

Building the Future: Skills, Capability and Leadership

Chris Young

Sizewell C, Head of the Employment Affairs Unit

People, Employment & Skills are fundamentally important to Sizewell C

They are at the heart of a safe & successful project

We are committed to creating an inclusive and diverse workforce, creating good jobs for local people, and leaving a lasting legacy of high value skills.

1 . Our Project

Powering Britain's future

Sizewell C

Always-on, clean electricity into the next century



2 UK EPR units
3.2GW
6 million homes
60+ years

Why we need nuclear

Constant clean power adds stability and resilience to the electricity grid

The UK's annual electricity demand is around

322 TWh

By 2050 it could be

560-800 TWh

In **2025**

nuclear provided

12%

of the UK's electricity.

By 2030

Sizewell B

will be the only existing plant still in operation.

Energy Security

Always-on clean power made in Britain

Grid stability and resilience

Secure sites

Small land footprint

Lower system costs

Growth in data centres and AI

UK EPR units 3 and 4

Sizewell C

Replication underpins successful financing

80%

above-ground
copy of HPC



Construction underway

We are achieving our construction milestones on time and on budget



2024

construction started

2,300

workers on site today

40+

areas of activity

24

site milestones achieved
safely in 2024

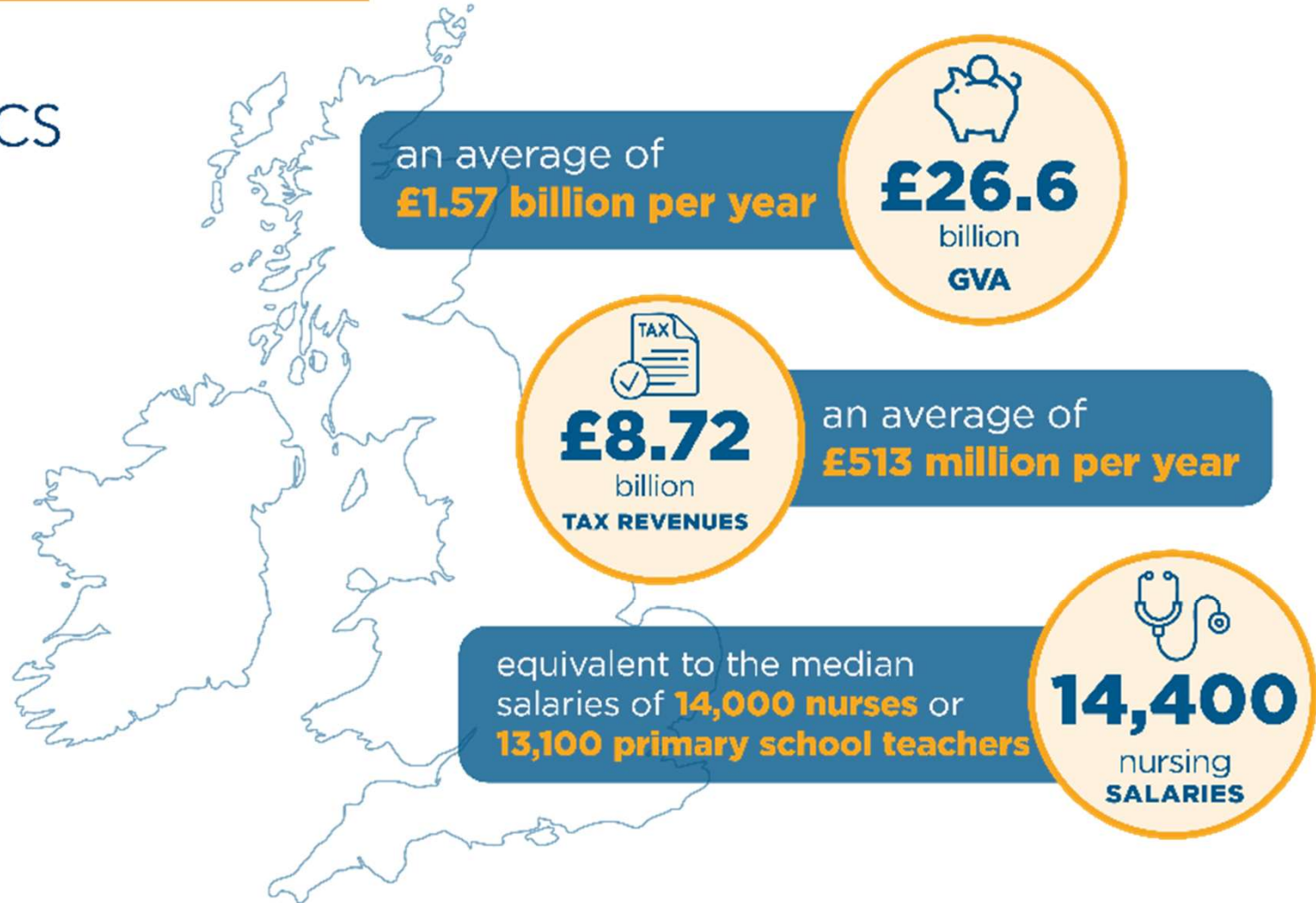
Oxford Economic Impact Report

Driving UK growth in construction and operation



THE ECONOMIC IMPACT OF SIZEWELL C

CONSTRUCTION PHASE
THE INVESTMENT WILL
CUMULATIVELY
GENERATE:



Our communities

Bringing lasting change for the better to East Suffolk

14

community forums held
in 2024

63

town and parish council
engagements

**Sizewell
Creative** launched

£1.1m

from Community Fund
awarded to 11
organisations



Sizewell C School Council



Noye's Floode



St Elizabeth's Hospice charity walk



Leiston Film Festival

Project timeline

Pre-2020

10 years of project development including

75,000 page environmental impact assessment

Multiple rounds of consultation

Development of the detailed HPC design

ONR agreements

Community engagement



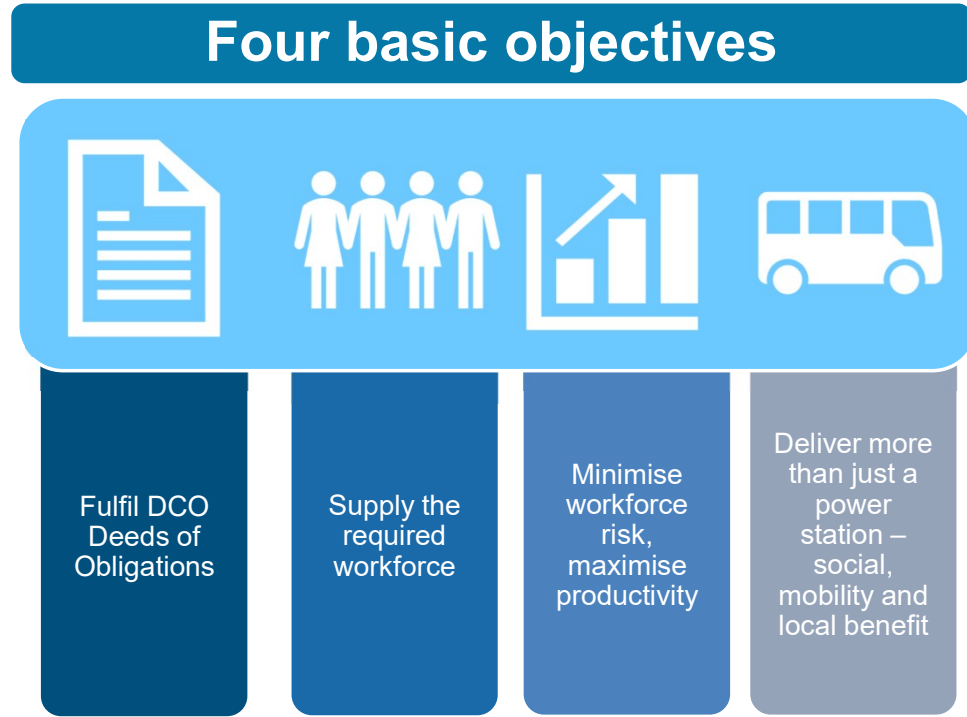
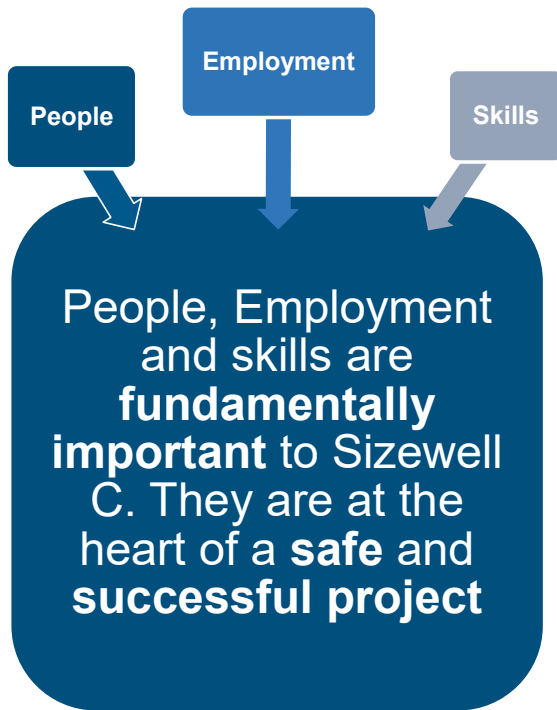
Our Strategy & Activity

Our Sizewell C Workforce



Success at Sizewell C

The heart of how we are helping people at Sizewell C succeed






We are committed to creating an inclusive and diverse workforce, creating good jobs for local people, and leaving a lasting legacy of high value skills.

Building Sizewell C

Commitment to our ambition to be the best

Our People Strategy will deliver...

-  A robust workforce plan that governs how and when we will deliver resource to the project
-  A published roadmap of work to be completed and progression against it
-  Agreeing capability metrics that align to performance ambition
-  Working practices that allow flexibility and encourage inclusivity



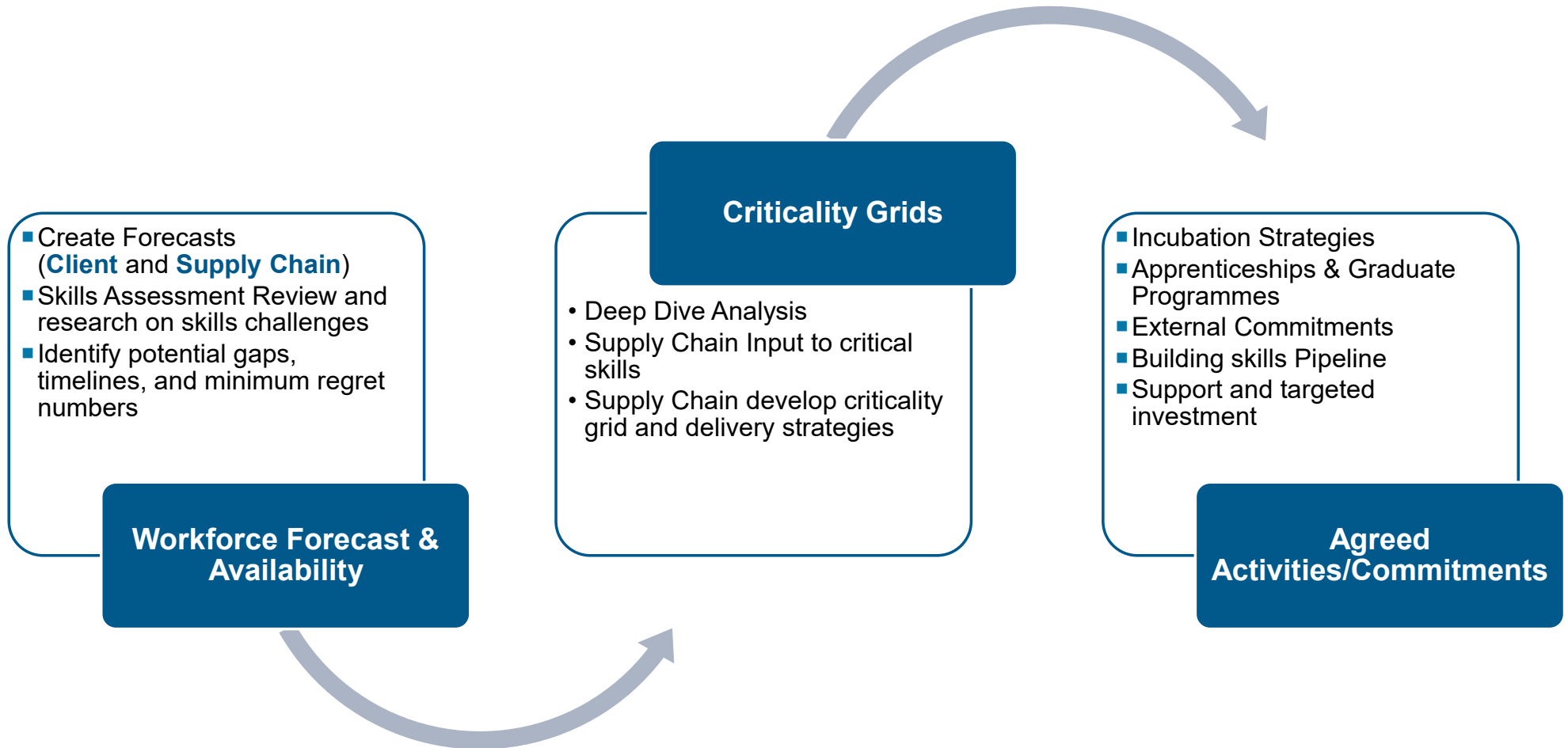
We will continuously learn from and measure our output with...

- The construction phase will facilitate an estimated **256,000** years of employment across the UK workforce, or an average of **15,000** job years per year
- Ensure **meaningful social value is sustained**, providing clarity on the right skills needed
- Publishing **transparent** information that will demonstrate, diverse and inclusive working practices



Action Plans Create Workforce Delivery Strategy

Enabled through Collaboration and Contractual Agreements



The Construction Workforce

(alliance and contractor personnel)

SZC has set three ambitious goals to help drive our people and workforce centric approach:

1. **50%** of our workforce to have worked at HPC or other EPR construction projects previously.
2. **30%** of our workforce will live in Suffolk and within a 90-minute travelling radius to site.
3. **20%** of our workforce to be new entrants to the industry (Construction & Nuclear).

To support the understanding of all phases of the construction lifecycle and specifically our contractor and supply chain workforce, three elements of existing and on-going forecasting are being brought together.

In doing so all three elements can be managed and coordinated to produce role-based forecasts to support site delivery and operations in identifying personnel requirement and movement.

1. SZC Early Forecasts

The overall shape and numbers have been influenced by lessons learned from HPC, including any assumptions based on HPC's delays being avoided (e.g. Covid) and potential for productivity improvements to be applied.

2. IDESP Role-Based Templates

Developed to capture Job Family and role-based forecasts like the one's originally completed for HPC. Completion is enabled through the contractual obligation for contractors to deliver Inclusion, Diversity, Employment and Skills Plans (IDESPs).

Templates align with the Job Families and roles within the Civils and Mechanical C&Qs and SZC on-boarding matrix.

3. HPC Actuals

HPC provides a valuable source of data to show 'who turned up to build what' - and to refine the role-based forecasting (construction and non-construction).

An analysis of HPC Workforce 'Actuals' over the first 3 to 5 years in taking place with the results being used to produce a set of labour coefficients for use in future SZC forecasting models.

Personnel Movement: Incentives and Initiatives

SZC's Jobs Service is designed to connect workforce transition between HPC and SZC, helping transfer skills and experience as demand shifts across projects.

It also supports new entrants and inclusion, enables re-brokering and retraining into project roles, and helps improve productivity, strengthen retention, and embed a strong safety and nuclear culture.

The screenshot shows the Sizewell C website's careers page. The main heading is 'Current Vacancies at Sizewell C'. Below it, there is a section titled 'Transferable Curriculum from HPC' which lists various skills and experience from HPC projects that are relevant to SZC roles. The list includes:

- Skills in... (e.g., Project Management, Quality Assurance, Health and Safety)
- Experience in... (e.g., Construction, Commissioning, Decommissioning)
- Knowledge of... (e.g., Nuclear Safety, Environmental Protection)
- Ability to... (e.g., Work in a team, Follow instructions, Adapt to change)

There is also a 'Ready to retrain?' badge and a note about support for workforce transition through ASGC Part 1.



Lessons Learnt

The SZC Solidarity Project established a shared workforce framework across Alliance and Contract Partners, HPC colleagues, and Trade Union representatives, drawing on HPC experience and lessons to support fair and equitable people management at SZC.

It is built around strong health, safety, and welfare standards, an inclusive workplace, transparent direct recruitment, and targeted skills and career development - strengthening workforce capability, delivering social value, and supporting leading terms and conditions of employment.

Turning Aspiration into Action

Sizewell C has already delivered a number of key activities to support skills and development

NEW COLLEGE ON THE COAST & TRAINING CENTRES TO BE BUILT



YOUNG SIZEWELL C & POWER UP PROGRAMMES ACTIVE



SZC JOBS SERVICE OPERATIONAL AND BEING BOOSTED LATER THIS YEAR

VIEW OUR CONTRACT PARTNER ROLES AT SIZEWELL C



CONSTRUCTIONARIUM – UP TO 40 STUDENTS BUILT A SCALE MODEL OF THE GHERKIN AT THE NATIONAL CONSTRUCTION COLLEGE – SOME OF THE PARTICIPANTS ACCEPTED AN APPRENTICESHIP OFFER AT SIZEWELL C



Activity & Engagement Overview

Reaching the Unemployed and Hard to Reach Groups

[Ex] Offenders

- HMPPS / DWP

Our Challenges

- Identifying offsite roles in compliance ONR with suppliers.
- Engagement from the local Prisons to work in a timely and Sequential process.
- Limited availability and Scope for bootcamp funding In partnership with Flannery's.

Successes / Update

- HMP ROTL programme Dec 25 resulting in 4 successful outcomes.
- 2nd ROTL programme Booked for 15/06/26 with 5 Inmates from HMP Hollesley Bay. Supported interviews from Kier & Galldris, off-site roles.



Department
for Work &
Pensions



HM Prison &
Probation Service

Veterans

- MoD

Our Challenges

- Supporting Suppliers to plug into natural occurring activity in the region and with our education partners.
- Engagement with MOD Referrals when out of service, also leaving service for day Release to attend courses.

Successes / Update

- "Building Heroes" Construction Programme in Partnership with WSC / EEG Planned for August 2026, cohort Size 8, for Ex and current East Anglia Veterans.



Ministry
of Defence

Unemployed

- DWP

Our Challenges

- Lack of uptake for referrals for pre-employment bootcamps and programmes.
- Low Engagement from past Sizewell C job fairs.
- Poor candidate tracking of successful outcomes

Successes / Update

- "Skills Bootcamps" at Lound Partnership with Flannery's and ECC Construction Plant tickets. Past 3 months programmes, **c.30 outcomes** supporting Project.
- "SNC Construction Operative" 3-week course in July 2026. Cohort of 6/8 learners from DWP



Department
for Work &
Pensions

Care Leavers

- SCC

Our Challenges

- "Future Proof" in Partnership with West Suffolk College, experienced poor referrals from Social workers.
- Lack of education around The projects employment offer to Suffolk County Council & The Family business.

Successes / Update

- Hosted a successful event At OLP 06/05/26 to address the Challenges above.
- Resulted in a higher update For Pilot 2 starting on 01/06/26. Cohort size 6/7 of Care Leavers.



NEETS

- Education Sector

Our Challenges

- "ECITB work ready" in Partnership with East Coast College programme has been delayed due to lack of numbers Referred from DWP in Lowestoft.
- Funding challenge as a pilot Programme through ECITB for Sustainability.
- Requested for CSCS card to be included in design, currently not confirmed, waiting for July 7th planning meeting at ECC.

Our Successes / Update

- Cohort planned for delivery September 2026.



Department
for Education

Sizewell C Job Service

Building our Talent Pool Pipeline

5946

Active registrants

2387

Suffolk registrants

571

Norfolk registrants

915

Essex registrants

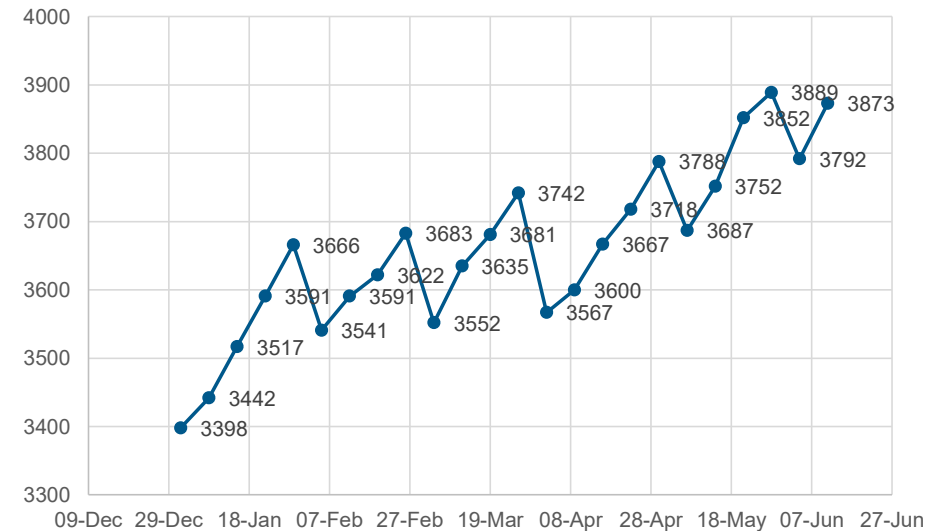
2079

Outside (SNE) registrants

1866

Roles posted on Job Service

Suffolk, Norfolk, Essex
Job Service Registrations 2026

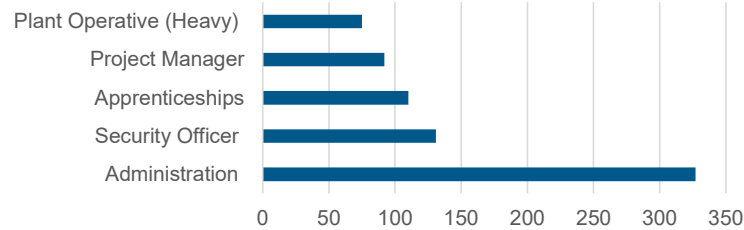


Monthly Purge: Candidates who have not logged into the system for 12months are removed

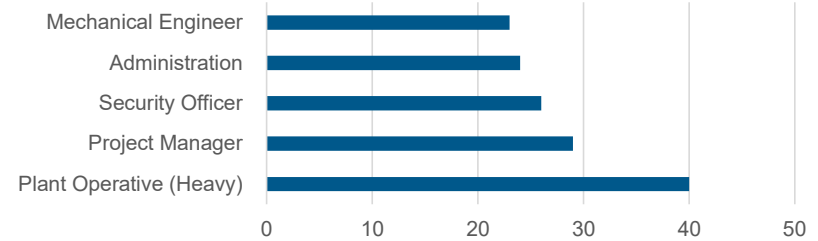
'The online Sizewell C Job Service has posted over 1800 vacancies and is used by >40 Employers. Almost 6000 registrants have identified Job Families they are interested in and are kept up to date when these go live.' June 2026

Understanding our Talent Pool Pipeline

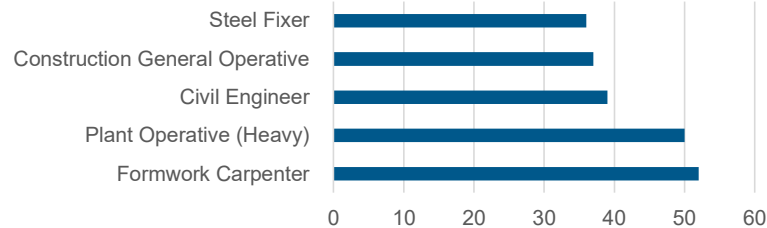
Suffolk Top 5 Employment Choices



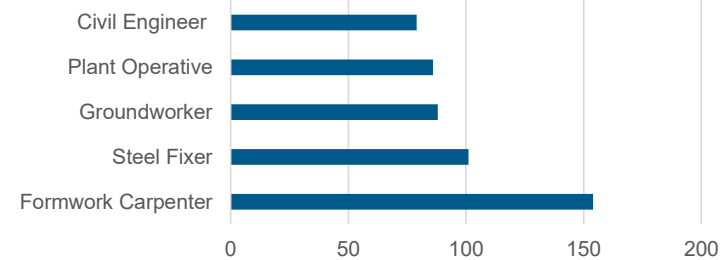
Norfolk Top 5 Employment Choices



Essex Top 5 Employment Choices



Rest of UK Top 5 Employment Choices



'By understanding what roles our registrant talent pool are interested in, we are able to identify Nationwide interest, & proactively address gaps where they exist, both in interest and available skills in the market.'

Sizewell C Apprenticeship dataset

Meeting our 1500 Apprenticeship Commitment

123

Apprentices
8.2% of 1500

29

different
providers

32

different
courses

81

Suffolk residents
15% of 540

54

different postal
codes

13

different employers

70

different secondary
schools

74

different
primary schools

3345

Young Sizewell C
registrants



'Our local outreach activities continue to raise the profile of Apprenticeship opportunities. By employing local candidates, we embed ourselves as trusted, accessible and an 'employer of choice' throughout the East of England.'

Sizewell C Apprenticeship Case Studies

Apprentice outcomes throughout Suffolk



Thomas L
Ipswich, Suffolk

Civil Engineer
Level 6

University of Suffolk

CWA (Bouygues)

"This is a great opportunity for me, doing this apprenticeship means I could stay home rather than having to move to get a great apprenticeship."



Jacob D
Halesworth, Suffolk

Civil Engineer
Level 6

Anglia Ruskin University

CWA (Bouygues)

"Sizewell C is such a mega project, and it's exciting to be a part of it, especially playing a crucial role as the land surveying team. My hope is to continue developing my knowledge so I can play a crucial role in survey team as the project advances."



Lewis D
Southwold, Suffolk

Business Administration
Level 3

East Coast College

Sizewell C

"Working on a project the scale of SZC is incredible. The opportunity to work here has been great and I don't think I'll ever work on a bigger project in my lifetime again."



Gemma D
Leiston, Suffolk

Business Administration
Level 3

East Coast College

Sizewell C

"It means a lot to be working on such a large project at a young age, and I feel incredibly proud. It's great to be involved in something local that, in the future, I can look back on, knowing I played a part in creating an lasting legacy."



Leon G
Lowestoft, Suffolk

Quality Apprentice
Level 6

Suffolk New College

Sizewell C

"The engineering side especially appealed to me, as it's a large-scale project where you can see the final outcome. That really aligned with what I enjoyed most during my course. It also felt an important opportunity for both myself & wider region"

Supporting National Strategies and Inter-Project Collaboration

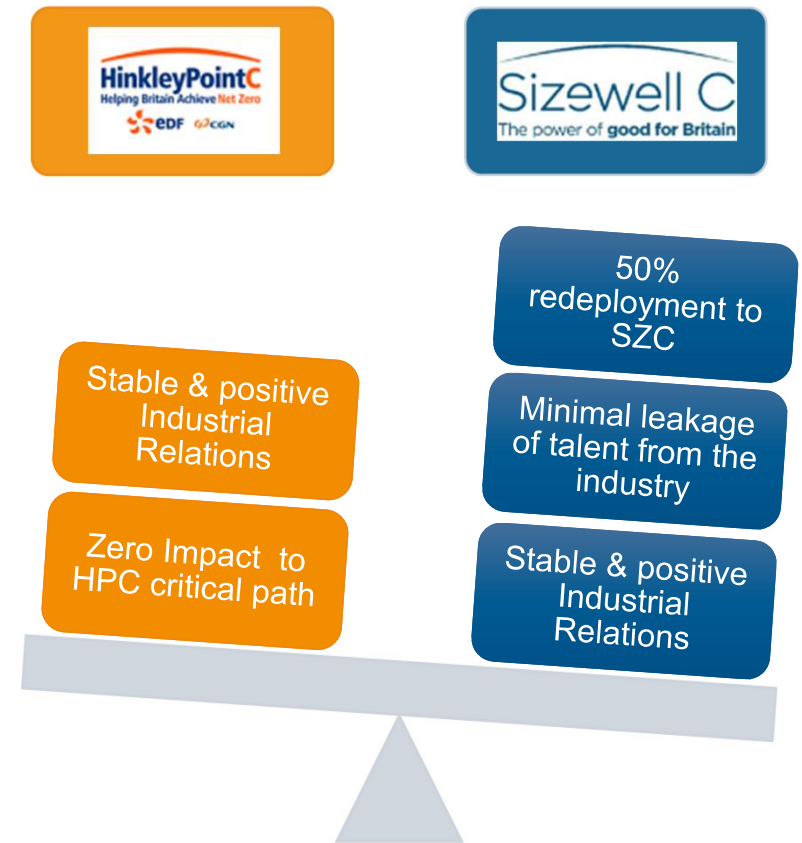
HPC & SZC Personnel Movement Strategy

The UK's nuclear new-build programme is entering a pivotal phase. As HPC moves through peak delivery and begins phased demobilisation across civil construction, SZC must mobilise a similarly large skilled workforce in a controlled and predictable way.

To achieve this without compromising either programme, we are designing a joint workforce transition model with the objective to create a single, connected pipeline of nuclear construction talent that protects HPC delivery while positioning SZC with the right skills at the right time.

- **This approach will retain**, redeploy, and grow critical UK nuclear capability, reducing the loss of hard-won expertise and the cost of re-recruiting key roles. It will also give workers - from senior specialists to frontline construction personnel - clear pathways to move between projects.
- **Success will depend on fair**, coordinated engagement with Trade Unions, supply chain partners, and project leadership to co-design transparent mobility arrangements and sustain stable industrial relations. It will also require disciplined sequencing, planning, training, and communications across both projects.

This is not simply a workforce movement exercise; it is a strategic enabler of delivery certainty for the UK nuclear programme.



Construction and Infrastructure

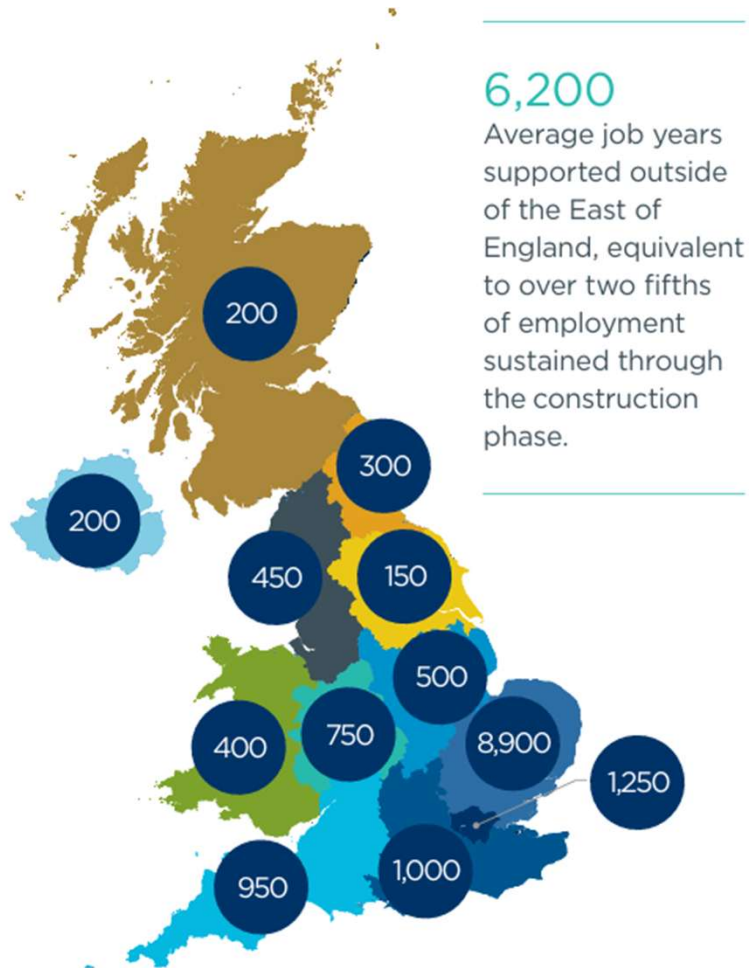
A Destination of Choice

Our aim is to make SZC, construction and infrastructure, **career destinations of choice**, where the sector's visibility, career progression routes, and technical capabilities are seen as world leading.

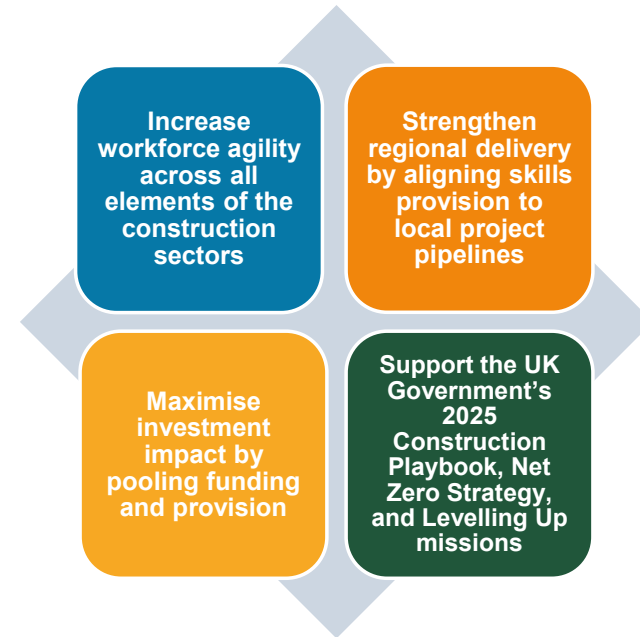
- **Purposeful:** Delivering a life-changing project that powers the economy, communities, and the environment
- **Progressive:** Offering modern, digitally enabled, and sustainable policy and therefore careers
- **Professional:** Providing clear, respected and transferable career pathways



Building a Harmonised Infrastructure Skills System



Source: Oxford Economics



- Demand-led and tiered = fit-for-purpose, agile workforce
- Enablers working together deliver maximum impact
- Replicate proven models like Sizewell C nationwide

5. In Summary

Summary

Key points to take away

1. We are fully **committed** to the people, skills and local employment agenda
2. **Collaboration** with HPC is crucial to enable Sizewell C to deliver its ambitions on skills, education, and employment
3. Our regional **skills legacy** is the long-term ambition what we will benefit from – a rich and diverse highly skilled regional talent pool
4. We need **Major Project Partner** support, engagement, and commitment to the people and skills agenda for that to be fulfilled

Building One Sizewell C

Through intelligent workforce planning have our people in the right place, doing the right work at the right time.

Attracting, Retaining & Engaging our people

Building a highly skilled, agile and diverse workforce that exemplifies our culture and completes work with safety, quality, time and cost at the heart of it. This will be underpinned by reward and benefits that will encourage the right values and priorities through the delivery of the project.

Talent Development

Create a learning culture, career pathways and opportunities for everyone to be the best they can be. Prioritising nuclear safety and licensing commitments in an environment that promotes continuous learning.

Darryn, Faith and Louis, Lowestoft

Bootcamp learners – Now working at Sizewell C

At the **Operator Skills Hub in Lound**, Darryn, Faith and Louis successfully completed their **Traffic Marshal training**, marking an important step towards starting their careers in industry.

Following their training, all three learners were interviewed and offered job opportunities, demonstrating how the Skills Hub helps turn practical training into real employment pathways.

Their success highlights the impact of accessible, industry-led training in supporting local people, developing valuable skills and creating meaningful opportunities within the construction and plant operations sector.

This achievement also reflects the wider purpose of the Operator Skills Hub: to invest in people, strengthen local communities and help build the workforce of the future.

Darryn, Faith and Louis' story is a strong example of how targeted training, employer engagement and local support can help learners take confident first steps into employment.



Phillip Harold, Lowestoft

Bootcamp learner – Now working at Sizewell C

Classified as a **NEET** when starting, after completing a Skills Bootcamp Phillip Harold is now working on site in and around the Sizewell area, operating both a Track Dumper and an Articulated Dum Truck.

Since moving onto site, Phillip has continued to develop his skills while gaining valuable on-the-job experience, supported by **Flannery's** site teams.

Phillip's journey shows how Skills Bootcamps create a strong foundation - combining practical training, recognised qualifications and ongoing support to help learners transition confidently into site-ready roles. With opportunities to continue learning and return to training to upskill further, the pathway doesn't stop at completion.

Stories like Phillip's reflect the impact of Skills Bootcamps in Suffolk, supporting local employment, strengthening the workforce and helping individuals build sustainable careers close to home.

