



NSG

# GENDER PAY GAP REPORT

**2024-25**



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# DIRECTOR'S INTRODUCTION

**At NSG, we are committed to creating and sustaining a positive and supportive working environment for employees, contractors and visitors, where everyone is equally valued and respected. As an employer, we value the principles of diversity and inclusion. We are committed to providing a fair, equitable and mutually supportive working environment and this is reflected in our core values and Behavioural Charter.**

Our aim is to create an organisation that actively promotes dignity, respect, diversity and equality of opportunity for all and is free from discrimination, harassment or victimisation of any sort. We believe that every one of our employees has a unique range of skills, abilities and experiences, all of which will ultimately benefit the communities we serve. We recognise that employing people from a wide variety of backgrounds will bring the widest and best possible range of skills, abilities and experience to our organisation. Therefore, our recruitment procedures ensure a fair and consistent process in line with legislation.

This report presents our gender pay gap data, identifies the reasoning behind the pay gap and explores our initiatives to close the gap. We recognise the importance of the UK Government's drive for transparency on gender pay issues and confirm that the data reported is accurate and consistent with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**GRÁINNE CARPENTER**  
**CONSULTANCY SERVICES DIRECTOR AND SUSTAINABILITY SPONSOR**



# OUR MEASUREMENT

Established in 1982, we are a UK-based business specialising in engineering, waste management and decommissioning solutions for the nuclear industry.

As we have grown and now exceed 250 employees, this is our first Gender Pay Gap Report. Our figures are based on calculations set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and will be reported annually.

For this Gender Pay Gap Report, our data is taken from the snapshot date of 5 April 2024 and presents the difference in average pay between men and women across NSG.

On 5 April 2024, we employed 274 employees. On this snapshot date, there was a higher proportion of male employees (72%) than female employees (28%).

## KEY DEFINITIONS

### GENDER PAY GAP

The difference in average earnings between men and women across NSG, expressed as a percentage of men's earnings. It highlights overall pay disparities rather than differences in pay for the same role.

### EQUAL PAY

The legal requirement to pay men and women the same for performing work of equal value. This is covered under the Equality Act 2010 and is distinct from the gender pay gap.

### PAY QUARTILES

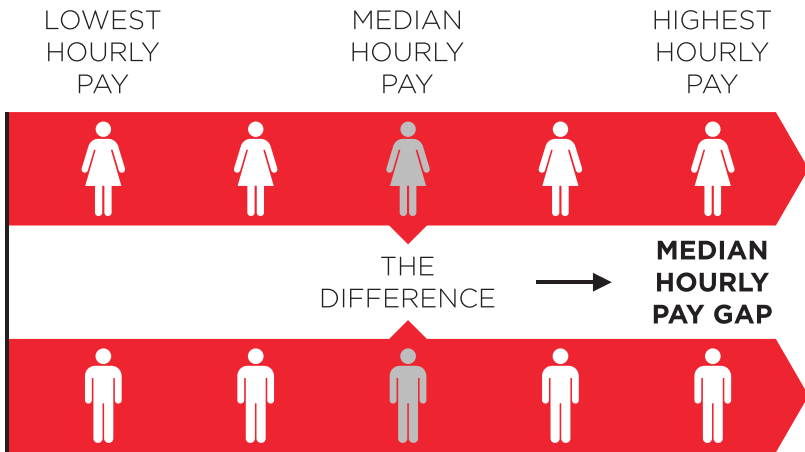
The division of our pay distribution into four equal parts, each containing 25% of the employees. This helps to show the spread of men and women across different pay levels.

### BONUS PAY GAP

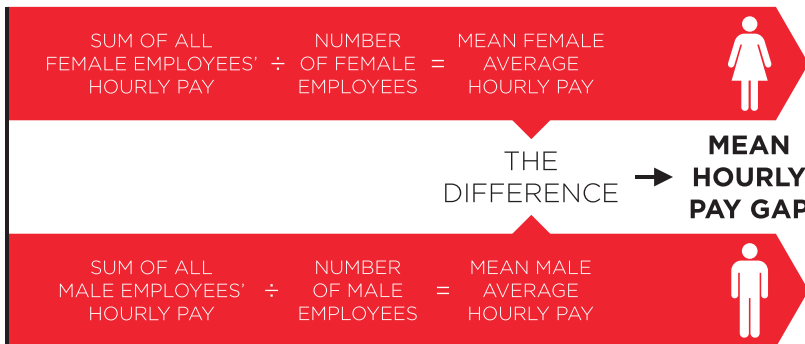
The difference in average bonus payments received by men and women, expressed as a percentage of men's bonus payments. This highlights disparities in additional compensation beyond regular salary.

**The gender pay gap does not measure equal pay, which relates to what women and men are paid for performing equal work. The principle of equal pay is enshrined in law and we are committed to ensuring ongoing compliance with our equal pay obligations.**

### HOW WE CALCULATE THE GENDER PAY GAP MEDIAN DIFFERENCE



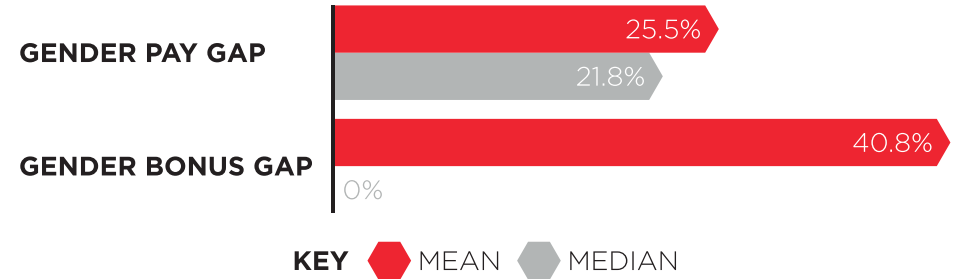
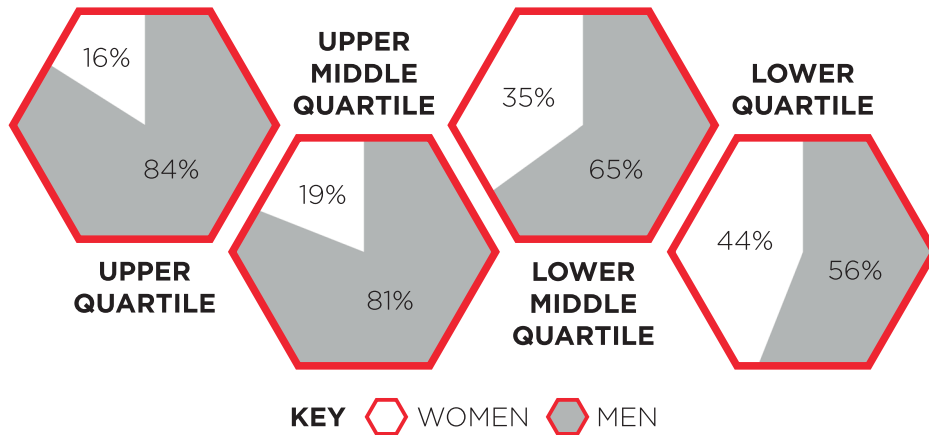
### HOW WE CALCULATE THE GENDER PAY GAP MEAN DIFFERENCE



# OUR DATA

As an organisation, we work in a traditionally male-dominated sector. Therefore, a high proportion of the total executive board and senior leadership teams are male. Their higher salaries relative to the number of women at lower levels of the organisation increases the male average overall.

## PROPORTION OF MEN AND WOMEN IN EACH QUARTILE



Our median gender bonus gap is 0%, which means that when we compared the middle-earning male and middle-earning female in our organisation, women earned £1 for every £1 earned by men.

## PROPORTION OF EMPLOYEES THAT RECEIVED A BONUS



Bonuses are awarded based on start date. Our employee numbers grew significantly during the 2023-24 financial year, particularly in the last quarter, and this is reflected in the percentage of employees who did not receive a bonus. All qualifying employees were awarded a bonus in recognition of their contribution to the relevant financial year profit position. The bonus is the same amount for the majority of employees. However, some senior managers, departmental heads and directors receive a higher proportional amount.

# CLOSING THE GAP

We are committed to closing the gender pay gap and achieving a more representative workforce. Through a series of initiatives designed to support and empower our female employees, we intend to uphold our values and increase the proportion of women across the business.

We recognise the importance of work-life balance, especially for parents. By providing flexible working arrangements, including maternity and paternity leave, we ensure that our employees can manage their professional and personal responsibilities effectively.

We also recognise that women are significantly more likely to take on caregiving roles compared to men. This disparity highlights the disproportionate impact of caregiving responsibilities on women, which can affect their career progression and contribute to the gender pay gap. This is why we are passionate about prioritising flexible working arrangements, such as our nine-day fortnight scheme where every other Friday is a non-working day, as well as supporting working from home where possible within the requirements of the role.

We believe in the potential of our employees and are dedicated to investing in their growth and development. This includes providing opportunities for continuous learning and career advancement. To foster leadership among women, we offer training, development and mentoring programmes aimed at preparing them for managerial and senior leadership roles within our organisation. The latest iterations of our management programmes had proportional representation of women. This helps in building a pipeline of talented female leaders and increasing the number of women in the upper quartile of our organisation.

In collaboration with industry partners and as part of our overall sustainability plan, we are engaging with schools, colleges and universities to increase the level of participation in STEM subjects – a key goal for our business. Recognising the underrepresentation of women in STEM fields, we provide targeted long-term support to STEM programmes. By partnering with girls' schools for careers and STEM events, we encourage greater female participation in our industry. Additionally, we leverage our collaboration with Women in Nuclear UK (WiN) to support employee mentoring both within our organisation and externally. This includes the WiN Mentoring Scheme for early and mid-career professionals and the Non-Executive Director programme for senior-level mentorship.



We actively collaborate with other organisations to support the recruitment, mentoring and development of female employees. This collective effort amplifies our impact and fosters a more inclusive industry. As a result, we are seeing an increasing number of women joining our organisation and over time, as things develop, we expect to see positive changes in the level of female representation throughout our business. As an organisation, we have a high retention rate and are confident that we will progressively achieve positive changes.

Our commitment to diversity extends beyond gender. We support our Equity, Diversity and Inclusion (ED&I) Working Group and encourage greater diversity in terms of ethnicity, neurodiversity, age and more. This holistic approach ensures a more inclusive and equitable workplace for all.

These initiatives reflect our commitment to creating a supportive and empowering environment for women, actively contributing to closing the gender pay gap and fostering a diverse and inclusive workplace.



## CAREER CASE STUDY

**AIMEE RODGERS**  
**PRINCIPAL CONSULTANT**

I joined NSG in 2012 and it was my first technical job after graduating from Newcastle University in 2011 with a BSc in Chemistry. Coming from West Cumbria, I grew up with the nuclear industry around me and knew it was a male-dominated industry, particularly the technical side. When I joined NSG, Consultancy Services was a very small department — I was the seventh team member — and it was surprising to be part of a nearly equally split team in terms of gender, which was a positive environment to be in.

My early career focused on technical development, in line with my male colleagues, and I never felt like I wasn't given the same, or similar, opportunities. I think this links to the NSG core value of integrity — I worked hard to develop my technical capability and this was recognised by NSG. I have steadily progressed from a Technical Officer to a Principal Consultant, which is a senior role in the business. Recently, my training has focused on the future and being part of NSG's NextGen programme has enabled me to develop my leadership skills.







**NSG**

THE NUCLEAR INDUSTRY'S  
**PREFERRED PARTNER**