



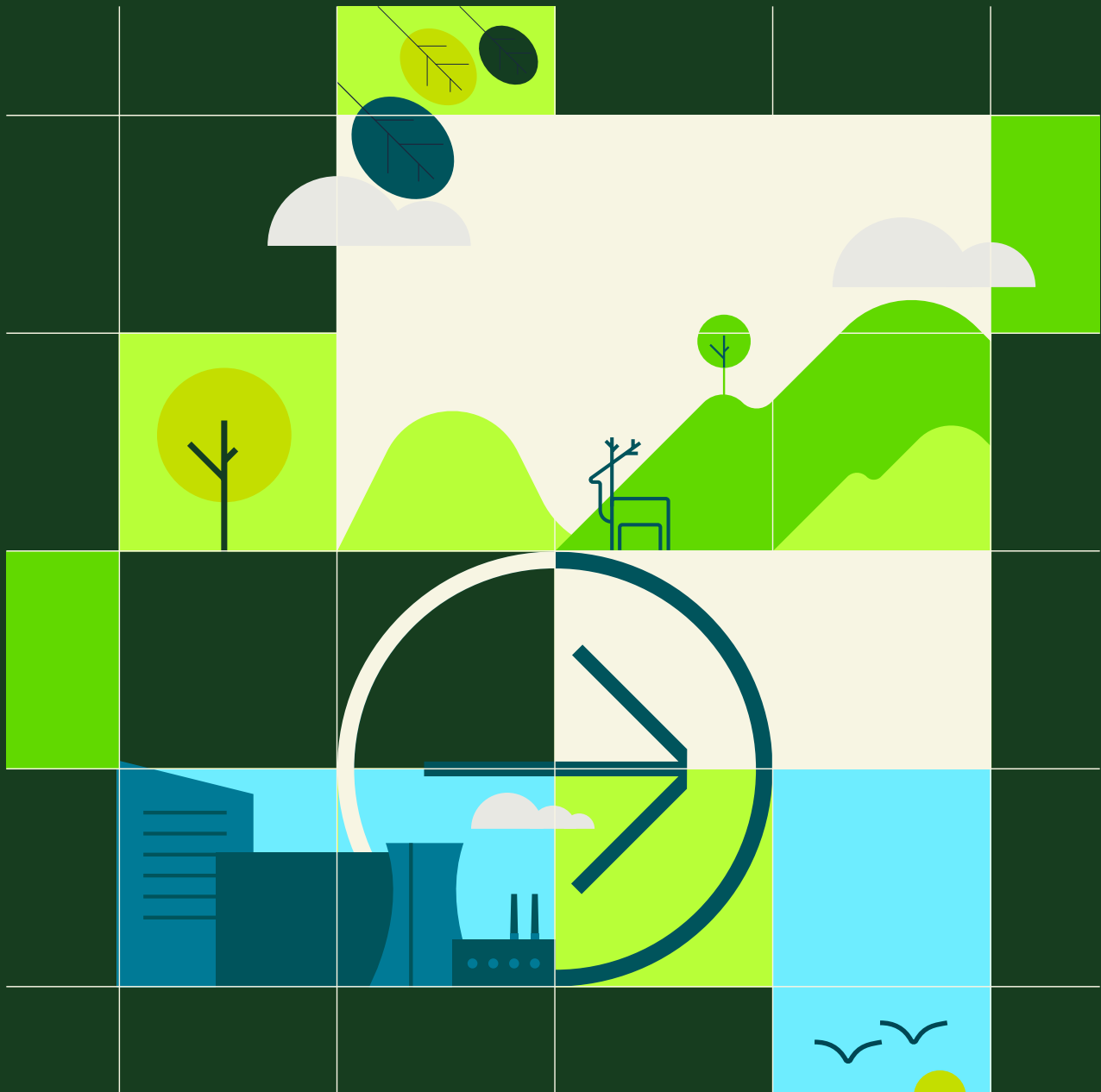
NRS

Nuclear Restoration
Services

Nuclear Restoration Services (NRS) Modern Slavery Statement

2025-2026

For all our futures



Modern Slavery and Human Trafficking Statement – who we are

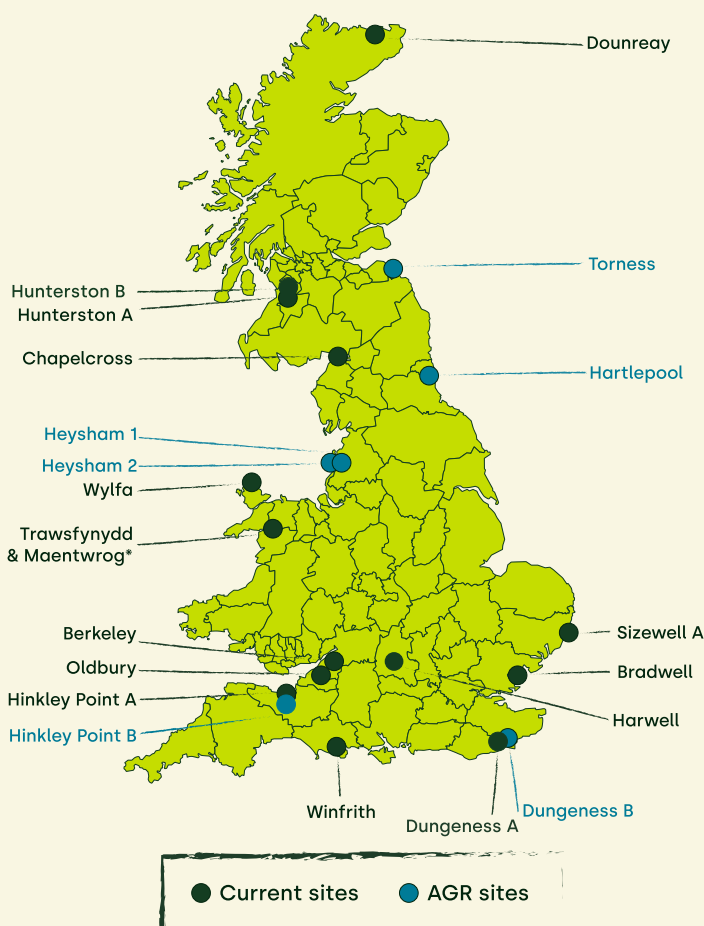
NRS is a key part of the UK's nuclear decommissioning mission, operating within the wider Nuclear Decommissioning Authority (NDA) Group. We are responsible for safely and securely managing some of the most complex nuclear sites in the UK, with a strong focus on safety, sustainability, and ethical conduct.

We are committed to upholding human rights and to ensuring that modern slavery and human trafficking have no place in our business or supply chain. Our values of integrity, respect, and accountability underpin the way we work and the standards we expect of those who work for us and with us.

NRS operates across specialist sectors including engineering, environmental management, nuclear operations, and site restoration. Our supply chain is predominantly UK-based, with some wider UK and international sourcing in specialist categories. We work with suppliers and partners to promote transparency, ethical sourcing, and compliance with the Modern Slavery Act 2015.

Through our policies, due diligence, training, and risk-based controls, we continue to strengthen our approach to identifying, assessing, and addressing modern slavery risk across our operations and supply chain.

NRS manages a diverse estate and supply base in support of the UK's nuclear decommissioning mission. This includes former reactor sites, research locations, and supporting operational infrastructure. From April 2026, NRS became responsible for the deconstruction of the Hunterston B AGR site, with Hinkley Point B AGR site due to transfer in October 2026 and further AGR sites expected to transition periodically in the years that follow. As our estate and operating context continue to evolve, so too does the breadth and complexity of the supply chains that support our activities. We therefore remain focused on ensuring that our governance, procurement activity, and supply chain management reflect our commitment to ethical business practice and respect for human rights.



Modern Slavery and Human Trafficking Statement – supply chain focus

At NRS, we recognise that modern slavery and human trafficking risks can arise in both domestic and international supply chains. We are committed to taking proportionate and risk-based steps to reduce those risks and to ensuring that exploitation has no place in our operations or in the supply chains that support them.

We expect our suppliers to uphold standards consistent with our own ethical expectations. This includes compliance with applicable law, responsible employment practices, and cooperation with reasonable due diligence and assurance activity. Where appropriate, we also expect suppliers to maintain their own policies, controls, and governance arrangements relevant to modern slavery risk.

During the reporting period, NRS did not identify any substantiated instances of modern slavery or human trafficking within our directly employed workforce. We recognise, however, that the absence of identified cases does not remove the need for continued vigilance, effective due diligence, and ongoing improvement in supply chain risk management.

Our approach is risk-based and proportionate. The majority of our expenditure is in professional, engineering, technical, site, and infrastructure-related services, much of which is sourced through established commercial arrangements and reputable suppliers. We recognise that higher risks may arise in certain categories, including labour-intensive services, facilities-related activity, manufactured goods, and lower-tier supply chains where visibility may be more limited.



Illustrative overview



The diagram summarises the key modern slavery risk areas relevant to NRS and the core controls we use to manage them. It highlights how potential risks may arise in areas such as labour-intensive services, facilities and site support, manufactured goods and components, and lower-tier supply chain visibility, and how these are addressed through risk awareness and training, supplier expectations and due diligence, governance and contract controls, and reporting and continuous improvement.

Where appropriate, procurement is undertaken through recognised frameworks and governed processes that include relevant controls and assurance mechanisms. Our procurement and contract management activity is primarily

UK-based, but we remain alert to the possibility that products, components, or subcontracted services may originate from more complex supply chains.

We continue to promote awareness of modern slavery risk through procurement, supplier management, and internal governance activity, with particular attention to areas where visibility, labour conditions, or sourcing routes may create elevated risk.

We remain vigilant and committed to continuous improvement in our efforts to prevent modern slavery and human trafficking, ensuring that our supply chain reflects our values of integrity, respect, and accountability.

Modern Slavery and Human Trafficking Statement – policies and procedures

Key policies supporting our commitment:

- **Code of conduct**

Our Code of Conduct sets out the ethical standards expected of all employees and contractors. It reinforces our zero-tolerance approach to modern slavery and promotes a culture of integrity, respect, and accountability.

- **Supplier code of conduct**

All suppliers are required to comply with our Supplier Code of Conduct, which includes clear expectations around labour rights, working conditions, and compliance with the Modern Slavery Act 2015.

- **Procurement policy and processes**

Our procurement activity is supported by due diligence, governance, and proportionate risk assessment. We seek to work with suppliers who demonstrate responsible business conduct and who are able to meet the standards expected by NRS.

- **Speak Up and reporting arrangements**

We provide mechanisms for employees, contractors, and third parties to raise concerns, including concerns relevant to unethical conduct or potential exploitation. Reports are taken seriously and considered in line with our internal procedures.

- **Risk-based due diligence**

Our controls are designed to be proportionate to the level of risk. We focus attention on categories, suppliers, and activities where there may be greater potential for labour exploitation, while maintaining baseline expectations across all relevant procurement and contract management activity.

These policies and procedures are supported by governance, management oversight, and ongoing review. By embedding these expectations into day-to-day operations, NRS seeks to maintain a culture in which modern slavery risks are taken seriously and addressed appropriately.



Modern Slavery and Human Trafficking Statement – training and awareness

We recognise that training and awareness are important components of an effective response to modern slavery risk. Employees in relevant roles are expected to understand the indicators of modern slavery, the importance of escalating concerns, and the part they play in supporting ethical and responsible business practice.

Our approach includes training, guidance, and awareness activity for colleagues involved in procurement, supplier management, contract management, and related governance functions. This includes support on how to recognise potential indicators, when to escalate concerns, and how to apply a risk-based approach in practice.

- **Role-relevant training** for colleagues involved in procurement, contract management, supplier assurance, and related commercial activity.
- **Guidance and awareness materials** to support understanding of modern slavery indicators, escalation routes, and expectations for ethical conduct.

- **Periodic refresh and reinforcement** to reflect emerging practice, changes in risk, and evolving organisational requirements.

We will continue to review whether additional targeted training or enhanced awareness activity is required as our operating model, supply chain profile, and assurance arrangements continue to develop.

Our training is designed to empower employees to act with confidence and integrity, in line with our Code of Conduct and ethical values. We also encourage a culture of openness, where concerns can be raised safely and without fear of retaliation.

By equipping our workforce with the knowledge and tools to recognise and respond to modern slavery risks, we strengthen our ability to uphold human rights and ethical standards across our operations.



Modern Slavery and Human Trafficking Statement

– progress made

During the reporting period, we continued to mature our approach to modern slavery risk through policy reinforcement, supplier and procurement controls, and wider awareness of ethical supply chain expectations. While our overall risk profile remains relatively low compared with some sectors, we recognise the importance of continuous improvement and proportionate assurance.

During the reporting period, NRS continued to manage a broad and evolving supply chain, comprising approximately 920 suppliers, including around 750 SMEs. This reflects a reduction from approximately 1,353 suppliers in the previous year and spans seven procurement categories: Deconstruction, Site Services, Waste, Corporate Services, IT, FM & Security, and Unassigned. This profile helps inform the proportionate, risk-based approach we take to supplier due diligence, awareness, and modern slavery risk management.

NRS supply chain profile 2025-2026



This profile informs our proportionate, risk-based approach to supplier due diligence and modern slavery awareness

Key areas of progress:

- Supplier expectations**
We continued to reinforce expectations that suppliers act consistently with applicable law and with the standards expected by NRS, including in relation to ethical business conduct and labour practices.
- Policy and governance review**
We maintained and reviewed the internal framework that supports our approach to ethical conduct, procurement control, and escalation of concerns, ensuring these arrangements continue to support modern slavery risk management.
- Training and awareness**
We continued to support awareness of modern slavery risk among colleagues with procurement, supplier, and contract management responsibilities, helping to strengthen understanding of indicators, escalation routes, and expectations.
- Risk-based assurance**
We continued to apply a proportionate and risk-based approach, focusing attention on those areas of our supply chain where labour practices, subcontracting, or sourcing complexity may present increased risk.
- Continuous improvement**
We continued to reflect on how our procurement and supplier management arrangements can be strengthened over time, including through clearer expectations, improved visibility, and alignment with wider good practice.

These actions reflect our ongoing commitment to ethical business conduct and human rights. We recognise that effective action in this area depends on sustained attention, appropriate governance, and a willingness to continue improving our approach year on year.

Modern Slavery and Human Trafficking Statement – objectives for 2026-2027

Looking ahead, NRS will continue to strengthen its approach to preventing modern slavery and human trafficking across its operations and supply chain. Our focus for the next financial year is on maintaining proportionate controls, improving visibility where risk may be higher, and ensuring that awareness and governance remain effective.

Our key objectives for the next financial year:

- **Maintain and enhance awareness**

Continue to promote awareness of modern slavery risk and ensure that colleagues in relevant roles understand the indicators of concern and appropriate escalation routes.

- **Strengthen supplier due diligence**

Continue to develop proportionate due diligence and assurance activity for higher-risk categories, suppliers, or sourcing arrangements where additional visibility may be required.

- **Keep policies and controls under review**

Review relevant policies, procedures, and governance arrangements periodically to ensure they remain fit for purpose and aligned with current expectations and good practice.

- **Improve risk visibility**

Continue to improve understanding of supply chain risk, particularly where there may be more complex sourcing arrangements, use of manufactured goods, or lower-tier supply chain exposure.

- **Promote reporting and escalation**

Reinforce awareness of reporting channels and support a culture in which concerns can be raised appropriately and considered seriously.

- **Support continuous improvement across the group**

Continue to learn from good practice across the wider NDA Group and relevant external guidance so that our approach remains proportionate, practical, and responsive to emerging expectations.

This statement reflects our ongoing commitment to ethical business practices and respect for human rights. It has been prepared in support of our obligations under section 54 of the Modern Slavery Act 2015 and will be reviewed and updated annually.

This statement was approved in accordance with NRS governance arrangements and is published on behalf of NRS for the 2025–2026 reporting year.



Rob Fletcher
Chief Executive Officer

September 2026