



The NDA group

Gender pay gap report – FY2024/25

31 March 2026



A warm welcome to the NDA group gender pay gap report

At the group level, our commitment to inclusion and gender balance is deeply embedded in both our strategy and the way we work. We continue to make progress through focused initiatives that support women's development, promote inclusive recruitment, and invest in early careers. These efforts reflect our shared ambition to create a workplace where everyone has the opportunity to thrive.

Here at the NDA group, we have our own story to tell - whether it's progress in narrowing the gap, challenges due to workforce composition, or innovative programmes that support women in the workplace. This report is here to help tell that story clearly and confidently, while reinforcing our collective ambition to reduce and ultimately close the gender pay gap across the NDA group.

What is a gender pay gap?

A gender pay gap is the difference in the pay between all men and women in a workforce. In April 2017, the government introduced gender pay gap reporting for all companies with more than 250 employees.

This report shows the gap on a mean (average when you add up all the numbers and divide them by the number of values) and median (mid-point when all of the numbers are listed in numerical order) basis.

Gender pay is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value.

The NDA group gender pay gap:

The average 2024/2025 gender pay gap when looking across the whole of the NDA group is 10.5% mean and 12.2% median. Our average mean shows a decrease of 1.3% whilst our medium shows a reduction of 4.2%. The UK's national gender pay gap for all employees stands at 12.8%*, a decrease from 13.1% in 2024. We are pleased to report that we continue to remain under the national average as a group. The NDA group's gender split is 32.3% female (up 0.6% on last year) and 67.7% male.

I, David Vineall, Group CPO, confirm that the information in this statement is accurate.



Signature
Date

* [Office for National Statistics \(ONS\)](#)



NDA group data – 2024/2025 comparisons

2025	Difference in Mean hourly Rate		Difference in Median hourly Rate		Difference in Mean Bonus		Difference in Median Bonus	
	2024	2025	2024	2025	2024	2025	2024	2025
NDA group								
NDA	31.5%	31.3%	29.9%	32.7%	53.2%	49.7%	51.1%	40.8%
NRS - Magnox	2.7%	3.2%	2.9%	2.5%	6.2%	10.4%	0.0%	27.0%
NRS - Dounreay	8.0%		7.0%		16.4%		9.7%	
NTS	15.0%	17.0%	28.0%	30.0%	-27.0%	28.0%	-142.0%	31.0%
NWS - LLWR	11.5%	14.1%	17.0%	11.4%	27.7%	26.6%	0.0%	44.2%
NWS - RWM	16.5%		21.7%		26.1%		35.8%	
Sellafield	13.6%	11.7%	19.6%	14.1%	11.7%	12.2%	0.0%	1.8%
Total - NDA Group	11.8%	10.5% (↓1.3)	16.4%	12.2% (↓4.2)	11.5%	13.9% (↑2.3)	-2.1%	11.6% (↑13.7)

The NDA group has a variation in the gender pay gap metrics and the differences are influenced by the size and workforce structure for each operating company.

NRS and NWS are both reporting as single entities for the first time for 2025. This year has narrowed the bonus gap for NTS with bonuses being paid across both populations. NTS have a female population of 23% and in 2024 paid a one off non-consolidated bonus as part of the 2025 pay award negotiations which resulted in a negative figure in the mean and median bonus gap, as the majority of employees receiving the 2024 bonus were female.

Sellafield have seen a reduction in both the mean and median pay gaps compared to last year. The mean gender gap sits at 11.7%, the lowest since reporting began. This demonstrates Sellafield's long-term strategy of attracting and recruiting women into early career routes is starting to deliver results. Representation of women in the upper pay quartile has also increased to 20%. The bonus gap for Sellafield widened with 2024/2025 being the first year that the new incentive scheme has been introduced. The new incentive scheme is based on a percentage of salary and with a lower proportion on females in the higher grades, the incentive payments provided to females are less.



Key

Green – decrease in gender pay gap in comparison to the previous year's data
Blue – widening of the gender pay gap in comparison to the previous year's data

NDA group data – pay quartiles

2025	Headcount	Employees Receiving Bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
		Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
NDA group	No										
NDA	373	90.2%	86.6%	22.6%	77.4%	48.4%	51.6%	72.9%	27.1%	71.4%	28.6%
NRS	4019	95.8%	93.3%	68.9%	31.1%	71.7%	28.3%	68.5%	31.5%	76.5%	23.5%
NTS	572	66.0%	34.0%	52.0%	48.0%	83.0%	17.0%	94.0%	6.0%	80.0%	20.0%
NWS	969	92.8%	95.0%	33.0%	67.0%	46.0%	54.0%	50.0%	50.0%	65.0%	35.0%
Sellafield	11727	89.0%	84.7%	55.0%	45.0%	59.0%	41.0%	78.0%	22.0%	80.0%	20.0%

Pay quartiles are determined by the hourly pay for both male and female arranged from the lowest to the highest and then divided into four quartiles. Then the proportion of male and female is calculated for each quartile. Our latest analysis shows positive progress across group and quartiles. The distribution has shifted by 1% or more demonstrating our continued commitment on gender equity and balanced representation.

There is a much higher distribution of males at the upper pay quartiles across the group and at the lower quartile there is a mixed distribution of females vs males. This is a slight increase in comparison to 2024 figures due to the recruitment figures being higher for 2024/2025.

NTS have the lowest population of both male and female receiving a bonus as Traincrew and Rail Engineering employees do not receive a bonus.



NDA group data – pay quartile males vs females

NDA group	Males Receiving Bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
NDA	93.1%	90.2%	20.2%	22.6%	55.1%	48.4%	71.4%	72.9%	75.0%	71.4%
NRS*	96.0%	95.8%	68.2%	68.9%	68.3%	71.7%	71.3%	68.5%	73.7%	76.5%
NTS	77.0%	66.0%	55.0%	52.0%	78.0%	83.0%	89.0%	94.0%	83.0%	80.0%
NWS*	88.4%	92.8%	34.3%	33.0%	43.6%	46.0%	57.7%	50.0%	64.5%	65.0%
Sellafield	91.3%	89.0%	53.0%	55.0%	60.0%	59.0%	80.0%	78.0%	81.0%	80.0%

NDA group	Females Receiving Bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
NDA	88.4%	86.6%	79.8%	77.4%	44.9%	51.6%	28.6%	27.1%	25.0%	28.6%
NRS*	95.4%	93.3%	29.0%	31.1%	31.7%	28.3%	28.7%	31.5%	26.3%	23.5%
NTS	23.0%	34.0%	45.0%	48.0%	22.0%	17.0%	11.0%	6.0%	17.0%	20.0%
NWS*	88.3%	95.0%	65.7%	67.0%	56.4%	54.0%	42.4%	50.0%	35.5%	35.0%
Sellafield	85.6%	84.7%	47.0%	45.0%	40.0%	41.0%	20.0%	22.0%	19.0%	20.0%

The above tables show the gender distribution over a two-year period. What is noticeable is the gradual increase of females across the middle and upper quartiles compared to the slight decrease of males, demonstrating our continued commitment on gender equity and balanced representation.

* An average score has been used for NRS Magnox/Dounreay and NWS LLWR/RWM as they are reporting as single entities



Our focus on gender balance

Gender balance remains a central pillar of the NDA group's inclusion strategy, underpinning a wide range of cross-group initiatives. These include the Women's Leadership Development Programme (WLDP), which 316 participants have completed. This strengthens our talent pipeline, our continued focus on attracting more women into early-career pathways, removing gendered language from recruitment materials and the work of our Gender Balance Network. We also place strong emphasis on supporting women in the workplace, particularly in areas such as wellbeing and menopause. Our wider D&I journey continues to progress, and we are seeing positive movement against the commitments set out in our strategy for 2025. As part of our Inclusion Strategy 2025, we set an ambition to achieve 32.5% female representation across the NDA group and 30% representation at board and senior leadership levels by 2025. Our current female representation across the NDA group is:

Representation of females across NDA group		
31-Mar-23	30.2%	On average a 0.83% increase
30-Sept-23	30.4%	
31-Mar-24	31.3%	
31-Mar-25	32.7%	

Representation of Senior Women* across NDA group		NDA	Sellafield	Magnox	Dounreay	NTS	NWS
31-Mar-23	28.3%	27.8%	17.6%	26.7%	10.0%	40.0%	41.2%
30-Sep-23	28.9%	31.3%	11.8%	33.3%	10.0%	40.0%	41.2%
31-Mar-24	30.4%	31.3%	20.0%	35.7%	30.0%	26.7%	41.2%
31-Mar-25	32.7%	29.4%	42.9%	33.3%	22.2%	14.3%	43.8%



We have a strong focus on mobility across NDA group supported by our agreed mobility principles supporting women into development roles outside of their own organisations



* Senior women on Boards and Executive

Early careers and diverse talent acquisition

We continue to drive gender diversity in all aspects of our talent acquisition processes with a strong focus on early careers. One of the many goals is to inspire and attract a diverse range of individuals into the NDA group and improve the number of people attracted, recruited and employed from underrepresented groups, specifically female, ethnic minorities, LGBTQ+ and disabled people, utilising market research to understand diversity across Universities and Colleges, allowing us to target inclusive talent pools. This was proven to have a positive impact on our early career hires in all underrepresented groups.

The table below shows the graduate and apprentice intake for 2024/2025. Against our NDA Group 2025 D&I targets, we have exceeded expectations across all D&I categories except female representation. Each operating company has implemented diverse recruitment and action plans and notably we are attracting graduates from a wide range of locations, bringing with them a broader range of experience, whilst apprentices can be restricted. It is important to highlight that the figures presented in the table do not represent the full picture, we have a percentage of individuals who chose not to disclose their D&I information. This lack of disclosure may have a material impact on the accuracy of our reported data.

Across the NDA group we have built and utilised several tools to develop inclusive job adverts and inclusive job descriptions free from gender biased language. Late 2022 saw the launch of the NDA group graduate programme, with all operating companies participating and the piloting of a small group-wide intern programme to attract candidates with disabilities, to date this goes from strength to strength. During National Inclusion week in Sept 2025, we launched our NDA group Young Person's network with the aim to connect and empower younger professionals and early careers, supporting their growth and development across the NDA group.

NDA group D&I Categories	Graduates	Apprentices
Female	34%	37%
Ethnic Minority	27%	4%
Disability	12%	7%
LGBT+	7%	1%



"I've enjoyed having the opportunity to work on a variety of projects and made some great friends along the way"

Alessia
#NGW2022



Say hello to the NDA group graduate programme

One extraordinary group, so many possibilities



"The development and training opportunities through the graduate scheme have really enhanced my professional and personal growth"

Lauren
#NGW2022

Developing Future Leaders

Since 2021, the NDA has invested in accelerating female leadership through a suite of targeted development programmes. The Women's Leadership Development Programme (WLDP), delivered with the Whitehall Industry Group, supported women at two key stages: senior-level talent preparing for top leadership roles, and the Step Up Step Across (SUSA) for mid-career professionals stepping into their first management positions. Across six cohorts, 316 women completed the programme, with clear outcomes — 43 promotions, six secondment-led promotions and 19 strategic lateral moves. Confidence grew significantly, rising from 5.9 to 8.1 with 99% of participants applying their learning in role. Although the programme closed in February 2025, its impact continues to influence careers across the group.

In parallel, the NDA group Leadership Academy has strengthened the senior leadership pipeline since 2021. Of the participants, 53 women (37%) have taken part, with strong progression outcomes: 30% have achieved promotion, 9% have gained a second promotion, and six now hold executive leadership positions within the group. This represents a material shift in the visibility and influence of women at the highest levels.

Building on this momentum, the NDA introduced the Future Leaders Programme in March 2024 to replace and evolve the WLDP, aligning with the group's Talent & Mobility strategy. Women make up 40% of its inaugural cohort, ensuring continued strong representation in the next generation of leadership talent.

Both the Leadership Academy and Future Leaders programmes include structured mentoring and coaching as core components. These elements have played a positive role in increasing the visibility of senior female leaders across the NDA group and further strengthening pathways for women's progression. Development programmes for our senior leaders also positively impact the depth and strength of succession plans across the group. In 2024/25 within the NDA, 44% of identified successors to executive roles were women.



NDA group gender balance network

Our NDA group Gender Balance Network has continued to go from strength to strength, with membership growing further throughout 2024-2025. The network is playing an increasingly influential role in championing gender balance, supporting women across the NDA group and helping to shape a more inclusive culture. It creates vibrant opportunities for colleagues to connect, share experiences and collaborate with other employee networks, driving meaningful conversations and tackling key diversity challenges.

Beyond championing gender diversity, the network creates opportunities for colleagues to share experiences, gain insights and collaborate with other employee networks and helps address key diversity challenges.

This work is reflected in our Employee Engagement survey results; female respondents consistently report higher D&I related scores than male respondents across the majority of OpCos. Female respondents report slightly higher scores than males, likely because of a workplace culture that promotes inclusion and support across OpCos, and greater psychological safety.

Throughout the year, the network contributes to a range of awareness events. Each International Women's Day it amplifies our commitment to positive action for women, alongside activities for Women in Engineering Day, lunchtime discussions exploring masculinity in the workplace and events focused on gender equality, diversity and inclusion.

Following the Worker Protection (Amendment of the Equality Act 2010) Act 2023, effective 26 October 2024 where Employers now have a proactive legal duty to take "reasonable steps" to prevent sexual harassment, including from third parties we have been focusing on the Prevention of Sexual Harassment. We created a CIPD-based risk assessment and strengthened controls, updated policies, enhanced safety guidance and expanded training, including an LMS module and facilitated conversations. Ongoing collaboration with key stakeholders continues to support consistent implementation and cultural improvement across the organisation.



The NDA group Gender balance network

Creating great places to work

You have to see it to be it. Collaborating, supporting and empowering gender diversity across the NDA group.



Supporting women's wellbeing in our workplace

We're fostering an environment where open discussion and learning about subjects that are sometimes considered sensitive is actively encouraged. The MenoHub offers a supportive space for colleagues to connect, share experiences, listen to one another, learn together and collectively build awareness.

Since launching in January 2021, and with our Group Chief People Officer, David Vineall, acting as Executive Sponsor, the MenoHub has continued to expand its membership. Its core purpose is to improve understanding of perimenopause and menopause in the workplace. Through targeted training sessions, we equip colleagues with the knowledge to recognise the impact of menopausal symptoms and encourage both men and women to participate so they can better support their families and colleagues.

Following success at the 2023 Menopause Friendly Employer Awards, where the MenoHub was recognised in the Best Support Group category and co-chair Gill Thomas received the Community Award, the NDA went on to win the 'Most Menopause Friendly Working Environment Award' at the 2024 ceremony. This award recognises organisations that prioritise colleague wellbeing by thoughtfully shaping their work environments to support those experiencing menopausal symptoms. Judges highlighted the MenoHub's strong commitment, the quality of its events and webinars, and the value of its regular "drop-in and talk" sessions. With trained menopause champions across the organisation and the Peppy App available to employees and their partners, the panel also commended the NDA group for providing accessible, personalised support.

We continue to strengthen our learning offer by working closely with specialist organisations and subject-matter experts to ensure colleagues have access to high-quality guidance, resources and wellbeing support.



The NDA group Meno hub

Creating great
places to work

Raising awareness of the impacts of menopause in the workplace and creating a sharing platform and forum where colleagues can talk openly in a safe environment.

