



# NRS

Nuclear Restoration  
Services

## Gender pay gap report

31 March 2026

Part of the NDA group



 Sellafield Ltd

 NRS

 Nuclear Waste  
Services

 NTS

# A warm welcome to the NRS gender pay gap report

NRS remains committed to developing an inclusive environment where our people feel happy, healthy and can do their best work, creating a culture which promotes fairness and equality of opportunity. Our Code of Conduct sets out the values that our leaders actively role model as well as the inclusive behaviours we expect from everybody working at NRS.

NRS is part of the NDA group and we work collaboratively to ensure inclusion and gender balance are 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.

## 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.

## NRS gender pay gap:

The average 2024-2025 gender pay gap when looking across the whole of NRS is 3.15% mean and 2.48% median.

Our average has increased slightly as NRS now consists of two former organisations, Magnox Ltd and Dounreay Site Restoration Ltd, that have joined together after previously reporting separately.

NRS' gender split is 28.6% female and 71.4% male.

I, Rob Fletcher, Chief Executive Officer, confirm that the information in this statement is accurate.

Signature



Name

Rob Fletcher

Date

5<sup>th</sup> December 2025

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# NRS gender pay gap data

Number of employees	% male employees	% female employees
4019	71.4%	28.6%

Pay gap	% mean pay gap	% median pay gap
Gender pay gap	3.15%	2.48%
Gender bonus gap	10.38%	27.03%

NRS now consists of two former organisations, Magnox Ltd and Dounreay Site Restoration Ltd (DSRL), that have joined together after previously reporting separately. This is the first year we are reporting as NRS, so there isn't comparable data to determine progress year on year. We will use this year's report as a new starting point for evaluating progression moving forward. Former organisational positions can be seen below.

## Previous % mean pay gap data

	2024	2025
Magnox Ltd	2.67%	0.48%
DSRL	7.96%	6.40%

## Pay by quartiles

Quartile	% male	% female
Lower quartile	68.86%	31.14%
Lower middle quartile	71.74%	28.26%
Upper middle quartile	68.53%	31.47%
Upper quartile	76.52%	23.48%

## Received a bonus

Male	95.84%
Female	93.27%

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# Gender Balance Improvement Plan

The NRS Gender Balance Improvement Plan centres on embedding gender balance actions across all areas of the organisation with a focus across Attraction, Recruitment, Retention, Progression and Leavers. The plan recognises the challenges that exist for women in the workplace at every stage of their career and prioritises activities, policy developments and support mechanisms that need to be in place. Actions have included:

- An inclusive facilities checklist to identify where improvements can be made. Areas assessed include spaces for breastfeeding and storage of milk, and female shower and toilet facilities.
- Advertising vacancies on diverse job boards to increase attraction of diverse candidates and better reflect the society in which we work.
- A programme of inclusive recruitment and unconscious bias training sessions continues.
- Consistently analysing data to ensure recruitment, progression and number of leavers is proportionate across men and women employees.

In 2024/2025 women made up 24.3% of applications, but 29.2% of hires

Key senior female hires/leavers in 2024/2025: 3 Female New starters, 1 female leaver

The Women's network and the Menopause network are key to supporting and driving actions across the organisation, providing a safe place for members, as well as increasing awareness about issues that affect women employees and how to better support women in the workplace.

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# Family Matters Policies Review

In order to position NRS as an employer of choice and attract and retain skilled talent we want to make steps to go beyond the standard offering for family matters leave and pay. We endeavour to be as inclusive and supportive as possible to all employees, but particularly women, who are more often impacted by family policies. By providing an environment where employees feel valued and supported in their work/life balance, we will work towards a workforce that are more engaged, are able to work at their best and want to stay at NRS.

In 2025 we carried out a review of our family matters policies and have submitted cases to enhance maternity, paternity, IVF, neonatal care and adoption leave and pay.

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# Apprentices

	Apprentices
Female	23%
Male	77%

Our early careers programmes remain a vital component of the talent and succession pipeline. Each year, NRS recruits and supports a cohort of graduate and apprentices from a wide range of backgrounds and disciplines, contributing meaningfully to the future of the organisation.

This will continue to be a priority recruitment area going forward recognising the benefit this has for the organisation and the community. The early careers team are taking actions to attract a diverse pool of applicants by engaging with external outreach networks to support female candidates into STEM careers and through their recruitment journey.

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# Personal Development and D&I Training

Among the key achievements this year is the successful rollout of the High-Performance Culture programme which embeds shared organisational values and a focus on psychological safety for all employees.

A comprehensive range of development opportunities is offered to our people, encompassing in-house training, e-learning, externally sourced programmes, targeted leadership development, facilitated team workshops, talent and succession planning, and various personal and professional development initiatives.

NRS employees have actively participated in NDA group development programmes, including Future Leaders and the Leadership Academy. We have also rolled out Prevention of Sexual Harassment, Inclusive Behaviour & Language, Unconscious Bias and Menopause Awareness Training.

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