatives that address this material aspect:

- Richie Programme reaching out to young people in local communities across all of our facilities
- Women’s Network at our UK facility
- Science, Technology, Engineering and Maths (STEM) activities
- Apprenticeship and internship programmes across the Group
- Girls’ Day activities in the Netherlands
- ‘Women in Engineering’ careers fairs held at local schools in the UK
- Women’s Symposium supporting women in business in the USA.

### Performance management

Our Performance Management System provides a strong framework for developing employees’ skills and enhancing their performance. Within this system, we set annual expectations for each employee, identify areas for improvement and outline plans for future roles, relevant training and development activities.

In 2016,

**100%** of our employees

participated in an annual appraisal, during which their performance was reviewed.

### Workforce skills gap (monitor aspect)

Our HR function monitors our workforce capabilities against our operational requirements. Through apprenticeship schemes, graduate programmes, performance management and training, we work to ensure we have the capabilities to sustain our business over the long term, and address any skills gaps that could potentially exist in the future.

In 2016, at our USA facility, we continued to support internships for local students covering universities such as the University of New Mexico and the University of Texas to name a few. During the year we had 16 interns complete the USA internship programme. In the UK at our CNS business, we had eight apprentices go through the apprenticeship programme, both in engineering and business administration. At our UK facility, seven apprentices went on to join the company in roles within operations, maintenance and infrastructure.

We continued to focus on succession planning for key positions across the organisation, to ensure we have the right skills and experience at senior levels.

### Key activities and initiatives that address this material aspect:

- Monitoring of workforce capabilities
- Rigorous performance management
- Organisation wide succession planning activities.

### Human rights

We are fully committed to upholding human rights in all areas of our business. We treat any discrimination incident seriously, and we have developed comprehensive complaints and grievance procedures, in line with the UN Guiding Principles, for all employees.

### Anti-bribery and corruption

URENCO adopts a zero-tolerance approach to bribery and corruption, and all employees are required to adhere to stringent anti-bribery and corruption policies and procedures. We conduct regular communications and awareness campaigns on these issues, as well as regular e-based training. All employees are made aware of our focus and commitments in these areas.