



**AWE**

# **Responsible Business Report**

2019/20

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# About AWE

For 70 years, AWE has supported the UK Government's nuclear defence strategy and Continuous At Sea Deterrence. On behalf of the Ministry of Defence, we manufacture, maintain and develop the UK's nuclear warheads, and apply our unique expertise to support nuclear threat reduction. We provide guidance to UK military and police counter-terrorism teams, as well as emergency response in the event of nuclear or radiological incidents.

Our unique role requires us to create and support a culture of excellence and innovation, in order to deliver our products and services consistently, safely and securely. This means that the principles of responsible business are integrated into our mission, strategy and delivery. Delivering our mission is dependent on our ability to earn the trust and respect of all of our stakeholders. Read more about [how we engage with stakeholders](#).

## AWE in numbers



**5,500**  
employees



**4**  
sites



**1,300**  
suppliers



**14%**  
of our employees joined  
through our graduate scheme



**23%**  
of our employees work  
in STEM careers



**AWE was named in the  
Sunday Times 25  
Best Big Companies  
to work for 2019**



## A message from Alison Atkinson, our CEO

We're in the midst of a global COVID-19 pandemic which is having a far-reaching impact on society and on our own lives. This is proving to be a worldwide catalyst for change which is making individuals, businesses and governments take stock and question the role they play and the impact they have.

It's within this context that we're introducing our first Responsible Business report. It sets out how AWE operates as a business and how we will manage our long-term impacts on society and the environment.

We've committed to being carbon neutral by 2030 and have developed Science Based Targets to ensure our sustainability approach is in line with the goals of the 2015 Paris Agreement.

Our commitment is to further develop our Responsible Business activities to reflect the United Nations Sustainable Development Goals (UN SDGs). These will not be stand-alone commitments but will be fully integrated into our mission, strategy and delivery plans.

We're adapting and changing to ensure we can do this by providing modern facilities, introducing new ways of working and taking advantage of the latest technologies.

**I firmly believe that a positive and inclusive culture is key to creating a business where everyone can thrive. It is something I care deeply about and although we've made significant progress, there is more to do.**

Whilst proud of these improvements, we also want to be open and honest about areas where we need to be better. Where we have fallen short, we will improve, and where we already do well, we will strive to build on our success.

The safety of our employees and public remains our highest priority and we are committed to improving safety performance across our sites.

We will continue to work closely with our regulators to achieve this.

A significant event occurred this year when a contractor came into contact with a live circuit during a pre-demolition survey. As a result of this, the Office for Nuclear Regulation is prosecuting AWE plc. Although this could have resulted in harm to the individual concerned, fortunately no injuries were sustained.

The event was investigated in-depth and the learning outcomes have been shared across the business. Every one of us at AWE is responsible for our safety culture. To ensure we all do the right thing we are actively measuring safety culture using the Health and Safety Executive's (HSE's) 'Safety Climate Tool' to benchmark and improve areas where we fall short of industry good practice.

I am proud of what we do and what we have achieved so far. In 2019 we were named in the Top 25 Best Big Companies to work for, which is recognition to the commitment from all our people. We're stronger working together, whether that's across AWE, our supply chain, or our communities and it is this approach that will ensure we all continue to drive improvement across our responsible business practices.

# We are 70!

In 2020 AWE is 70 years old. This year will see our biggest period of transformation yet, as we begin to invest in the development of a purpose-built campus for our core capabilities. We look forward to welcoming our workforce once it opens in early 2024.

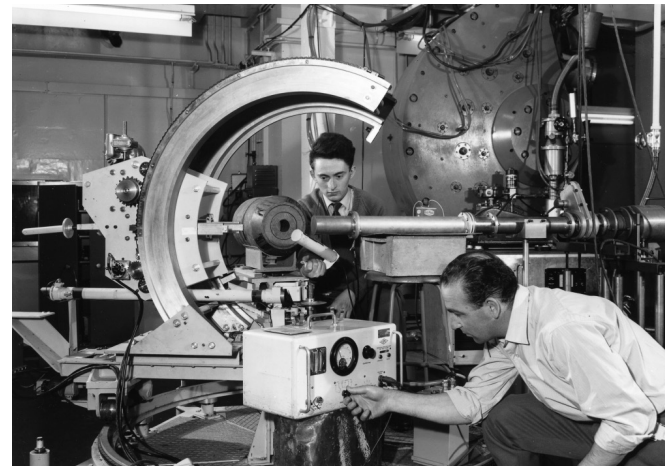
Our people are at the heart of our success as a business. Throughout 2020, we will be celebrating the contributions AWE employees have made over the years, from our first Director Dr William Penney, our workforce of over 500 chartered engineers and scientists, through to our newest graduate and apprentice. Find out more about how we're supporting [early careers](#).



Artificial hand, 1967



Lord Penney (centre), December 1952



Oxford students



## Investment is fitting for the next generation

Jim West joined us as an electronic engineering graduate and was a student apprentice from 1967 to 1972. Jim, who became Chief

Engineer, says his role involved making and working with various gadgetry. "We conducted optical and radio trials from the old tower. It was very much a young person's environment, using amazing, state-of-the-art equipment and the latest technology," says Jim.

"I think the quality of the people here and their enthusiasm for the mission hasn't changed, and the investment in new facilities is fitting for the next generation of scientists, engineers, graduates and support services teams."



Site development

# Our responsible business approach

We are strongly committed to being a responsible business. This means embedding the principles of responsible business into our mission and into how we deliver it.

Our priorities are our people, our communities and our supply chain, safeguarding the future Science, Technology, Engineering and Maths (STEM) pipeline, prioritising safety and protecting the environment.

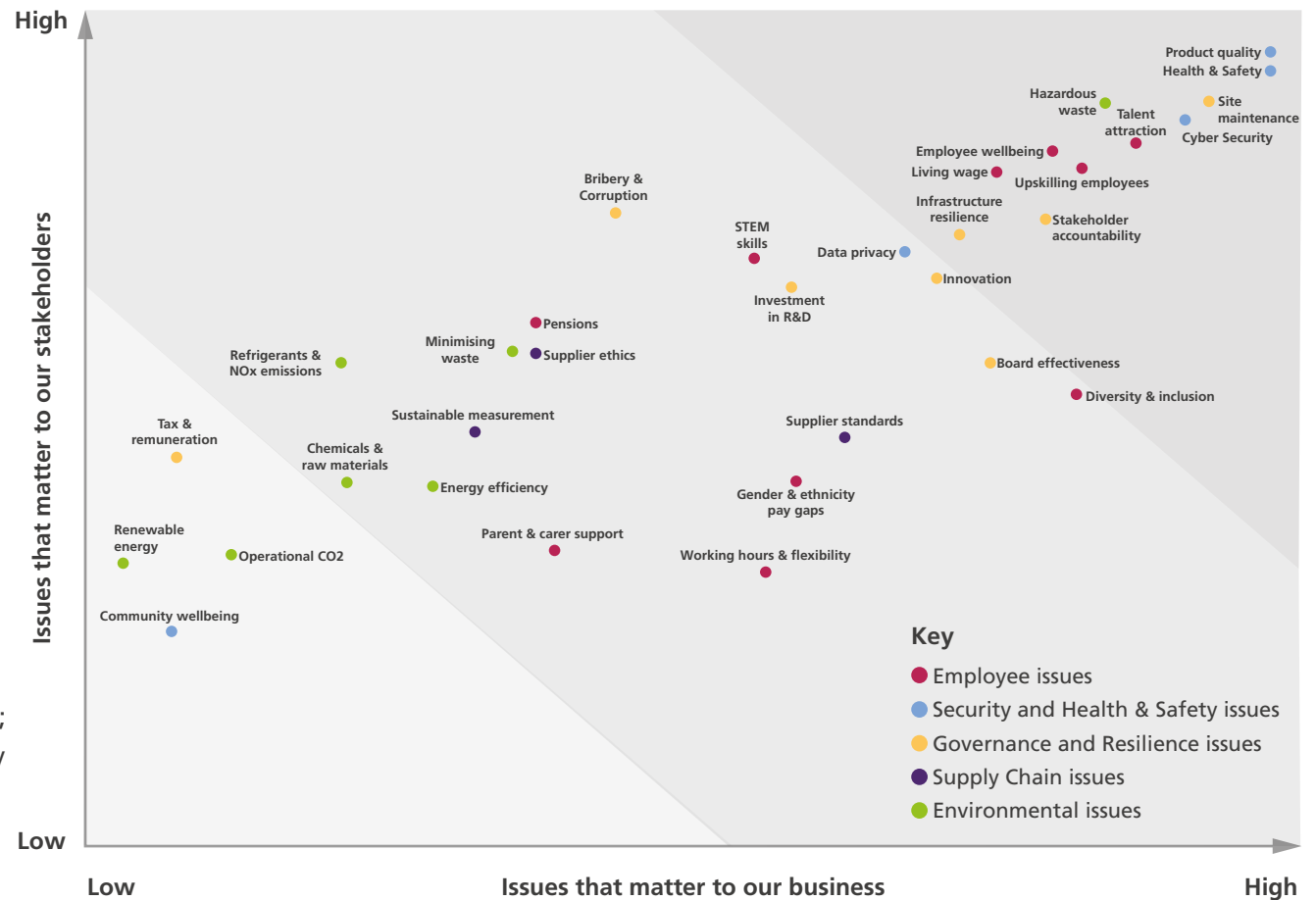
## We engage with stakeholders

Our approach to responsible business is guided by the issues that are most important to our stakeholders and those that have a material impact on our business.

In 2019, we undertook our first materiality assessment to identify priority issues. We conducted online surveys and interviews - with our key internal and external stakeholders.

Key questions were selected from five categories - employee; security, health and safety; governance and resilience; supply chain and environmental issues. Responses were evaluated and mapped to identify the most material issues.

Materiality matrix



## United Nations Sustainable Development Goals

In 2015, the United Nations launched 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change, by 2030.

Over the next year we will develop our responsible business strategy to align with the UN SDGs.

We know from the results of our materiality assessment, which identified the key social and environmental issues for AWE, where we can make the biggest impacts.

We believe that our greatest influence will be delivered through our commitments to diversity and inclusion, engagement with local communities and dedication to health and safety.

### Priority SDGs

### Examples of our contribution

### Find out more



**Ensure healthy lives and promote wellbeing for all at all ages**

We take a proactive and preventative approach to support our employees' wellbeing. With the support of our network of 'Time to Change' champions we are working to lessen the stigma of mental health and prioritising the mental and physical health of all our employees.

[Employee wellbeing](#)



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

AWE's early careers programme includes internships, apprenticeships and graduate level candidates, supporting young people from all backgrounds in developing new skills to enhance their job and career prospects. Through partnerships with Women in Science and Engineering (WISE), schools outreach programmes and academic institutions, we invest broadly in STEM education initiatives, to ensure a strong talent pipeline for the future of our industry.

[Attracting and retaining the best talent](#)

[Diversity and inclusion](#)



**Achieve gender equality and empower all women and girls**

Talent is not gender-specific and we are making great strides in creating a culture of inclusivity, diversity and innovation – a workplace where everyone can flourish. Our industry has a historic lack of diversity and we are determined to change this through our ambitious diversity and inclusion programme.

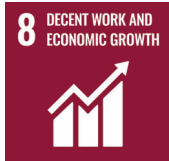
[Diversity and inclusion](#)



## Priority SDGs

## Examples of our contribution

## Find out more



**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

From our early careers programme supporting young people, to our relationships with trades unions, we strive to create a culture where every employee can thrive. Building a workplace that is safe and secure for our employees is a high priority for AWE, underpinned by our focus on the health, safety and wellbeing of our people themselves.

[Employee wellbeing](#)

[Health and safety](#)



**Ensure sustainable consumption and production patterns**

As a manufacturer we use a variety of resources. From carbon and water to paper and single use plastic, our management system ensures that we're not using more than we need and we're also reducing our impact right across our operations. We will work with our suppliers to help us achieve our goal to reduce our resource footprint and manage and conserve scarce and non-renewable resources.

[Responsible consumption](#)



**Take urgent action to combat climate change**

As a business we have a responsibility to play our part in mitigating climate change. We've set ourselves a goal of being carbon neutral by 2030 and have developed science-based emissions targets to help us get there.

[Carbon reduction](#)



**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

As a supplier to the Ministry of Defence (MOD), we have a role to play in helping build confidence in institutions. As part of this, we have ensured that our governance is transparent, we engage regularly with our local community on key issues and we have a robust quality assurance system in place – it's all part of our commitment to be a responsible business.

[Heart of the local community](#)

[Quality of the highest standard](#)





# Governance and business integrity

We are committed to acting with integrity in everything we do and upholding the highest standards of corporate behaviour.

We take a robust and rigorous approach to the governance and assurance of all our activities, including our approach to responsible business.

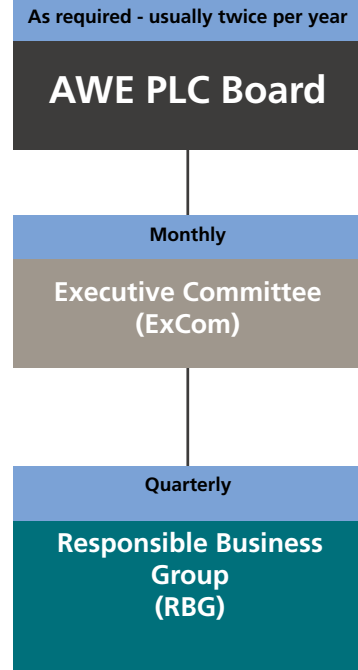
AWE is structured as a GoCo – Government-owned, Contractor-operated – operation. It has two main companies – AWE Management Limited (ML) and AWE plc.

The AWE plc board retains the authority to call an annual general meeting of the shareholders of AWE plc (AWE ML and MOD), to approve its financial accounts, and to do certain other things which must by law be done by the board of directors of a company. However, as is commonly the case for companies of our size and complexity, the statutory board has delegated all of its other powers to the Executive Committee of AWE plc.

The Executive Committee meets on a monthly basis and makes principal decisions on company business and operations. It also authorises the other executive meetings, including the Responsible Business Group (RBG).

As a business we keep our governance structures and processes under constant review to ensure effective oversight.

The RBG reviews our impact on its employees, local and wider communities and makes proposals on how business is conducted. It provides guidance and direction to AWE's responsible business programme, ensuring it is aligned to AWE's overall business strategy and supports the delivery of our mission. The RBG is responsible for overseeing our approach to all aspects of responsible business including to its people; its contribution to the communities in which its people live and work and within which its operations are located; its impact on the environment and its approach to managing the responsible business attributes of its relationships with customers, suppliers and other stakeholders.



## Ministry of Defence

Together with our primary customer, the Defence Nuclear Organisation within the MOD, we work on all aspects of our programme, including how we embed the principles of responsible business and become an employer of choice.

[Find out more about how we engage with regulators on our website.](#)

## Regulators

Safety and security are at the heart of everything we do. We are independently regulated and we are required to comply with everything from having appropriate designs for our nuclear plant and equipment to managing nuclear waste safely and effectively.

We work closely with regulators, including the [Office for Nuclear Regulation](#), the [Environment Agency](#) and the [Defence Nuclear Safety Regulator](#), to hold ourselves to account.

## Code of Ethics

The behaviour we expect of our employees is set out in our [Code of Ethics](#) and is aligned to our company values of Pride, Excellence, Innovation and Trust. The code of ethics is shared with all employees. It sets out the principles by which we work and supports us all in making the right decisions.

# Our core values Pride, Excellence, Innovation and Trust impact every element of our organisation and are fundamental to who we are and what we do

## Responsible investment of pensions

We take the responsibility of pensions fund investment very seriously. We work closely with our pensions trustees to uphold the highest standards of responsible investment by ensuring Environmental, Social and Governance (ESG) factors are considered in our decision-making.

Our trustees include ESG considerations in their Statement of Investment Principles and hold regular working groups with their advisers to manage compliance. Our trustees also undertake regular training on responsible investment and expect investment managers to be signatories of the UN Principles for Responsible Investment.





# Health, safety and security

Ensuring a healthy, safe and secure environment across our sites is our top priority. We adhere to the highest possible health, safety, security and quality standards in meeting our commitments to our partners, customers and employees.

## In this section:

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# Quality of the highest standard

We have a unique product and its performance relies on a stringent approach and commitment to quality. Our award-winning quality assurance team supports the business to ensure projects meet our customer and regulatory requirements, without compromising on quality.

AWE's Quality Leadership Team (QLT) sets a robust quality governance structure, including key performance indicators, corrective and preventative actions governance boards, people capability reviews and management reviews. The QLT is responsible for ensuring that AWE can demonstrate its capability to deliver business requirements, maintain regulatory and standards certification and fulfil its nuclear licence conditions.

## Assurance and audit

We are routinely audited by regulators to ensure the highest standards are met. Our approach to quality uses management system certifications including ISO 9001, ISO 14001, ISO 17025.

In 2019, we improved our assurance process:

- **Product Assurance** – established an independent team to carry out regular production checks.
- **Contract milestone assurance** – implemented independent assurance of key contractual requirements.



## Quality Institute's Quality Awards

In 2019, the AWE Quality Team won several awards, including Team of the Year at the Chartered Quality Institute's International Quality Awards. Recognition by fellow professionals for our approach to quality assurance is testament to our world-class methodology and our record in ensuring and assuring quality across AWE.

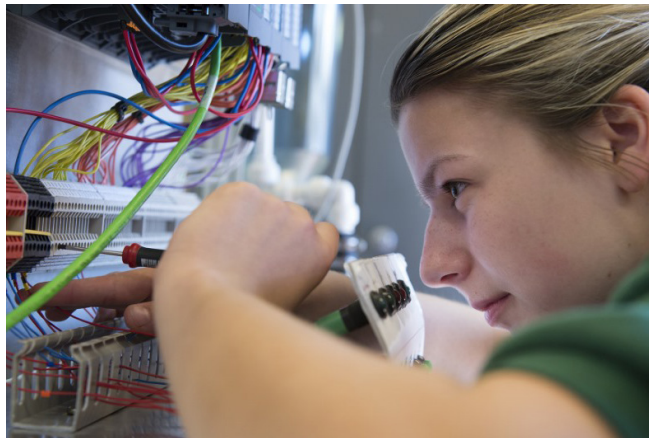
## Continuous improvement

Over the past two years, we have re-engineered our processes and explored new ways to improve quality standards across AWE. These include:

- Working with the regulator to update our abnormal event process.<sup>1</sup> As a result, each event is now addressed based on risk; we have improved senior accountability and trained investigators have been deployed.
- We have expanded our investigations team and now have 250 trained investigators throughout AWE. Investing in training has helped us improve the quality and speed of our investigations. In 2019 we reduced investigation time by 20%.
- We have simplified our quality management system making it more user friendly by deleting hundreds of obsolete documents.

In 2019, AWE was awarded CIPS accreditation for excellence in procurement.

The Chartered Institute of Procurement and Supply (CIPS) is the professional body for procurement and supply professionals. Their Procurement Excellence Programme, assesses an organisation's procurement and supply operations against international standards covering issues such as process, governance and category management.



## Working with our suppliers

We work with our supply chain partners to deliver sustainable and ethical procurement practices. We have grown a diverse supplier base to support our supply chain resilience and capability.

Embedding best practice sustainability measures is a key part of our supplier relationships. We draw on support from AWE experts in environment, ethics and people management to bolster our procurement processes.

We understand that our suppliers have a wealth of knowledge and experience to offer and have run an 'On your Doorstep' session to support sharing that knowledge. This event was held for suppliers, big and small, from within a 50-mile radius of our Aldermaston site, to showcase their full range of products and services or innovations. As a result, we have increased our scope of work with a number of suppliers.

As part of our onboarding process, all suppliers undergo an evaluation, agree to adhere to our [Supplier Code of Conduct](#) and sign up to our [Code of Ethics](#). Once onboarded, suppliers are regularly audited as part of due diligence for quality, safety, environmental and security requirements.

1. Abnormal events are accidents, incidents or near misses that must be reported to the regulator

# Health and safety

We operate one of the largest and most complex programmes in the UK defence industry, across a number of sites. Effective management of Environment, Safety and Health (ESH) is fundamental to the successful operation of our business.

## Our approach

We are committed to ensuring a safe working environment for all. Protecting the health, safety and wellbeing of everyone we work with is a fundamental responsibility for us.

Both our Aldermaston and Burghfield sites are subject to Office for Nuclear Regulation (ONR) enhanced regulatory attention. This means the ONR has highlighted a number of regulatory interventions that identified shortfalls in safety performance, nuclear site licence compliance or delays in the delivery of key nuclear projects. Prompted by our commitment to drive change in performance, we developed a significant programme of corporate level improvements. These are designed to address identified shortfalls in safe operations, process, change, and stakeholder interactions, including our Structured Improvement Programme (SIP).

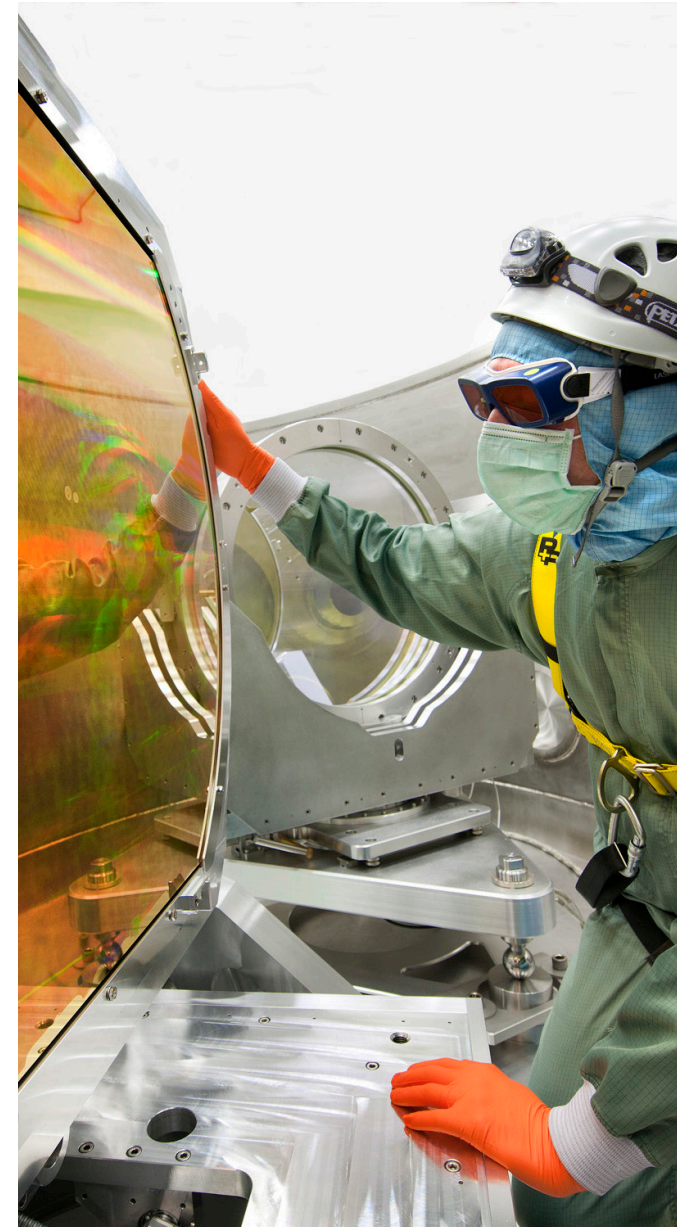
Sponsored by the AWE Executive, the SIP is in place to help remove AWE from enhanced regulatory attention as well as transform AWE to a nuclear industry leader for safety. The programme is made up of several streams designed to improve safety and is supported by our regulators.

### Licence compliance

AWE's operations are undertaken under licences issued by the ONR. Our compliance to the 36 Licence Conditions they contain is improving under targeted improvement plans.

### Risk reduction

Continuous review of our plant and equipment identifies opportunities for improvement in line with modern standards. We have ongoing programmes of work to implement these uplifts to further reduce our risks.



### Electrical Safety Improvement Programme

The Electrical Safety Improvement Programme was established in 2019 following a number of electrical incidents. Its purpose is to align our approach to industry best practice around Electrical Safety Management, and minimise risk to people, property and the environment.

In 2019, we improved configuration control, work control, the competency, training and organisational accountability of people and documentation (standards and procedures).

The focus for 2020 is to assure continued successful delivery of the remaining tasks and to embed the improvements across AWE.

### Advancing our safety culture

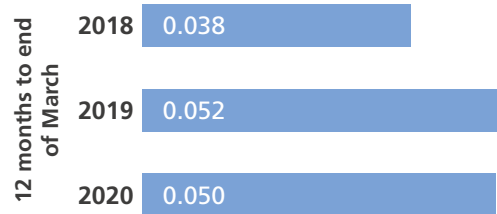
Every employee at AWE is accountable for driving our safety culture. In 2020, we are actively measuring safety culture using the Health and Safety Executive [Safety Climate Tool](#). This is a survey and benchmarking tool to assess individual attitudes in an organisation towards health and safety issues. We are developing action plans to improve in specific areas.

In addition, we hold 'Stop for Safety' events, where every employee pauses work to discuss specific safety issues with their team. The aim is to underline the importance of safety in the workplace and that safety is everyone's responsibility.

### Safety performance

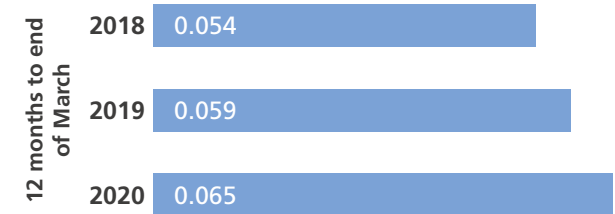
We will always focus on ensuring people are not injured at work and will continue to work with our teams to reduce the potential for injury.

#### RIDDOR Reportable Injury Rate per 100,000 hours worked

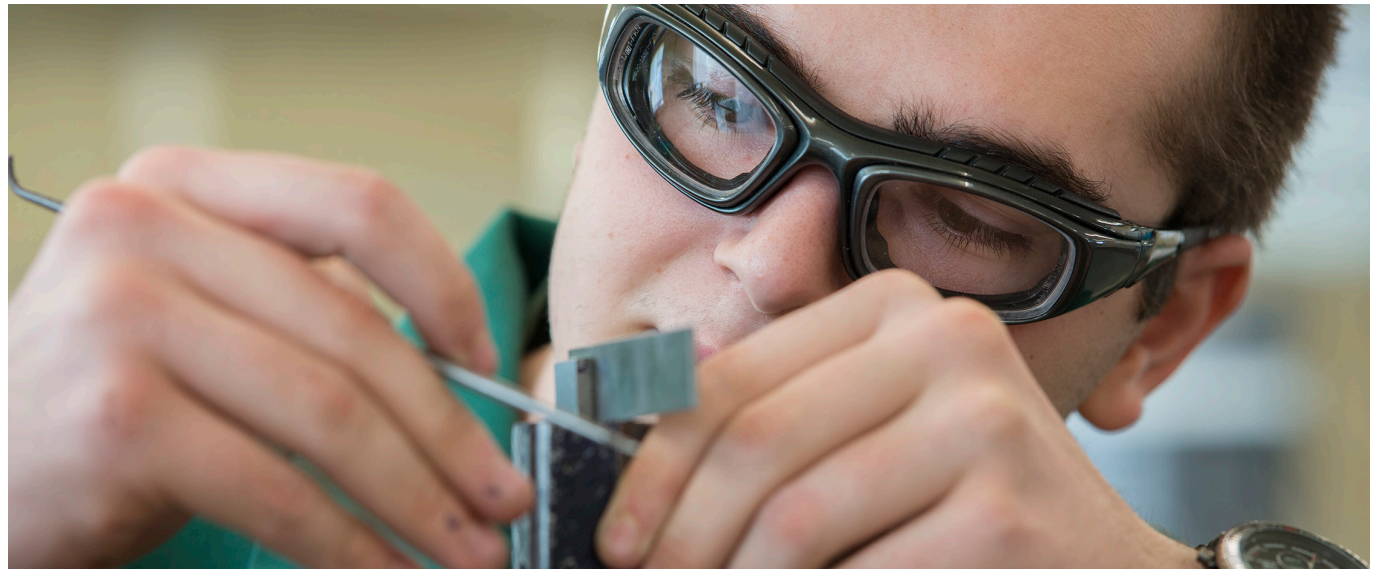


The rate of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable injury events sustained by employees, or others working on our sites

#### RIDDOR Reportable Event Rate per 100,000 hours worked



The rate of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable events (injuries and dangerous occurrences) sustained by employees, or others working on our sites



# Security

At AWE, maintaining security is both an obligation and an opportunity. Understanding the threats we face and how we guard against them, allows us to make risk-based decisions that enable our operations, rather than limit them.

We understand that we hold custody of some of the most sensitive national information and assets but also that Government and taxpayers expect us to protect these in ways that don't add unnecessary cost. Although we have some freedom to make our own decisions in these areas, we always follow MOD standards and are subject to assurance by the approving authorities within MOD.

## Physical security

We deploy a wide range of security infrastructure, checks and processes. These include strict control of access to our sites and the presence of MOD Police officers. Any visitors to our locations must be authorised, prove their identity on arrival and are subject to scrutiny of their movements and actions.

## Cyber security

We operate a dedicated Cyber Security Operating Centre (SOC) and have close links to the National Cyber Security Centre. Our SOC uses advanced tools and is supported by an industry partner. Information sharing is a key tool in protecting against increasingly sophisticated cyber threats and we share knowledge and best practice with our peer organisations.

## Information security

Our team of information security professionals advise on threats, risk mitigation and policy. We are required to comply with the MOD's IT security measures, framework and policies. We meet or exceed all the expectations that are common across the standard IT security frameworks.

Our supply chain is subject to due diligence of information security and suppliers who wish to work with us are subject to our security requirements.

## Data protection

AWE complies with the Data Protection Act (2018). Mandatory training on data protection is provided for managers, employees and contractors and is renewed every three years.

Where AWE data is processed on our behalf by other organisations, rigorous controls are established via contract and we carry out extensive due-diligence checks on suppliers. We do not process any personal data for customers or the general public.

## Security protocol during lockdown

During lockdown, we needed to understand the security risks, minimise the health risks to our people and continue to operate under the government guidance that encouraged home working. We developed accelerated new approaches to remote working, allowing many of our employees to work and maintain contact, despite being unable to attend their usual workplace. We provided and supported, in-depth guidance to ensure that they were able to work confidently within a new security model.





# Investing in our people

Our people and our passion for innovation are critical to our future success. We cultivate an inclusive and progressive work culture where everyone can thrive. Attracting and retaining the UK's best talent is a top priority so that our organisation is home to continuous learning and development. We want our people at AWE to reach their full potential to ensure that we will always be a business at the leading edge of world capabilities.

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# Attracting and retaining the best talent

Successful delivery of our unique product is dependent on recruiting and retaining highly talented people with a diverse range of skills and knowledge.

Approximately 1,300 engineers, technicians, scientists and researchers work across our operations, making AWE one of the largest STEM employers in the country.

But it's not just about recruitment – inspiring the next generation of engineering, technology and science specialists is key to future proofing our business and drives our acclaimed educational outreach schemes.

**Our award-winning apprenticeship scheme has been running for over 65 years**

## Starting out as we mean to go on

For 70 years, we have grown our own talent pool through our industry placement, apprentice and graduate intake schemes. Almost 30% of our employees joined us through these schemes and many are now senior leaders in our organisation. It is crucial that we harness the full potential of our talented apprentices and graduates.

### Early careers intake 2019/20

Placement students	18
Apprenticeships	80
Graduates	95

## Investing in talent

AWE relies on, and is privileged to employ, some of the brightest scientific and technical minds in the UK. As part of an environment of performance excellence we provide ongoing training, development and leadership programmes to support all of our people, at all levels, in gaining the skills they need to develop in their career.

**AWE was one of the first organisations to join the 5% Club, the national initiative aimed at addressing skills shortages**



## Developing our leaders

An inclusive workplace culture is born of a strong leadership team. We've invested in our leadership and future leaders' communities to enhance their potential and develop the skills needed to direct the business.

Our leadership development programme includes:

- Developing a **High Potential Talent Model** helping move people around the business and enable cross-functional development moves, which will help us as an organisation be more agile to meet new demands as and when they are required.
- Rolling out a **Management Essentials Programme** (in 2020) to equip new managers with the tools and information to lead their teams successfully.
- Annual **Leadership Workshops and Conference** that address topical business issues affecting managers and leaders. In early 2020, our workshop focused on wellbeing, training leaders from across the business on how to support the mental health and general wellbeing of their teams.

## Creating future ready leaders

In 2019, our annual Leadership Conference took the theme of 'Future Ready Leaders' and explored the responsibilities of a leader as we evolve as a business.

"The focus on what really matters and what I needed as a leader was excellent. I came away from the conference with confidence that I could lead my team more effectively, with strength and sensitivity and a greater understanding of the business challenges for the next few years – looking forward to the next one!"

**Senior Manager, Strategy and Communications**

## Spotlight on STEM

We have a rich history of working with universities and senior academics and involvement in world-leading research. We invest in research on a wide variety of topics, including shock physics, plasma and laser physics and forensic seismology.

## Inspiring the next generation

We are one of the largest STEM employers in our area and our schools' outreach programme supports schools and colleges across local communities.

Working in partnership with educational charities we reach thousands of students from primary age to sixth form.

Developing these strong and positive relationships is key in building a sustainable workforce.

We do this through a wide range of activities including inspirational talks, events, workshops and mentoring – all designed to light a spark in young people to pursue STEM careers.

## Our 2019 STEM academic work

**Funded**  
**109 PhDs**  
across 26  
universities

**Partnerships**  
with  
**five**  
leading  
universities

**£5m+**  
annual spend  
working with  
High Value  
Manufacturing  
Catapult Centres

**Funding**  
**six**  
university  
Centres of  
Excellence

**Welcomed**  
**11 senior**  
**academics**  
as AWE 'William  
Penney Fellows'  
in research and  
collaboration

## STEM partnerships

We have established two partnerships with local schools - Queen Mary's College and the Hurst Community College. As part of the 2019 British Science week, we supported activities at the Hurst for 750 students, parents and teachers.

Mark Brimson, Deputy Head of The Hurst said, "We really value our partnership with AWE, which has been longstanding and mutually beneficial. It is important that our students consider the apprenticeship and career opportunities that are offered at AWE, a significant local employer. The high-quality outreach work that AWE provides, particularly in terms of STEM enrichment experiences, is simply outstanding."

## STEM Volunteers

Our people are passionate about STEM and we encourage them to share their enthusiasm and knowledge by taking part in our schools' outreach activities. We run a mentoring scheme and participate in the national STEM Ambassador scheme.



Watch the pupils of Queen Mary's College in action at the Science Centre



## Queen Mary's College

In 2019 we sponsored a bespoke science centre at [Queen Mary's College](#) (QMC) in Basingstoke. It supports free science for around 4,000 pupils and is a unique facility for the local area.

"The collaboration with AWE is longstanding both with our sixth form students and also with the Science Centre, Sponsorship of the Science Centre is the culmination of 20 years of good collaboration."

**Ali Foss, QMC Principal**

Younger students can participate in the college's local outreach programme, STEM Sellers. Established in 2018, AWE graduates support A-Level students to deliver STEM activities to both primary and GCSE level pupils. These programmes reached around 700 pupils from local schools in the area during 2019.

# Diversity and inclusion

Building an inclusive and diverse workplace is essential to unlocking and accessing the high-level talent we need, both now and in the future.

At every stage, from advertising vacancies to hiring and governance, we are widening access and opportunities for as diverse a pool of talent as possible. Alongside this increased diversity we are working hard on making a much more inclusive workplace where all of our people can thrive and be themselves.

## Big results require big ambition

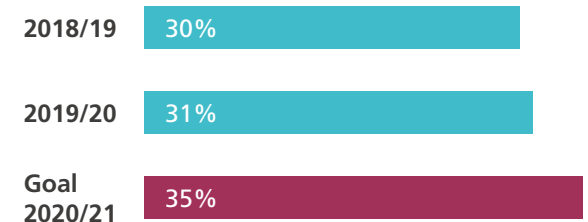
We're not afraid to aim high with our Diversity and Inclusion (D&I) targets. We are proud to say that we have either surpassed or are within reach of our 2019 goals.

Goal	2019 progress
Achieve above 54% (industry average) for our enei TIDE <sup>1</sup> benchmarking	63%
35% of new hires to be female across every workstream	31%
Increase BAME <sup>2</sup> declaration rates for new hires to 53% or above	83%
Achieve Disability Confident Employer status	Achieved
Increase the number of employee responses to Stonewall survey to 200 or above	826

## Resetting the gender balance

Like many other businesses within the science and engineering sectors, AWE has a legacy gender imbalance across the business. Getting more women into STEM roles remains one of our top priorities.

### % female hires across AWE



We have been publishing our [Gender Pay Gap](#) report since 2017.



[Watch CEO Alison Atkinson as she shares insights from her female role models throughout her career.](#)

1. Employer's network for equality and inclusion; Talent, Inclusion & Diversity Evaluation  
 2. Black, Asian, Minority Ethnic



**Tony Mather**  
 Chief Information Officer &  
 Executive Director, Security

"As the Executive Sponsor for D&I, I'm proud of the great strides we have made and I will ensure we keep our commitment to creating an inclusive culture where everyone can thrive."

Tony oversees five employee-led, Executive-sponsored networking groups:

- Gender Balance
- Disability and Neurodiversity – both physical and hidden disabilities and differences
- embRACE – race and ethnicity
- AWE Pride – LGBTQ+
- Generational



## Strengthening D&I through partnerships

We were one of the first signatories to the WISE Ten Steps programme. We've drawn on this to build the foundations of a compelling offering to attract, recruit and retain women at AWE. We're developing female talent with a range of measures to remove potential barriers.



### enei Neurodiversity Award – July 2019

Our entry highlighted the neurodiversity awareness sessions delivered across the business and our work with Dove House, a local school for children with learning disabilities. Through support from a group of employees, we enabled two students to undertake a trial period with us, leading to permanent employment.

## Race and ethnicity

This year we signed the Race at Work Charter and we are following the 5 Steps to addressing ethnic disparities in our workforce. We have regular and lively open discussions to address issues around race, and we are committed to zero tolerance of discrimination, bullying or harassment on the grounds of ethnicity.

## Neurodiversity

We want to see a clearer understanding of neurodivergence and challenge misconceptions around neurodiversity. All of our people benefit from insight and awareness sessions and every new apprentice is assessed for their learning ability and supported throughout their apprenticeship.

## Disability

As a Disability Confident Employer, we think

differently about disability. We focus on skills, talent and ability and we're taking action to improve how we recruit, retain and develop people with a disability. In 2020, we achieved Disability Confident Employer Status.



**Josiah O'Brien**  
WISE Young Professionals Board member and Graduate



Graduate physicist, Josiah

O'Brien, was this year appointed to the WISE Young Professionals Board (YPB) after joining AWE's graduate programme in 2019. Josiah is the first AWE representative to join the YPB and one of the first men, and the appointment reflects his strong personal commitment to the principles of equality and diversity.

"WISE representation is, inherently, for women, but that doesn't mean the burden of reaching equality must only fall on their shoulders. Men also have a responsibility to help achieve a balanced workforce, and by promoting proactivity around this, I hope to help speed up the inevitable equilibrium of STEM genders."

## In 2019, we were awarded the Bronze TIDE Standard for our sector benchmark

# Employee wellbeing

We believe that fulfilled and engaged employees lead to a high-performing company, and as a responsible business, we want our employees to thrive in all aspects of their life.

We've taken a proactive and preventative approach, with person-centred support and advice packages in areas such as finance and health. When problems arise, we provide immediate, tailored, support, both in and out of the workplace.



**Jonathan Smith**  
General Counsel and Company Secretary sponsors our wellbeing programme



"Our aim is to have a flourishing workforce with long-lasting good health and happiness both at work and at home. We are committed to helping our employees to stay well physically, mentally, socially and financially and support them if they are not."

## Our new strategy

In 2020 we launched our new wellbeing strategy with five strategic goals.



**To support employees to stay well physically, mentally, socially and financially, and support them when they are not.**



**To have a sustainable, thriving workforce with long-lasting good health and happiness.**



**To empower employees to take greater responsibility for their own wellbeing.**



**To create an organisational culture where employee wellbeing is valued.**

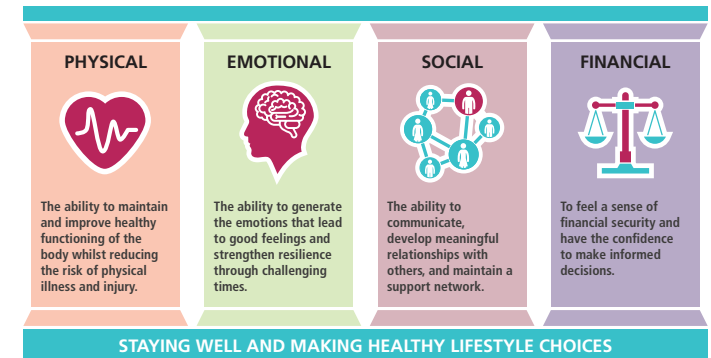


**To reduce absenteeism and presenteeism through Line Manager education and support.**

## Our approach

Our strategy focuses on a structured three-stage approach; prevention, early intervention and reaction. This is underpinned by the theory that the earlier things are caught, the quicker we can support someone towards good health and the less impact it has on the business. We will target the 'preventative and early intervention phases' with education and initiatives, whilst continuing to strengthen the support for employees in the 'reaction' phase with rapid access to clinical help.

We use four 'pillars' as a guide to individual wellbeing.



Our future focus will include expanding in-house wellbeing initiatives and building a healthy culture through engagement and people management.

## Health and Wellbeing Promotion

Getting the right information quickly and easily is instrumental in helping employees when they need it most. In 2019, we held several Health and Wellbeing Events to help employees make the most of these services.

In 2019, we took part in the [Mind Workplace Wellbeing Index](#) and will be working on two key areas highlighted in the survey where we can make improvements:

- Building employees' awareness of emotional wellbeing so they better manage their own mental health and improve their ability to support that of others.
- Ensuring that all wellbeing support is tailored to individual needs and it is clear what support tools are on offer.

## Benefits to being part of AWE

Our people enjoy a flexible benefits approach at AWE and are able to select the package that is right for them based on lifestyle and preferences. The flexible programme of benefits is a key part of our Reward and Recognition strategy.

## unum Lifeworks

### Employee Assistance Programme

Unum LifeWorks provides practical support, information and resources to our employees and their immediate family members on any aspect of life, work, family, money or health.

## nudge

### Financial education

Financial wellbeing plays a key role in managing stress, absence and performance. Our financial education tool, called Nudge, provides information across a wide range of financial issues supporting our employees to feel a sense of financial security and make informed decisions.



### Proactive occupational health and wellbeing

Team Prevent are our new proactive Occupational Health and Wellbeing provider. They have launched several new wellbeing services such as Physiotherapy, access to a Mental Health Specialist and a Health Trainer alongside supporting with Health Surveillance and Fitness to work.



### Time to Change Campaign

Emotional wellbeing is a key pillar in our health and wellbeing strategy. AWE signed the Time to Change Pledge in 2019, which commits organisations to reducing stigma around mental health and prioritising the mental and physical health of their employees.

**As part of the initiative, we have trained 150 volunteer Champions and Cheerleaders whose role it is to support the delivery of our mental health action plan.**



# Employee engagement

We want everyone at AWE to be able to give their best each day, so that every day at work is a great day and AWE can deliver its work programme through the commitment, energy and creativity of the people that work here. Listening to our people is key in making this happen.

Every year, our Executive team and engagement champions review our engagement strategy, considering employee feedback and best practice. Through this process we have delivered many new initiatives such as an annual leadership conference and twice-yearly leadership workshops.

We don't just listen to employee feedback once a year, but continually seek input and feedback through monthly pulse surveys and engagement champion forums. This helps us keep connected with the opinions and feelings of our people.

Find out more about how [we engage with our people](#).

## 75% of employees feel proud to work at AWE

### Trades Unions

We support the right of our employees to belong to a trades union (TU). We recognise and maintain close and collaborative working relationships with two Trades Unions. All employees below senior leadership are covered by collective bargaining agreements. Our Trades Unions have an active network of employee representatives at various levels and we engage with them through a range of meetings, both formal and informal.

We also support an Employee Voice forum (non-TU) to gain further insight on how planned changes will land and the appropriate communications and change strategies to ensure success.



### Collaborating through lockdown

An example of our constructive relationship is the collaborative approach adopted during COVID-19, which involved wide-ranging adaptations to the working arrangements. The reopening of our apprentice academy after lockdown was an excellent example of TUs and management working together to enable apprentices to return to learning, whilst the safety of trainers and learners was maintained.



Alex Thompson and Caroline Basham receiving the Times Top 25 Best Big Companies to work for award from Jonathan Austen, CEO, Best Companies



# Taking care of our environment

Climate change is the most urgent environmental challenge of our time. Every business has a role to play in tackling this threat and AWE is taking definitive action. We are harnessing our scientific and technological expertise to reduce negative impacts, research green innovation ideas and deliver clean growth.

## In this section:

- 26 A scientific approach to carbon reduction
- 28 Responsible consumption
- 30 Enhancing biodiversity

# A scientific approach to carbon reduction

The business sector has a critical role to play in achieving the UK Government’s drive to reduce greenhouse gas (GHG) emissions, with a target of net zero by 2050.

As a Government contractor, we set standards above the industry norm. We have exceeded the measures taken by many other organisations in our sector, both to support the Ministry of Defence’s emissions objectives and as part of our responsibility to society. This objective is a key part of our commitment to tackling the global issue of climate change.

## AWE will be a carbon neutral organisation by 2030

This objective is a key part of our commitment to tackling the global issue of climate change.

### Our roadmap to neutrality

To start our carbon neutral journey, we set three targets for the 2019/20 year:



#### Setting a science-based target

In 2019, together with the Carbon Trust, we set a new target aligned to the Science Based Target Initiative (SBTi)<sup>1</sup> for the reduction of Scope 1 and Scope 2 carbon emissions<sup>2</sup> from our sites in Aldermaston, Burghfield and Blacknest.

This highly ambitious target aims to see our annual carbon emissions almost halved by 2030 and decreased by 80% by 2050.

A key part of our strategy centres on construction and building management.

Our new build and refurbishment projects are designed and built to achieve Defence Related Environmental Assessment Method (DREAM)<sup>3</sup> ‘excellent’ or ‘very good’ ratings. Our ongoing Hub project will replace ageing and outdated buildings with an efficient and campus-style environment for employees. The Hub will be far more energy efficient and will have a significantly lower carbon footprint than the buildings it replaces, delivering potential carbon reductions of up to a third by 2030 and potentially halving by 2050.

### Reduction target: Total Scope 1 & 2 emissions

	Tonnes CO <sub>2</sub> e	vs baseline year (%)*
2025	56,831	-32
2030	44,144	-47
2050	16,846	-80

\*Baseline 2017/18: 83,599 CO<sub>2</sub>e

1. AWE’s SBT is aligned to the Beyond 2 Degrees Scenario (B2DS) . This approach results in cumulative emissions that are consistent with a 50% chance of limiting average future temperature increases to 1.75°C. The target was developed using the Science Based Target Initiative’s (SBTi) Sectoral Decarbonisation (SDA) Methodology

2. Scope 1 - direct emissions from the burning of natural gas, gas oil and kerosene in combustion activities, road diesel and refrigerant losses. Scope 2 - indirect emissions from purchased electricity and use (calculated using location-based methodology). Scope 3 - indirect emissions from sources outside direct control of AWE including electricity transmission and distribution losses, employee commuting, business travel and hotels stays, water supply and wastewater discharges and waste disposal (controlled waste)

3. DREAM standard is the MOD equivalent to Building Research Establishment Environmental Assessment Method - BREEM

## Completing energy efficiency audits

We have completed Energy Savings Opportunities Scheme (ESOS) assessments in 34 of our largest facilities across Aldermaston and Burghfield.

These identified more than 100 opportunities to reduce our carbon footprint, including LED lighting replacements, more efficient heating and improved building management systems. Our estimates show that by implementing these low-cost measures, we can potentially save approximately 5,000 tonnes of CO<sub>2</sub>e. We are working to implement these opportunities identified in our initial ESOS audits, with more audits planned for 2020 and beyond.



## Our performance

In 2019/20, our Scope 1 and Scope 2 carbon emissions decreased by 16% compared to the baseline year, which is in line with our target. We credit this reduction partly to the continued decarbonisation of the grid, but this alone is not enough for us to achieve our 2030 target. We have developed a comprehensive carbon management strategy which will guide us in reducing our carbon emissions and improving our energy efficiency.

Although not included in our Science Based Target, we are also recording and reducing our Scope 3 emissions as a part of our total carbon footprint. Scope 3 emissions recorded currently include electricity transmission and distribution, water supply and treatment, waste disposal, business travel and employee commuting. In 2019/20, we saw a 32% reduction compared to the baseline year. We are now analysing our Scope 3 emissions in detail to identify emission hotspots within our supply chain and where we can obtain energy efficiency and cost reduction opportunities with our suppliers.

**We installed 10 EV charging points at our Aldermaston site for use by our employees and visitors**

## Our 2020/21 targets

- **Achieve reductions** in Scope 1 and 2 carbon emissions in line with our Science Based Target
- **Implement opportunities** identified from the ESOS, totalling an estimated 6 million kWh energy saving and a further saving of 1,000 tonnes of carbon
- **Approved business case put in place** for the transition of the AWE vehicle fleet to Ultra Low Emission Vehicles
- **Reduce carbon emissions** from AWE business domestic flights by 15% compared to 2019/20

## CO<sub>2</sub>e Emissions (Tonnes)

	Scope 1	Scope 2	Total Scope 1&2
2017/18	40,317	42,282	83,599
2018/19	36,581	36,518	73,099
2019/20	35,950	33,871	69,821

# Responsible consumption

It is vital that finite resources are managed effectively throughout their lifecycle and beyond.

Our vision is to reduce to our resource footprint, manage and conserve scarce and non-renewable resources. We are taking measures to improve transparency and accountability in resource and materials management to help us achieve our goals.

We need a clear understanding of how much and what we use across the whole business. In 2019, we focused on creating baselines in common consumables such as plastics and paper. We are now developing our resource management plan to address more complex areas such as critical raw materials and conflict minerals, so we can meet our resource minimisation objectives.

## Cutting paper use

As we embed more agile working patterns at AWE, one consequence has been an associated reduction in printing. During the COVID-19 crisis, we saw a drop of around 80%.

However, we're continuing to raise awareness of the environmental impact of printing and the volume of paper that we use, to maintain this positive change as employees begin to return to our offices.

In 2019/20 we trialled the use of 100% recycled paper in our offices and this is now being adopted across the whole of the business.

## Materials resilience

Along with our compliance obligations relating to the management and use of materials, where possible we also want to reduce the number and quantity of hazardous substances used.

We are developing new solutions to help us analyse our materials usage and storage requirements. This will then enable us to set progressive targets to reduce our consumption.

## Our approach to water use

Across all of our products, operations and our estate, we have a clear responsibility to manage and reduce our water use.

Our focus so far has been on highlighting internally the need to optimise our water use and reduce waste. We have a dedicated Leak Line for employees' use and have run 'Find and Fix' campaigns.

## Greening our supply chain

Collaboration is essential to managing our supply chain at AWE, which is why our own environment experts are involved throughout our procurement journey. From tender to onboarding and even during contract reviews, they ensure that we're working with suppliers who meet our high standards.

Thanks to this approach, we've identified the areas of our supply chain with the greatest carbon impact. As we work to reduce our Scope 3 emissions, we will liaise closely with our suppliers on sustainable action plans which will facilitate our carbon neutral ambition.

## Responsible waste management

We are proud of our progress against our waste management targets. Our focus now is on maintaining these high standards and tackling the challenges we face with more complex materials.

AWE actively manages its radioactive (RA) waste and proactively engages with the wider industry to find collaborative ways to manage this waste for the benefit of the UK.

New activities include re-assaying borderline waste with new equipment so that waste can be categorised more accurately and working with industry partners to find solutions for managing more complex wastes. We are finalising our arrangements for the treatment of some of our drums containing RA waste using the facilities on the Sellafield site. The transfer is expected to begin in 2021.

**We manage over 20,000 tonnes of waste each year**

## Our waste management achievements

### Target for non-radioactive and non-explosive waste

Target for non-radioactive and non-explosive waste	Achieved
97% diverted from landfill	98%
92% reused and recycled	96%



## Driving engagement to reduce single-use plastic

After a review of our use of single-use plastics we identified that catering was the main offender, and we set a target to eliminate their use in this area.

To achieve this, we used lively internal campaigns to raise awareness. We ensured that all bottled water containers were made from recycled material and were recyclable. Plastic water cups were replaced with glasses, sauce sachets were switched for refillable dispensers and take-away food containers were replaced with biodegradable alternatives. Single use cutlery is now compostable and plastic straws have also been removed.

Our biggest achievement to date has been the complete phasing-out of single-use coffee cups. During our campaign we handed out 4,000 reusable cups to employees and introduced a ceramic cup option for use in our coffee shop areas.

Collaboration is key in our approach to sustainability. Beyond our work with employees, we are proud of the ongoing partnership with our catering provider Eurest and its work to deliver sustainable solutions for our employees.

# Enhancing biodiversity

Biodiversity is a crucial component of the environment in which we exist. A loss of biodiversity poses a real risk to our food and fresh water supplies, air quality, access to medicines, disease control and more.

For AWE, wildlife is an important aspect of biodiversity which could be impacted by our operations, so protection of wildlife is considered as part of every activity we undertake. From Great Crested Newts to Grass Snakes, we strive to protect all types of biodiversity at our sites.

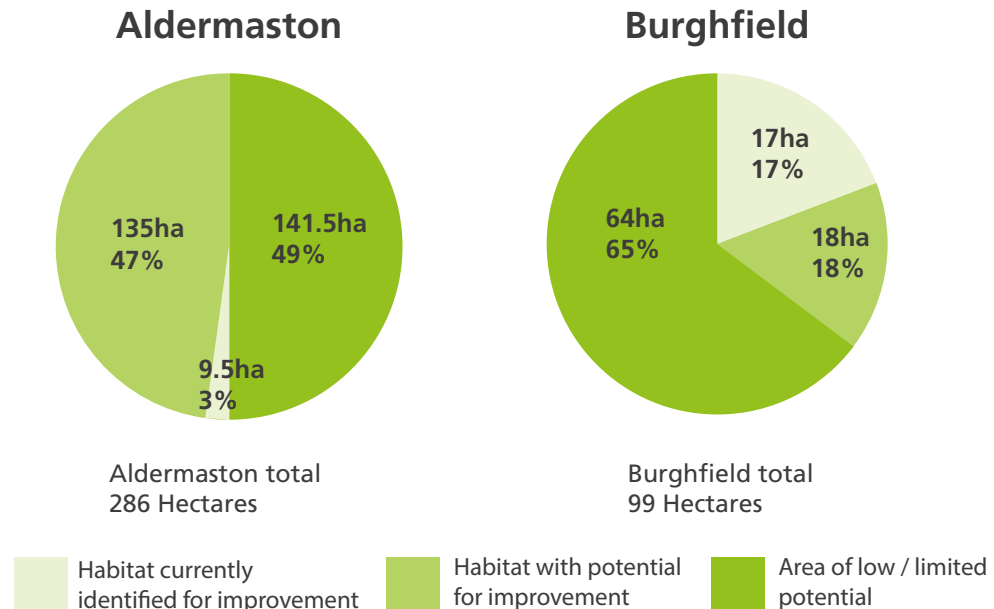


We've trained four employees as newt handlers to help ensure the safety of these special local residents

## We pledge to positively manage AWE's natural and cultural heritage to maximise the benefit for current and future generations

One of our objectives for 2019/20 was to identify areas across our sites for biodiversity enhancement. We will create Habitat Management Plans for these areas.

### Habitat value (hectares (ha) and % of total site)



## Our action plan for nature

We have introduced a Biodiversity Net Gain (BNG) scheme, which aims to leave our sites in better condition after development activities than before. We carry out a considerable number of construction projects across our sites so embedding BNG schemes into our processes and procedures will deliver a big impact. A BNG scheme involves avoiding, minimising or compensating<sup>4</sup> biodiversity loss as far as possible, while achieving measurable net gains that contribute towards both local and strategic biodiversity priorities. This means we are truly enhancing biodiversity, rather than removing anything or merely balancing our negative impact.

As part of our ongoing modernisation programme, we are often faced with removing buildings that have become habitats for our local wildlife.



AWE employees donated over 400 tree saplings as part of Pledge to Plant campaign

4. Compensating means offsetting with new biodiversity schemes including tree planting

In a recent project involving the demolition of a building which had been a nesting site for peregrine falcons, we instigated a scheme to compensate for the loss of their territory. Three artificial peregrine nesting boxes were placed at two other locations on our site that were identified as ideal for the peregrines and demolition works have been timed to commence outside the nesting season.

We're now monitoring the new nesting boxes and hoping to see the peregrines making their home back on our site soon.

In 2019/20 we undertook a gap analysis of the Wildlife Trust biodiversity benchmark scheme, which we plan to adopt in future.

As part of our ongoing commitment to biodiversity we have set ourselves five key objectives. Read more [here](#).

## Award winning flood alleviation

In December 2019, our Burghfield Flood Alleviation scheme was runner up in the Sustainability Project category for the MOD Sanctuary Awards.

- 30,000m<sup>3</sup> of soil was reused within the scheme and 24,500m<sup>3</sup> was reused in two externally managed flood alleviation schemes
- Successful translocation of a medium population of grass snakes with 4km of reptile fencing
- Relocation of mussels from the stream bed
- Controlling vehicle movements near nesting lapwings
- Removal of ragwort adjacent to neighbouring land
- Topsoil stripped from the Upstream Storage Area allowing establishment of a flower rich meadow

You can read the full story in Sanctuary magazine [here](#). Our intention is to develop this site further to facilitate even wider Biodiversity Net Gain on our estate.

## Pledge to Plant Campaign

In November 2019 we donated over 400 tree saplings to our employees and the local community, in support of the Woodland Trust's Pledge to Plant one million trees for The Big Climate Fightback Campaign.

### AWE graduates Ben, Muir and Bhaumik who managed the project said:

"We've really enjoyed being involved with the Pledge to Plant campaign that is tackling a cause which is close to all of us, climate change. It is great to work for a responsible business that not only supports local charities, but also gets involved with national campaigns. Organising and running the Pledge to Plant campaign has been an excellent opportunity for our professional development and has improved our understanding of the business".





# Supporting our local community

Working with our local community and charity partners has always been a huge part of who we are at AWE and building trust is at the heart of our approach. By listening to the needs of our community stakeholders we can deliver programmes that are of mutual benefit.

## In this section:

- 33** Heart of the local community
- 34** Supporting local causes
- 36** Our charity partners

# Heart of the local community

As a responsible business we place high value on engaging with local stakeholders.

Having a strong relationship with our neighbouring communities helps us to understand their needs and enables us to add value and work flexibly with partners.

Beyond our employees, our local communities are the next stakeholder group on which we have a direct impact every day. In addition, because the majority of our employees live within a 10-mile radius, the AWE community really does spread beyond the boundaries of our sites.

## Building trust through openness

We understand how important it is to listen to our stakeholders – it's a key part of being a responsible business. This is why we developed our Local Liaison Committee (LLC). The LLC is a vital communications forum between our business and 33 representatives from local authorities in Berkshire and Hampshire. Together, they represent around half a million residents who live in the boroughs and parishes around the AWE sites.

Summaries of the meetings are also shared with local Members of Parliament.

Our LLC members help us to maintain an open and transparent approach to doing business, through challenge and informed overview. They also reflect a community perspective and the forum provides us with a vital external sounding board for our plans. Our LLC members are invaluable, and their views are included in our recent materiality assessment. Find out more about [our approach to materiality](#).

The LLC meets three times a year for an update on operational activities, environment, safety and health, site news and our community outreach work. Representatives of two of AWE's independent regulators – the Office for Nuclear Regulation and the Environment Agency – also attend meetings to give updates on company regulatory performance and progress.

Find out more about the committee and [read the minutes](#), Terms of Reference and members [Code of Conduct](#) on our dedicated public site.

## Time to 'Connect'

We produce a community magazine, Connect, which is distributed to homes and businesses throughout our local areas twice a year, with a digital version available on our website. Connect includes the latest news from our business and community programmes, from new building projects and emergency planning arrangements, to educational outreach programmes and charity days so that our neighbours can stay informed about projects of interest.

In the coming year, we are reviewing how we can improve access and circulation through the use of digital platforms.

# Supporting local causes

We have a long history of supporting charities, individuals and organisations throughout our local community.

Our Charity Fund (established in 1997) supports local causes that are important to our community and our employees', through donations and match funding.

We focus on environmental and educational causes, as this is where we have the most expertise and can have the greatest impact. However, we also support other areas that are close to our employees hearts and are providing an invaluable service for our local communities.



## Road safety week campaign

The road network around our site and the surrounding areas is extremely busy. We think it's important to do everything we can to help educate local children on road safety. Last year, as part of national Road Safety Week, we supported a number of local schools by donating junior road safety kits, including high visibility jackets and educational resources. Our Fund also covered the cost of re-painting safety railings and road markings for one local school to help them reinforce the importance of road safety.

Local school Brimpton Primary and their freshly painted railings.

**We donated £5,000 to Home-Start to help reduce the impact of isolation on families with young children**

## Our Charity Fund

Managed by our Director of Strategy and Communications, the Fund is supported by an annual donation from shareholders and governed by our Charity Policy. Requests for funding are raised by employees or sent to us directly from organisations in the local community.

In 2019/20, our Fund donated £36,354 in total, with more than two thirds of donations going to local charities and causes. We also have a 'Perfect Day' initiative where we make donations to our charity partners, rewarding good health, safety, security and environmental performance by our employees.

### Our community response to COVID-19

During lockdown, like many organisations we've supported our local communities. We're already supporters of the Hampshire Medical Fund 500 Club, where members donate £500 annually to the great work they do providing medical equipment for local hospitals. In addition, we've also supported their 'Dig Deep' campaign to help hospitals meet their shifting needs including purchasing ventilators for their intensive care units.

We also donated items such as protective overshoes and respirator masks, and loaned two of our on-site ambulances to help them increase emergency response capacity.



Brookfields Special School in Tilehurst was fundraising to buy an adaptive tricycle for pupils with mobility problems and visual impairment. The tricycle allows pupils to take part in cycling activities which both help to improve their mobility and to enjoy an activity which is normally inaccessible to them. A £5,000 donation from the AWE Charity Fund was used to purchase the tricycle and also helped in the final push needed to ensure that a new sports track for use with walkers, wheelchairs and the trike became a reality.

Mortimer St John's Infant School pupils are serious about safeguarding their environment. The school used its AWE Charity Fund donation towards a specialist composter, to turn food waste into compost. Pupils and staff collect food waste daily and use the compost in the school biodiversity garden. Teacher Debbie Bale says: "We really are extremely grateful for helping us to provide this great learning opportunity to our children while also saving money and doing something good for the environment."



# Our charity partners

In 2019, we raised **£23,000** for both our charity partners, Bucket List Wishes and Thrive.



Based in Berkshire, [Bucket List Wishes](#) helps adults with a life-limiting condition achieve a wish from their bucket list.

Since our partnership began, we have supported 20 wishes. In 2019, wishes included a wedding renewal, an up-close zoo experience and a professional family photo shoot including hair and makeup.

A team of apprentices completed the Yorkshire 3 Peak Challenge to raise £1,229 for Bucket List Wishes



[Thrive](#) uses gardening to bring about positive changes in the lives of people with a disability, those with ill health, or those who are isolated, disadvantaged or vulnerable.

Our employees can get involved with this partnership through team-building days including helping out at the charity's Trunkwell garden.

Environment team member Anna said their day was "worth every blister and aching limb."



It was beyond fantastic! Making a positive difference to others and the environment is indescribably rewarding. It conjured a wonderful team spirit within a team that's scattered across our sites."

Employees help clear out local pond in Trunkwell garden

[www.awe.co.uk](http://www.awe.co.uk)  @awe\_plc

AWE is the trading name for AWE plc. AWE is a Government Owned Contractor Operated organisation. AWE is operated by a joint venture of Lockheed Martin, Jacobs Engineering, and Serco.  
AWE Aldermaston, Reading, Berkshire, RG7 4PR

