



Corporate Strategy 2026-2031

For 80 years, Sellafield has helped protect and power the UK.

What began as a site supporting the nation's earliest nuclear missions has evolved into one of the UK's most strategically important national assets.

On our site, we manage some of the country's most complex nuclear materials, enable national security and energy resilience, and deliver one of the most significant environmental remediation programmes in Europe.

We are creating a clean, safe and secure environment for future generations.

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Our Corporate Strategy

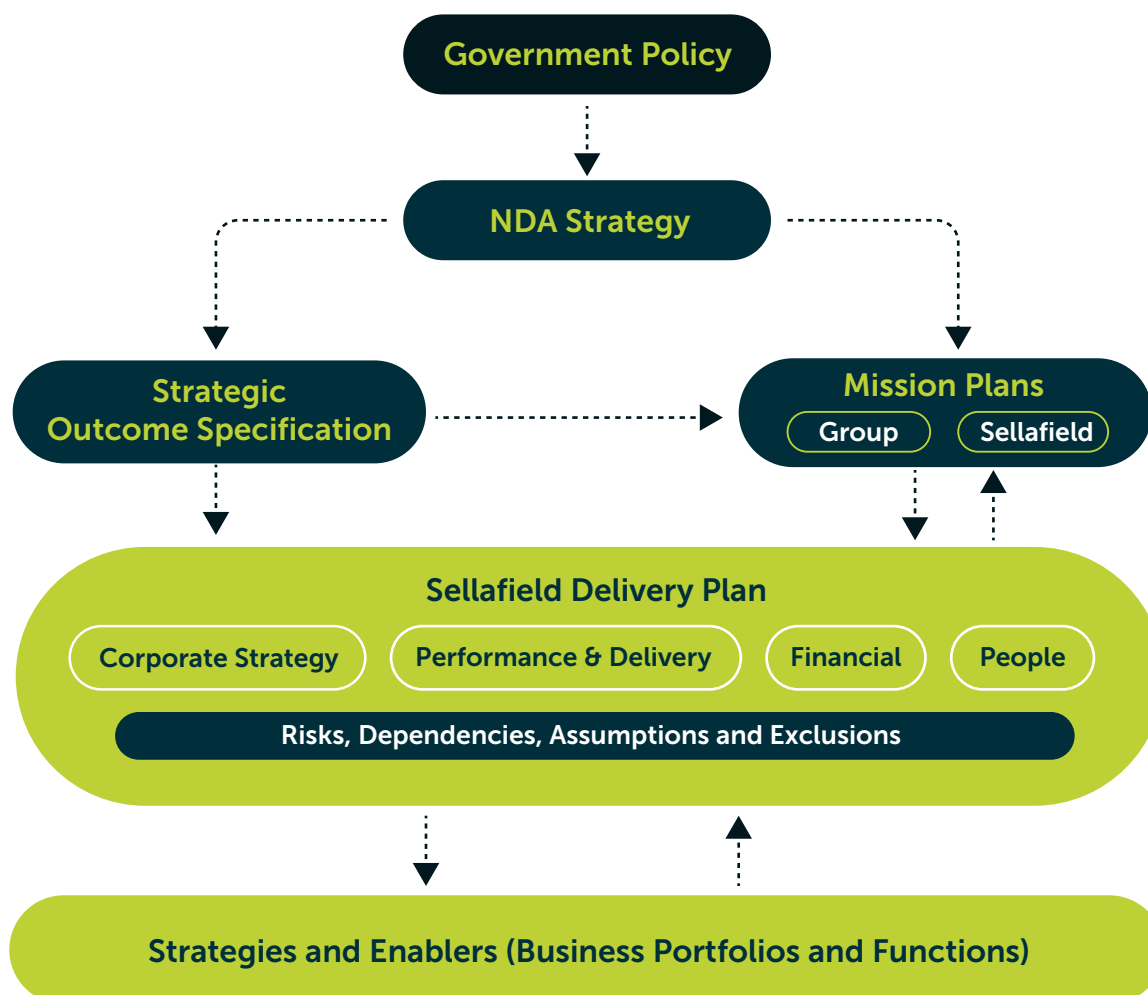
Welcome to the Sellafield Ltd Corporate Strategy.

This document outlines our direction of travel for the period from 2026-2031.

We have a proud history as nuclear pioneers and innovative problem solvers. That is a huge part of our story to date, just as it's part of our ambition for the future.

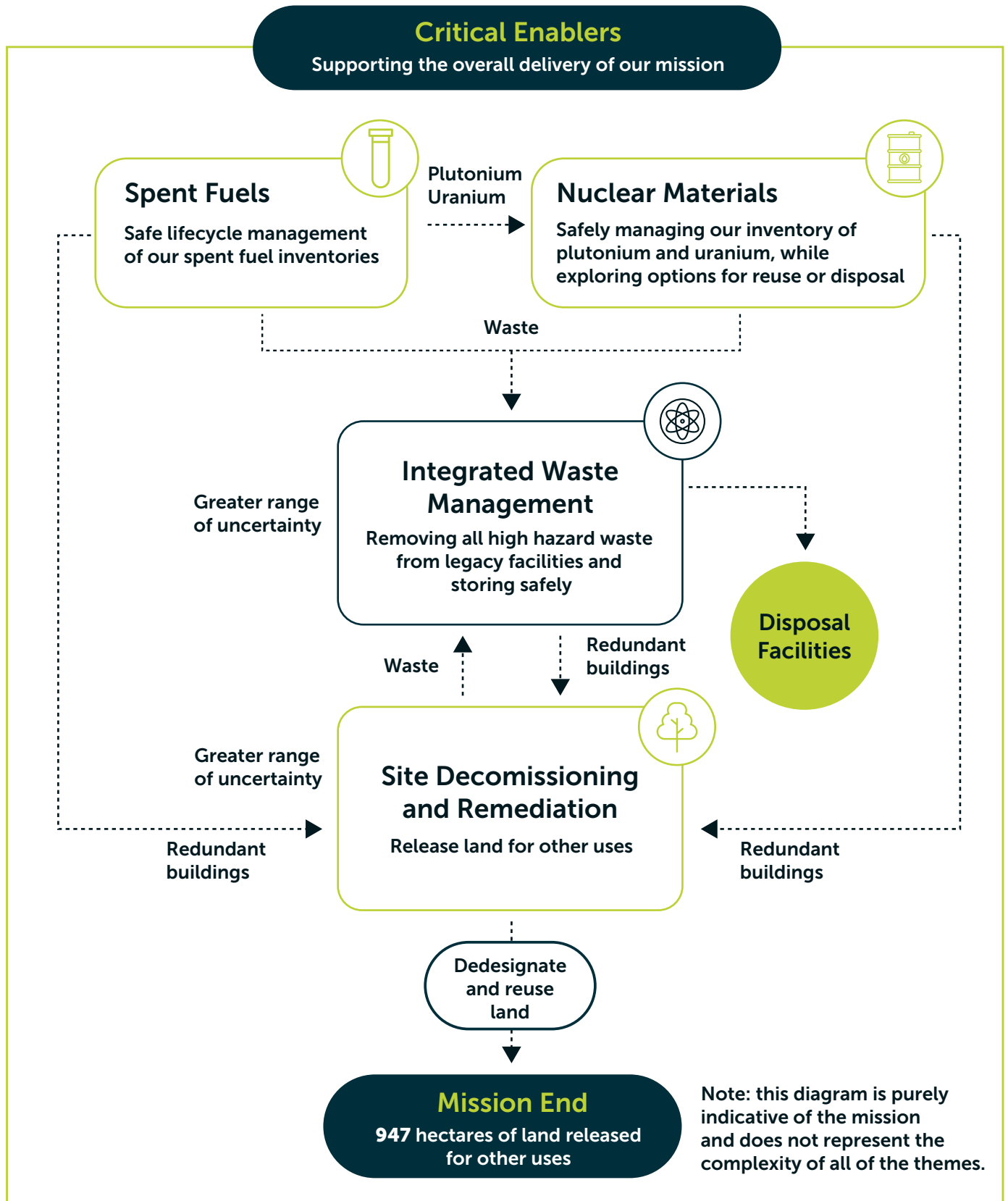
This strategy builds on our previous Enterprise Strategy. It outlines how we'll continue to make strides in addressing the challenges our history presents. It also recognises the potential opportunities as we achieve this.

We're proud of all we've achieved and are excited for delivering the aspirations in this strategy.



The Nuclear Decommissioning Authority

We are owned by the Nuclear Decommissioning Authority (NDA) and are part of their wider group. Together with the other operating companies, we work to deliver nuclear decommissioning across the country in a way that offers value to the UK taxpayer. The diagram below shows the NDA's strategic themes, which we have a role to play in delivering.





Today, Sellafield operates in a world that is becoming more uncertain. Energy demand is rising, geopolitical tensions are increasing, and the transition to low-carbon energy is accelerating.

In that context, the role of nuclear expertise and infrastructure held at Sellafield is nationally important.

Our purpose remains clear: to create a clean, safe and secure environment for future generations.

Delivering that purpose requires us to safely reduce the hazards and risks created by previous generations of nuclear activity while maintaining critical expertise to support the UK both now and into the future.

Every day, thousands of people across the site work to retrieve waste, reduce hazard, manage nuclear materials and maintain essential national capabilities.

The scale of the challenge means progress will be measured over generations.

As home to some of Europe's most hazardous nuclear facilities, our overriding priority is to reduce the risk they pose. Our responsibility is to understand, manage and progressively reduce this risk while protecting our workforce, our communities, the environment, and the nation.

At the same time, Sellafield represents a unique national capability that could not easily be recreated today.

The site's people and facilities provide expertise and resources that are essential to nuclear security, waste management, fuel management and environmental stewardship across the UK.

As government policy evolves, including decisions relating to plutonium immobilisation, geological disposal and future nuclear capability, Sellafield will continue to play an essential role in supporting the UK's strategic objectives.

This strategy sets out how we will:

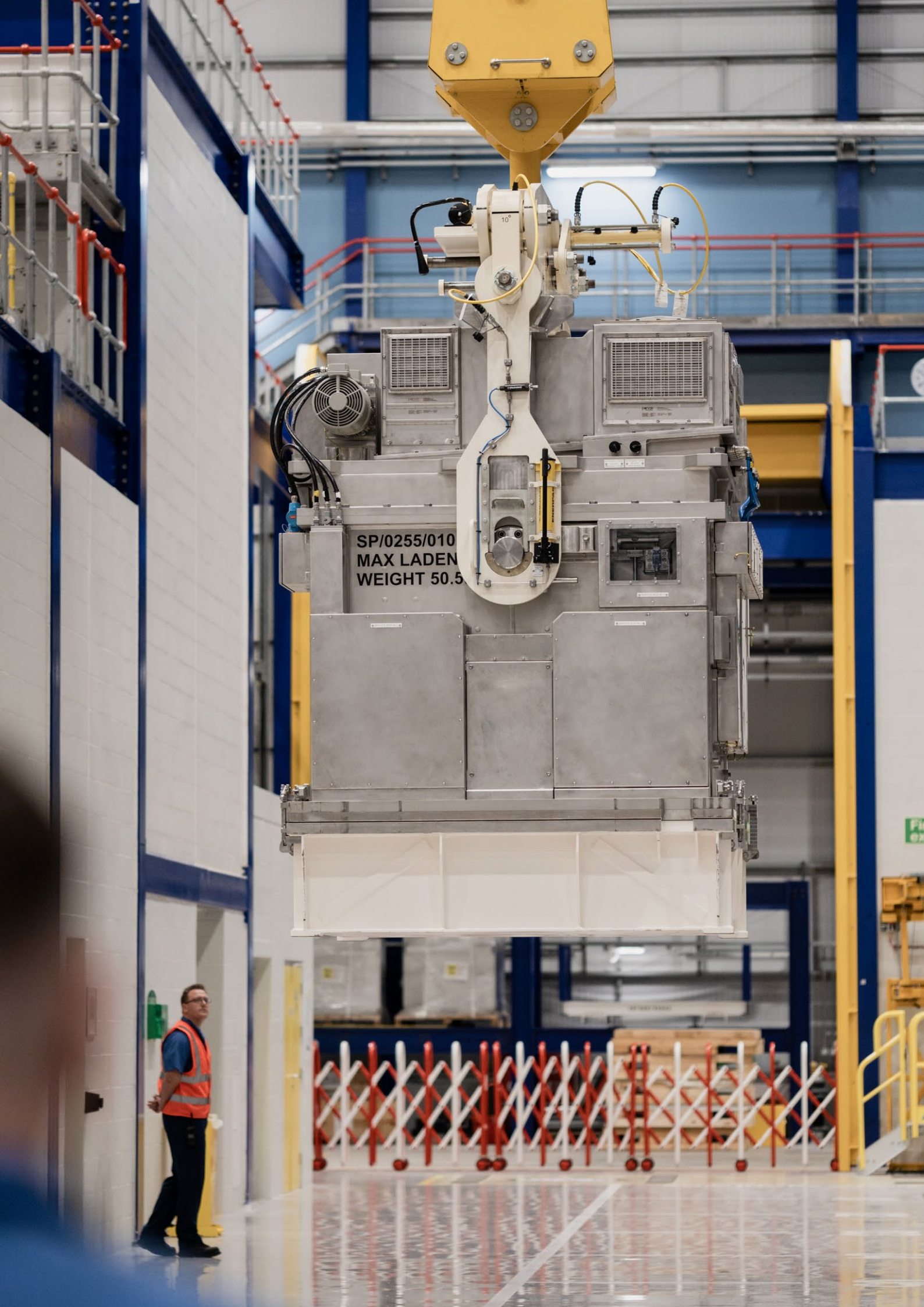
- reduce hazard and risk faster
- strengthen safe, secure, and sustainable stewardship of the site
- deliver greater lifetime value for the UK taxpayer
- support national resilience and future capability
- build Sellafield's value as a nationally important, strategic asset

The next phase of Sellafield's history is about delivering on today's responsibilities while preparing for tomorrow's challenges.

By reducing hazard and maintaining vital national capabilities, we will leave the site – and the country – in a stronger position for the future.

Euan Hutton

Chief Executive Officer, Sellafield Ltd



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Sellafield in numbers

Employees – direct and indirect

11,000+

Direct employees (FTE)

43,000

employed in the supply chain

Annual budget

~£2.7 billion

Early careers

950+ overall figure of graduates and early careers.

2,500+ apprentices trained in the last 10 years

70 years spent training apprentices

13 degree apprenticeships

11 vocational apprenticeships

Keeping the lights on

If we process on average

300 tonnes

of fuel per year, that's enough to power

3.6million

houses (24% of all UK homes) or

2.5 trillion

kettles

Waste

~1,400m³ of **high level waste** to be disposed to the GDF/exported (packaged volume)

~350,000m³ of **intermediate level waste** to be disposed to the GDF (packaged volume)

~360,000m³ of raw future arisings of **low level waste**

~2,750,000m³ of raw future arisings of **very low level waste**

Infrastructure

127km of drainage sewers

165km of pipework for water supplies, on/off site

116km of high voltage cable

30km of steam mains

67km of roads and tracks on site

93 electricity substations (23 high and 70 low voltage)

General

2 sq miles is the size of the Sellafield site

200+ nuclear facilities on the Sellafield site

Home to **4** of the biggest nuclear risks and hazards in Europe

1,300 number of buildings on site

Locations: **Sellafield** and **Warrington** are our **2** main locations

80 years the site has been operating for 80 years and will continue to do so for at least 80 more

Innovation

Over **125** proof of concept innovation projects through Game Changers programme in the last 10 years

World's **1st** robotic glovebox arm

Around **70** automated gloveboxes are being installed in our new plutonium repackaging facility.

12 robotic dogs on the Sellafield site

Over **700** gloveboxes

Projects

33 projects with a lifecycle value of over £20m

5 projects currently being delivered through our Programme and Project Partners framework

Social impact

Committed **£9.6m** to socio-economic projects in 24/25

Supply chain

£1.7bn annual supply chain spend

36% supply chain spend with small and medium sized enterprises

900 active suppliers

70% of our spend is through 4 key delivery frameworks (Programme & Project Partners, Decommissioning & Nuclear Waste Partnerships, Project & Asset Care Execution and Infrastructure Delivery Partnerships)

98% supply chain spend in the UK

About Sellafield

Sellafield is a nationally important asset that has been providing a sovereign capability to the UK for 80 years.

Sellafield Ltd is the company responsible for the safe and secure management of the Sellafield site. Our purpose is to create a clean, safe and secure environment for future generations.

This is long-term, multi-generational work. We want to build on the experience we've developed over the past 80 years to deliver strategic capabilities, manage national assets and address the challenges of our legacy.



Our Manifesto and values



We are creating a clean, safe and secure environment for future generations

We are respectful

We are responsible

We deliver more, together

We are nuclear professionals in everything we do



Our purpose, to create a clean, safe and secure environment for future generations, sets out **why** we are here and the importance of **what** we all do.

Our Manifesto is a simple one-page document that shows the company we want to be – a Sellafield of which we can all be proud. It's not the why nor the what, it's the **how**.

We developed it in 2020 and have used it since then to shape how we work.

In 2026, we worked to distil the original Manifesto statements into 3 simple values:

- We are respectful
- We are responsible
- We deliver more, together

Following our Manifesto and embodying our values is an important part of how we work. It is vital to delivering our strategy in a way that meets the expectations of all our stakeholders – from our workforce, to our local communities, to the nation.

Our story

The past

Phase 1 – Nuclear deterrent

Our early years delivered plutonium material for the UK deterrent after World War 2. This saw the interim storage of byproducts as untreated waste.

Phase 2 – First generation nuclear power stations

We began electricity generation for the UK power grid in the 1950s and continued material manufacture for the deterrent programme. Byproducts continued to be stored as untreated waste.

Phase 3 – Oxide and international customers

Sellafield became a testbed for new reactor technology for electricity generation and new reprocessing facilities (1970s/80s). This included direct treatment of waste and capacity for civil reprocessing for international customers.

The present

Phase 4 – Waste management and UK Mission support

Our mission has changed. Nuclear electricity generation concluded at Sellafield in 2003.

Reprocessing ended in 2018 for the Thermal Oxide Reprocessing Plant (Thorp) and in 2022 for Magnox Reprocessing.

The focus for the site today can be described through 7 priorities.

1. **Receipt of Advanced Gas-Cooled Reactor (AGR) fuel** from EDF Energy's operating AGR fleet.
2. **Support for the Continuous At Sea Deterrent (CASD)** via management of spent fuel from the propulsion programme.
3. **Vitrification of the highly active liquors** created during the reprocessing mission.



4. **Management of the UK civil stockpile of separated plutonium**, delivering UK government policy for this material.
5. **The retrieval and treatment of wastes** that had been interim stored during the delivery of earlier missions.
6. **The remediation of redundant facilities**, decontamination, de-planting and demolition.
7. **The management of the site:** site infrastructure must be maintained and enhanced.

The future

Our capability, capacity and experience are unique. Over the years, we've demonstrated our ability to deliver complex missions.

We'll continue to build Sellafield's value as a nationally important asset for the UK, helping to meet the needs of the country on its most secure civil nuclear site.



The Corporate Strategy



We deliver a UK mission, providing strategic capabilities and managing national assets and liabilities.

While doing this, we need to deliver lifetime value for money for the taxpayer. This means striking the right balance of investment in effectiveness as well as efficiency.

We need to save money whilst continuing to deliver our mission and maintaining and building the capabilities needed for the future, as a nationally important asset.

Our work has no risk-free options. We must understand and manage all risks safely, securely and sustainably. This requires us to recognise the interdependencies of the NDA group and the broader UK nuclear sector.

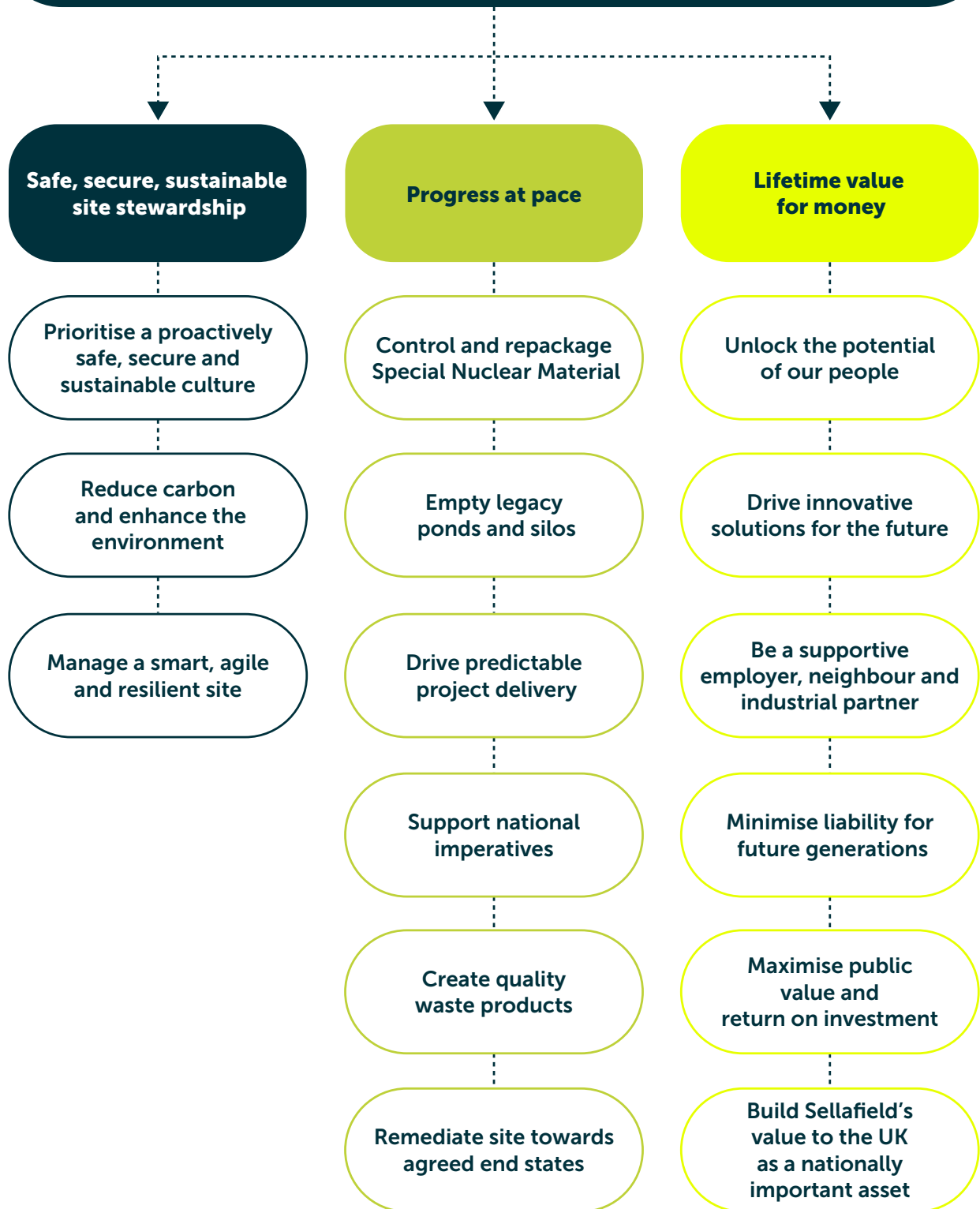
Strategic focus areas

We have 3 strategic focus areas.

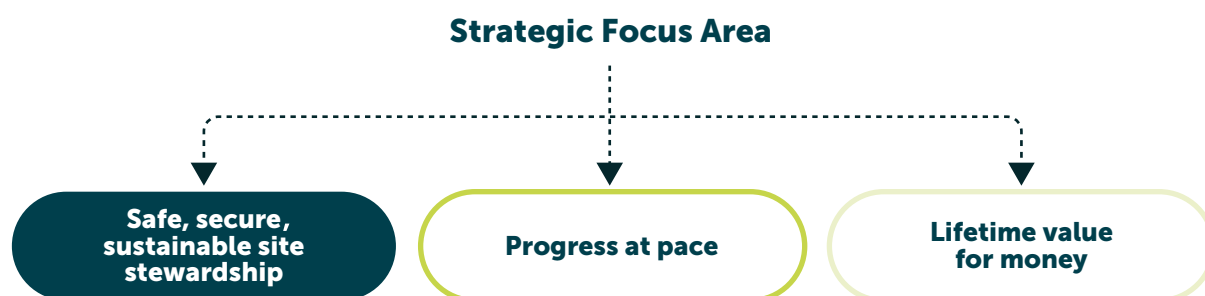
These provide high-level focus for our work and, along with the objectives beneath them, set our direction.

- Safe, secure, sustainable site stewardship
- Progress at pace
- Lifetime value for money

**We are creating a clean, safe and secure environment
for future generations**



Focus area 1: Safe, secure, sustainable site stewardship



What this means

Safe, secure, sustainable site stewardship is the bedrock of everything we do. If we don't get this right then we can neither achieve our mission, nor offer wider value to the country.

We carry a huge responsibility to our community, the UK and the wider nuclear industry. A nuclear event at Sellafield would have far reaching consequences. Recognising this, we promote a culture of caution and personal accountability. We invest in both risk management and innovation to help keep us safe.

Sustainability is not a standalone goal: it's central to our work. It's seen in our commitment to caring for our people, the communities in which we operate, and the environment.

The strategy includes objectives to guide our social impact and innovation contributions. Aligning our actions and values will ensure our delivery is effective today, and resilient and responsible for the future.

We must ensure that we give appropriate priority to safety and security in everything we do. However, to reduce the time at risk from our hazardous materials, we must do so with pace and urgency.

Our risk appetite informs the relative priority of risks at a business-wide level. It provides a framework for informed decision making. Timely management of our intolerable facilities will continue to dominate our approach.

We will ensure the protection of people and the environment from radiological hazard. We do this through ensuring we have suitable operating conditions, minimising accidents, minimising discharges and mitigating accident consequences.

Changes since the Enterprise Strategy

There has been one update to the strategic objectives in this area:

We have refined the focus of the first strategic objective. This is to emphasise the importance of culture in being safe, secure and sustainable.

Our objectives

Prioritise a proactively safe, secure, and sustainable culture

Safety, security and sustainability are at the heart of what we do and who we are. Our purpose recognises the importance of the legacy we leave for future generations. We must deal with our inventory of hazardous materials and facilities to make them safe for the community.

Some of our oldest facilities are already in an intolerable condition. Recovering these to an acceptable safe state is our most urgent work. Nuclear safety takes priority. Our risk-based management framework supports this by illustrating the different conditions of our facilities and the imperative to address these.



Reduce carbon and enhance the environment

We're learning more about the challenges and impacts of climate change. Public expectations are also evolving. All organisations have a part to play in addressing this.

Our purpose recognises the importance of the legacy we leave and our environmental impact is a key element of this.



Manage a smart, agile, and resilient site

We will improve site services, infrastructure, transport and logistics. We will prepare sites for future new build and maximise the use of existing waste facilities.

Improved asset management will help us achieve our purpose.



Focus area 2: Progress at pace



What this means

We must deliver our purpose with pace and intent.

We have established the foundations of delivery across our site. Nuclear waste treatment, management and storage is the core of our purpose.

Over recent years we've made progress in starting retrievals from our legacy facilities. Visible progress shows that we are delivering on our purpose. This is important for our stakeholders who expect a reduction of risk and threats from our materials and buildings.

We have one of the largest portfolios of complex infrastructure projects in the country and the government expects to see progress in the delivery of these.

We support many national imperatives. Our role in helping deliver these enables others to complete their missions, making this work crucial for the country.

Recognising that in the future waste will be our major product, we need to continue to deliver waste packages to exacting

standards. Demonstrating we apply the waste management hierarchy in all we do is fundamental to reducing re-work and minimising our lifetime cost and environmental footprint.

In this strategy, we are building on the strong foundations of our 2020 Enterprise Strategy. We're maintaining an appropriate sense of urgency while delivering safely, securely and sustainably. Our priority is ensuring continued progression, enabled by strong decision making.

Changes since the Enterprise Strategy

There has been one update to the strategic objectives in this area:

We have refined the focus of the third strategic objective, *Drive predictable project delivery*. This is to reflect the constrained funding environment whilst ensuring predictable project delivery.

Our objectives

Empty legacy ponds and silos

To clean up the Sellafield site, we have to empty the legacy ponds and silos as soon as reasonably practicable. We need to maintain the structural integrity of these legacy facilities while we retrieve waste or prepare to do so.

Control and repackage special nuclear materials

We have to safely and securely manage special nuclear material in line with government policy. Our work to address potentially defective packages is key. We are repackaging these materials to reduce the risk of degradation.

Drive predictable project delivery

We need to upgrade infrastructure and build new buildings that can hold waste, sludge or fuel. We also need facilities to process nuclear waste into stable forms for storage and disposal. These projects are key enablers for the delivery of our purpose.

We need to build these facilities regardless of any wider financial constraints.

Support national imperatives

We have to use our capabilities and facilities to help deliver the government's policies.

We support national imperative programmes and help the NDA deliver its commercial obligations.

Create quality waste products

We have to retrieve waste and decommission facilities. We must create waste products that are safe and secure for the long-term.

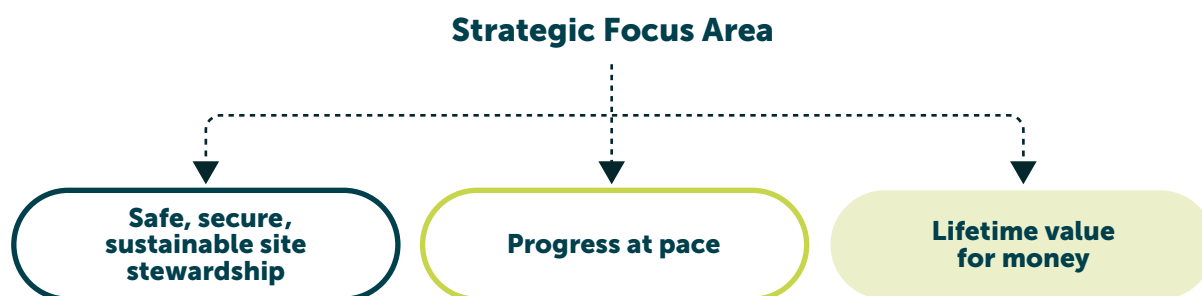
We will continue our focus on producing high quality waste products, in the same way we did with fuel and reprocessing.

Remediate site towards agreed end states

We must continue to clean up our site and work towards our agreed interim and final end states.

As facilities stop operating, we will decontaminate and decommission them. We will manage the waste responsibly. We will remediate land appropriately.

Focus area 3: Lifetime value for money



What this means

We will use our funding to deliver agreed outputs that improve people's lives and economic wellbeing.

For us, this value encompasses safety, security and the environment. It also means ensuring positive social outcomes and an appropriate return on investment.

Central to this is the prevention of any event that could lead to the release of radiological material. We invest in asset care and maintenance, and the decommissioning of our facilities. These are strategic actions that reduce the lifetime cost of the site and reduce liabilities.

In addition to the above, we work to support other government policy objectives, such as contributing to meeting the government's net zero commitments.

We have a unique opportunity to use our funding to deliver additional value to the UK. This is reflected in our new objective: *Build Sellafield's value to the UK as a nationally important asset.*

We also provide value through our contributions to local growth, education, and training. We act as a showcase for innovation and support for new businesses. Our workforce also volunteers with passion and commitment to support many organisations.

Throughout all of this, we must maintain our social licence to operate. Our continued existence depends on stakeholder confidence. We will build this with our ability to maintain safety and security, deliver our commitments, and offer value.

Changes since the last Enterprise Strategy

Other than the addition detailed above, there have been no changes to the objectives in this focus area.

Our objectives

Unlock the potential of our people

To achieve our purpose, we need an engaged workforce. We need the right people, in the right roles, at the right time. Without this we won't achieve our purpose.

Drive innovative solutions for the future

We must continue to use innovative technologies and approaches. These help us achieve higher standards of safety, security and sustainability. They help us accelerate delivery and allow us to be more effective and efficient.

Be a supportive employer, neighbour and industrial partner

The legacy we leave for future generations is important. We want to create a positive legacy for our communities.

Minimise liability for future generations

We want to reduce the future liabilities we create. This helps deliver our purpose and is a sensible commitment to future generations.

Maximise public value and return on investment

We have to develop and deploy a broad spectrum of skills and capabilities. We work with our diverse supply chain to achieve this.

We will create an environment where we integrate our own experience and capabilities with that of our supply chain. This ensures we develop fit-for-purpose, innovative solutions and deliver value for money.

Build Sellafield's value to the UK as a nationally important asset

We want to ensure we use the Sellafield site to benefit the UK, now and in the future. This ensures we realise the lifetime value of assets and deliver value for money.

Supporting strategies and enablers



This document outlines our high-level strategy for achieving our purpose, and meeting our commitments and expectations.

A team effort

It has been delivered with teams across our whole business. Each and every Sellafield Ltd employee has a role to play in helping to deliver what's set out in this document.

We must deliver our strategy as effectively as possible, while meeting our legal, regulatory and stakeholder expectations.



Risks and strategic health

At Sellafield, we manage some of Europe's most significant nuclear risks.

We have comprehensive risk management and risk reporting processes in place. We review these regularly to help ensure they remain effective.

Our principal risk profile covers a series of key themes:

- Asset care
- Land, waste routes and storage
- Conventional and nuclear safety
- Physical and cyber security
- Supply chain risks
- Resource risks
- Climate change
- Funding and supplier risks



