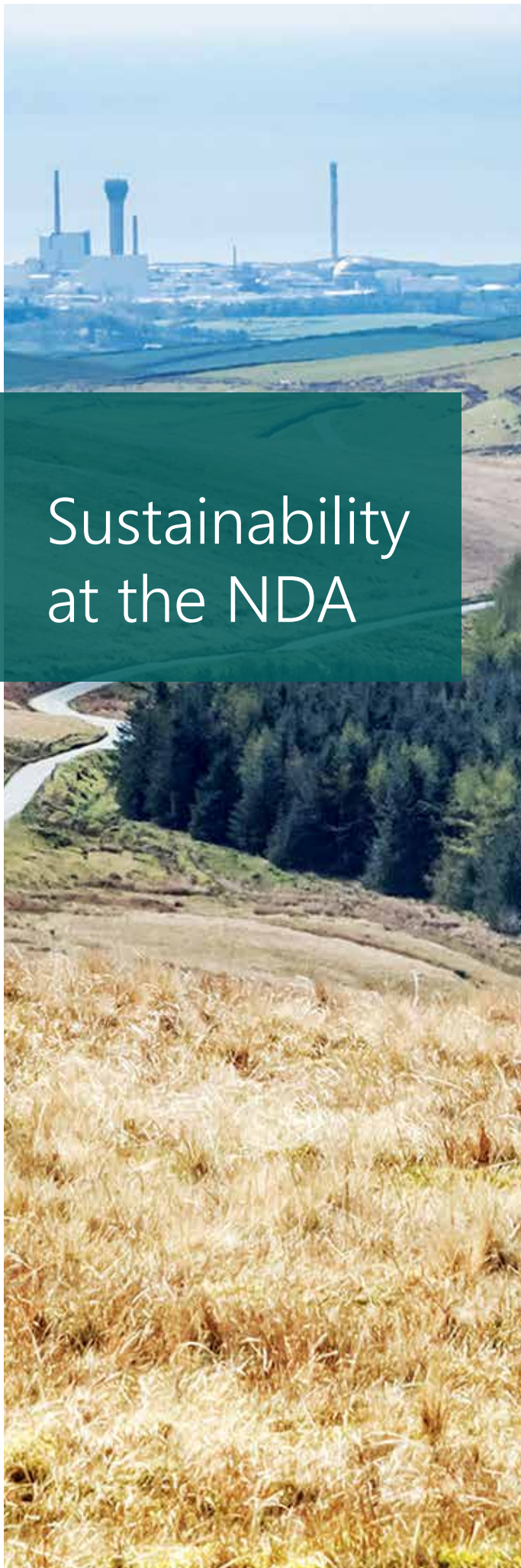




The NDA group
Sustainability at the NDA 2020/2021





Sustainability at the NDA

As part of the journey towards delivering its mission, The NDA inevitably has an impact on the environments and communities in which it operates.

There are many ways that the NDA group can maximise the positive impacts of our work, and the value our operations bring through employment, training, education and by supporting our communities to become healthy and prosperous places to live and work.

Our intention is to showcase the extensive work the NDA group has been doing in promoting and supporting the positive social and environmental outcomes we realise as part of our operations.

About the NDA

Our mission is to clean up the UK's earliest nuclear sites safely, securely, cost effectively and with care for our people, communities and the environment. We're committed to overcoming the challenges of nuclear clean-up and decommissioning, leaving our 17 sites safe and ready for their next use.

We lead the nuclear clean-up and decommissioning mission on behalf of government and develop the strategy for how it should be carried out.

We don't deliver our mission alone. Accomplishing this important work requires the best efforts of the entire NDA group of organisations.

Foreword

We have a unique role, charged with the mission to clean up the UK's earliest nuclear sites safely, securely and cost-effectively - but we also have a unique opportunity to invest in our people, our communities and by protecting the environment for long term future use. We are committed to making the journey towards delivering our mission a sustainable one.

The NDA group is made up of 12 businesses employing 16,000 employees over 17 sites. We have made a commitment to working more closely across the whole NDA group and collaborating around sustainability.

We look forward to working closely with our stakeholders as we develop our approach to sustainability in the coming months and years.

Our approach to sustainability

The NDA is a non-departmental public body, created by the Energy Act 2004 to lead the clean-up and decommissioning work at 17 of the UK's earliest nuclear sites on behalf of government.

We believe our duty is not simply about avoiding compromising the needs of future generations, we want to leave a positive lasting legacy. A legacy where our environmental contribution and our impacts on the communities in which we operate helps them be thriving places to live and work; providing future generations with an even firmer foundation from which to grow and develop. Our influence goes much further than our sites in the UK. We work internationally and are part of a global community, sharing knowledge, experience and best practice.

To help shape and structure our sustainability agenda going forward, we will consider the United Nations Sustainable Development Goals (UN SDGs).

As we deliver our mission we will:

- *Keep our workforce and the public safe*
- *Protect the environment and enhance biodiversity*
- *Provide prosperity to our local communities*
- *Promote equality, diversity and inclusion*



The 17 United Nations Sustainable Development Goals (UN SDGs)

Environment



Our impacts on the environment

We use processes such as BAT (Best Available Techniques) and BPM (Best Practicable Means) to minimise our overall impact on the environment. We aim to take a 'life-cycle approach', making sure that we include both our direct and indirect impacts.

Direct Impacts:

Protecting the environment is at the core of our mission and forms a key part of all our businesses' environmental policies.

We can have a direct impact on the environment through various routes, including emissions to air, discharges into water, disposal of waste and by our use of land and water.

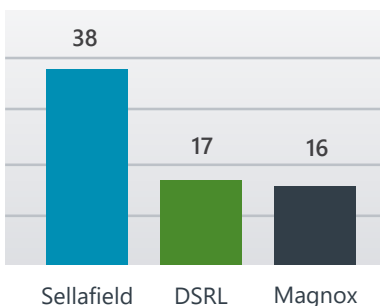
Sites with significant potential environmental impacts are regulated through environmental permits.

Indirect Impacts:

We also indirectly impact the environment through the goods and services we procure. For example, the electricity we buy may be produced from processes which generate greenhouse gases, the commodities, materials and equipment we use all take resources and energy to produce and transport.

Environmental non-compliance

The number of non-compliances with environmental permits and legislation 2019/20



Key reasons for environmental non-compliances, as decommissioning progresses, include:

- Dealing with ageing plant and equipment introduces challenges
- Managing waste properly, as waste generation

increases sharply during decommissioning

- Processes and procedures that could be improved
- Increased environmental awareness and greater understanding of the impacts our mission has on the environment

The total number of non-compliances across the NDA group has not changed significantly in recent years. Most non-compliances do not result in any environmental harm, but we seek continual improvement in what we do.

The majority of our businesses are certified to ISO 14001:2015: Environmental Management Systems. The NDA group is developing a three-year health, safety and environment plan and has targeted consolidated reduction of the number of environmental non-compliances.

Carbon Net-Zero

The NDA group is focused on taking action to reduce carbon emissions. We will be mapping the carbon footprint of the group, setting carbon reduction targets to align with government Net-Zero commitments, and developing a road map of how we will meet them.

The roadmap will identify opportunities to reduce our energy use through our behaviours and using our plant and systems more efficiently. We will also be looking at the role renewables can play in our future.

We have now calculated our carbon footprint for 2019/20.

Using Greenhouse Gas Protocol methodology, the total NDA group carbon footprint for 2019/20 is

1,046,950 tonnes of carbon dioxide equivalent (CO₂e)

This figure is comparable to other similar UK industries. Our carbon footprint is made up of the following components:

Scope 1: Direct emissions from the fuel we burn = 293,375.5 tonnes of CO₂e.

Scope 2: Indirect emissions from the electricity we purchase = 46,921.6 tonnes of CO₂e.

Scope 3: Other indirect emissions, such as business travel and the goods and services we procure. This is the biggest contributor to our overall carbon footprint, with construction being the most significant component = 706,652.4 tonnes of CO₂e.

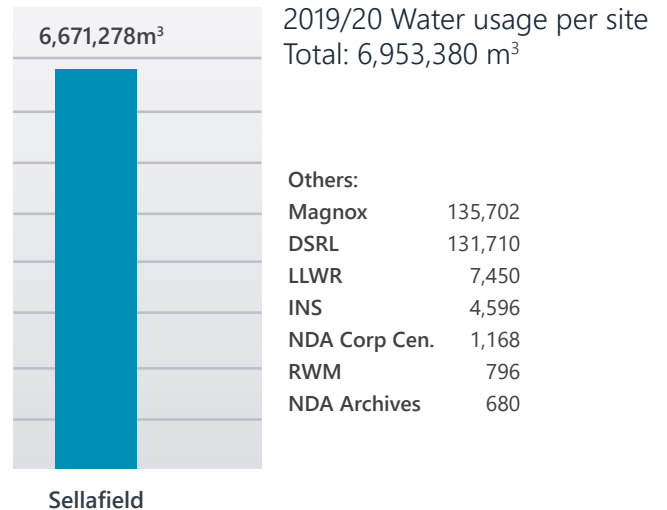


Maentwrog hydro-electric power station

Water usage

Water is a valuable resource and we need to manage our use of it sustainably. At Sellafield, we are looking at how we can best use and manage water, from the point of abstraction through treatment, usage and discharge to the environment.

We're looking at how we can abstract the water we need in a more sustainable manner, while also reducing the losses and leakages of water from our systems.



Our contribution to low-carbon energy

The NDA's sites were at the forefront of generating low-carbon electricity for many years. The nature of our sites mean that the NDA owns many pieces of land with infrastructure connecting them to the National Grid. There is considerable interest from energy companies and developers who are looking for suitable sites for low-carbon energy schemes.

We have recently completed an access agreement to link the grid connection at Chapelcross site to the Solway Bank Wind Farm. We will be looking more at the potential role our land can play in low-carbon energy generation, as part of our Carbon Net-Zero Project, and whether we can take a more proactive approach.

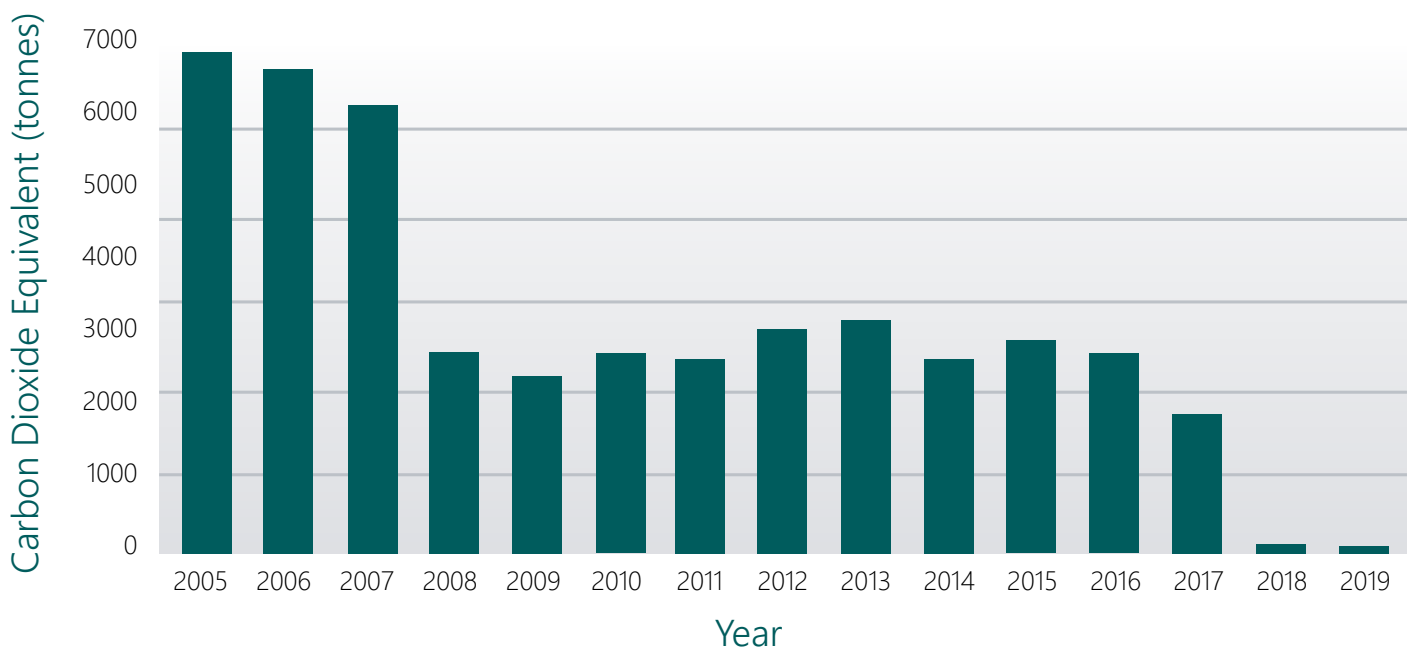


Delivering for the Environment

Energy and carbon



Magnox - Decommissioning: Bradwell Carbon Footprint



Sellafield achieved a 12% reduction in carbon emissions between 2018/19 and 2019/20.

Magnox – Decommissioning

In August 2019, Magnox's Bradwell site entered a period of 'Care and Maintenance' after all the mobile hazards had been removed and the site had been placed in a safe and passive state while the remaining radioactivity decayed naturally. Between 2006 and 2020, decommissioning efforts reduced the annual carbon footprint of the site by more than 99% (see graph on previous page).

The decommissioning journey can lead to temporary increases in our carbon footprint. For example, when decommissioning started at Bradwell there was an initial dramatic reduction in carbon emissions as heavy plant was shut down. But, as construction of support buildings and demolition of redundant buildings started, energy use and carbon emissions increased.

Magnox: Hydro-Electric Energy

Maentwrog hydro-electric power station, in Gwynedd North Wales, is a unique asset in the NDA group's portfolio. Owned and operated by Magnox Ltd, the site generates electricity using water, which falls as rain in the surrounding area and is collected in a series of rivers and streams that feed into Trawsfynydd lake.

The water is carried by a pipeline to drive two turbines, which generate enough electricity to power around 12,000 local homes each year.

During 2019/20, Maentwrog generated 74.2 gigawatt hours of renewable energy - enough to make 2.9 billion cups of tea.

Sellafield Carbon Reduction

Overall, the site's electricity consumption reduced by around 8,000MWh. This was largely driven by changes in energy demand following the end of reprocessing spent nuclear fuel at the site's Thermal Oxide Reprocessing Plant (Thorp).

Emissions from Fellside gas powered combined heat and power plant also decreased, due to a reduction in demand for electricity and an improvement in efficiency of the plant. Sellafield site imported more electricity from the grid, which had the effect of reducing the overall emissions.

Sellafield is also creating a Carbon Management Plan to build on this success and help better understand its short and longer-term carbon reduction opportunities as part of the NDA group Net-Zero project.

Energus – Carbon Management Plan

Our training, event and conference centre, Energus in West Cumbria, is setting out an ambitious five-year Carbon Management Plan, targeting a medium-term carbon emissions reduction of 40%. The key element of achieving this goal will be the installation of a 500kWp solar panel system which will save 136t CO₂e per annum. The financial savings associated with this will be £38,000 per year and the payback period for the installation is projected to be five years.

Transport and travel



Rail Transport

In 2017, our rail transport subsidiary Direct Rail Services (DRS) became the first rail operator in the UK to introduce the new Class 88 bi-mode diesel/electric locomotives into its fleet.

The Class 88s have been described as 'a potential game changer' because the bi-mode allows the locomotive to bridge gaps in the UK's electrified network, enabling more freight to be hauled using electric traction and dramatically reducing noise and emissions.

When running on electric power, Class 88s produce up to 5,400hp and can pull huge loads that would require two diesel locomotives.

Through the increased use of electric traction, DRS has achieved a 25% reduction in carbon emissions per gross tonne mile (GTM) between 2018/19 and 2019/20.

Business travel

Across the NDA group, our people travelled 30 million miles on business in 2019/20.

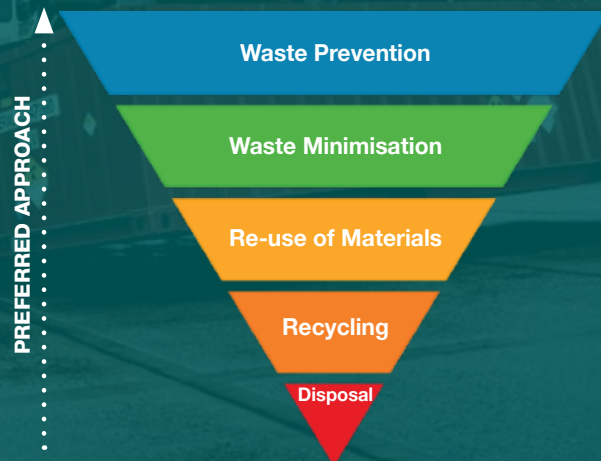
COVID-19 has resulted in a significant reduction in business travel. We have made better use of IT communications systems and there is an opportunity to capitalise on this in the future. We'll be encouraging the use of the travel hierarchy and, through our Net-Zero project, setting new travel targets. We will also be looking at the potential of reducing the impact of commuting to work across the NDA group.

In 2019/20 we travelled:

- 8 million miles driving*
- 4 million miles by train*
- 3 million miles by air*
- 1 million miles by bus*

Waste

The Waste Hierarchy



Low Level Waste

The Low Level Waste Repository (LLWR), run by LLW Repository Ltd, is the UK's national LLW disposal facility. Its role is to ensure that the LLW generated in the UK is disposed of in a way that protects people and the environment, now and in the future.

LLW Repository Ltd is also responsible for leading implementation of the UK LLW strategy, through the National LLW Programme. A key part of the UK LLW Strategy is the development of waste management routes as an alternative to disposal, better facilitating the implementation of the waste hierarchy.

The radioactive waste treatment services offered to the nuclear industry by LLWR Ltd have resulted in 95% of low level waste, originally destined for disposal at the repository, being safely diverted elsewhere - avoiding an estimated 237,262 tonnes of CO₂ from waste treatment and transport.

The supply chain has also developed landfill capability for the disposal of very low level waste and lower-activity LLW wastes, and has a critical role in providing a safe disposal route for wastes.

Conventional waste

All our businesses apply the waste management hierarchy to the management of their conventional waste, with the majority of waste is reused or recycled. Waste sent to landfill includes materials containing asbestos, a common waste in demolition of old buildings, for which no other option is currently available.

Re-using materials

As part decommissioning Magnox's Bradwell Site, the demolition of the cooling water pump house and the turbine hall left two large voids on the site.

Aggregate from the demolition work on site was suitable for infilling the voids left by the demolished buildings, diverting the material away from landfill.

At Bradwell, over 18,000 m³ of material was diverted from landfill and around 1500 HGV movements were avoided saving both substantial carbon emissions and significantly reducing local disruption on the roads around the site.



Biodiversity

A Haven for over 220 bird species

An opportunity exists for the NDA to undertake a flagship sustainability project at Oldbury Site's 'Lagoon 3' which forms part of the Oldbury Nature Trail.

The lagoon is a 12.2 hectare expanse of salt water with wet, suspended silts offering an ideal habitat (high tide roost) during autumn and winter months for large numbers of wildfowl and wader bird species.

The wetland was generated entirely as result of the operation of the site, as silt deposits were periodically dredged from the river to ensure the unimpeded supply of cooling water to the site.

These silts were deposited into a 'lagoon' adjacent to the site, creating a habitat that supported large numbers of wading birds. Reedbed and other flora are currently preventing birds from using the site as a high tide roost, thereby significantly reducing its ecological value.

Magnox is in the process of evaluating options to restore Silt Lagoon 3 to a state in which it can once again become a habitat for important water bird species during periods of high tide on the Severn Estuary.

Wildlife in West Cumbria

3.6 hectares of NDA land, south of Sellafield Site, are let to the Amphibian and Reptile Conservation Trust (ARC) for a Natterjack Toad reserve, allowing the species to flourish in the region.

At the Low Level Waste Repository, the consideration of several protected species is integral to all operations at the site, which is adjacent to a coastal Site of Special Scientific Interest. Using an ecological calendar, ecological hazard maps and specialist advice, LLWR Ltd ensures that work undertaken and decisions on land use minimises any ecological impacts.

Milnby Weir

Magnox and Scottish Water are planning to install an eel and lamprey passage on Milnby Weir, formerly used by the Chapelcross site to abstract water from the River Annan.

The ecological status of the River Annan has been downgraded in recent years to 'poor' because eels and lamprey are unable to pass upstream. The installation of the passage will address this and restore the ecological status of the river to 'good'.



Land remediation and environmental stewardship

Cestyll Gardens

Cestyll Garden is owned by the NDA and occupies a 2.2 acre site close to Wylfa site on Anglesey, North Wales.

Cestyll is a Grade II Registered Garden, unique for the area, and is valued locally for its horticultural diversity and historical associations. The garden is actively managed and maintained by the NDA, which is currently developing a programme of improvement and restoration work.

Chapelcross Site

Chapelcross represents one of the NDA's largest land holdings at approximately 200 hectares. The NDA and Magnox are partners with Dumfries and Galloway Council, Scottish Enterprise and The Scottish Government in developing an ambitious vision for the site with the potential for renewable energy a central feature.

As the site develops over the next five years, the partners will look to create a development opportunity that becomes a key driver for economic growth and inward investment.

Woodland Management – West Cumbria

There are a variety of woodland types on the NDA-owned land in Cumbria, which is overseen by NDA Properties Limited and The Forestry Commission. NDA Properties' aim is to produce timber and wood fuel from the woodland, while enhancing wildlife and maintaining the woodlands as important features on the Cumbrian landscape.

The NDA is responsible for:

- *Cestyll Gardens – a 2.2 acre site close to Wylfa site on Anglesey*
- *200 acres at Chapelcross site in Scotland*
- *A variety of woodland types in Cumbria*



Socio-economics

The Energy Act (2004) gave the NDA a socio-economic role, recognising the importance of delivering the decommissioning programme in a socially responsible way.

Our aim is to support the maintenance of sustainable local economies for communities living near our sites and, where possible, contribute to regional economic growth objectives.

Our overarching objectives are:

Resilient economies

The NDA and its businesses enable and support the conditions for local wealth building, inclusive growth in local economic output, improved productivity and significant growth in key economic subsectors.

Sustainable growth

In a changing climate, reflecting the increasing importance of the climate agenda and trying to achieve economic, social and competitive advantage for our nuclear communities by integrating it early into our day-to-day activities and our socio-economic interventions. The high-level skills developed within a 'nuclear community' can be a key factor in attracting high value businesses.

Thriving communities

Resources, investment programmes and interventions are targeted to activities that provide the largest social impact and improve the financial sustainability of community organisations.

Sustainable incomes

Access and aspirations to work improve through a programme of high impact education, skills, personal development and employability support activities.

Our approach looks at all aspects of our operations for opportunities to drive positive social impact in our communities. From employing locally and embedding social value into our procurement processes, to partnering with key organisations in all sectors of the community. The NDA is looking to support long term sustainable benefits in the areas where we operate.

Our overarching objectives:

- *Resilient economies*
- *Sustainable growth*
- *Thriving communities*
- *Sustainable incomes*

Seascale Community Beach





Resilient economies

We work with local and regional economic development agencies in order to support the maintenance of sustainable communities leading up to and after site closures. In supporting our local communities, our primary strategy is to ensure that decisions that direct the delivery of our decommissioning mission support local sustainable and inclusive economic growth and greater social value wherever possible.

Scrabster Harbour

In addition to £3 million provided by Highlands & Islands Enterprise, the NDA has pledged £5 million towards a project to upgrade Scrabster Harbour - improving its capacity to receive cruise ships and vessels working in the offshore oil and gas industry. It will contribute to the development and refurbishment of the harbour's St Ola's Pier and is likely to generate up to 50 new jobs in the area.

Supporting our communities:

- *NDA has pledged £5 million towards a project to upgrade Scrabster Harbour*
- *The NDA Archive in Wick, Scotland, has created 30 to 40 permanent new jobs*

Nucleus

The NDA Archive in Wick, Scotland, has created up to 40 permanent new jobs in the area, while also becoming home to the local archive of the county of Caithness.

As well as creating employment opportunities, the architecture award-winning Nucleus building contributes to the tourism industry in the region.

The Watershed

The project builds on the refurbishment in 2018 of the old bus station in Whitehaven to provide space for business start-ups.

Sellafield provided £996,000 in funding towards The Watershed project, which is focused on creating new fledgling businesses and helping new business owners to develop their ideas into commercially successful entities, driving economic development and diversification in Copeland and West Cumbria.

Together, the bus station and Watershed projects will give people some of the tools and space they need to help diversify and grow the local economy.

They form part of the ambitious North Shore development which will transform the waterfront and northern town gateway. Delivered by British Energy Coast Partnership, it will provide vibrant start-up business incubators, a 4-star hotel, and modern offices overlooking the marina.

Marsh Million

The Marsh Million Scheme was an innovative £1m economic growth fund for the Romney Marsh area of Kent to promote business growth, job creation and help mitigate against the impacts of decommissioning Dungeness A site.

Run in partnership with Kent County Council, Ashford Borough Council and Folkestone and Hythe District Council, the scheme evolved over a five-year period.

It supported 38 organisations, creating 32 jobs and safeguarded many more, helping a diverse range of business opportunities including tourism related projects, business expansion and new business start-ups.

Dounreay Socio-Economic Alliance

The Dounreay Socio Economic Alliance works alongside Caithness & North Sutherland Regeneration Partnership (CNSRP) to support the creation of sustainable alternative employment.

Prioritising options in relation to job creation, the Alliance has identified the opportunities for up to 670 new jobs, over a three-year period, in industries as diverse as offshore wind and tidal, business services and smaller lifestyle entrepreneurial opportunities.

- *£996k in funding towards The Watershed project in West Cumbria*
- *£1m economic growth fund for the Romney Marsh area of Kent*

Marsh Million Scheme discussions





Sustainable growth

Returning Land for Future Beneficial Use

At Harwell, around 25 hectares on the eastern end of the site has been released to UK Atomic Energy Authority for redevelopment under a public private joint venture partnership as a major national and international science park. The Harwell site is part of the Science Vale Enterprise Zone group of local business parks. Following release, the joint venture has invested in the construction of new infrastructure, support functions (café & gym), and introduced many new high-tech businesses.

At Winfrith, prior to the NDA taking ownership of the site, around 3.4 hectares of land was released by UK Atomic Energy Authority (2001) to be included in the sale of the eastern part of the site for regeneration as a mixed use business park. A further seven hectares has since been released to the business park. Renamed Dorset Innovation Park it gained Enterprise Zone status from April 2017 and is now under the control of Dorset Council.

On land adjacent to our former power station at Berkeley (the old Berkeley laboratories), a visionary programme of refurbishment, construction and collaboration has transformed the site into a pioneering campus focused on education, technical skills training and business: The Gloucester Science and Technology Park.

An NDA event being held at the Berkeley campus



Pride of Place

To complement some of the excellent education and skills work taking place in West Cumbria, resources are being put into the towns of Whitehaven, Cleator Moor, Egremont and Millom to revive market squares and retail outlets to promote the physical infrastructure in towns, which make them attractive to current and potential residents.

In partnership with Copeland Borough Council, Sellafield has donated £500,000, towards a total fund of £1m, which will be used to make the town centres look and feel attractive and safe for people of all ages to live, work and relax.

The Edge

A £3.6 million coastal activities centre called The Edge, which intends to make Whitehaven the tourism capital of the Cumbrian coastline, is being funded by Sellafield Ltd and the Coastal Communities Fund.

The Edge will feature accommodation, storage facilities, flexible activity spaces and will become a spectacular starting point for the world-famous coast-to-coast cycle route.

An artist's impression of what The Edge will eventually look like





Thriving communities

We recognise that our local communities have varied needs requiring tailored approaches. The emergence of social value - maximising the positive social, economic and environmental impact achieved as a result of procurement, employment and investment activity - has begun to transform the way businesses in the UK and globally operate. This presents new ideas and opportunities for how we do business and to meet the legislative imperative in Section 7 of the Energy Act 2004 to support socio-economic development in the communities where we operate.

Creating Change in the Community

Direct Rail Services (DRS) uses its annual open day to create a variety of positive impacts. The day itself is a way of engaging with the communities around its depots in Crewe and Carlisle, showcasing the excellent environmental

credentials of rail transport and championing rail safety. The day also promotes the range of careers and apprenticeships available within DRS.

Money raised on the day (over £25,000 last year) is then donated, through DRS' sponsorships and donations process. DRS is also a proud member of Community Rail Cumbria providing vital funding, expertise and volunteering.

DRS open day



The Outdoor Partnership

First receiving funding of £169,000 from the NDA in 2012, The Outdoor Partnership has gone from strength to strength. Their vision is: To achieve an active, healthy and inclusive Wales, where outdoor recreation provides a common platform for participation, fun, achievement and employment which binds local communities, creating sustainable use and understanding of the environment.

Magnox has recently provided additional funding of £180,000, over a five-year period, for their 'Pathways to Employment Programme'.

In the first year of the programme alone, the project has offered 1623 taster sessions, 260 training opportunities and 35 employment opportunities.

Watchet East Quay

An investment from Magnox of £100,000 helped to enable this exciting £6 million project in West Somerset developed by local people, for local people. Watchet East Quay is a diverse Community, Culture and Enterprise Development which will bring:

- 47 direct jobs on-site
- 5 apprenticeships
- More than 100 new jobs in the wider economy

The Outdoor Partnership





Sustainable incomes

Energus

Opened in 2009, Energus was established to ensure that the UK nuclear industry and its supply chain has the skilled and competent workforce it needs to deal with the current and future UK nuclear programme.

Energus has seen a huge success with its apprenticeship and graduate programmes, attracting over 40% female take-up and a 96% sustainable employment rate at the end of the programme.

Its unique nuclear graduates programme has also attracted over 400 participants.

The Well Project

Developed in collaboration with the NDA, Cumbria County Council, and the Cumbria Alliance of System Leaders, the ambitious project has three strands: 'raising standards', 'closing the gap' and 'wellbeing'.

Focusing on addressing educational attainment standards in Allerdale and Copeland, which are significantly poorer than those in the rest of Cumbria and nationally, the project will look to attract and retain the best teaching talent, address the educational impact of disadvantage and train school staff to provide appropriate mental health support.

Science, Technology, Engineering & Maths (STEM) Ambassadors

Dounreay provides 86 STEM Ambassadors, of which almost 40% are female. The aim is to inspire school children to follow career paths in science, technology, engineering and maths. All Caithness and North Sutherland primary and secondary schools have been allocated a key STEM Ambassador.

Dounreay, alongside North Highland College, organised the first interactive 'Step into STEM' event in March 2019, aimed at S2 pupils from five high schools. In total, 400 pupils attended over four days, with Dounreay's STEM Ambassadors delivering activities throughout the event.

Campus Whitehaven

Funding of £10m from Sellafield and the NDA has leveraged a further £23m to build Campus 2 Whitehaven - the amalgamation of two former schools, St Benedicts Secondary Modern and Mayfield School for children with special educational needs.

This new school is already ranked the second best performing school in the county.

Campus Whitehaven will directly help to progress the mission at Sellafield, strengthen our local economy and help the young people in the area to take advantage of the opportunities that come from being in the UK's largest nuclear community.

Campus Whitehaven





Delivering for our people

In addition to contributing positively to the environment and the communities we work in, we want our people to flourish in the workplace, enjoy their careers and reach their maximum potential.

We are committed to making the NDA group a great place to work.



Equality, Diversity and Inclusion

The NDA is committed to transforming our work environments into places where everyone is treated with dignity and respect, and where differences in thought and experience are encouraged.

In 2018, we developed a group-wide Equality, Diversity and Inclusion Strategy which set out key areas of focus over the next four years; bullying and harassment, fairness and meritocracy, challenge and innovation, and leadership.

Since then, we've been striving to build great places to work where everyone feels respected, included and able to perform at our best.

Having a diverse workforce helps us to think in more diverse ways, which is an essential part of the approach we need to address our complex challenges.

This year, respect and inclusion has been chosen as one of our important 'Beacon' projects and is receiving extra focus across our businesses as we make significant steps to embed and drive forward diversity and inclusion.

We'll be focused on delivering group-wide flexible working principles, leadership training, developing employee networks and principles for job advertising and selection.

We're also going to actively focus on mental health in the workplace and deepen our understanding of the well-being agenda.

Gender Pay Gap

Our Equality, Diversity and Inclusion Strategy, launched in 2018, sets out our commitment to enabling everyone to prosper, regardless of gender, ethnicity or other personal characteristic.

This work includes a specific focus on addressing the gender pay gap. The 2018/19 NDA group gender pay gap average is 13.3% mean and 12.7% median - which is a small increase compared with 13.1% and 11.2% in 2017/18.

We have made positive progress in developing a more progressive flexible working culture, which is understood to be a strong driver for recruiting women and supporting them in progressing their careers.

There's still a long way to go, but the picture is changing. Ensuring that we are an employer of choice for women and removing barriers to progression will remain an important area of focus for all parts of the NDA group.