



The NDA group

People report

October 2026



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David Peattie FREng FNucl, Group CEO



The NDA group's mission is one of the world's most important and complex environmental programmes, safely decommissioning the UK's earliest nuclear sites while supporting the wider nuclear fuel cycle, transporting, receiving and managing spent fuel.

Delivering the mission safely, securely and cost-effectively depends on our people. The culture we create, the behaviours we encourage and the environment in which people work all have an impact on our mission, which, will serve us well as we take on the EDF advanced gas-cooled reactors for decommissioning.

Building great places to work with a strong, inclusive and high-performing culture has been a sustained focus during my ten-year tenure as CEO of the NDA group. Significant work has been undertaken to strengthen leadership, create consistency across the group and foster environments where people can perform at their best. We've also worked hard to create workplaces where colleagues feel able to speak up and raise concerns, recognising that understanding our strengths and challenges is essential to improvement.

This report is a reflection of that sustained commitment of colleagues across the NDA group over many years. It brings together evidence from employee surveys, workforce data and Speak Up¹ arrangements to provide a baseline against which future progress can be measured.

While there is always more to do, I am proud of the progress that has been made. Strong cultures do not happen by accident and are never completed. They are shaped by leadership commitment, clear standards, openness, listening to our people and taking actions on what we hear through our surveys and other channels. We are committed to building on the foundations that have been established and creating great places to work for everyone.

¹ The NDA group Speak Up framework, including an independent Safecall reporting service, enables employees and those working on behalf of the group to raise concerns safely and confidentially. The NDA group's approach was developed with input from the Institute of Business Ethics and Gartner, a global research company.

Ruth Busby OBE, Group Chief People Officer



Culture, people and inclusion are areas that I am passionate about. As someone new to the NDA group, I have been struck by the strength of purpose across our organisations. Every day, thousands of people deliver one of the UK's most important long-term public missions. The commitment, professionalism and expertise required are extraordinary.

The NDA group has invested significantly in its people and workplaces. This has included group leadership standards, a group-wide Speak Up framework, group wellbeing and inclusion strategies, health and wellbeing support, employee networks, all of which reinforces the importance of inclusion and belonging. Adoption of initiatives such as Disability Confident², with all parts of the group achieving Leader level 3 status, and the Race at Work Charter³, alongside support for colleagues through initiatives including award winning menopause⁴ and wellbeing programmes, demonstrate a sustained commitment. This work has received independent recognition with independent Talent Inclusion Diversity Evaluation (TIDE)⁵ recognition.

The evidence in this report suggests those efforts are making a difference. The willingness of colleagues to participate in the employee survey and provide honest feedback demonstrates a workforce that cares deeply about the NDA mission. What encourages me most is not any individual metric, but the overall direction of travel. This report shows organisations that are listening, learning and responding.

We will not stop here. We know that we must continue to make progress and are committed to continuing to make improvements for all our colleagues. We recently launched our NDA group OneInclusion Strategy 2026-2030 setting out our ambition to continue creating great places to work. We are passionate about the work we do on nuclear skills and our role in the Nuclear

² Disability Confident is a UK Government scheme that helps employers support and develop disabled talent.

³ The Race at Work Charter is a Business in the Community initiative promoting race equality in the workplace.

⁴ The NDA group's MenoHub work has received national recognition including a Menopause Friendly Working Environment Award.

⁵ TIDE is an independent self-assessment and benchmarking framework led by ONVERO.

Skills Task Force, and we are further strengthening our ethics framework and will be implementing our first group-wide Code of Ethical Conduct in 2027.

Our work is of national significance, and as a national employer supporting the ambitions of place, growth and jobs we are at the heart of many communities and continue to strive to be a great place to work.

Why we are publishing this report

This report responds to a recommendation from the Public Accounts Committee⁶ to share information on the organisational health of the NDA group. While fulfilling that commitment, it also reflects our commitment to openness and transparency.

It brings together measures from across the NDA group to help assess the health of our culture, understand areas of progress and identify where continued focus is needed.

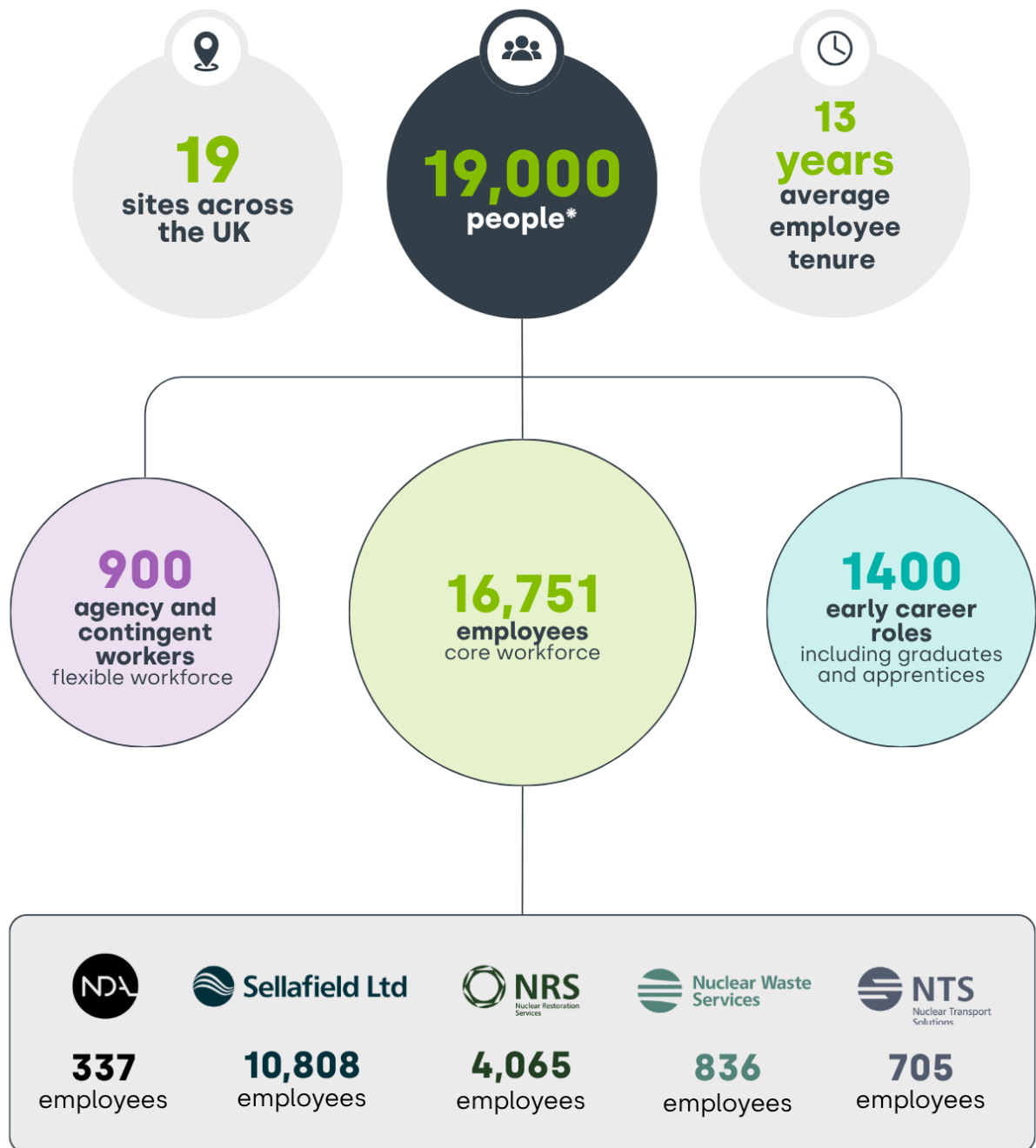
Over the last decade, as organisations have come together to form the NDA group⁷, significant emphasis has been placed on understanding workforce experience and building great places to work. A common employee survey, group wide Speak Up arrangements and consistent health and safety measures have all been introduced to provide a more comprehensive understanding of organisational culture.

As this is the first report of its kind, it provides an initial baseline against which future progress can be monitored.

⁶ *The Public Accounts Committee is a House of Commons select committee, responsible for examining the value for money of government expenditure and holding public bodies to account for their use of public money.*

⁷ *Before 2016, all NDA sites were managed by private-sector parent body organisations; they are now operated by NDA subsidiaries under a unified group model.*

The NDA group at a glance



**Rounded figure taken from March 2026 data*

Measuring organisational health

This report draws on three main data sources from across the NDA group:

1. Workforce data
2. Employee survey
3. Speak-up data, including health and safety reporting data

While no single measure can provide a complete picture, using important indicators from across these three data sets offers a consistent basis for understanding workforce experience, identifying areas of strength and highlighting where further improvement is needed.

1. Workforce data

The NDA group is committed to building inclusive workplaces and a workforce that represents the communities we work in and has made significant progress in understanding its people through improved diversity data and increased employee disclosure.

Representation was maintained or improved in 2026, with men in all roles at 67.3%, women in all roles at 32.7%, women holding 35% of board and senior leadership roles and increased representation of Black, Asian and ethnic minority, disabled and LGBT+ employees across the workforce.

Graduate programmes are helping to build a particularly diverse future talent pipeline. Recognising the different labour markets around the NDA sites, many of which are in remote and rural locations, we are combining group-wide ambition with locally tailored action through inclusive recruitment, women's development, employee networks, and workplace initiatives including Disability Confident and the Race at Work Charter.

Representation %								
	Female		Black, Asian & ethnic minority		Disability		LGBT+	
	2025	2026	2025	2026	2025	2026	2025	2026
All roles	32.7	32.7	2	2.7	4.8	5.6	2.3	2.6
Board/ senior leaders	32.7	34.9	1.9	2.2	4.9	5.8	1.3	1.7
Graduates	35.8	34.4	17.3	20	8.3	11.4	11.4	12.1
Apprentices	32.1	33.2	2.0	2.2	3.4	3.9	1.4	1.7

2. Employee survey

Understanding culture starts with listening. Over the past decade, the NDA group has progressively strengthened its approach to gathering employee insight, beginning with Diversity and Inclusion (D&I) surveys in 2017 and 2019.

The NDA group introduced the Workday Peakon⁸ employee engagement survey platform across all organisations, providing a consistent group-wide view of employee experience and culture. Questions score from zero to ten, with ten being the highest.

This report includes a collection of key indicators from the employee survey, presented under three themes:

- Participation and engagement
- Diversity and inclusion (D&I)
- Health and wellbeing

Survey results are calculated by Peakon using a weighted average, with each organisation's score weighted according to the size of the survey population. As a result, organisations with larger workforces have a greater influence on the overall result. The group weighted average is calculated by the NDA to compare annual group performance.

Benchmark scores compare employee survey results with similar organisations in Workday Peakon's global database, showing whether performance is above, in line with or below external norms.

2.1 Survey area participation and engagement

Survey participation across the NDA group remains strong at 74%, with 13,300 respondents providing a representative picture of employee experience. The survey indicates that engagement, satisfaction and organisational health remain strong. Overall engagement was 7.1 and satisfaction 7.3, while perceptions of fairness remain high at 7.9. Encouragingly, confidence in the organisation's Speak Up culture also increased, with stronger scores relating to appropriate action being taken in response to serious misconduct and protection from retaliation when concerns are raised.

	Overall engagement		Benchmark	How satisfied are you working at the NDA/OpCo?	
Organisation	2025	2026	26 BM	2025	2026
NDA	7.6	7.1	7.4	7.7	7.4
Sellafield	7.2	7.2	7.2	7.3	7.3
NRS	6.9	7.1	7.3	7.1	7.3
NTS	7.3	7.2	7.4	7.5	7.4
NWS	7.2	6.0	7.4	7.4	6.4
NDA group weighted average	7.2	7.1		7.3	7.3

⁸ Workday is a global provider of enterprise software for human resources, finance and workforce planning. Workday Peakon is its employee engagement and listening platform.

The benchmark across the NDA and Operating Companies are clustered between 7.2 and 7.4. Scores indicate that the group is performing slightly below the typical range achieved by comparable organisations and highlight an opportunity to improve engagement across the workforce.

	People from all backgrounds are treated fairly		I feel that my opinions are taken into account at work	
Organisation	2025	2026	2025	2026
NDA	8.4	8.3	7.9	7.7
Sellafield	7.8	7.9	7.1	7.2
NRS	7.8	7.9	7.2	7.3
NTS	8.1	8.3	7.3	7.2
NWS	8.4	*	7.6	
NDA group weighted average	7.9	7.9	7.2	7.2

	If I experienced serious misconduct at work, I'm confident appropriate action would be taken		I feel confident I would not experience retaliation for having raised concerns about serious misconduct	
Organisation	2025	2026	2025	2026
NDA	7.8	7.8	7.5	7.5
Sellafield	7.0	7.1	6.9	7.0
NRS	7.0	7.2	6.9	7.1
NTS	7.5	7.2	7.5	7.2
NWS	7.8	7.2	7.5	7.2
NDA group weighted average	7.1	7.2	7.0	7.1

	My job enables me to learn and develop new skills		I am rewarded fairly for my contributions to NDA/OpCo.	
Organisation	2025	2026	2025	2026
NDA	7.9	7.7	7.6	7.5
Sellafield	7.3	7.3	7.1	7.2
NRS	7.1	7.3	6.7	6.7
NTS	7.2	7.3	7.0	6.9
NWS	7.5	*	7.6	7.4
NDA group weighted average	7.3	7.3	7.1	7.1

Footnote: *NWS did not include this question in their survey 2026

2.2 Survey area Diversity and inclusion (D&I)

The NDA group's D&I results remained positive and improved overall in 2026, rising to 7.6. Scores relating to people feeling accepted for who they are increased to 7.9. The NDA group achieved a D&I score of 7.6 in 2026, an improvement in 2025 but below the benchmark of 7.8. NDA exceeded the benchmark, NTS met it, while Sellafield, NRS and NWS scored below benchmark, indicating variation in employee experience across the group.

	D&I overall score		*Benchmark	People of all backgrounds are accepted for who they are.	
Organisation	2025	2026	2026	2025	2026
NDA	8.2	8.1	7.8	8.5	8.3
Sellafield	7.5	7.6	7.8	7.7	7.8
NRS	7.3	7.5	7.8	7.8	7.9
NTS	7.6	7.8	7.8	8.2	8.2
NWS	8.1	7.4	7.8	8.3	8.1
NDA group weighted average	7.5	7.6		7.8	7.9

Footnote: *Peakon Benchmark for all D&I questions is the same

Confidence that employees will not experience discrimination saw a slight increase, while perceptions that the organisation would respond appropriately to instances of discrimination remained stable. This continues to be an important area of focus, raising awareness of the respect at work and bullying and harassment policies in place across the group, including the delivery of training on prevention of sexual harassment sessions.

	I believe NDA would respond appropriately to instances of discrimination.		I'm confident I won't be discriminated against at NDA/OpCo.	
Organisation	2025	2026	2025	2026
NDA	8.2	8.1	8.2	8.0
Sellafield	7.5	7.6	7.4	7.5
NRS	7.5	7.6	7.5	7.6
NTS	8.0	7.8	7.8	7.9
NWS	8.2	*	8.1	
NDA group weighted average	7.6	7.6	7.5	7.6

Footnote: *NWS did not include this question in their survey 2026

2.3 Survey area Health and wellbeing

Employees continued to report positive experiences of health and wellbeing support, with scores exceeding 7 out of 10 for overall wellbeing and the priority placed upon health and wellbeing.

	Health and wellbeing overall		*Benchmark	Employee health & wellbeing is a priority at NDA/OpCo.	
Organisation	2025	2026	2026	2025	2026
NDA	8.1	8.0	7.8	8.1	7.8
Sellafield	7.2	7.3	7.8	7.1	7.1
NRS	7.6	7.6	7.8	7.3	7.4
NTS	7.6	7.4	7.8	7.6	7.3
NWS	7.9	7.4	7.8	7.6	6.9
NDA group weighted average	7.4	7.4		7.2	7.2

Footnote: *Peakon Benchmark for all H&W questions is the same

The NDA group's Health and Wellbeing score remained at 7.4 in 2026, below the benchmark of 7.8. While NDA exceeded the benchmark, operating companies scored below. This reinforces the need for continued focus on wellbeing outcomes through the Group OneWellbeing Strategy commitments, regular wellbeing awareness campaigns, wellbeing drop-in sessions at offices and sites, mental health first aiders and the promotion of health and wellbeing services.

3. Speak up data, including health & safety reporting data

The NDA group Speak Up framework enables employees and those working on behalf of the group to raise concerns safely and confidentially. It includes a common policy, independent reporting service (Safecall), guidance, training and access to ethics ambassadors.

Speaking up is actively encouraged as a positive behaviour that supports safety, organisational performance and employee experience. Through ongoing communications, awareness campaigns and leadership engagement, people are encouraged to raise concerns with confidence, knowing they will be listened to, treated fairly and that appropriate action will be taken where required.

Year	Total speak up concerns	Of the total, number raised via Safecall
EoFY 25	185	78
EoFY 26	182	104

During 2025/26, the NDA group received 182 Speak Up concerns, a slight decrease on the previous year. Of these, 34 related to bullying and harassment. A further 14 bullying and harassment matters were raised through formal grievance procedures. Due to the low number of cases, we have not provided a breakdown by business area or site to protect confidentiality.

The NDA group has zero tolerance for bullying, harassment and discrimination. All concerns, regardless of how they are raised, are taken seriously, investigated appropriately and acted upon where required.

3.1 Safety reporting

Safety is at the heart of the NDA group's culture. From encouraging the reporting of hazards and near misses, to the use of safety shares at meetings and simple everyday behaviours such as always using handrails, safety is embedded in every aspect of working life. A strong reporting culture is fundamental to high standards of nuclear, conventional and environmental safety, enabling the group to identify emerging risks, learn from experience and prevent harm.

This commitment is reflected in the NDA group's strong safety performance. The Total Recordable Incident Rate (TRIR)* remained low during 2025/26, achieving the long-term target of 0.25. Performance continues to compare favourably with external benchmarks, including the oil and gas sector that has a TRIR of 1.23. While proud of this achievement, we remain focused on continuous improvement and maintaining the high standards expected across the NDA group.

Health and safety indicators		EoFY 25	EoFY 26
TRIR	TRIR ⁹	0.30	0.25
	RIDDOR ¹⁰ & injuries and diseases	23	24
	Lost time accidents and medical treatment cases	52	35
Non TRIR	Dangerous occurrences	7	5
	First aid injuries	455	508
INES ¹¹	INES Events Level 1+	2	3
	Enforcement letters	8	8
Regulatory health	Improvement notes/enforcement notices	4	2
	Prohibition notices	0	0

Safety culture is monitored through measures including surveys, focus groups, and operational performance data. The NDA group also supported the development of the Nuclear Industry Safety Culture Inventory, an industry assessment tool to provide a more comprehensive assessment of safety culture. Each NDA group business maintains safety improvement plans, with a particular focus on preventing accidents, reducing high-potential events and learning from near misses.

The Office for Nuclear Regulation (ONR) requires duty holders to notify them of incidents relating to nuclear safety, security, transport of radioactive material, safeguards, and nuclear site health and safety. The table below shows the number of incidents reported to ONR* in 2025. Of these incidents, three were assigned a rating on the INES. All remaining incident reports were classified below (level 0), defined as no safety significance under the International Atomic Energy Agency.

⁹ **Total Recordable Incident Rate (TRIR)** is a widely used measure of safety performance at work, recording the number of recordable injuries relative to hours worked.

¹⁰ **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013** is a UK law requiring employers, the self-employed, and people in control of work premises to report specific serious workplace incidents.

¹¹ **International Nuclear and Radiological Event Scale (INES)** is the international system used to communicate the safety significance of nuclear and radiological incidents, using an increasing severity scale of 0-7.

Operating Company	Incidents reported to the ONR 2025
Sellafield	372
Nuclear Restoration Services	71
Nuclear Waste Services	7
Nuclear Transport Solutions	13

Conclusion

This report provides a snapshot in time of the NDA's organisational health. Strong organisational cultures require continuous attention, active leadership, listening and improvement. The evidence presented provides an encouraging baseline and demonstrates the significant progress made in understanding workforce experience, strengthening inclusion, supporting wellbeing, encouraging people to speak up and maintaining a strong safety culture.

As the NDA group continues to evolve, including welcoming colleagues from EDF as it assumes responsibility for the decommissioning of EDF's advanced gas-cooled reactors, maintaining a strong focus on organisational health and culture will remain essential. By continuing to learn from employee feedback and act on these insights, the group will build on the progress already made, create even better places to work, and strengthen our ability to deliver our mission safely, securely and effectively for the long term.