

Construction Workforce Delivery Strategy (CWDS) 2024-26

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1 Executive Summary

This Construction Workforce Delivery Strategy - Stage 1 articulates our approach for establishing a robust, skilled workforce for the Sizewell C nuclear power project. This strategy aligns with national energy goals and regional development, creating a workforce that not only meets the project's immediate needs but also contributes to the long-term economic and social prosperity of the region.

It details a structured, phased approach to workforce development, underpinned by lessons learned from similar projects including Hinkley Point C, technological innovation, and a strong commitment to diversity and inclusion. Through this plan, the strategy seeks to ensure the successful execution of Sizewell C, while creating a lasting, positive impact on the local community and the wider energy sector.

Strategic Context and Objectives: The strategy outlines the broader context, aligning with the UK's energy policy and net-zero commitments. It emphasises the project's role in meeting national electricity needs and contributing to climate change mitigation. The primary objectives include developing a highly skilled workforce, ensuring safety and quality standards, and delivering a legacy of skills and economic growth in the East of England.

Approach to Workforce Delivery: A phased approach is adopted, beginning with 'Get Ready' for groundwork, progressing through 'Big Dig, Big Build' for major construction, and culminating in the 'MEH Phase' focusing on mechanical, electrical, and HVAC systems. Each phase has specific workforce requirements, skill sets, and training programs and infrastructure that will be required.

Workforce Requirements and Profiles: Detailed analysis of workforce needs includes a diverse range of roles, from construction and technical specialists to a wide array of support services and enabling functions. The strategy identifies critical roles, outlines expected numbers, and details the skills and qualifications required. A significant emphasis is placed on safety, quality, and environmental management skills.

Technology and Innovation: The strategy underscores the importance of leveraging technology and innovation in workforce development. This includes the adoption of digital tools for training, enhancing operational efficiency, and ensuring safety standards. The emphasis on innovative practices aims to position Sizewell C at the forefront of the nuclear industry.

Lessons from Hinkley Point C: Drawing from experiences at Hinkley Point C, the strategy outlines key learnings in workforce management and project execution. These insights are integral to refining recruitment strategies, training programs, and community engagement initiatives.

Apprenticeships and Skill Development: A significant component of the strategy focuses on apprenticeships and skill development programs. These initiatives are tailored to build a

pipeline of skilled workers, addressing both immediate project needs and long-term regional workforce requirements.

Diversity and Inclusion: The strategy places a strong emphasis on creating a diverse and inclusive workforce. This involves targeted initiatives to encourage participation from underrepresented groups, ensuring equitable opportunities for all. The approach is designed to create a work environment that respects and values different perspectives and backgrounds.

Partnership with Educational Institutions: Collaboration with local and regional educational institutions is a key aspect of the strategy. These partnerships aim to develop tailored educational programs that align with the skill requirements of the project, thereby fostering a strong link between education and industry.

Community Engagement and Impact: The strategy outlines a clear plan for engaging with local communities. This includes initiatives to ensure the project generates positive socio-economic impacts, such as job creation, skill development, and support for local businesses.

Monitoring and Evaluation: A robust framework for monitoring and evaluation is outlined to track the progress and effectiveness of the workforce strategy. This includes setting clear metrics and targets, regular reporting, and adapting the strategy based on feedback and changing circumstances.

Conclusion and Future Steps: The document concludes with a commitment to continuous improvement and adaptation. Future steps involve ongoing collaboration with stakeholders, refining workforce development programs, and ensuring the strategy remains aligned with the evolving needs of the project and the community.

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2 Introduction

This Construction Workforce Delivery Strategy (CWDS) discharges the obligation under **Section 2.1, Paragraphs 2.1.2 and 2.1.3 (A)** of the **Deed of Obligation** for the construction period. It covers both the Site Operations / Site Services / Enabling Works Phase, known as 'Get Ready', and the Main Civils Construction Phase, known as 'Big Dig / Big Build'.

Suffolk has a robust nuclear history with Sizewell A and B, which have been in operation since 1966 and 1995 respectively. Currently, Sizewell B stands as the most recent nuclear power station to have been constructed in the UK. The initiation of the Hinkley Point C project has rekindled the skills and expertise of the nuclear supply chain. Now, Sizewell C, mirroring Hinkley Point C, is set to harness these skills, offering a reliable pipeline for business and providing a further boost to the nuclear industry across the East of England.

The Sizewell C project is set to inject around £14 billion into UK-based companies, accounting for approximately 70% of the total project expenditure during its construction. This includes £4.4 billion investment in the East of England, with £2 billion directed into Suffolk. The project is not just a major nuclear development, but a commitment to Suffolk, intending to build on the skills and experiences of local companies already involved in Hinkley Point C, while also drawing in additional expertise and skills from businesses across the region.

Suffolk is poised to reap substantial benefits from the job opportunities (direct, indirect, and induced) generated through the supply chain during construction. For every job directly created by Sizewell C, another will be produced within the supply chain, resulting in jobs for individuals and positive ripple effects on the socio-economic fabric of the local communities.

Sizewell C underlines the belief that nuclear energy is essential in achieving the UK's net-zero target by 2050, a view shared by independent bodies like the Committee on Climate Change and the Energy Systems Catapult. Sizewell C also aims to further the goals set out in the Nuclear Sector Deal launched by the UK Government in June 2018, including a significant reduction in new build costs by 2030. For Suffolk, Sizewell C is an opportunity to fulfil the Government's pledge to develop a nuclear supply chain cluster, unlocking more growth, investment, and job opportunities for local businesses.

This first Construction Workforce Delivery Strategy outlines the approach for cultivating workforce requirements for Sizewell C and creating a lasting legacy for the region. Based on four strategic pillars:

- **Creating Economic Benefit** – Addressing key national, regional and local priorities and leaving a sustainable legacy.
- **Minimising Workforce Risk** – Right skills, right places, right time.
- **Being a 'Force for Good' in the region** – Using our commitments to leverage further investment.
- **Integrating Hinkley Point C and Sizewell C Activity** – Maximise efficiencies to drive productivity.

Sizewell C is dedicated to maximising sustainable opportunities for local people, with a commitment to a significant proportion of the workforce being permanently resident within Suffolk and the East of England. It acknowledges the political consensus on regional investment to 'level up' regions that have been left behind, including parts of Suffolk, the East of England, and areas elsewhere in the UK, particularly in the North of England and Wales.

A stable workforce, largely sourced from local labour, minimises risks and negative impacts associated with high workforce turnover, a common issue with large projects and the UK construction industry. It also addresses the workforce mobility challenges amplified by Brexit, an ageing workforce, and competition between major regional and UK infrastructure projects.

Focusing on nurturing local talent with transferable skills and competencies helps support Suffolk and the East of England's sector skills strategies for construction and energy. Sizewell C is recognised as a critical element of these strategies. Ensuring a robust understanding of how the workforce at Sizewell C will develop and transition into different roles over the project's lifespan is vital.

Emphasising 'homegrown' talent will help mitigate project risks and maximise opportunities in several ways: meeting large mobilisation recruitment challenges, enhancing productivity, reducing risks to safety and quality, increasing workforce competence, lowering recruitment, training and mobilisation costs, meeting local labour commitments, and decreasing risks and costs associated with industrial disputes. This approach champions a commitment to creating a 'best in class' workforce and a culture of excellence. It includes a range of direct interventions working collaboratively with local partners, and builds on four strategic pillars for workforce and skills at Sizewell C:

3 Strategic Context

The Construction Workforce Delivery Strategy for Sizewell C is underpinned by a comprehensive understanding of the strategic context at the national, regional, and local levels. These factors significantly influence the project's importance, objectives, and implications.

3.1 National

At the national level, Sizewell C assumes a pivotal role in driving the UK's energy and climate policy objectives. The project's construction aligns seamlessly with the government's ambitious commitment to achieve net-zero greenhouse gas emissions by 2050, as outlined in the Climate Change Act 2008. As a low-carbon and reliable energy source, nuclear power plays a central part in the country's transition towards a sustainable and decarbonised energy system.

In the context of increasing concerns about climate change and its potential ramifications, Sizewell C stands as a beacon of progress in the fight against carbon emissions. The project's ability to generate a significant capacity of clean electricity without producing greenhouse gases positions it as a crucial asset in meeting the country's energy needs while reducing its environmental impact.

Energy security also remains a key priority for the nation, especially in light of uncertainties surrounding global energy markets and geopolitical events. Nuclear power provides a stable and resilient source of electricity, reducing the UK's reliance on imported fossil fuels and enhancing its energy security. By diversifying the energy mix and reducing exposure to international supply disruptions, Sizewell C contributes to safeguarding the nation's energy interests.

Nuclear power has historically played a vital role in the UK's electricity generation, and Sizewell C continues this legacy. As the most recent nuclear power station to be constructed in the country, it signifies the ongoing commitment to harnessing the benefits of nuclear technology for meeting energy demands.

The initiation and progress of the Hinkley Point C project have already demonstrated the revival of the nuclear supply chain's skills and expertise. Sizewell C, mirroring Hinkley Point C in various aspects, offers an opportunity to build upon and expand these capabilities further. This effectively establishes a reliable pipeline for businesses, driving growth and investment in the nuclear industry across the East of England.

Sizewell C's construction is not only a testament to the nation's nuclear heritage but also a manifestation of its dedication to a cleaner, greener future. By supporting the development of nuclear energy, the project aims to contribute significantly to the UK's energy goals, enhance energy security, and play a pivotal role in achieving a sustainable and environmentally responsible energy landscape.

In addition to its role as a key contributor to the UK's net-zero ambitions and energy security, Sizewell C holds the potential to become a pioneering energy hub, spearheading the exploration and integration of innovative technologies and associated skills. The project's association with nuclear power positions it uniquely to serve as a catalyst for advancements in complementary sectors, such as hydrogen production and direct air capture.

Hydrogen has emerged as a promising clean energy carrier with diverse applications across industries, including transportation, industrial heating, and energy storage. Sizewell C, with its substantial capacity and low-carbon electricity generation, could be harnessed to produce green hydrogen through electrolysis, using surplus electricity during periods of low demand. This green hydrogen could then be utilised to decarbonize various sectors of the economy, contributing to further emissions reductions and enhancing the overall sustainability of the energy system.

Sizewell C's proximity to the coast provides opportunities for coupling its operations with offshore wind farms to create a hybrid energy system. Such an integrated setup would allow for efficient utilisation of excess renewable electricity generated by offshore wind during peak periods, utilising it to power electrolysis for hydrogen production. This coupling of nuclear and renewable energy technologies forms a promising avenue towards achieving a balanced, resilient, and low-carbon energy mix.

Additionally, Sizewell C can explore the potential of direct air capture (DAC) technology, which involves extracting carbon dioxide from the atmosphere and sequestering it safely. Nuclear power offers a stable and predictable electricity supply that could power DAC systems, aiding in the removal of carbon dioxide directly from the air. This innovative approach could be a critical component of the UK's efforts to offset hard-to-abate emissions, ultimately contributing to the country's net-zero targets.

By embracing its role as a forward-thinking energy hub, Sizewell C has the potential to not only supply clean electricity but also foster advancements in emerging technologies. This transformational approach would position the project at the forefront of energy innovation and demonstrate the UK's commitment to pushing the boundaries of sustainable energy solutions. As a flagship project exploring new horizons in clean energy integration, Sizewell C is poised to leave a lasting legacy in the energy landscape, setting a precedent for future developments in nuclear and complementary technologies.

3.2 Regional

The construction of Sizewell C holds profound significance for the region, firmly establishing Suffolk as a strategic nucleus in the UK's energy landscape. With its rich nuclear history, including the operational Sizewell A and B power stations, Suffolk has been a cornerstone of the country's nuclear energy production for decades. Sizewell C's emergence as the most recent nuclear power station under construction in the UK underscores the region's enduring commitment to nuclear energy and its potential to play a leading role in the nation's sustainable energy future.

Suffolk's status as a host to multiple Nationally Significant Infrastructure Projects (NSIPs) in the energy and infrastructure sectors further amplifies its importance. The presence of these critical projects positions the region as a focal point for driving national development and supporting the country's energy goals. Sizewell C's construction aligns harmoniously with other initiatives, creating opportunities for collaboration and knowledge sharing, and fostering a cohesive energy ecosystem in the East of England.

Sizewell C forms a crucial link in Suffolk's energy sector, forging connections with its existing nuclear power stations, Sizewell A and B. This interconnectivity not only leverages the region's nuclear expertise but also ensures a smooth transition between the current and future nuclear projects, ensuring a continuous and reliable energy supply. The collaboration between these facilities fosters a collective approach to safety, regulatory compliance, and best practices, establishing Suffolk as a centre of excellence in nuclear energy operations.

Beyond its nuclear endeavours, the East of England, including Suffolk, has emerged as a dominant player in the burgeoning offshore wind sector. The region boasts numerous operational and planned offshore wind farms, harnessing its natural wind resources to contribute substantially to the country's renewable energy capacity. The construction of Sizewell C complements these efforts, creating synergies between nuclear and renewable energy sources. Integrating offshore wind and nuclear power can optimise electricity generation, ensuring a dependable and sustainable energy supply while reducing greenhouse gas emissions.

Sizewell C's presence stimulates economic growth and employment opportunities throughout the region. The project's substantial investment of billions of pounds in UK-based companies, with a significant portion directed into the East of England and Suffolk, injects vitality into the local economy. This infusion of capital fosters innovation and entrepreneurship, fostering a conducive environment for businesses to thrive.

The construction of Sizewell C represents more than just an energy project; it is a transformative opportunity for Suffolk and the broader East of England region. By capitalising on its nuclear heritage, fostering collaboration across diverse energy sectors, and promoting economic development, Sizewell C positions the region as a driving force in the UK's sustainable energy landscape. It cements Suffolk's pivotal role in the nation's energy transition and demonstrates how regional leadership and collaboration can shape a resilient and low-carbon energy future.

3.3 Local priorities

At the local level, the construction of Sizewell C holds immense significance for the town of Leiston and the wider county of Suffolk. Leiston's historical association with the existing Sizewell A and B power stations has shaped its identity as a community deeply connected to the nuclear energy sector. The emergence of Sizewell C presents a unique opportunity for economic revitalisation, job creation, and skills development, further entrenching Leiston's status as a nucleus of nuclear expertise.

Sizewell C's construction represents a lifeline for Leiston's post-industrial legacy, breathing new life into the town's economic prospects. The influx of jobs and business opportunities directly related to the project will provide a much-needed boost to the local economy. Additionally, the project's commitment to sourcing a significant proportion of its workforce from Suffolk and the wider East of England region ensures that these opportunities extend to the local community, fostering a sense of ownership and pride among residents.

Beyond immediate economic benefits, Sizewell C leaves a lasting legacy of skilled labour and expertise. By nurturing local talent and collaborating with established nuclear businesses in the region, the project enables knowledge transfer and skills development, contributing to a highly competent and specialised workforce. This, in turn, strengthens Suffolk's position as a centre of nuclear excellence, attracting further investment and fostering long-term sustainability in the energy sector.

The project's dedication to community engagement and social responsibility creates a positive ripple effect on the fabric of local communities. Investments in education and training initiatives, partnerships with local institutions, and support for community projects enhance the region's social infrastructure and foster a sense of belonging among residents. As a result, Sizewell C becomes more than just a construction project; it embodies a commitment to nurturing the well-being and prosperity of the local community.

Suffolk is poised to reap substantial benefits from the opportunities generated through the supply chain during Sizewell C's construction. For every job directly created by the project, another will be produced within the supply chain, magnifying the positive impact on local employment. This virtuous cycle not only bolsters the local workforce but also elevates the socio-economic fabric of the entire region, promoting inclusive growth and prosperity.

Moreover, Sizewell C's strategic location near Leiston and its surrounding communities ensures a deep integration of the project into the region's social and economic fabric. As the project progresses, it will also foster spin-off industries and services, catering to the needs of the growing workforce and their families. Such localised development reinforces Sizewell C's commitment to being a force for good in the region and ensures that the project serves as a catalyst for holistic community advancement.

Sizewell C's construction transcends its role as a major nuclear development; it represents a transformative opportunity for Leiston, Suffolk, and the wider East of England. Through sustained engagement, skill development, and community empowerment, the project leaves a legacy of economic prosperity and social well-being. As the region's energy landscape continues to evolve, Sizewell C stands as a testament to the power of collaborative efforts, forging a brighter and more sustainable future for all its stakeholders.

4 Workforce Delivery Strategy Approach

The Construction Workforce Delivery Strategy (CWDS) for Sizewell C builds upon and extends the successful model implemented at Hinkley Point C (HPC) in re-establishing the UK's nuclear capability and skills pipelines. With construction on site commencing in early 2024 and an estimated peak workforce of 7,900 in mid-2030, Sizewell C's workforce mobilization presents an opportune moment to transfer a cadre of key operational personnel, with valuable behaviours and experience, from HPC to Sizewell C.

The CWDS serves as a vital source document for guiding skills interventions throughout the project. It outlines the projected labour and skill requirements across key phases of the project, as indicated above, and outlines how workforce and skills opportunities will be maximized through effective investments and partnerships. Regularly updated analyses on project opportunities, the socio-economic environment, and progress against workforce commitments and interventions foster a culture of continuous improvement throughout the project's key phases.

To ensure effective implementation, the CWDS is complemented by Annual Skills Implementation Plans (ASIPs) and the release of skills and outreach funding to support delivery. Each WDS phase and annual plan sets forth key activities, allocated funding, and targets to achieve the project's commitments.

An Employment, Skills, and Education Working Group, established by SZC Co. in November 2023 will oversee the development and sign-off of the CWDS. This group, in conjunction with thematic sub-groups, will engage in the following activities:

- Engaging and collaborating with strategic partners on employment, skills, apprenticeships, and youth opportunities for Sizewell C.
- Effectively managing the thematic sub-groups and their respective work plans.
- Providing oversight for the implementation of the CWDS during the first phase of the project (circa 2024-27) and reporting on its progress.
- Developing and agreeing ASIPs
- Preparing and revising subsequent versions of the CWDS for each significant project phase, including; the Mechanical, Electrical, and HVAC (MEH) Phase; and the Pre-Operations and Commissioning Phase.
- Managing the sign-off and agreement with the ESEWG, which serves as the DCO governance mechanism for skills and employment.

Through effective coordination and collaboration among these groups, the CWDS ensures a robust and strategic approach to workforce development, skills enhancement, and maximising the socio-economic benefits of the Sizewell C project. The continuous improvement framework embedded in the strategy will support the project's success and leave a legacy in the region.

The diagram provides an overview of the CWDS, illustrating its key components and the commitments outlined in the Deed of Obligation. At the heart of the strategy lies the DCO commitments, which include the Asset Skills Enhancement Capability Fund, the Employment

Outreach Fund, and the SZC Bursary Scheme. These funds will be managed and administered by Suffolk County Council to ensure effective utilisation and strategic allocation.



Figure 1 - Key DCO Commitments set out in the Construction Workforce Delivery Strategy

The CWDS is further bolstered by a range of internalised commitments, each designed to maximise workforce development and skills enhancement. These internal commitments encompass the SZC Jobs Service, aimed at connecting job seekers with opportunities within the project; Young SZC, which focuses on empowering and nurturing young talent in the local community; the Employment and Training Prospectus, which highlights job opportunities and career pathways available at Sizewell C; and the Education Programme, designed to engage and collaborate with educational institutions to develop a skilled talent pool aligned with the project's needs.

Additionally, the CWDS includes our strategy for apprenticeships, which is pivotal in cultivating a pipeline of skilled workers through hands-on learning and professional development. The Skills for Supply Chain support ensures that the project's supply chain partners are equipped with the necessary skills and expertise to effectively contribute to the project's success.

This diagram provides a clear and concise representation of how the CWDS and its DCO commitments work in tandem to foster workforce development, skills enhancement, and socio-economic growth in the region. The involvement of Suffolk County Council in managing DCO funds demonstrates a commitment to strategic resource allocation, while the internalized commitments exemplify Sizewell C's dedication to nurturing talent, fostering local employment, and creating a sustainable legacy in the community.

4.1 Construction Stages

The key project phases are shown in Figure From a workforce and skills perspective, Sizewell C can be thoughtfully divided into a few key phases, each encompassing the unique sectors and workforce requirements essential for successfully completing the construction over the project's lifespan. The implementation of skills and workforce interventions for a large-scale project like Sizewell C demands significant lead times. To address this, the Workforce Delivery Strategy, an integral part of the Sizewell C DCO Deed of Obligation, outlines a well-planned and proactive approach for developing the skills pipeline ahead of demand for each phase.

The skills activities and "Implementation Timeline" for each phase are distinct, considering the diverse nature of work and the requisite skill sets. Drawing insights from experiences at Hinkley Point C, where skills like High Integrity Welding and Mechanical occupations necessitated timelines of up to 4 years from inception to delivery, Sizewell C endeavours to optimize and expedite skills development. By leveraging economies of scale, replicating successful curriculum, and effectively transferring knowledge from Hinkley Point C, Sizewell C aims to reduce these typical lead times by at least 2.5 years.

With a strategic focus on efficient skills development, Sizewell C aims to ensure a highly skilled and prepared workforce aligned with the demands of each construction phase. This proactive approach is crucial to meeting the project's requirements, facilitating the smooth mobilization of resources, and maintaining timely project progress. By building on economies of scale and leveraging the valuable experiences gained from Hinkley Point C, Sizewell C endeavours to create a streamlined and agile workforce development process, reinforcing its commitment to delivering a successful and transformative project.

To achieve the successful completion and operation of Sizewell C, the project can be effectively broken down into several key phases, each demanding specific sectors and workforces. From a workforce and skills perspective, Sizewell C's construction is thoughtfully divided into distinct phases, each encompassing a diverse range of specialised roles and skill sets essential for carrying out the project over its lifecycle.

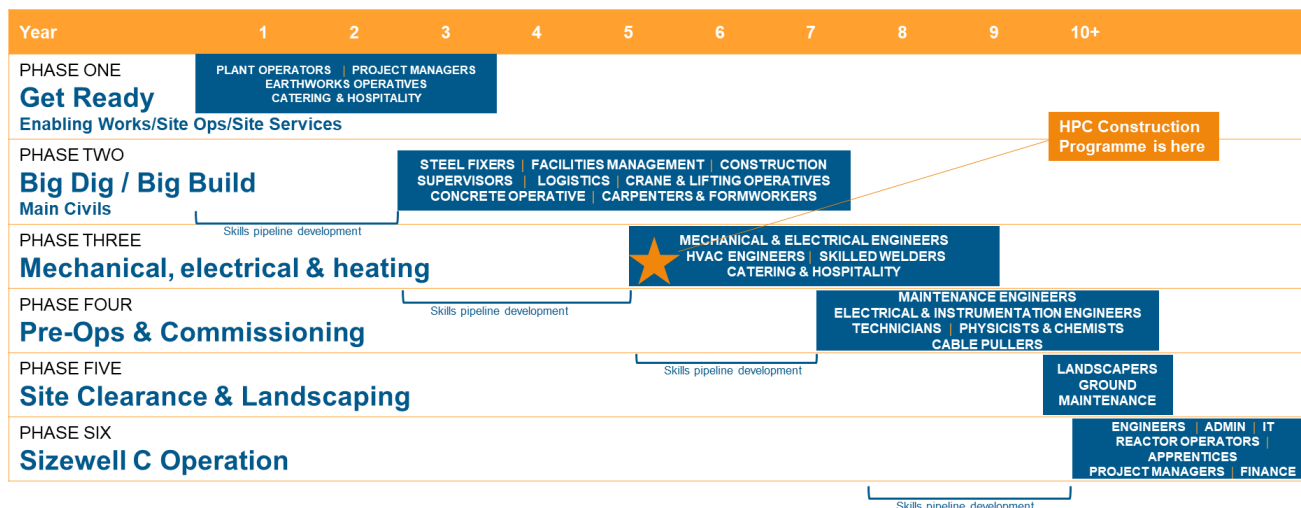


Figure 2 - Sizewell C Construction Phases

Below, the indicative workforce profile for the project illustrates its significant impact on job creation, projecting over 25,000 job opportunities throughout the forecasted 10-12 year construction period, with a peak workforce of approximately 7,900. The magnitude of these employment opportunities underscores Sizewell C's transformative potential in bolstering the local and regional economies and addressing workforce mobilisation needs during its construction phases. The phased approach to workforce planning and the strategic allocation of skills development resources ensures a well-prepared and highly skilled workforce, critical to meeting the demands of each construction phase and ensuring the project's overall success.

4.2 Indicative Workforce Profiles and Transition

Experiential learning from the workforce mobilisation at Hinkley Point C (HPC) has prompted a moderate revision to the predicted workforce profile under the Sizewell C DCO. Despite maintaining the anticipated peak of approximately 7,900 workers, the overall shape of the workforce profile has evolved.

Instead of a traditional bell-shaped curve with a peak at the midpoint of the project, the curve now skews towards a peak approximately two-thirds into the construction program. This revised curve results in a more gradual ramp-up to the peak but a slightly more pronounced de-mobilization of the construction and engineering workforce.

The early stages of the profile reflect the gradual ramp-up of the workforce as the site is cleared and Advance Works prepares for the Nuclear Site Licence. Associated Development sites and enabling works contribute to a steady build-up of early construction between months 12 and 24, with Main Civils mobilising around this period.

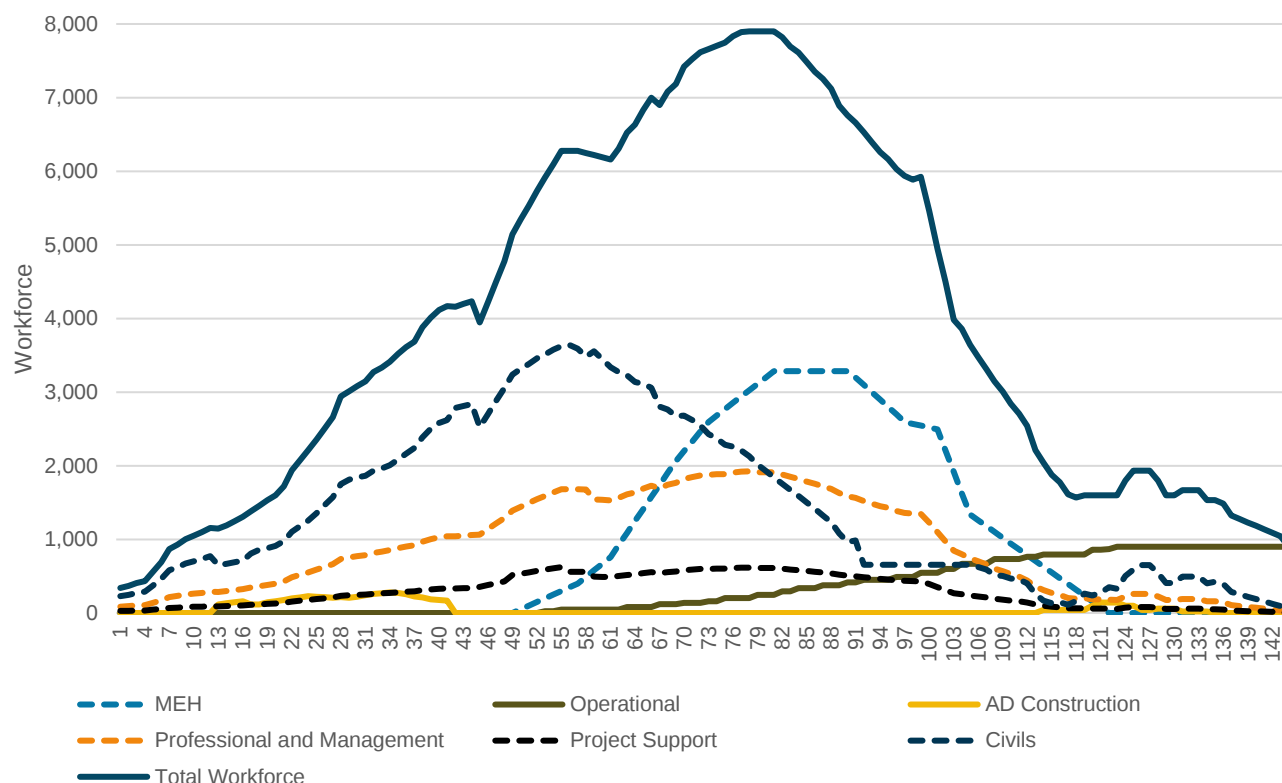


Figure 3 - Sizewell C Workforce Profile

The overall shape of the curve reflects the mobilisation and transition of the three main components of the Sizewell C workforce during construction:

- **Get Ready:** Enabling Works / Site Operations / Professional and Management / Project Support, providing long-term jobs running throughout the construction program.
- **Big Dig, Big Build:** Main Civils Construction, representing the dominant workforce for the first half of the program, encompassing jobs in general construction and civil engineering.
- **MEH:** Representing the dominant workforce for the second half of the program, with jobs in mechanical, electrical, heat, control, and systems engineering.

The interaction between the Main Civils and MEH workforces forms the largest component impacting the overall resource profile at Sizewell C. The peak of the construction program coincides with the MEH workforce approaching its own peak of just over 3,500 workers, while the Main Civils curve is well into its demobilisation phase.

As MEH starts to mobilise, the Main Civils workforce will be nearing its peak of nearly 4,000 workers, marking a significant point of workforce transition. This presents two opportunities for potential workforce retraining, upskilling, and remobilisation. Firstly, those working in civils roles at HPC have the chance to re/upskill into an MEH or another role, remaining on the

HPC project. Secondly, as the civils workforce demobilises from HPC, the workforce ramps up at Sizewell C, offering opportunities for relocation to Suffolk. This planned HPC/SZC Conveyor for Suffolk residents allows individuals to complete an Apprenticeship at HPC and return to Suffolk fully qualified to support Sizewell C. This strategic approach fosters seamless workforce transitions and enhances the regional skills base, ensuring a highly skilled and adaptable workforce throughout the project's lifecycle.

4.3 Workforce Requirements

This section outlines the key roles that will present substantial employment opportunities during the various phases of the construction project. The charts provided are based on workforce data from HPC, with each phase showcasing different workforce characteristics and opportunities, particularly when it comes to offering employment prospects to Suffolk residents.

Get Ready - Enabling Works / Site Operations / Professional and Management / Project Support: This phase is characterised by the creation of roles that not only support the long-term operation of the site but also involve initial earthworks to prepare the power station's foundations for the main civil construction. Various roles, such as site controls and administration, security, catering, and project management, contribute to this phase and provide lasting job opportunities throughout the entire construction program.

The primary focus during this phase is to establish the necessary infrastructure required to sustain the site's long-term operation. Key activities involve constructing Associated Development (AD) sites, preparing power station foundations, and implementing essential support services. Notably, earthworks play a significant role in laying the groundwork for subsequent construction phases.

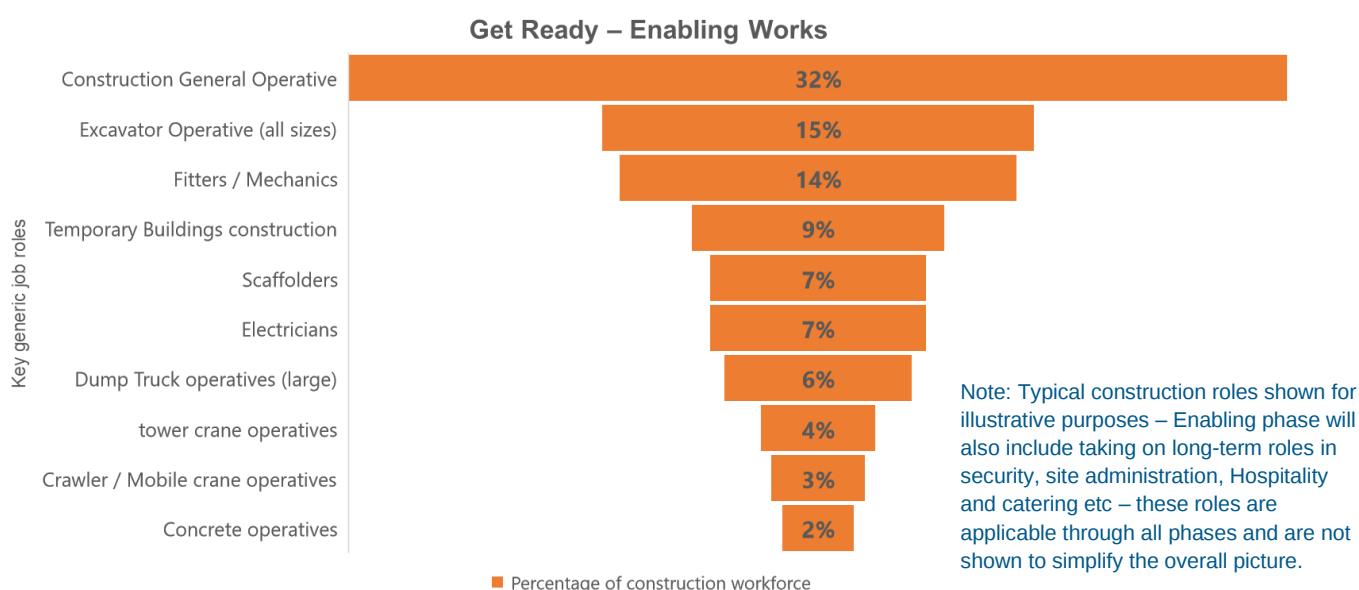


Figure 4 - Sizewell C Workforce Requirements - Get Ready - Enabling Works

As the project advances through its Get Ready phase, it aims to create a stable and skilled workforce that will play a pivotal role in supporting subsequent stages of the construction journey. This strategic approach aligns with Sizewell C's commitment to fostering local employment, building a sustainable workforce, and leaving a lasting legacy in the region.

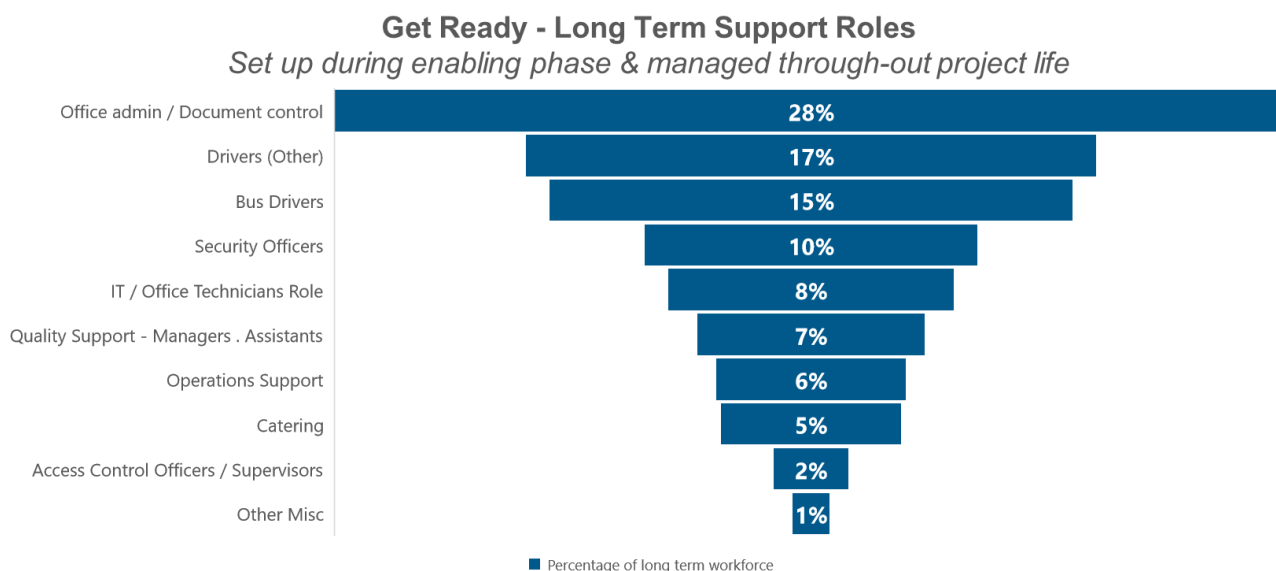


Figure 5 - Sizewell C Workforce Requirements - Get Ready - Long Term Support Roles (Site Operations / Site Services)

Big Dig, Big Build - Main Civils Construction: This pivotal phase entails creating the main sub-structures and superstructures of the power station, encompassing the construction of critical components such as the nuclear island (reactor building), conventional island (turbine and generator building), and marine/cooling water works (cooling and tunnels) - particularly significant for larger reactors.

The main thrust of this phase centres around construction and civil engineering roles, with a primary focus on building the nuclear island, conventional island, and marine works for both Unit 1 and Unit 2 of the power station. In addition, this phase includes the construction of ancillary buildings such as emergency generator facilities, storage units, and other essential structures vital for supporting the operation of the power station upon completion.

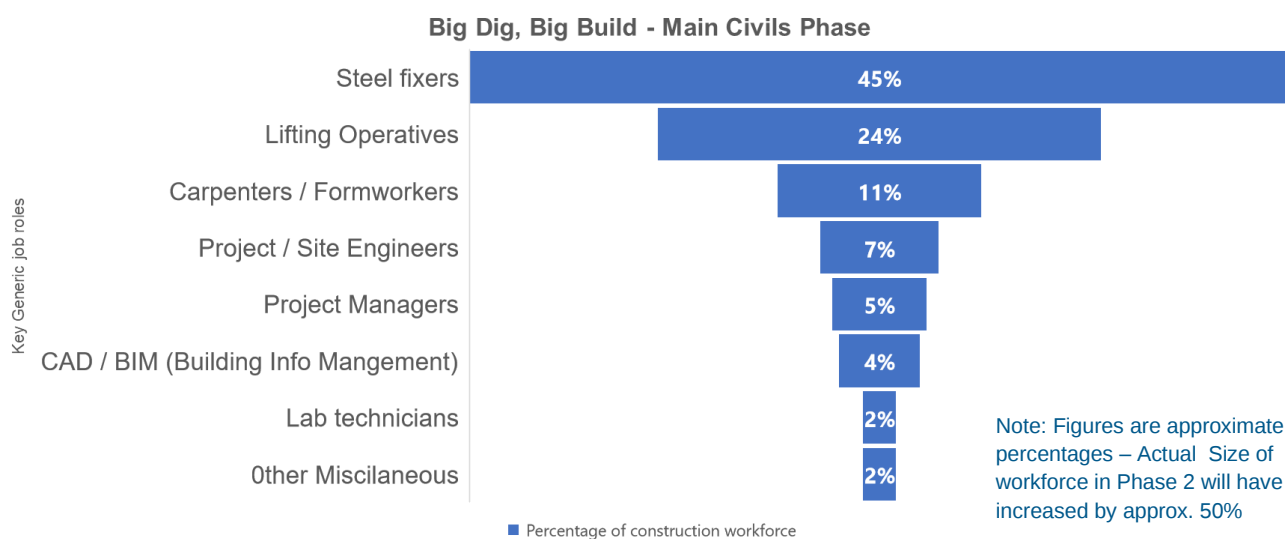


Figure 6 - Sizewell C Workforce Requirements - Big Dig, Big Build - Main Civils Construction Phase

Mechanical, Electrical and Heating (MEH): During this phase, the focus shifts to installing the mechanical infrastructure and operating elements of the power station. It entails the critical placement of various components, including the reactor and nuclear primary circuit, balance of plant, turbines, generators, cabling, electrical equipment, ventilation systems, control systems, air cooling systems, pumps, and associated water-cooling equipment. This phase represents a crucial stage in the construction process, as it brings together intricate mechanical and electrical systems to ensure the power station's efficient operation and reliable power generation.

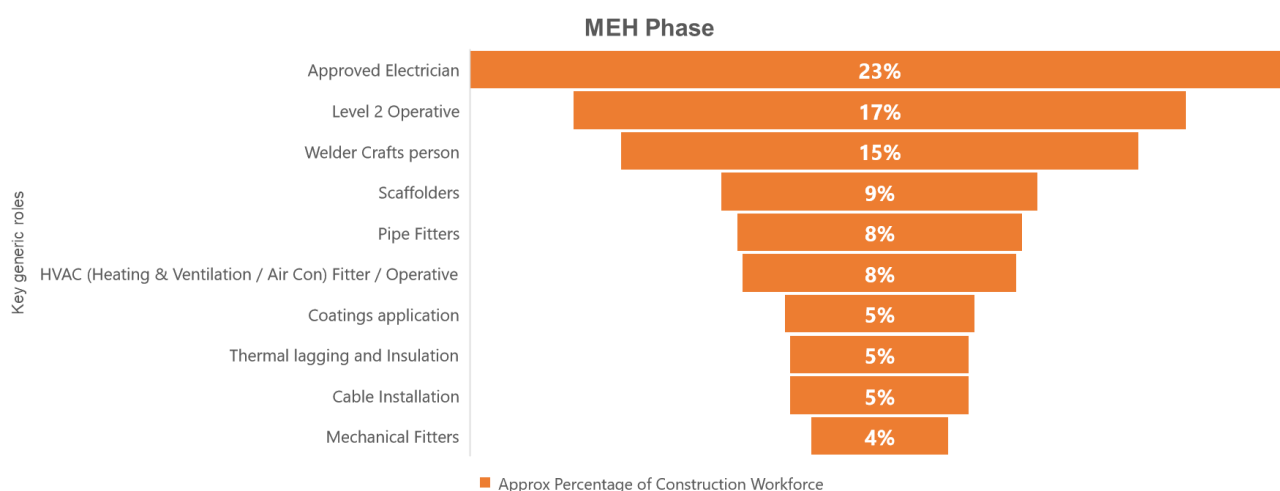


Figure 7 - Sizewell C Workforce Requirements - MEH Phase

Commissioning and Pre-Operational: In this stage, the emphasis is on thorough testing, implementation, and sign-off of key components, systems, and processes, vital for the power station's smooth operation. Although not the primary focus of this report, it remains an integral part of ensuring the plant's readiness for its operational phase.

The construction of Sizewell C not only fosters the growth of the nuclear sector but also unleashes immense potential for the East of England region.

4.4 Workforce Criticalities

In careful planning for the required skills and workforce mobilization, Sizewell C collaborates closely with its supply chain partners, alliances, and UK industry training bodies to identify key areas of skills shortages and critical workforce needs. Their collective input is vital for devising interventions that generate apprenticeships and attract new talent to meet the heightened demand presented by Sizewell C, while also accounting for workforce turnover due to retirements and other factors.

To address skills deficits and labour availability challenges, Sizewell C adopts the successful 'Centres of Excellence' model employed at Hinkley Point C. This approach enhances existing skill sets like steel fixing, lifting, and welding while concurrently fostering a new generation of talent entering the sector.

Research conducted by the ECITB indicates that over 20% of the current estimated national workforce required by Sizewell C will retire by 2026. To mitigate this risk, Sizewell C will establish early career pipelines through its alliance partners and their IDESPs to develop project-specific skills not only for Sizewell C but also to bolster the UK's overall skills pool.

Thanks to actual workforce measurements and mature forecasts from Hinkley Point C, the accuracy of labour and skills predictions for Sizewell C's earliest stages is relatively high. Known key occupational requirements for the project include:

- Construction Trade and Lifting Supervisors
- Steel Fixers
- Lifting Operatives
- Formwork Carpenters
- Plate and Pipe Welders
- Mechanical and Pipe Fitters
- Duct Workers
- Cable Pullers
- Jointers
- Riggers (including Scaffolders)

To monitor the skills shortage and criticality status of these and all roles, the project will closely observe workforce data to plan and implement suitable mitigations and interventions.

Criticality grids, developed in collaboration with supply chain partners from both Sizewell C and Hinkley Point C, consider workforce availability and competing projects that require similar skill sets.

Combining data from demand and role profiles with a focus on reviewing capacity and capability issues, specific high-demand roles and qualification levels stand out as a priority for targeted local interventions and implementation. Ongoing discussions with local colleges and education providers facilitated through signed MOUs with the Sizewell C Project, enable focused efforts to meet workforce demands and skills requirements effectively.

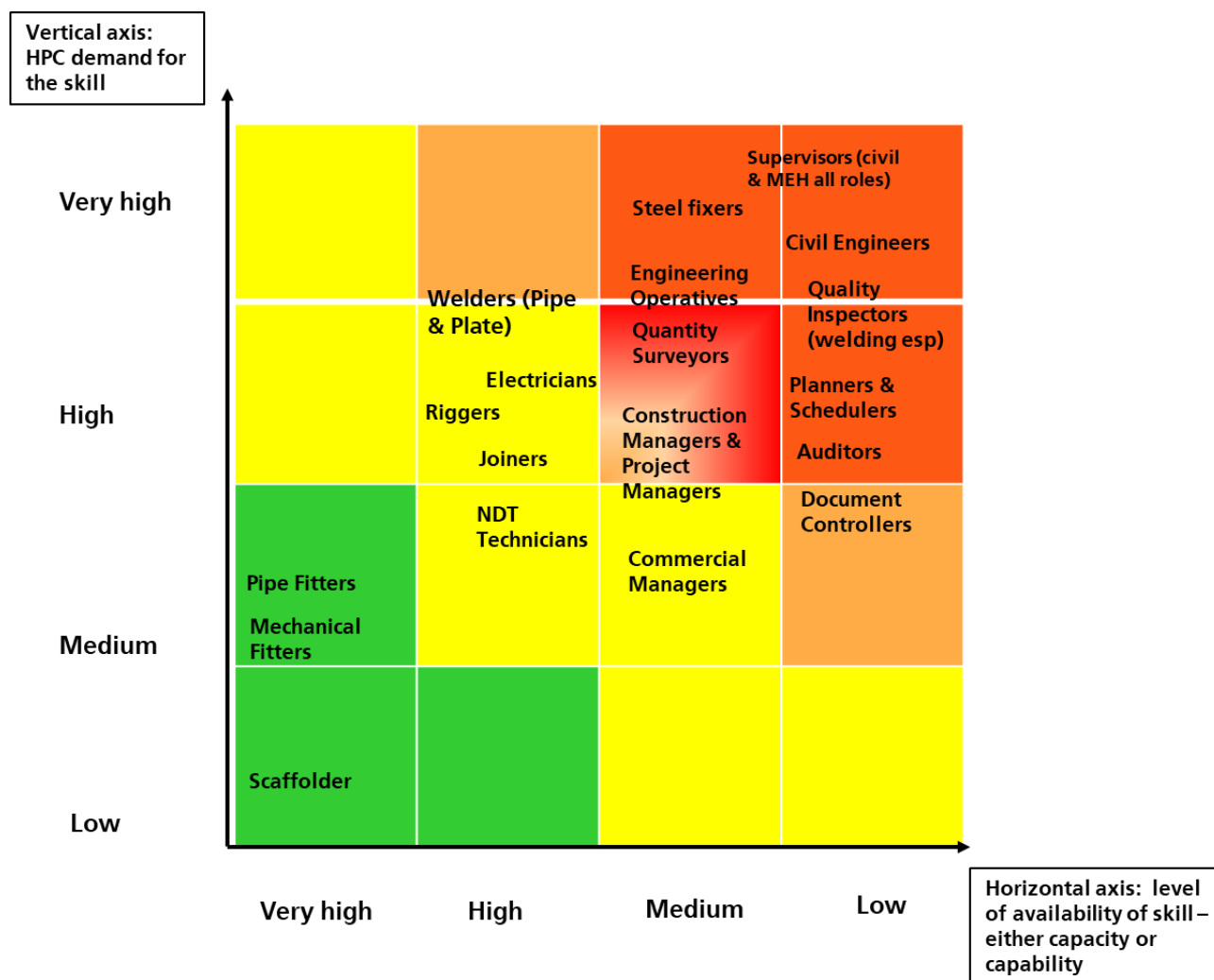


Figure 7 - Civils and MEH Criticality Grid Q2 2022 for HPC / Sizewell C

4.5 Enhanced Focus on Technology and Innovation

Our strategy embraces technological advancements and innovation to streamline workforce development and management processes. Emphasizing digital transformation, Sizewell C will explore the potential integration of the following technological solutions:

- **Digital Workforce Management Systems:** Implementing advanced digital platforms to monitor workforce allocation, skill levels, and project requirements in real-time, ensuring optimal utilisation of human resources.

- **Virtual Reality (VR) and Augmented Reality (AR) for Training:** Supporting the development and exploration of VR and AR for immersive training experiences, particularly in complex nuclear operations and safety protocols, to enhance learning outcomes and operational readiness.
- **AI-driven Talent Matching and Forecasting:** Exploring the potential of artificial intelligence for predictive analysis of workforce needs and skill gaps, facilitating proactive recruitment and training efforts.
- **Online Learning Platforms and E-Learning Modules:** Developing comprehensive e-learning modules accessible remotely, allowing for flexible and continuous learning opportunities for the workforce.
- **Mobile Applications for On-site Connectivity:** Introducing mobile applications for effective communication, real-time updates, and access to training materials, enhancing on-site engagement and productivity.

By exploring these technologies, Sizewell C aims to build a technologically adept workforce, capable of meeting the challenges of modern nuclear construction and contributing to the project's success.



5 Learning from Hinkley Point C

The DCO-related investments in Employment and Skills at Sizewell C significantly surpasses that of Hinkley Point C, amounting to £24.65 Million. However, a funding gap between the start of Advanced Works and Final Investment Decision (FID), not encountered at HPC, is hindering early investments in 'Employment and Skills Preparedness' at Sizewell C.

HPC's experience offers valuable insights into successful skills investments within the local area. Key elements of the HPC Skills, Employment, and Workforce Development Infrastructure were established ahead of DCO and FID, including the HPC Jobs Service, Construction and Civil Engineering Innovation and Skills Centre, Energy Skills Centre (now home to the Welding Centre of Excellence), Enterprise Skills Centre, and the 'Inspire' Education Outreach Programme.

These early investments provided HPC with a robust employment and skills infrastructure, facilitating progress when FID was achieved in 2016. A similar approach is sought at Sizewell C if funding can be secured to enhance the existing regional partner infrastructure.

Learning from Hinkley Point C has led to several key improvements in the Sizewell C Deed of Obligation, incorporating elements like the SZC Jobs Service, Young Sizewell program, and Education Outreach fund. Specific enhancements based on HPC's experience include:

- **Asset Skills Enhancement Fund:** Extending throughout the project's three major phases (Earthworks/Enabling, Civils, and MEH), this fund covers capital and revenue funding for colleges, supporting curriculum development, and facility enhancement.
- **Employment Outreach Fund:** Funding now goes to the project's third sector and Social Partners, instead of supporting permanent posts in the Council.
- **Bursary Fund:** Aimed at providing direct support to those undertaking pre-employment skills training and qualifications, enabling them to persist and succeed.
- **Regional Skills Coordination Function:** Ensures sustainable investment in skills, focusing on the broader skills demands arising from other major energy and infrastructure projects in Suffolk and the East of England.

Learning from HPC's journey has enabled Sizewell C to refine and optimise its approach to skills funding and resource allocation, ensuring a robust and effective employment and skills infrastructure for the project's successful delivery.

Learning from HPC also revealed certain shortcomings that have been addressed at Sizewell C. At HPC, there was a lack of enforcement mechanisms to ensure suppliers' compliance with employment, skills, and education requirements. In contrast, SZC is pioneering using an innovative approach with the Inclusion, Diversity, Employment, and Skills Plans (IDESP) model, which includes contractualised targets for suppliers. This proactive approach ensures that suppliers are committed to meeting specific workforce and skills development goals throughout the project.

At HPC, there was no phasing to its equivalent of the ASEC fund, resulting in a substantial upfront investment. In contrast, SZC has implemented a more strategic and phased approach to the ASEC fund. By staggering the investments, the fund's utilisation can be optimised over

the duration of the construction period, effectively addressing evolving skills needs and ensuring a steady flow of resources to support continuous workforce development. This refined approach aligns with the lessons learned from HPC, enhancing the overall effectiveness of employment, skills, and education initiatives at Sizewell C.

6 Get Ready – Site Operations / Site Services / Enabling Works Phase

The Get Ready phase at Sizewell C encompasses essential activities, grouped into three key areas: Site Operations, Site Services, and Enabling Works (including Associated Development sites). Each of these areas demands a skilled and diverse workforce to ensure a successful start to the construction project.

6.1 Site Operations:

Site Operations in the Get Ready phase focus on preparing the site for subsequent construction activities. This includes tasks related to site clearance, establishing access routes, and ensuring the safety and efficiency of the work environment.

Skills Requirements, include:

- **Plant Operators:** Experienced operators are needed to handle heavy machinery and equipment involved in earthmoving, grading, and other site operations.
- **Groundworkers:** Skilled groundworkers are essential for laying the groundwork, including foundation preparation and installation of drainage systems.
- **Site Engineers:** Qualified site engineers play a crucial role in overseeing technical aspects of site operations and ensuring compliance with design specifications and safety standards.

6.2 Site Services:

Site Services in the Get Ready phase involve establishing vital support facilities and infrastructure to cater to the needs of the construction workforce.

Skills Requirements, include:

- **Site Managers:** Experienced site managers are required to oversee the development of Associated Development sites and ensure smooth operations.
- **Logistics Personnel:** Skilled logistics personnel play a vital role in managing the flow of materials, equipment, and workforce to and from the sites, ensuring efficiency in operations.
- **Security Personnel:** Trained security personnel are essential for safeguarding the site and its valuable assets, maintaining a safe working environment.

6.3 Enabling Works (including Associated Development sites):

Enabling Works are critical to prepare the site for subsequent construction activities, ensuring stability and readiness for the erection of substantial structures.

Skills Requirements include:

- **Project Managers:** Highly skilled project managers with expertise in large-scale construction projects are needed to oversee and coordinate diverse activities within the Enabling Works phase.
- **Contract Managers:** Experienced contract managers are essential for managing procurement and supplier relationships.
- **Health and Safety Managers:** Competent health and safety managers play a critical role in maintaining a safe working environment, implementing best practices, and adhering to industry regulations.

The Get Ready phase at Sizewell C represents a crucial stage in the project's development, demanding a diverse and skilled workforce to lay the groundwork for the subsequent construction activities. The successful execution of this phase not only establishes a solid foundation for the project but also fosters positive relationships with the local community and education institutions, nurturing a pipeline of talent and support for the project's long-term success.

7 Big Dig, Big Build – Main Civils Construction Phase

The Main Civils Construction phase at Sizewell C represents a pivotal stage in the project, encompassing the construction of the main sub-structures and superstructures of the power station. This phase involves building critical components, including the nuclear island (reactor building), conventional island (turbine and generator building), and marine works (cooling and tunnels) for both unit 1 and unit 2. Ancillary buildings, emergency generator buildings, stores, and other essential facilities supporting the power station's operation are also constructed during this phase.

7.1 Construction and Civil Engineering:

The Main Civils Construction phase requires a highly skilled workforce in construction and civil engineering disciplines to carry out various tasks with precision and expertise. Key roles within this phase include:

- **Steel Fixers:** Skilled steel fixers play a crucial role in reinforcing concrete structures with steel bars, ensuring the overall structural integrity of the buildings.
- **Lifting Operatives:** Competent lifting operatives are essential for the safe handling of heavy loads and equipment during various construction activities.
- **Formwork Carpenters:** Experienced formwork carpenters are vital for constructing temporary moulds and frameworks to shape concrete structures accurately.
- **Plate and Pipe Welders:** Qualified welders are needed to perform precise and high-quality welding on plate and pipe components, ensuring their strength and reliability.

7.2 Infrastructure Development:

In addition to the main sub-structures, the Main Civils Construction phase involves the development of key infrastructure elements essential for the power station's functioning. This includes the construction of:

- **Nuclear Island (Reactor Building):** The nuclear island houses the reactor and essential components related to the nuclear process, requiring skilled construction and engineering personnel.
- **Conventional Island (Turbine and Generator Building):** The conventional island houses the turbine and generator, critical components for electricity generation, necessitating specialized skills for installation and maintenance.
- **Marine Works (Cooling and Tunnels):** The marine works encompass cooling water systems and tunnels for efficient heat dissipation, requiring expertise in marine engineering and construction.



Figure 8 - Main Civils - Reactor 1 at HPC

7.3 Workforce Transition:

The Main Civils Construction phase marks a significant point of workforce mobilization within the project. As this phase progresses, the project will see a substantial increase in the number of workers engaged in construction and civil engineering roles. It presents a unique opportunity to attract skilled workers from various backgrounds and industries to join the Sizewell C project.

Workforce Mobilisation: The Main Civils Construction phase offers an excellent chance to attract skilled workers to Sizewell C from other projects and industries. By showcasing the project's scale, significance, and opportunities for career growth, Sizewell C can draw in talented individuals looking to contribute to a transformative project.

Retraining and Upskilling: As the Main Civils phase advances, the project can implement targeted retraining and upskilling programs. Workers with civils roles can undergo reskilling to transition into mechanical and engineering construction or other specialised roles, effectively utilising their existing skills and experience to support the project's specific demands.

Ensuring Long-Term Employment: By focusing on workforce mobilisation and strategic reskilling, Sizewell C can build a stable and skilled workforce that aligns with the project's

needs throughout its lifecycle. Retaining experienced workers and providing opportunities for career progression within the project can further strengthen workforce commitment and project efficiency.

The Main Civils Construction phase plays a pivotal role in laying the foundation for the power station's operation. A skilled and competent workforce in construction, civil engineering, and infrastructure development is crucial for the successful execution of this phase. By strategically mobilising workers and implementing targeted reskilling initiatives, Sizewell C can harness the expertise of skilled professionals, ensuring a seamless continuation of construction activities and reinforcing the project's commitment to skill development and regional growth.

8 Pipeline development for MEH Phase

During the MEH Phase, Sizewell C will place emphasis on ensuring an appropriate lead time for skills development. The project will proactively collaborate with industry training bodies, supply chain partners, and local educational institutions to identify the specific skills and qualifications needed for mechanical, electrical, and heating roles well in advance. Recognising the specialized nature of these positions, particularly the development of high-voltage electrical skills, Sizewell C will initiate targeted training programs and apprenticeships, ensuring the workforce is equipped with the necessary expertise.

As the MEH Phase represents the second half of the construction program, it involves the installation of the mechanical infrastructure and operating elements of the power station. Key activities encompass placing crucial components, including the reactor, balance of plant, turbines, generators, cabling, electrical equipment, ventilation systems, control systems, air cooling systems, pumps, and associated water-cooling equipment.

To optimise skills development timelines, Sizewell C will implement an approach to early training and upskilling, ensuring a smooth transition of workers into MEH roles. By identifying potential overlaps and synergies with previous phases, the project will explore opportunities to tap into the experienced workforce generated during earlier construction stages. Offering retraining and upskilling pathways for civil engineering workers will enable them to transition seamlessly into the specialised roles required for the MEH Phase.

Skills Opportunities

- **Specialised Expertise:** The MEH Phase demands a workforce with a specific skill set in mechanical, electrical, heat, control, and systems engineering. Recruiting individuals with expertise in these areas is crucial to ensure the precise installation and seamless operation of the complex systems that drive the power station.
- **Transitioning the Workforce:** As the MEH Phase unfolds; opportunities arise to transition workers with civil engineering or construction backgrounds into MEH roles. By providing targeted training and upskilling programs, Sizewell C can effectively utilise the skills of experienced workers while ensuring a smooth and efficient workforce transition.
- **Workforce Continuity:** Maintaining a steady and skilled workforce is vital during the MEH Phase, which spans the latter half of the project's construction period. By retaining experienced workers and focusing on their professional development, the project can foster a culture of continuity and expertise, leading to better project outcomes.

One crucial consideration during this phase is the competition for electrical skills from other sectors, such as wind energy, grid development, and battery manufacturing for electric vehicles (EVs). As these industries experience substantial growth and demand for skilled workers, Sizewell C will strategically plan to attract and retain electrical talent, along with ensuring there is sufficient provision in local colleges, in partnership with the RSCF. The project will create enticing opportunities, competitive remuneration, and comprehensive training packages to position itself as an employer of choice for electrical professionals.

The MEH Phase is a crucial milestone in the construction of Sizewell C, as it involves the integration of complex systems essential for the station's functionality. By prioritising the recruitment of specialised expertise, facilitating workforce transitions, and nurturing apprentice and trainee programs, the project can build a highly competent and dedicated workforce for the MEH Phase.

9 Our DCO Priorities - Employment, Skills, Education

9.1 Apprenticeships

At Sizewell C, a high-level strategic aim is to support the Levelling Up Agenda by creating 1,500 apprenticeships, a goal endorsed by the Project Board. Apprenticeships play a pivotal role in bolstering the project's workforce resilience by addressing identified capacity gaps throughout its duration. Beyond these functional benefits, Sizewell C envisions a strategic approach to apprenticeships that fosters Inclusion and Diversity (I&D) interventions, challenging historical imbalances in traditional industries.

With a commitment to "Changing the Face" of these sectors, Sizewell C aspires to recruit construction and engineering apprentices from under-represented groups, promoting improved gender balance and characteristics related to Protected Characteristic Groups (PCG). The project sets ambitious targets exceeding industry benchmarks for apprenticeship roles and trades to foster greater inclusion.

Promoting inclusivity is furthered through strong partnerships with social organisations, the third sector, government agencies (DWP), and educational institutions. These collaborations seek to widen participation in Sizewell C's apprenticeship opportunities, ensuring accessibility to individuals with physical or mental impairments and learning difficulties.



A Diverse Range of Apprenticeships

Sizewell C offers a wide array of apprenticeships at every Vocational Qualification (VQ) level, aiming to deliver equitable opportunities across all apprenticeship levels (from intermediate to Higher) and for candidates from diverse backgrounds and abilities. The project also considers setting VQ Level targets for specific contracts, aligning with their unique strengths.

Collaborative Delivery and Lessons from Hinkley Point C

The ambitious target of 1,500 apprenticeships can only be realised through close collaboration with supply chain partners. Drawing inspiration from Hinkley Point C's successful experience, Sizewell C will contractualise its apprenticeship targets and integrate measurement and monitoring into the project delivery performance process to ensure accurate reporting.

HPC's achievement of 1,000 apprenticeships was reached in November 2022 through involvement in main civils, site operations, and early M&E works. EDF-based apprentices constituted approximately 15% (155) of the total, while EDF supported Levy Transfer opportunities through smaller suppliers, contributing around 3% (35) of HPC's total to date.

HPC's collaboration facilitated the creation of new apprenticeship standards for the nuclear new build sector, available to all Suffolk education and academic partners via the National College for Nuclear.



Figure 9 - HPC Apprentices

Localising Apprenticeship Opportunities

Sizewell C is steadfast in maximising local apprenticeship opportunities, targeting 67% of all apprentices from the East, with 50% being female. Specific apprenticeship targets will also be set for localism within contracts based on evidence from HPC and available data, varying in scale based on contract types:

- Catering contracts – high
- Construction contracts – high/moderate
- Highly technical engineering contracts requiring a 'niche' skill set – moderate

Performance Indicators and Continuation of Employment

In measuring the success of apprenticeships, Sizewell C will employ key performance indicators, including completion rates and continuation of employment after successful apprenticeship completion. The project seeks commitments from employers to retain SZC apprentices upon completing their training, ensuring a positive and sustained impact on the workforce.

Through its robust apprenticeship program, Sizewell C strives to not only address workforce needs but also to foster a diverse, inclusive, and skilled workforce for the future, contributing to the broader goals of the Levelling Up Agenda and the region's sustainable growth.

9.1.1 Supporting Broader Categories of Trainee and Workplace Opportunities

In alignment with its commitment to fostering a diverse and skilled workforce, Sizewell C will actively participate in the 5% club of employers, reporting not only on apprenticeships but also on broader categories of trainees, known as 'Earn and Learners'. This reporting will encompass various types of trainees and work-based opportunities, including:

- Apprenticeships at all levels that meet the criteria set out in this paper.
- Formalized graduate training programs to nurture and develop the next generation of professionals.
- Sponsored students who receive financial support from SZC to pursue their studies while gaining valuable work experience.
- Serving apprentices already working on the SZC site, who, while not classified as 'New Starts', benefit from the opportunities provided by SZC to complete their apprenticeships—a practice not previously measured at Hinkley Point C.
- Pre-employment and other forms of work experience that play a crucial role in preparing individuals for the world of work, creating a valuable pipeline into apprenticeships, and raising aspirations.

By expanding the reporting framework to encompass these diverse trainee and work-based opportunities, Sizewell C aims to capture the full spectrum of its contributions to skills development and workforce preparation, going beyond the traditional scope of apprenticeships. This broader approach aligns with the project's overarching commitment to driving inclusivity, diversity, and excellence across all aspects of its employment and skills strategy.

9.2 Young Sizewell C - Fostering the Future Generation of Energy Professionals

Young Sizewell C is a dedicated initiative by Sizewell C that aims to inspire and empower the next generation of energy professionals. This strategic program is designed to engage with young people in schools, colleges, and universities, providing them with valuable insights into the energy industry and the diverse range of career opportunities it offers, by actively involving young minds, Sizewell C endeavours to play a pivotal role in cultivating the future talent pool for the energy sector.

The main objectives of Young Sizewell C are:

- a) **Raising Awareness:** The initiative seeks to raise awareness about the energy sector, the significance of low-carbon energy generation, and the role nuclear power plays in the UK's energy mix. By engaging with young people at an early stage, Sizewell C aims to instil an understanding of the importance of sustainable and clean energy solutions.
- b) **Inspiring Future Careers:** Through educational outreach programs, interactive workshops, and inspiring career talks, Young Sizewell C aims to ignite passion and curiosity among young minds about the diverse career pathways available in the energy industry. By showcasing innovative and rewarding opportunities within the sector, the initiative aims to encourage young individuals to pursue STEM-related subjects and consider a future career in energy.
- c) **Supporting STEM Education:** Young Sizewell C recognises the crucial role of Science, Technology, Engineering, and Mathematics (STEM) education in building a skilled and dynamic workforce for the energy sector. As part of this initiative, Sizewell C will actively support STEM educational programs, scholarships, and initiatives to enhance the quality of STEM education in local schools and colleges.
- d) **Developing Young Talent:** The initiative will facilitate work experience placements, internships, and apprenticeship opportunities for young people interested in exploring the energy industry. By providing hands-on experience and exposure to real-life projects, Sizewell C aims to nurture young talent and equip them with the skills and knowledge needed to embark on successful careers in the energy sector.
- e) **Fostering Inclusivity:** Young Sizewell C places a strong emphasis on promoting diversity and inclusion within the energy industry. The initiative will actively engage with young people from diverse backgrounds and underrepresented groups, ensuring that all individuals have equal access to opportunities and support to pursue a career in energy.
- f) **Engaging with Educational Partners:** Sizewell C recognises the importance of collaborative partnerships with local educational institutions, universities, and training providers. By working together with these partners, Young Sizewell C aims to align

educational offerings with the industry's needs and foster a skilled workforce for the future.

Young Sizewell C is committed to making a lasting impact on the future of the energy sector by nurturing a talented and diverse workforce. By inspiring, empowering, and supporting young individuals, Sizewell C aims to contribute to the long-term sustainability and success of the UK's energy industry and create a brighter and greener future for all.

9.3 Sizewell C Job Service - Connecting Talent with Opportunities

The Sizewell C Jobs Service is a dedicated platform designed to connect job seekers with exciting employment opportunities within the Sizewell C project and the wider energy sector. As an integral part of the project's commitment to employment and skills, the Jobs Service aims to facilitate a seamless recruitment process, enabling local individuals to access rewarding career pathways and contribute to the success of the Sizewell C development.

Key features of the Sizewell C Jobs Service:

- a) **Comprehensive Job Listings:** The Jobs Service provides a centralized hub for all employment opportunities related to the Sizewell C project. From construction and engineering roles to administrative positions and support services, job seekers can explore a wide range of career options that cater to diverse skill sets and interests.
- b) **Integration with HPC Jobs Service:** Building on the success of the Hinkley Point C (HPC) Jobs Service, Sizewell C aims to integrate its Jobs Service with the existing platform, creating a unified and efficient recruitment portal for both projects. This integration not only streamlines the hiring process but also opens up access to a larger talent pool, maximizing the potential for successful placements.
- c) **Collaboration with Local Partners:** The Sizewell C Jobs Service collaborates closely with local educational institutions, job centres, and training providers to ensure that job seekers receive the necessary support and guidance to match their skills and aspirations with suitable opportunities. By engaging with the local community, the Jobs Service aims to strengthen the ties between the project and the region it serves.
- d) **Skill Matching and Training Support:** The Jobs Service employs innovative technologies and data-driven tools to match job seekers with roles that align with their qualifications and experience. For individuals seeking to upskill or transition into new sectors, the platform also provides information on relevant training and development programs, empowering them to enhance their employability.
- e) **Enhancing Inclusion and Diversity:** Sizewell C is committed to fostering an inclusive and diverse workforce. The Jobs Service actively encourages applications from individuals of all backgrounds and abilities, striving to create equal opportunities for everyone. By promoting diversity in the workplace, the project aims to enrich its workforce with varied perspectives and experiences.

- f) Expanding Opportunities:** Beyond the Sizewell C project, the Jobs Service also showcases employment opportunities from other major energy and infrastructure projects within the region. This broader perspective allows job seekers to explore a wide range of career pathways and opens up possibilities for long-term career growth.
- g) Job Service Brokerage Partners:** Sizewell C recognizes the importance of collaboration with key stakeholders in promoting employment opportunities. As part of this approach, the project partners with the Department for Work and Pensions (DWP) Job Centres to actively promote and inform job seekers about available opportunities within the project. This strategic partnership aims to extend the reach of the Jobs Service and ensure that employment opportunities are accessible to a wider pool of potential candidates.
- h) Current Platform Strength:** The HPC Jobs Service, which serves as a model for the Sizewell C Jobs Service, has already proven its success in facilitating employment opportunities. With more than 4,000 individuals currently registered on the platform, it serves as a testament to the effectiveness of the Jobs Service in connecting talent with industry-specific roles.

The Sizewell C Jobs Service stands as a testament to the project's commitment to providing employment and skill development opportunities to the local community and beyond. By creating a platform that streamlines the recruitment process, fosters inclusivity, and supports career growth, Sizewell C aims to build a strong and capable workforce that will contribute to the project's success and the wider energy industry's advancement. Through strategic partnerships with Job Service Brokerage Partners like DWP Job Centres, the project aims to extend its outreach and maximize the potential for job seekers to find suitable and fulfilling roles within the project.

9.4 Inclusion and Diversity - A Demonstration Project

Sizewell C has set a bold ambition to become a UK and international 'demonstration project' in its approach to fostering an inclusive and diverse culture and workforce. The project is committed to fulfilling the 'Power of good' for Britain by creating a workforce that reflects and benefits the society it serves, embracing diversity and addressing barriers that hinder workforce inclusivity. Sizewell C Co. (Client) has pledged to achieve the Nuclear Sector Deal Target of 50% female apprenticeships in engineering and management roles, aiming to surpass industry benchmarks and norms through evidence-based practices that can serve as a model for others.

To achieve its objective of raising the bar and driving demonstrable change, Sizewell C recognises the importance of building upon the experiences and commitments of other major projects, such as the Thames Tideway Tunnel, Crossrail, and the London Olympics & Paralympics Games 2012. Drawing inspiration from these successful initiatives, Sizewell C's overarching approach will prioritise inclusion as the key 'Inputs' and commit to measuring outcomes through diversity metrics. By tracking progress and outcomes, Sizewell C seeks to

foster a culture of continual improvement, capturing and transferring lessons and successes to enhance its impact.

9.4.1 Improving Social Mobility

Sizewell C is devoted to promoting and improving the social mobility of its workforce and maximising opportunities for local residents, contributing to the reduction of social deprivation. The Government's Index of Multiple Deprivation measures and tracks levels of social deprivation, and Sizewell C's geographical location places it in a position to generate the highest levels of social impact. Specifically, areas of Suffolk, including Lowestoft, Rural Leiston, and certain wards and districts in Ipswich, face significant social deprivation challenges.

9.4.2 Providing the Evidence of Change

Sizewell C will rely on robust diversity metrics and reporting mechanisms to measure the status and track the progress of inclusion, encompassing the project's environment, culture, and behaviours. This data-driven approach will inform priority areas for interventions, enable the tracking of intervention impacts, and facilitate the celebration of successes. To reinforce its commitment to inclusion and diversity, Sizewell C will incorporate workforce reporting requirements and KPIs for I&D into contracts, alongside specific targets.

Considering the capture of I&D information that may not be readily available through standard employer systems, Sizewell C will explore a survey-based approach to gather workforce insights through voluntary means. Additionally, the development of a Web Portal is being considered to facilitate the collection of workforce information from the Client, Alliances, and Tier 1s in a GDPR-compliant and statistically anonymized format.

Drawing upon the lessons learned from Hinkley Point C, Sizewell C Co. will explore partnerships with organizations like the Diversity Trust or other independent bodies to conduct audits and assess the impact of I&D decisions and interventions. A comprehensive Sizewell C I&D implementation strategy will outline the governance, organizational, and operational model to ensure performance against I&D ambitions and foster a culture of inclusivity and diversity throughout the project.

9.5 Detailed Inclusion and Diversity Initiatives

Our inclusive workforce strategy encompasses several key initiatives:

- **Diversity Training and Awareness Programs:** Implementing comprehensive training to foster a culture of inclusivity, covering topics like unconscious bias, cultural competence, and inclusive leadership.
- **Mentorship and Peer Support Networks:** Establishing mentorship schemes pairing experienced professionals with new recruits from diverse backgrounds, facilitating knowledge transfer and a supportive work environment.

- **Community Engagement Initiatives:** Conducting outreach programs in collaboration with local community organisations, focused on engaging underrepresented groups and promoting career opportunities in the energy sector.
- **Diversity Audits and Reporting:** Regularly conducting diversity audits to assess workforce composition and inclusivity measures, ensuring transparency and accountability in our diversity efforts.
- **Accessibility and Accommodation Measures:** Ensuring workplace accessibility for individuals with disabilities and providing necessary accommodations to support a diverse range of workforce needs.

These initiatives are designed to create an environment where diverse talents are recognised, valued, and harnessed, contributing to the innovative and collaborative culture at Sizewell C.

10 Local Partner Collaboration

Sizewell C is dedicated to collaborating closely with education and academic institutions to outline and align objectives within the framework of the project's Workforce Delivery Strategies and Annual Implementation Plans. This strategic partnership aims to cultivate a pool of exceptional talent within Suffolk, nurturing individuals with the skills required for the nuclear, construction, engineering, and associated industries. By fostering this synergy, Sizewell C aims to bolster the region's unique expertise, setting it apart within the nuclear market and paving the way for local workforce development.

Integral to this commitment is the establishment of robust Centres of Excellence across Suffolk, with the goal of crafting a distinct and expert skillset that differentiates the region in the nuclear sector. This initiative underpins our dedication to providing future employment opportunities for the East of England.

Collaboration will extend to local educational institutions, including prominent names such as East Coast College, Suffolk New College, West Suffolk College, and the University of Suffolk. Building upon existing partnerships, our approach entails the following key actions:

- a) **Formation of the Sizewell C Further Education and Higher Education Principals Forum, a strategic group under the DCO Employment Skills and Education Working Group:** Comprising representatives from each education and academic partner alongside Sizewell C, this group serves as a pivotal element of the project's DCO governance structure. Working with, and supporting thematic sub-groups on employment outreach, skills infrastructure, apprentices & young people, this consortium will assume a shadow form until the project gains official approval.
- b) **Creation of 1,500 New Apprenticeships:** Collaboratively with the supply chain, Sizewell C will initiate the development of 1,500 new apprenticeships during its construction phase. This endeavour will serve to provide intensive training for young individuals, equipping them with highly specialised skills that will contribute to the UK's future workforce. Of these apprenticeships, a minimum of 540 will be allocated to Suffolk residents.
- c) **Maximisation of Local Apprenticeship Opportunities:** Sizewell C is committed to harnessing the potential of local apprenticeships, with a particular emphasis on the domains of construction, mechanical, and electrical fields. By adopting the new nuclear build apprenticeship standards, which have been proven successful at Hinkley Point C, and integrating them with local education partners, SZC aims to strengthen the region's apprenticeship offerings.
- d) **Facilitation of Skill Enhancement:** To facilitate apprenticeship delivery and pre-employment training, Sizewell C will tap into the Asset Skills Enhancement Capability fund. This investment mechanism will cater to various needs, as identified by the Assessment of Regional Skills Need, including enhancing facilities, procuring equipment, developing teaching materials, and providing specialised tutor/trainer support and retention strategies.

- e) **Early Employment Outreach:** The project is committed to early skills pipeline development through strategic Employment Outreach initiatives. Additionally, a confidential referral channel will be established for education and academic partners to direct candidates requiring specialised support or facing hardship to the Sizewell C Bursary scheme.
- f) **Championing Young Sizewell C:** Collaborating with local partners, Sizewell C will advocate for the continued expansion and utilisation of Young Sizewell C. This network serves as a platform for young individuals aspiring to pursue STEM-related careers, encouraging them to register with the Sizewell C Jobs Service and thus facilitating their seamless integration into the workforce.

Sizewell C's collaboration with education and academic partners embodies its commitment to cultivating a skilled and capable local workforce. This comprehensive approach not only nurtures talent but also strengthens the regional economy and the broader nuclear sector.

10.1 Education / Academic partners

To proactively establish the groundwork for fostering a pipeline of skilled development and talent aligned with the project's commitments, SZC Co. has successfully executed memoranda of understanding (MOUs) with the three major colleges in Suffolk, the University of Suffolk, and the National College for Nuclear.



Figure 10 - Signing events for Suffolk Education and Academic partner MOUs.

This achievement marks a pivotal milestone in the implementation of the SZC Skills Strategy, a significant departure from the approach at HPC, where skills investments were pre-committed to a single main college/provider before project commencement. The collective essence of these MOUs is to ensure that both Suffolk County and the broader East of England region fully harness the employment and skills opportunities stemming from Sizewell C. These strategic partnerships are designed to amplify the value into local communities.

Each Skills MOU stands as a testament to the collaborative commitment shared between Sizewell C and the SZC Consortium, alongside local education and academic partners spanning Suffolk. Focused particularly on the construction and commissioning phases of the project, these MOUs serve as expressions of mutual intent. It is important to emphasise that they do not hold any legally binding implications and do not affect the existing legal obligations or rights of either party. Instead, they reflect a commitment grounded in a sense of honour and shared objectives.

Whilst the MOUs have been developed with Suffolk colleges, the University of Suffolk, and National College, relationships with the wider Further Education and University network across the East are in development. The wider regional network is shown in Figure 10.

10.2 Creating new ‘Centres of Excellence’ and Eastern Hub

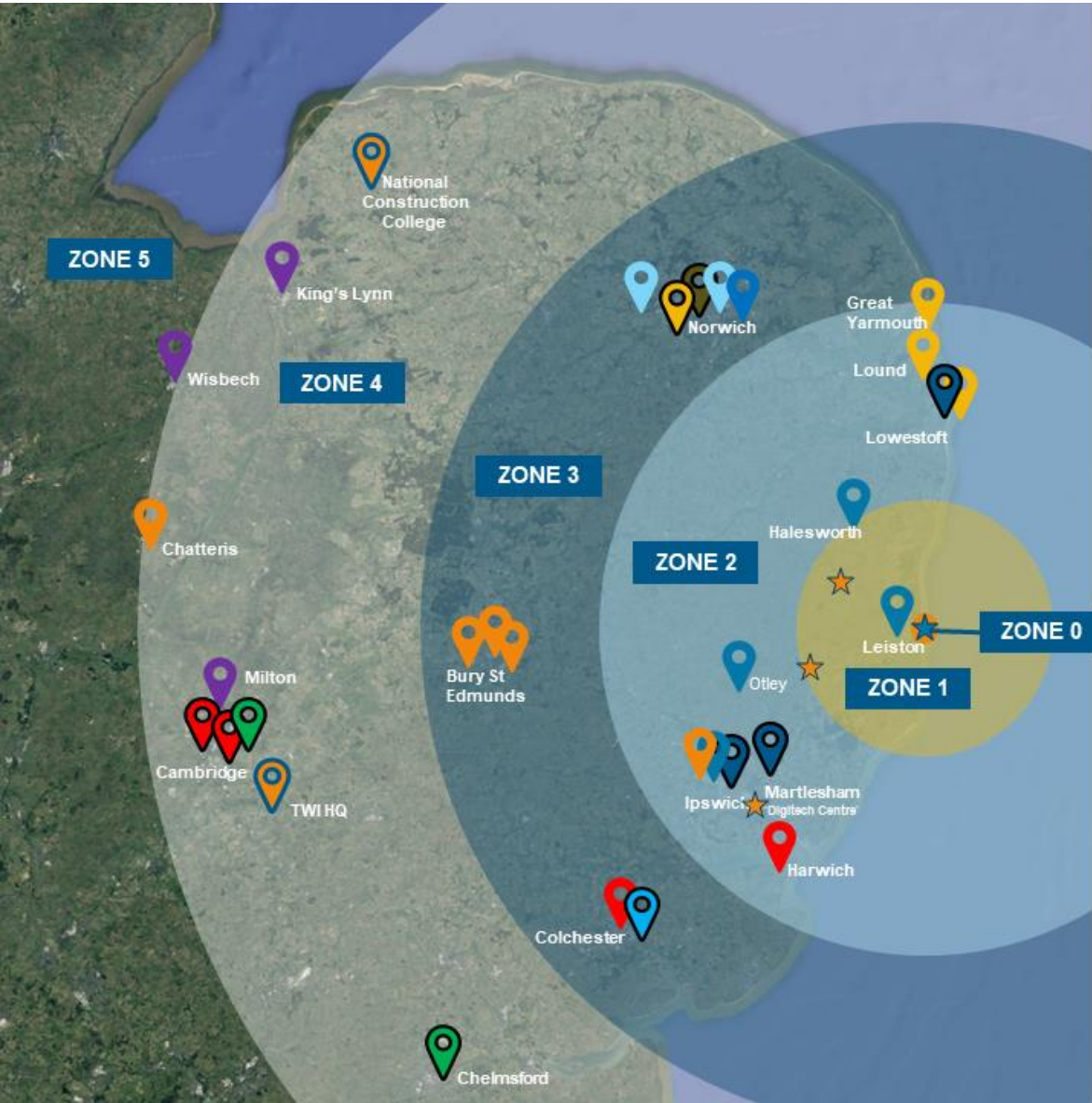
Working with Education and Academic Partners, SZC will build on the learning of Hinkley Point C by developing regional ‘centres of excellence’ through a networked delivery model across key areas in:

- Civil Engineering.
- Welding.
- Electrical Engineering.
- Mechanical Engineering & Fabrication; and
- Sustainable Agri-food.

Working with Education and Academic Partners, SZC will support the creation of an ‘Eastern Hub’ with the National College for Nuclear. This virtual hub, connecting all Suffolk education and academic partners, will complement similar hubs being developed in the South West and North West regions, providing a collaborative approach to course delivery, access to specialist industry mentors and trainers, and shared learning opportunities.

Sizewell C recognise that Suffolk has a number of major engineering and construction projects in the pipeline, including offshore wind, transport infrastructure, and housebuilding which will compete for local talent.

Our approach to developed Centres of Excellence is to increase the local talent pool working with local partners, third-party developers, and Education & Academic Partners to ensure that the opportunities Sizewell C offers build on the existing strengths, resources and expertise of each Partner. SZC does not seek to create conflict or competition where resources already exist.



Education & Academic Partners Zone Map

- ★ Sizewell C site
- ★ Sizewell C Associated Development Sites
- 📍 West Suffolk College
- 📍 Suffolk New College
- 📍 East Coast College
- 📍 University of Suffolk
- 📍 City College Norwich
- 📍 University of Cambridge
- 📍 National Centres of Excellence
- 📍 College of West Anglia
- 📍 UTC Norwich
- 📍 University of East Anglia
- 📍 Norwich University of the Arts
- 📍 Colchester Institute
- 📍 University of Essex
- 📍 Anglia Ruskin University

Zone 0 – Site
Zone 1 – Hyper Local
Zone 2 – Inner Local
Zone 3 – Outer Local
Zone 4 – Regional
Zone 5 – National

Figure 11 - Education and Academic Partners Zone Map

10.3 Voluntary, Community & Social Enterprise partners

Sizewell C is solidifying its commitment to inclusivity through strategic collaboration with seven organisations dedicated to marginalised or disadvantaged communities through a MOU with Suffolk's Social Partners across the Voluntary, Community, and Social Enterprise sectors.

Building upon a partnership initiated in 2018 with Inspire and Access Community Trust, this collaboration marks a new phase of cooperation. The alliance comprises Inspire, Access Community Trust, Ipswich & Suffolk Council for Racial Equality, Outreach Youth, Project 21, Women into Construction, and the Department for Work and Pensions (DWP).

This step emphasises our dedication to a diverse and inclusive project that resonates with even the most underserved groups in our community. EDF underscores the importance of engaging with entities representing Suffolk's varied communities to truly reflect the societal fabric.

The memorandum encapsulates our shared objectives and paves the way for meaningful social progress. It envisions harnessing the project's potential for community benefit, dismantling employment barriers, and formalising collaboration between the new plant and its social partners.

This collaboration blends years of shared history with the exploration of innovative partnerships. Organisations like Inspire Suffolk, focused on empowering young individuals beyond formal training or education, and Project 21, dedicated to uplifting the Down's Syndrome Community, showcase the transformative impact of such alliances.

10.4 Regional Skills Coordination Function

The Regional Skills Coordination Function (RSCF) is a collaborative initiative between the Sizewell C project and Suffolk County Council, addressing local skill gaps and optimising workforce development.

The primary goal is to ensure that the local population is equipped with the necessary skills to access job opportunities arising from the Sizewell C project, while also meeting the region's long-term employment needs.

The RSC Function will **principally coordinate** the skills requirements across major infrastructure projects planned in Suffolk and those projects across the East of England requiring associated skillsets, including offshore projects with onshore connections in the region.

By aligning the workforce needs across these projects, the RSC Function will foster a streamlined approach to skills development, ensuring that the right talent is available at the right time.

This coordination will lead to increased efficiency, minimising overlap in training efforts, and optimising the use of resources, ultimately contributing to the region's economic growth and long-term sustainability.

This will be achieved through coordinated training, education, apprenticeship programs and workforce delivery strategies, fostering strong partnerships between stakeholders, and maximising the economic benefits for the region.

Through the RSCF we collectively aim to maintain a profound understanding of both local and regional employment landscapes. By assessing skill gaps, labour needs, and developmental priorities, we jointly strive to create opportunities for the local populace through the Sizewell C project. The focus lies on collaborating with all educational bodies in the region, including colleges, universities, and private training providers, to align their offerings with local needs. This partnership will help in optimising the region's workforce capabilities and pave the way for maximising local benefits.

10.4.1 Strategic Coordination

The RSCF places high importance on linking workforce planning across numerous large-scale projects to meet the various needs of the Sizewell C project, as well as the region's long-term employment needs.

Our aim is to strategically capitalise on opportunities and employ suitable methods to extract maximum benefits for the region. The RSCF will serve as a crucial link for skills, economic development, and planning within SCC and regional local authorities, creating an essential connection to the Suffolk NSIP 'Centre of Excellence'.

10.4.2 Single-Door Function

The RSCF will proactively engage with major industry stakeholders, supply chains, and local community representatives. Our collaboration efforts anticipate future needs to ensure the availability of the required skills and competencies to drive regional growth and large-scale development projects like Sizewell C.

As a centralised, transparent contact, the RSCF will coordinate between the Sizewell C supply chain, training providers, and regional stakeholders, promoting an efficient ecosystem. As relationships transition to a primarily commercial stage, the RSCF will ensure seamless continuity by appropriately redirecting to relevant parties.

10.4.3 Policy

Identifying regional opportunities within the broader national context is at the heart of the RSCF's policy strategy. Suffolk County has a unique role and potential contributions to government policies and industry workforce needs. To leverage our position effectively, we'll develop and advocate for regional priorities capable of influencing national policymaking, aligning ourselves with the interests of other regions. This approach allows us to collaborate and build a robust, future-proof strategy for the betterment of the entire region.

The RSCF is not:

- Responsible for contract management of the Sizewell C supply chain and contractors
- An ongoing intermediary between the colleges/providers and SZC re: project specific only requirements
- Solely responsible for determining new measures in line with emerging impact.
- Responsible for collecting information and monitoring the impact of the project e.g. in relation to labour churn or displacement.
- Solely responsible for the success or otherwise of the individual projects or measures that funding is allocated to.
- Solely responsible for producing or writing the Annual Skills Implementation Plan – will co-ordinate the production of the draft for agreement and endorsement by the ESEWG and approval via the ERG respectively.

10.4.4 Differences to HPC

Lessons learned from the experience at HPC, and differing circumstances and context means there will be some key differences in the approach taken for SZC than previously for HPC.

What will be different	Why / What expected benefit will that bring
Early Workforce Information on SZC's requirements made available to share with local stakeholders around 5 years earlier than at the same point at Hinkley Point C.	Will enable SZC and Suffolk partners to embed this at an early stage and in advance of need into all relevant strategic planning and priority setting.
HPC does not have a Regional Skills Coordination Function in the same way as set out in the SZC Deed of Obligation. This function is delivered by the HPC Employment Affairs Unit.	HPC has been the only National Strategic Infrastructure Project in the South West. The situation in Suffolk and the East of England is very different and requires greater coordination between NSIPs.

The SZC Asset Skills Enhancement Capability (ASEC) fund will be phased in line with each Construction phase. At HPC, the majority of funds were invested early, leaving little available for later stages.	This will ensure funds are available throughout construction as the needs of the Project and the region evolve.
Building on lessons from HPC, ‘Inclusion, Diversity, Employment, and Skills Plans’ (IDESPs) will be formalised in supplier contracts with monitoring in place to capture social value and related metrics.	SZC is pioneering this new approach to ensure suppliers directly contribute to the Project’s objectives and ambitions on workforce and skills development

10.4.5 Assessment of Regional Skills Need

To maintain an in-depth understanding of the broader regional skills environment, the Assessment of Regional Skills Need will be reviewed and updated at least annually. This assessment is crucial in evaluating the skills landscape and identifying opportunities for regional workforce development.

The creation of an ‘Annual Report of Regional Skills Needs’ will be developed by the Regional Skills Coordination Function. This report, subject to approval by the ESEWG, will serve as a key component of the ASIP process. The Report is more than just a routine update; it is a strategic tool that captures the current state of regional skills, highlights progress, and outlines the future direction of our initiatives.

Input for this report will be gathered from an array of local and regional partners, including local businesses, project developers, industry bodies and networks, and education and skills delivery organisations. This collaborative approach ensures a diverse range of perspectives and insights, promoting a comprehensive understanding of the skills needs in our region.

To identify any potential skills gaps and shortages, data collection will be a crucial part of the process. Where necessary, a variety of methods will be used including surveys, interviews, and focus groups, and will also analyse existing reports such as the Technical Skills Legacy Report. This will allow us to collect relevant data and build an accurate picture of the current skills landscape.

The Report will feature a high-level evaluation of the regional training and education capabilities, reflecting on the capacity and effectiveness of local training and educational institutions in meeting the identified skills needs. This evaluation will provide insights into the effectiveness of existing programs and the readiness of our institutions to address emerging skills needs.

The Report will also identify any gaps or limitations in the existing training programs. It will explore opportunities for collaboration and partnerships to bridge those gaps, laying the groundwork for improved skills training and development across the region. Through this

comprehensive approach, we collectively aim to ensure the region has the right skills and capabilities to capitalise on future growth opportunities.

Based on SZC's 'Criticality' analysis for key skills, the following skills are likely to be required across a number of upcoming major projects in the East: These include, but is not limited to:

- Civil Engineers
- Construction Managers
- Construction Operatives
- Welders (Plate & Pipe)
- Mechanical Engineers
- Electrical Engineers
- Instrumentation Technicians
- Supervisors
- Project / Package Managers
- Planners & Schedulers
- Support Services including
 - Logistics,
 - HR,
 - IT Systems,
 - Finance,
 - Communications,
 - Hospitality, and
 - Administration.

10.5 Accelerating the UK's journey to net zero through skills

Sizewell C will help drive the East of England's coastal region as an integrated energy hub for the UK. With a thriving offshore wind sector, the Freeport East hydrogen hub and Sizewell B & C nuclear power stations, the region has potential to play a leading role in driving the UK towards net zero by 2050.

Sizewell C has potential to facilitate greater use of hydrogen across the network, laying the groundwork for a thriving industry which could create and sustain thousands of jobs in Suffolk and Norfolk. Providing the UK Government provides support for SMR and AMR technology, Sizewell C is also complementary to and will act as a bridge to those future technologies.

To drive maritime and on-land decarbonisation, hydrogen could be produced via nuclear energy at Sizewell B and then Sizewell C. By 2030, 1GW of hydrogen could be produced (largely from nuclear), equating to 20% of the 5GW hydrogen. Partnering with organisations including the Ports of Felixstowe and Harwich, Ryse, Wrightbus and JCB, a submission for a 'Freeport East Hydrogen Hub' was accepted by the Treasury in its March 2021 Budget – this has the potential to create 13,500 jobs in the East Anglia region.

Sizewell C is actively developing Direct Air Capture in partnership with Associated British Ports at Lowestoft. Nuclear is the lowest-cost producer of low carbon heat, a key component of DAC technology that could remove 1 megaton of carbon from the atmosphere, with the Government's ambition to remove 10 megatons of carbon by 2030.

Sizewell C commits to working with local partners to develop a deep understanding of future skills needs in new and emerging net zero technologies, such as hydrogen and CO2 capture, creating a diverse and inclusive net zero talent pool in the region.

11 Annual Skills Implementation Plans

The Annual Skills Implementation Plan is a critical component of the CWDS and is developed annually during the Construction Period. The plan translates the relevant CWDS and regional skills requirements for that year into implementation activities with regularly agreed key performance indicators.

The plan identifies the amounts to be released and allocated from the Asset Skills Enhancement and Capability Fund in respect of a particular Construction Phase with reference to and informed by the relevant CWDS. The plan also includes provisions for the targeted delivery of apprenticeships to Suffolk residents during the Construction Period.

The development process of the Annual Skills Implementation Plan involves the Regional Skills Coordination Function, in consultation with the Employment, Skills, and Education Working Group. The plan is submitted within three months after the Commencement Date and annually thereafter during the Construction Period on the anniversary of the approval of the prior Annual Skills Implementation Plan. The plan is subject to annual review and is designed to ensure effective and coordinated decision-making and implementation of the project's employment, skills, and education initiatives.

The Annual Skills Implementation Plan development process is a critical part of the CWDS and involves close collaboration between the Regional Skills Coordination Function and the Employment, Skills, and Education Working Group. The plan is developed annually and is designed to ensure that the Sizewell C project is meeting its employment, skills, and education objectives.

11.1 Integration with CWDS and Internal Governance

A key consideration of the Annual Skills Implementations Plans is the strategic alignment with Sizewell C's internal governance mechanisms. A key element of this integration involves the utilisation of the Project's innovative approach of using Inclusion and Diversity, Education and Skills Plans (IDESPs) developed in collaboration with our Supply Chain Partners. These IDESPs are carefully tailored to meet the specific skill requirements of the Sizewell C project, ensuring a seamless alignment between workforce needs and available talent.

Our relationship with Education and Academic Partners, as established through Memoranda of Understanding (MOUs), is pivotal in nurturing a dynamic learning ecosystem. These partnerships not only aid in the creation of a curriculum attuned to the project's demands but also facilitate the development of materials, experiences, and events aimed at fostering local talent. Our engagement with Social Partners under separate MOU enhances the social and community aspects of our initiatives, promoting inclusion and meaningful engagement with local stakeholders.

Internally, these collaborative efforts converge within the Sizewell C Employment and Skills Impact Forum (ESIF). This forum serves as a forum for strategic discussions, knowledge

sharing, and cross-functional coordination. Sponsored by Sizewell C's HR Director, the forum not only oversees the efficiency of our employment and skills initiatives but also channels valuable insights into the broader spectrum of organisational capabilities. Its recommendations and insights cascade upward, informing the decision-making processes of the Sizewell C Organizational Capability Committee.

The integrated framework that intertwines CWDS alignment, IDESP deployment, MOU engagements, and internal coordination is a testament to Sizewell C's commitment to creating a skilled, empowered, and socially conscious workforce. This structured approach ensures that our initiatives are not isolated efforts but rather integral components of a holistic strategy, cementing Sizewell C's role as a responsible driver of regional development and opportunity.

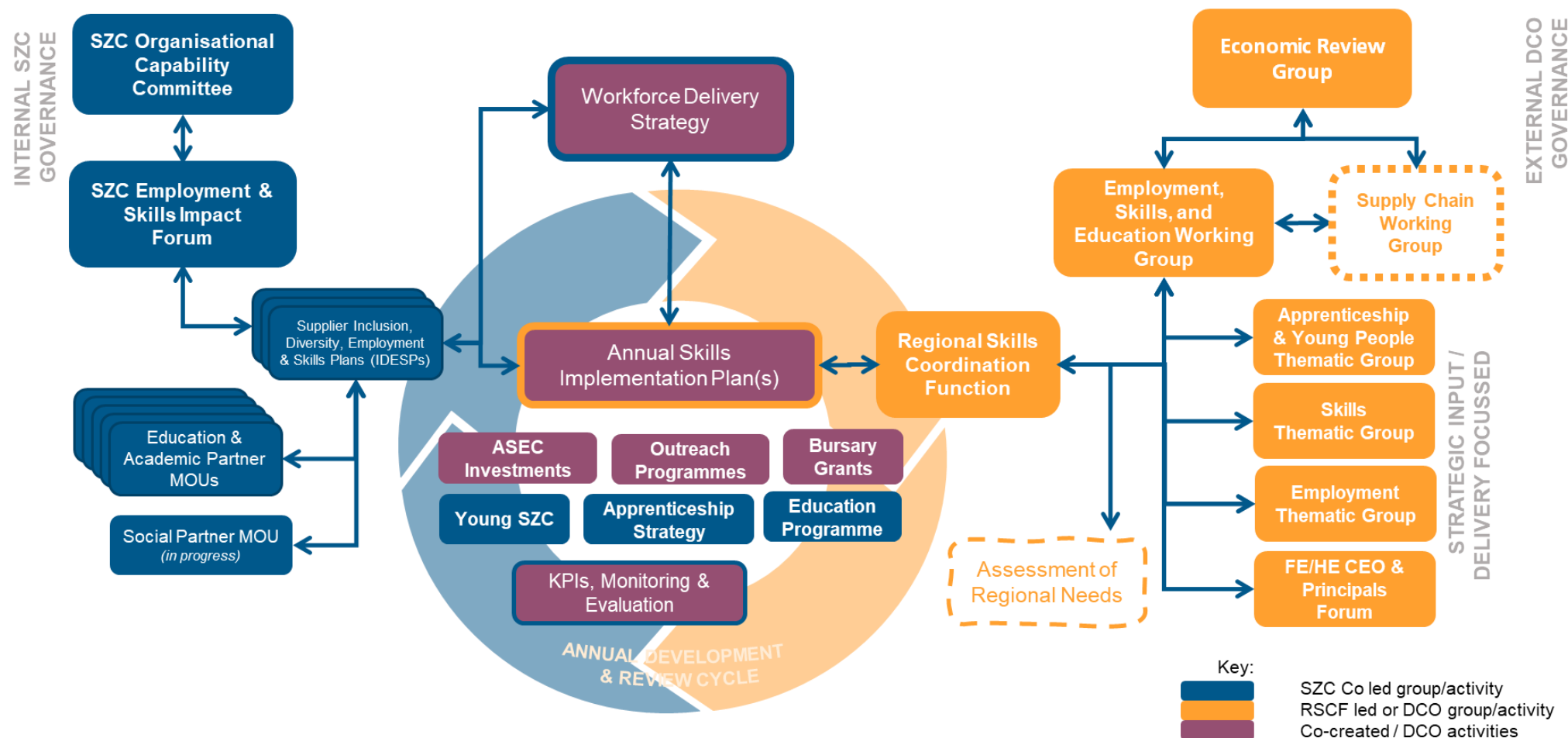


Figure 12 - Annual Skills Implementation Plan development process, showing SZC internal governance and External DCO governance models.

11.2 Developing the first Annual Skills Implementation Plan

Regarding the development of the first Annual Skills Implementation Plan (ASIP), the following approach can be taken:

- a) Establish a project team responsible for developing the ASIP. The team should include representatives from the Regional Skills Coordination Function, the indicative membership of the Employment, Skills, and Education Working Group, Thematic Groups, and other relevant stakeholders.
- b) Review the CWDS (this document) to identify the skills requirements for the Sizewell C project. This review should include an assessment of the current and future skills needs, as well as any gaps in the existing workforce.
- c) Identify the key performance indicators (KPIs) that will be used to measure the success of the ASIP. These KPIs should be aligned with the objectives of the CWDS and should be specific, measurable, achievable, relevant, and time-bound.
- d) Develop a detailed implementation plan that outlines the activities that will be undertaken to achieve the objectives of the ASIP. This plan should include timelines, responsibilities, and resource requirements.
- e) Identify the amounts to be released and allocated from the Asset Skills Enhancement and Capability Fund, and Employment Outreach Fund, in respect of a particular Construction Phase with reference to and informed by the relevant CWDS.
- f) Consult with relevant stakeholders, including local authorities, education providers, and industry bodies, to ensure that the ASIP is aligned with regional skills requirements and best practices.
- g) Submit the draft ASIP to the Employment, Skills, and Education Working Group for review and approval.
- h) Implement the ASIP and monitor progress against the KPIs. Regular reviews, including standing agenda items for meetings of the Thematic Groups and Working Group, should be conducted to assess the effectiveness of the ASIP and to identify any areas for improvement.

By following this approach, the first ASIP can be developed in a structured and comprehensive manner, ensuring that it is aligned with the objectives of the CWDS and regional skills requirements.

11.3 Asset Skills Enhancement Capability Fund – pipeline of early investments

Key lessons garnered from the Hinkley Point C (HPC) project emphasize the importance of synchronizing the Asset Skills Enhancement and Capability (ASEC) Funds with each distinct phase of a project and aligning them with the endorsed Annual Implementation Plans.

Within the Sizewell C (SZC) Deed of Obligation, a well-defined framework allocates the ASEC fund based on a meticulously structured formula:

- During the initiation of Site Operations, Support Services, and Enabling Works (Phase 1) of the Comprehensive Workforce Delivery Strategy (CWDS) at Stage 1, a portion of 15% to 25% of the ASEC fund is earmarked.
- As the Main Civil Construction phase (Phase 2) advances and the CWDS evolves in Stage 1, a substantial allocation of 35% to 45% of the ASEC fund is apportioned.
- The later phase, involving the Mechanical, Electrical, and HVAC (MEH) workforce (Phase 3) under Stage 2 of CWDS, also garners an allocation within the range of 35% to 45% of the ASEC fund.

These funds are meticulously channelled into projects and initiatives that nest within the regional skills and training infrastructure. They are meticulously tailored to resonate with the needs of the Project, offering essential support to Contractors and aligning harmoniously with wider industrial agreements formed among the Project, suppliers, and regional stakeholders.

In developing an early pipeline of investments under the ASEC fund, the following areas might be considered, based on the early skills needs of the Project. Concepts and applications for ASEC funding support should align with the strengths and development strategy for each education institute wherever possible.

Site Operations, Support Services, and Enabling Works (Phase 1):

- **Facility Upgrades and Equipment:** Invest in modernising and equipping the training facilities at the Suffolk FE colleges. This includes upgrading workshops, classrooms, and labs to mirror real-world project environments.
- **Construction Simulation Labs:** Establish state-of-the-art construction simulation labs where students can practice site operations, safety protocols, and equipment handling in a controlled environment.
- **Health and Safety Training Centre:** Create a dedicated centre for health and safety training. This can include mock construction sites with safety scenarios to ensure workers are well-versed in on-site precautions.
- **Digital Construction Training:** Develop a centre for digital construction training, providing hands-on experience with construction technology and software used in site operations.
- **Construction General Operatives:** Implement specialised curriculum and training modules to enhance the skills of Construction General Operatives, focusing on foundational construction techniques, site safety, and equipment operation.

- **Steel fixers:** Develop targeted training and facilities for Steel fixers, covering advanced steel reinforcement techniques, welding of structural components, and precision in construction detailing.
- **Welders:** Launch comprehensive welding programs, encompassing various welding methods, safety protocols, and quality control measures to foster skilled welders vital to project integrity.
- **Mobile Training Units:** Set up mobile training units equipped with the necessary tools and equipment. These units can be deployed to various sites, ensuring convenient access to training for workers.

Main Civil Construction (Phase 2):

- **Advanced Trades Workshops:** Establish advanced trades workshops that simulate real-world civil construction scenarios. This can include specialised areas for carpentry, masonry, welding, and more.
- **Structural Testing Facilities:** Create facilities for testing structural components and materials, allowing students to gain practical insights into the quality and integrity of construction materials.
- **Construction Project Management Lab:** Develop a lab focused on construction project management, where students can learn about project planning, scheduling, cost estimation, and coordination.
- **Site Logistics Training:** Set up a training facility that simulates site logistics and material management. This can help workers understand the efficient flow of materials on a construction site.

Where there is capital investment included in some proposed areas, this not only enhances the capabilities of the FE colleges but also contributes to the long-term development of the local workforce and infrastructure. This strategic approach ensures that the ASEC fund has a direct and tangible impact on the quality of training, skills, and expertise within the construction industry, aligning perfectly with the project's objectives and the educational partners' capacities.

12 Governance & Reporting

12.1 Education, Skills, Employment and Supply Chain Working Group

The Education, Skills, Employment and Supply Chain Working Group (ESEWG) is a group established under the Sizewell C Project Development Consent Order. Its purpose is to oversee the development and implementation of the Annual Skills Implementation Plan, which aims to ensure that the Sizewell C project provides opportunities for local employment, skills development, and supply chain engagement.

The ESEWG is responsible for reviewing and approving the Annual Skills Implementation Plan, as well as monitoring its progress and effectiveness. It also sets metrics and key performance indicators to measure the effectiveness of education and inspiration activities, and provides feedback on draft programmes of these activities.

The ESEWG is required to meet no later than three months after the Commencement Date, and thereafter at least twice per year, but most likely will be quarterly. It will be chaired by a representative of the Regional Skills Coordination Function, embedded within Suffolk County Council.

In addition to its role in overseeing the Annual Skills Implementation Plan, the ESEWG also has a broader remit to promote employment, skills, and supply chain opportunities in the region. It works closely with local authorities, educational institutions, and other stakeholders to identify and address skills gaps and other barriers to employment and supply chain engagement.

Overall, the ESEWG plays a critical role in ensuring that the Sizewell C project delivers tangible benefits to the local community in terms of employment, skills development, and economic growth.

12.2 Thematic Groups

In addition to the ESEWG, SZC will establish four Thematic Groups to support and influence strategy and delivery of employment, skills, and education activities. These groups are responsible for developing and implementing specific programmes and initiatives related to their respective themes, aligned to DCO funding commitments. The initial four thematic groups are:

- Further Education / Higher Education Principals and CEOs Forum
- Employment Outreach Thematic Group
- Skills Infrastructure Thematic Group
- Education, Apprenticeships, and Young People Thematic Group

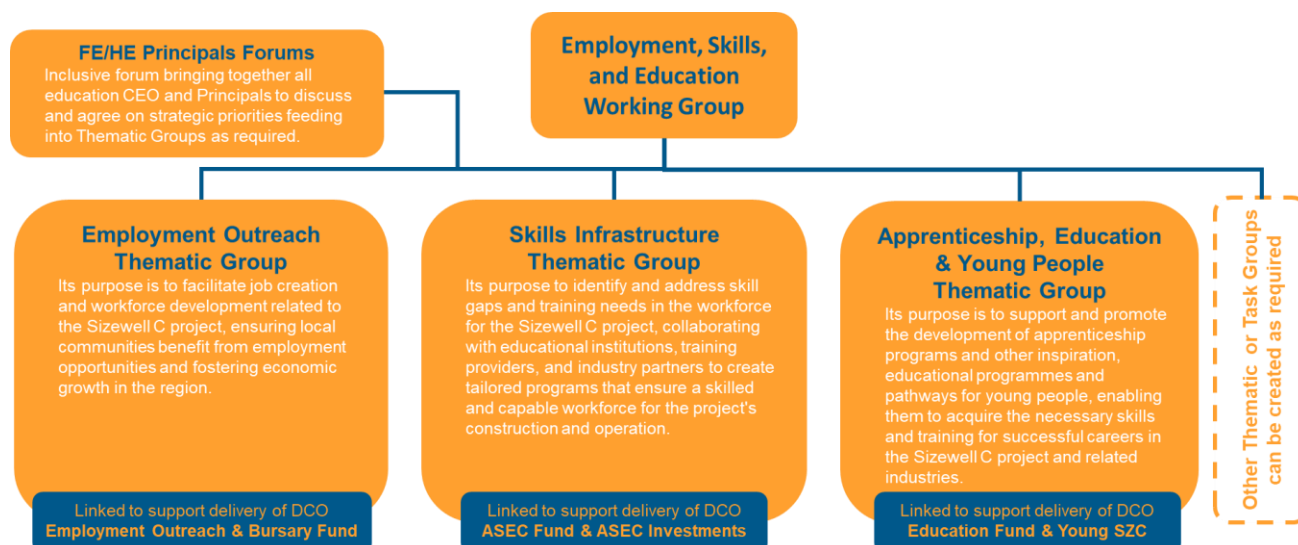


Figure 13 - DCO Governance Model - ESEWG and Thematic Groups

The **Further Education / Higher Education Principals and CEOs Forum** for Sizewell C represents a visionary convergence of senior leadership from educational institutions in Norfolk, Suffolk, and Essex. The forum's primary objective is to bring together these education leaders to coordinate strategies and ensure streamlined efforts in the context of the Sizewell C project and broader regional educational needs. By aligning the leadership from these regions, the forum seeks to address challenges efficiently, leverage opportunities, and establish best practices for the benefit of the educational community and the region's industries.

The Thematic Group for **Employment Outreach** is responsible for developing and implementing initiatives to promote local employment opportunities, including apprenticeships, graduate programmes, and other training and development programmes. It works closely with local authorities, educational institutions, and other stakeholders to identify skills gaps and other barriers to employment, and to develop targeted interventions to address these issues. It will help to guide activities and support delivery of the **£1.6m Employment Outreach Fund** and **£750k Bursary Scheme**.

The Thematic Group for **Skills Infrastructure** is responsible for developing and implementing initiatives to promote skills development and training opportunities, including vocational training, adult education, and other skills development programmes. It works closely with local educational institutions and other stakeholders to identify skills gaps and to develop targeted interventions to address these issues. It will help to guide investments and support delivery of the **£7.8m Asset Skills Enhancement Capability Fund**, and working with the project's Supply Chain Partners, will identify opportunities to leverage and match with the **£5m Asset Skills Enhancement Capability Investments**.

The Thematic Group for **Young People** is responsible for developing and implementing initiatives to inspire and engage young people in the Sizewell C project and related industries.

This includes developing a programme of funded activity, resources, and content to engage and inspire young people in Suffolk to follow a pathway in science, technology, engineering, and mathematics (STEM), with the primary aim of raising aspiration and attracting school leavers into a career in construction or engineering. It will help to guide activities and support delivery of the **£1m Education Programme**.

Apprenticeships are a key focus of the Sizewell C project, and the Thematic Group for Young People plays a critical role in promoting and **supporting apprenticeships** in the local community. The group is responsible for developing and implementing initiatives to inspire and engage young people in the Sizewell C project and related industries, including providing young people with the first opportunity to see and access Apprenticeships on the Project.

The group is also responsible for helping to shape events, experiences, applications, communications, information, and guidance that enhance the curriculum and the student experience in Suffolk. This includes providing young people with the first opportunity to see and access Apprenticeships on the Project, as well as providing links to the supply chain through work experience, advice, and information.

These Thematic Groups will work closely with the ESEWG to ensure that their programmes and initiatives are aligned with the broader goals of the Annual Skills Implementation Plan and the Sizewell C project as a whole.

13 CWDS Monitoring

The CWDS for the Sizewell C project plays an integral role in shaping the workforce direction. To ensure that our strategic approach is being executed efficiently, SZC will establish a comprehensive monitoring process, complementing the Regional Skills Coordination Function, annual Assessment of Regional Need, and the development of Annual Skills Implementation Plans.

This process focuses on evaluating the success of the strategies we've instituted in education, employment, skills, and training. SZC also recognise the dynamic nature of such projects, so the process also encompasses identifying any emerging impacts in education, skills, and employment, ensuring that our strategies can adapt and evolve accordingly.

sWithin the CWDS framework, SZC have embedded certain measures, some of which are contractually bound, that obligate both contractors and subcontractors to emphasise the local benefits in terms of employment, skills, and training tied to the roles they bring to the project. The Sizewell C Employment and Training Prospectus, a pivotal element of our communications strategy, undergoes an annual review aligned with the relevant CWDS, itself updated at least triennially. This not only ensures the content's relevance but also harmonises it with the needs and suggestions of the Employment, Skills, and Education Working Group, facilitating its effective use by stakeholders.

Our monitoring framework will be strongly linked to continuous improvement and ongoing review by our Governance arrangements. It is central to ensuring that the Sizewell C project consistently meets its employment, skills, and education targets. Through consistent reviews, feedback loops, and proactive adaptation, SZC aims to solidify the project's commitment to the local community and establish a meaningful legacy for the entire region.

14 Annexes

High Demand Technical Roles	Qualification Level
Construction Trade and Lifting Supervisors	Level 3, CILM / NECS (MEH)
Steel Fixers	Level 2
Lifting Operatives	Level 2
Formwork Operatives	Level 2
Concreters	Levels 2 and 3
Plate Welders	Level 2
Pipe Welders	Level 3
Mechanical Fitters	Level 3
Duct Workers	Level 2
Platers	Level 2
Cable Pullers	Levels 1 and 2
Jointers (Electricians)	Level 4
Riggers	Level 2
NDT Technicians	Levels 4 and 5
Technicians Other (Concrete, Ground, Road)	Levels 4 and 5
Site Engineers	Levels 5 and 6
Digital Engineers	Level 6
Geospatial Engineers	Level 6
Materials Engineers	Level 6
Engineering and Construction Project Managers	Levels 6 and 7
Civil Engineers	Level 6
Project Planners/Schedulers	Level 6

Table 1 - High Demand Technical Roles and Qualification Levels

