NSG

GENDER PAY GAP REPORT

2025-26





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INTRODUCTION

NSG Environmental Ltd (NSG) is committed to creating and sustaining a positive and supportive working environment for staff, 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 as set out in our 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 member of staff has a unique range of skills, abilities, and experiences, all of which will ultimately benefit our business. 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.

This report presents our gender pay gap data, identifies the reasoning behind the pay gap and explores our initiatives to close the gap. This is our second report, last year's report can be found on our website. NSG recognises the importance of the United Kingdom (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.

Dr Gráinne Carpenter, Director of Consultancy services, Director of ESH&Q and Sustainability sponsor.



OUR MEASURMENTS



To support the reader, key definitions and concepts underpinning our approach are set here.

These provide clarity on how these terms are used throughout this report.

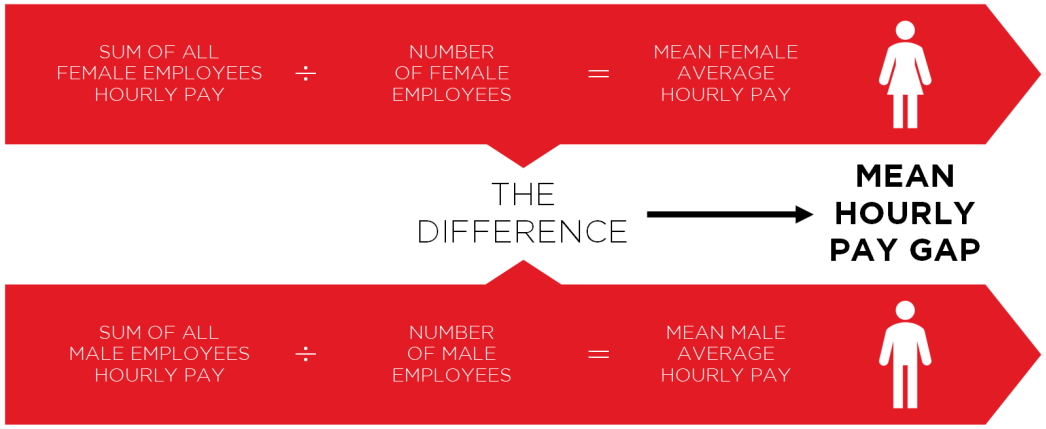
KEY DEFINITIONS:

GENDER PAY GAP

The difference in average earnings between men and women across an organisation, expressed as a percentage of men's earnings. It highlights overall pay disparities rather than differences in pay for the same role. A positive percentage (%) indicates that men are paid more, conversely, a negative (-%) percentage means women are paid more.

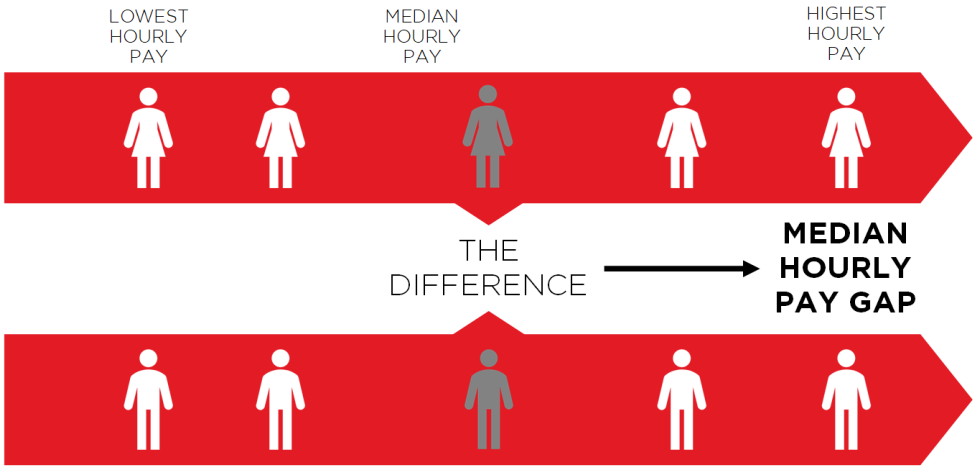
MEAN GENDER PAY GAP

The percentage difference between the average hourly pay of men and women, calculated by subtracting women's mean hourly earnings from men's and dividing that difference by men's mean hourly earnings.



MEDIAN GENDER PAY GAP

The percentage difference between the hourly pay of the middle earning man and the middle earning woman, calculated by subtracting women's median hourly earnings from men's and dividing that difference by men's median hourly earnings.



PAY QUARTILES

The division of an organisation's 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.



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. Equal Pay does not need to be reported in a Gender Pay Gap report. However, at NSG we are committed in being compliant with Equality Act 2010 and as such we apply equal pay to all our employees.

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OUR DATA



NSG, established in 1982, is a UK-based business specialising in nuclear engineering, waste management, and decommissioning solutions for the nuclear industry.

Our figures are based on calculations set out in the UK regulations and will be reported annually. This Gender Pay Gap report presents the difference in average pay between men and women across the organisation, based on a data snapshot taken on 5th April 2025.

PAY QUARTILES

As an organisation working in a traditionally male-dominated sector we have a high proportion of male employees. As at 5th April 2025, we employed 329 staff with a gender split as shown in **Figure 1**.

It is to be noted that this is consistent with trends from the wider UK Nuclear industry. The Nuclear Industry Association reported in 2025 that women make up 22% of the UK nuclear workforce.

A proportional breakdown of our men/ women within each quartile is presented in **Figure 2**.

FIGURE 1

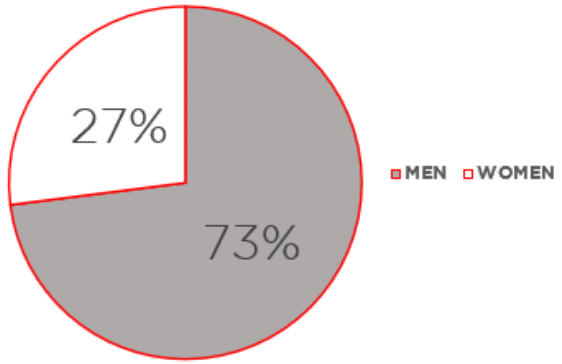
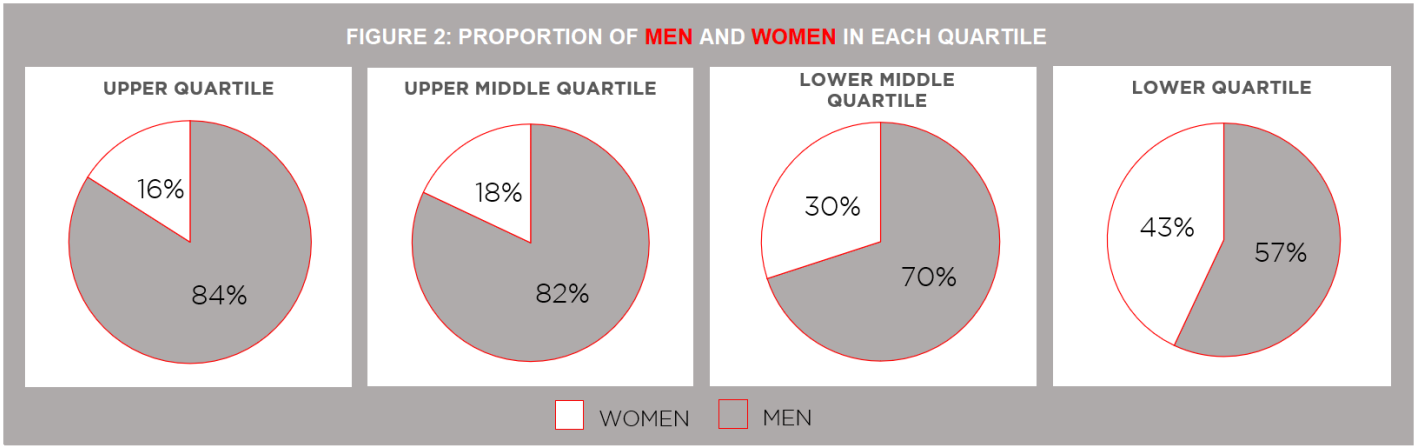


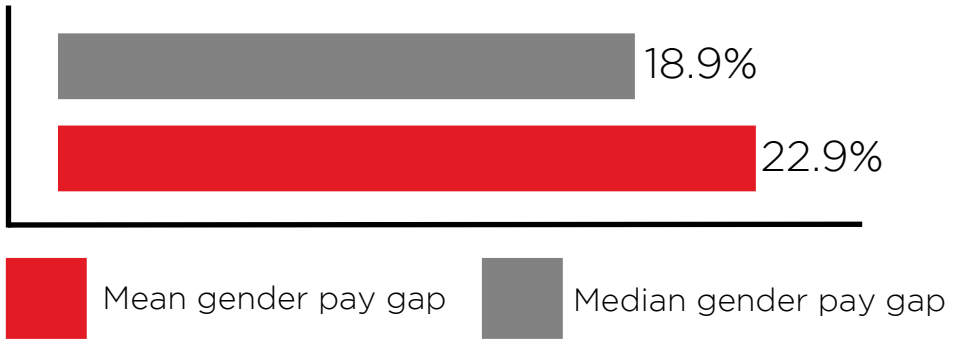
FIGURE 2: PROPORTION OF MEN AND WOMEN IN EACH QUARTILE



NSG GENDER PAY GAP

Figure 3 presents the organisation's gender pay gap, based on a data snapshot taken on 5th April 2025. This is showing a mean difference of 22.9% and a median difference of 18.9% between male and female employees. Men's higher salaries relative to the number of women at lower levels of the organisation increases the male average overall. We are in line with the industry standard but are working to make improvements to decrease the gender pay gap.

FIGURE 3



BONUS PAY GAP

Bonuses are awarded based on an employee's start date; therefore, not all employees receive a bonus. Employees who started before January of the year in which the bonus is awarded are eligible to receive a bonus. Those who join from January onwards do not receive a bonus. This is because the bonus relates to the profit performance of the previous Financial Year (FY) - in this case the FY 2024/2025 - to which new starters will have made limited or no contribution. 66% of total female employees and 59% of total male employees received a bonus, see **Figure 4**.

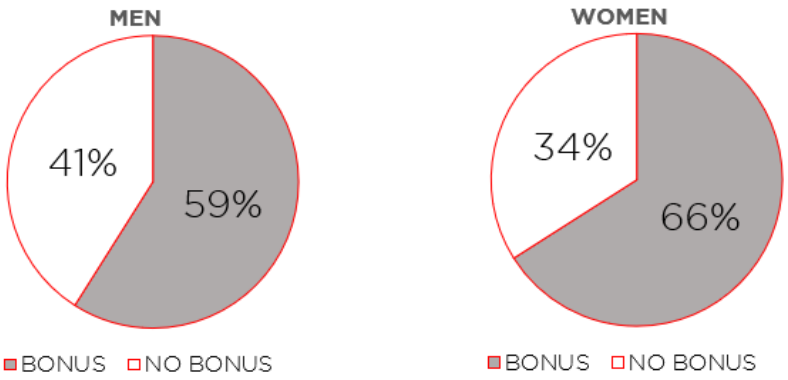


FIGURE 4: PROPORTION OF EMPLOYEES THAT RECEIVED A BONUS



Our median bonus pay gap is 0% as the bonuses received by men and women within each quartile is the same. However, our mean bonus pay gap is 44.6% as our senior managers, heads of departments and Directors receive a higher proportional bonus than other roles.

As there are more men in these senior roles, this impacts on our mean gender bonus pay gap.

Our bonus median pay gap is 0%; comparing middle-earning men and woman in our organisation, women earned £1 for every £1 earned by men.

Gender Bonus Pay Gap	Mean	Median
	44.6%	0%





CLOSING THE GAP

UNDERSTANDING OUR GENDER PAY GAP

The gender pay gap in the UK is part of a wider societal pattern shaped by long standing structural and cultural factors. According to the Office for National Statistics, nationally, the gender pay gap among full time employees stood at a median percentage of 6.9% in April 2025, having decreased slowly over the past decade. Women remain under-represented in high paid occupations, and the gap widens significantly among employees aged 40 and over, reflecting career progression patterns, occupational choices, and the disproportionate impact of caregiving on women's working lives. These structural factors create a backdrop in which many organisations, particularly those operating in technical and highly specialised sectors, continue to experience persistent pay gaps.

These societal patterns are strongly mirrored within the UK nuclear industry. The nuclear sector has historically grappled with under representation of women in STEM (Science Technology Engineering and Maths) disciplines and technical career pathways, and this continues to affect its gender pay gap. The Office for Nuclear Regulation (ONR) reported in February 2026 that its gender pay gap remained high at a mean of 26.0%, driven predominantly by the concentration of men in technical and higher paid roles and the legacy of a male dominated talent pipeline. ONR's analysis also highlights that although women now make up 37.8% of its workforce, technical roles, which typically attract higher pay, remain largely male dominated. These issues are consistent across the nuclear sector and reflect long term demographic and educational trends.

NSG's gender pay gap reflects these broader industry challenges. Like much of the UK nuclear workforce, NSG operates in a sector where STEM skills are essential and where women remain under-represented. This affects the distribution of men and women across the organisation, particularly in senior roles. Further, NSG, like the wider UK workforce, recognises that women are more likely to take on caregiving responsibilities, which can influence working patterns and career progression. This dynamic continues to play a role in shaping representation across senior roles and therefore contributes to the overall structure of the gender pay gap at NSG.





OUR PLAN OF ACTION

NSG is committed to reducing the gender pay gap and achieving a more representative workforce.

Our recruitment procedures ensure a fair and consistent process in line with legislation. Once in post, initiatives will be designed to support and empower our female employees, and by upholding our values, we aim to provide equal opportunity for women across the business.

This is our second year publishing a gender pay gap report and many of our initiatives are still at an early stage. Our focus now is on sustaining and embedding these actions to ensure they drive meaningful change over the coming years, rather than introducing new strategies that might dilute or undermine the progress already underway.



Women in Nuclear UK

STRENGTHENING PROGRESSION & LEADERSHIP PATHWAYS FOR WOMEN

NSG remains committed to dismantling the structural and cultural barriers that have historically limited women's entry and progression within the nuclear industry. A key part of this work involves strengthening pathways into leadership, technical roles, and career development opportunities that support long term progression.

To support this, NSG continues to enhance development opportunities for women through targeted training, mentoring, and structured development pathways designed to build confidence, capability, and visibility across the organisation. These measures ensure women have equitable access to the skills and support required to progress into senior and technical roles.

Looking ahead, NSG will continue to ensure that women are appropriately represented within our management and leadership programmes, monitoring participation annually to identify progress and areas for improvement. Managers are encouraged to actively identify talent and provide targeted support, including development conversations and access to mentoring through internal routes or external schemes such as WiN (Women in Nuclear).

We also track the progression of women into more senior roles each year to gauge our progress towards achieving a more balanced gender representation within the upper pay quartile. This sustained approach will help ensure that women enter NSG and have a clear, supported route to advance their careers, ultimately helping to close the gender pay gap by shifting the balance of representation at senior levels.

CAREER CASE STUDY:



DR FIONA KEEGAN
HEAD OF COMMERCIAL

I've worked at NSG for 12 of the last 21 years (with a return to university to do a PhD, travelling, and stints at other nuclear companies in between).

I first worked at NSG in 2004/5 as a Technical Officer, gaining experience in decommissioning research and development.

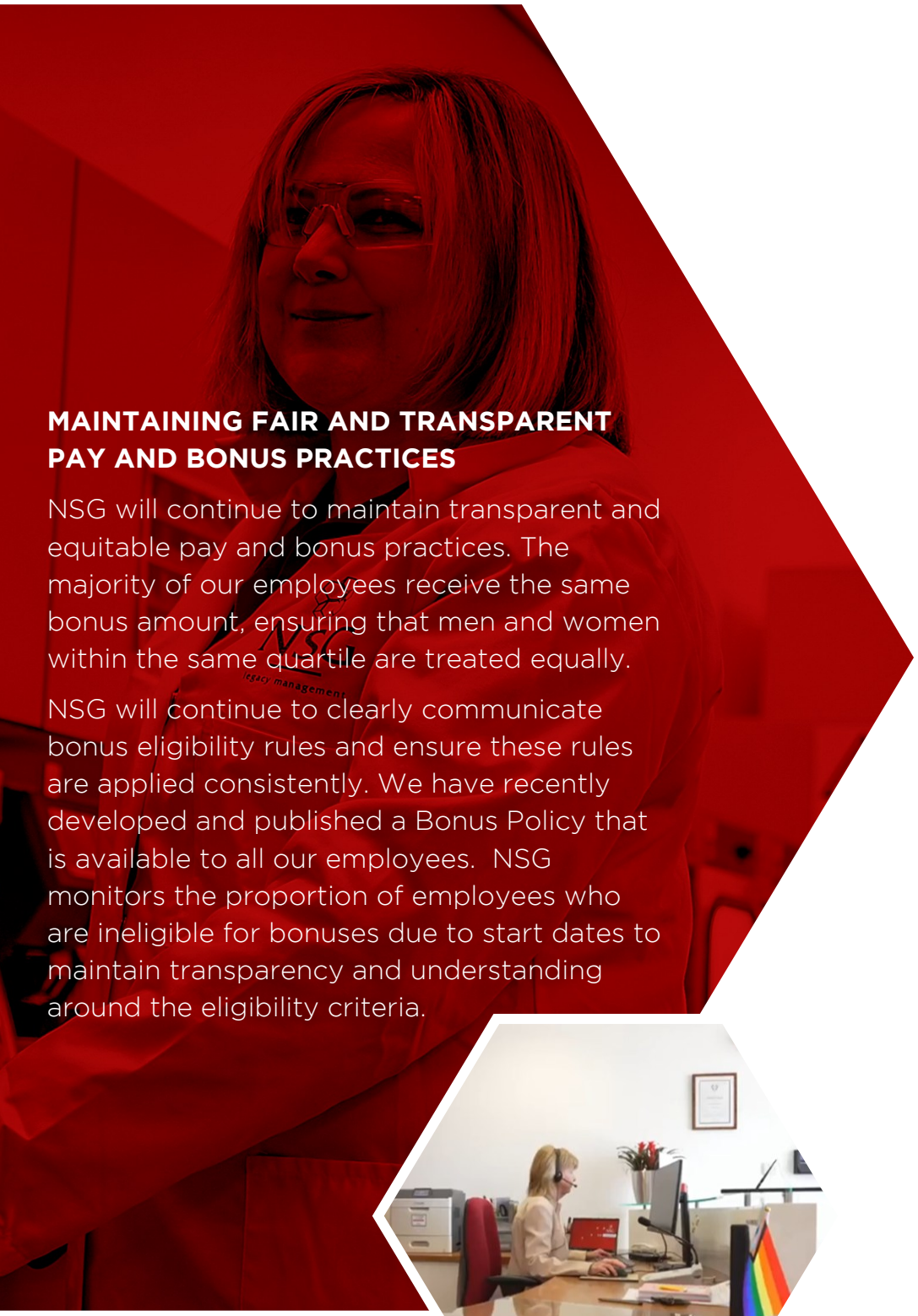
Between 2009 and 2012 I was a Senior Project Engineer at NSG and in that time worked on many research and development projects and decommissioning projects at nuclear sites across the country. NSG supported my aspirations to become a chartered engineer, and under the guidance of NSG's Engineering Manager I became a Chartered Member of the IMechE in 2011.

In 2017, I returned to NSG as a Project Manager. At the time I was the only female Project Manager in the business, working in a predominantly male team, which was not unusual by this point in my career. In 2019 I was given the opportunity to step into the lead Project Manager role on NSG's biggest project at the time. I felt supported by senior management and developed valuable commercial and contract knowledge in this position.

I moved into the Commercial Team as a Commercial Manager at the start of 2022 and in 2024 I was promoted to Head of Commercial, which is a senior leadership role. NSG's senior leadership is still predominantly made up of men, but the opportunities are there for more women to progress and lead the business.




NSG
NSG



MAINTAINING FAIR AND TRANSPARENT PAY AND BONUS PRACTICES

NSG will continue to maintain transparent and equitable pay and bonus practices. The majority of our employees receive the same bonus amount, ensuring that men and women within the same quartile are treated equally.

NSG will continue to clearly communicate bonus eligibility rules and ensure these rules are applied consistently. We have recently developed and published a Bonus Policy that is available to all our employees. NSG monitors the proportion of employees who are ineligible for bonuses due to start dates to maintain transparency and understanding around the eligibility criteria.

SUPPORTING EMPLOYEES WITH CARING RESPONSIBILITIES THROUGH FLEXIBLE WORKING

NSG recognises that women are more likely to take on caregiving responsibilities and therefore places strong emphasis on flexible working arrangements. We will continue to promote the 9-day fortnight, which provides every other Friday as a non working day, and we support employees in working from home where role requirements allow. NSG maintain supportive maternity and paternity leave arrangements and ensure that return to work discussions take place to help employees re-engage with development and progression opportunities.

In addition to these measures, NSG actively promotes Shared Parental Leave (SPL) as a valuable option for supporting families. SPL enables eligible mothers, fathers, partners and adopters to share time off work following the birth or adoption of a child. Eligible employees can use SPL if they, or their partner, curtail maternity or adoption leave early, making the remaining leave available for both parents to share. This arrangement allows families to divide caring responsibilities in a way that best suits them, whether by taking leave at the same time or consecutively. NSG ensures that all eligible employees understand their entitlement, the eligibility criteria and the notice requirements for SPL. By supporting and encouraging uptake of SPL, NSG aims to help balance caregiving responsibilities between parents, thereby reducing the disproportionate impact these responsibilities can have on women's career progression.



CHAMPIONING DIVERSITY, EQUALITY AND INCLUSION

NSG remains committed to building a workplace that is diverse, inclusive and equitable. Our broader ED&I work, covering ethnicity, neurodiversity, disability, age and other characteristics, will continue to strengthen the culture in which these gender equality actions sit.

By championing ED&I in this wider sense, through initiatives such as our ED&I working group, we aim to create an environment where employees feel safer, respected and able to raise concerns without hesitation, giving us clearer mechanisms to identify and address issues early.

We intend for this approach to help individuals feel supported and enhance our reputation as a responsible and welcoming employer where people can thrive. A workplace that is known to be fair and inclusive naturally attracts a more diverse range of applicants and encourages employees to stay and progress, helping to build a more balanced talent pipeline over time. As more women and under-represented groups enter, remain in and advance through the organisation, the underlying structural factors contributing to our gender pay gap should reduce.

INCREASING FEMALE REPRESENTATION

To address the under-representation of women in STEM roles, NSG will continue its targeted engagement with schools, colleges and universities to encourage young women to study and pursue STEM subjects. Through participation in STEM outreach programmes, industry partnerships and collaboration with girls' schools, NSG aims to strengthen the long-term female talent pipeline. We assess the impact of these initiatives by undertaking qualitative surveys after STEM initiatives.

A recent example of NSG's targeted STEM outreach initiatives is our continued partnership with Penwortham Girls' High School, which directly supports our commitment to breaking down early stage barriers to entry for young women considering careers in science and engineering. As part of this collaboration, Michelle Waller (People Development Advisor and STEM Lead) and Nathan Dyke (Consultant) delivered a series of interactive sessions introducing students to the fundamentals of radioactivity and demystifying a subject that is often perceived as complex or inaccessible.

Following this, 12 students visited our Head Office, where they toured our facilities and spent time in the laboratory learning about encapsulation processes. During their visit, our colleagues shared insights into real world applications of nuclear science, discussed diverse career pathways within the sector, and answered questions about working in a highly specialised industry. By providing hands on experiences, relatable role models, and direct exposure to STEM careers, this initiative supports our wider goal of inspiring the next generation of girls to see themselves in technical and engineering roles - helping to widen the future talent pipeline and create more equitable access to opportunities within the nuclear sector.

Another core element of our approach is the work of our dedicated Women in Nuclear (WiN) working group, spearheaded by Ruth Newton. The group plays a vital role in breaking down barriers to entry by creating a supportive community for women across NSG and provides tailored support, networking, and shared learning opportunities that help women navigate careers in a male dominated industry. This year, NSG sponsored four female employees to participate in the WiN mentoring scheme, enabling them to benefit from industry wide knowledge sharing, build connections and develop confidence.

Our representation at the WiN Global Conference in July 2025 further strengthened these efforts, signalling NSG's commitment to shaping a more inclusive nuclear industry and challenging the systemic barriers that have historically limited women's participation and representation.





NSG

THE NUCLEAR INDUSTRY'S
PREFERRED PARTNER