



United Kingdom
National Nuclear
Laboratory

Gender pay gap report

2024-2025



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When I joined UKNNL, an organisation whose purpose is to provide nuclear science to benefit society, I recognised immediately that inclusion isn't optional – it's critical to delivering our mission.

An organisation that is shaped by ED&I is simply a necessity for me because it creates the right environment to bring together divergent thinking, inviting different perspectives and helping us solve the problems to enable and deliver nuclear outcomes for government and to support growth of the UK nuclear sector.

UKNNL is ideally placed to deliver on this approach. As an organisation underpinned by world-leading technical expertise, we use data analytics to inform our understanding of ED&I, allowing us to effectively

drive change in our culture so that we evolve to a point where we all truly welcome the spectrum of insights and approaches that comes from sharing and valuing diverse thoughts and opinions.

Helping us stand in the shoes of someone else gives us the imagination we need to solve complex challenges with fresh perspectives.



Julianne Antrobus
Chief Executive Officer

Our value of collaboration, being inclusive, and unleashing potential guides practical ED&I action. Insight, applied in the right way, is the most powerful tool we have. Deep specialist knowledge plays an essential role in our future success, particularly when combined with thinking differently about problems.

We give people confidence to speak up and share their perspectives, by being clear on how we treat people fairly and how we check our progress in remedying any issues we

uncover. ED&I drives innovation when everyone feels safe to contribute.

It's a pleasure to share the latest update in our ED&I journey. The report shows we have improved gender equity in the business, continues our reporting on the Ethnicity Pay Gap, and introduces our Disability Pay Gap for the first time.

This year's data shows progress across four key areas:

We've improved gender equality and gender balance and have confidence in the equity of our processes for women.

We're proactively monitoring and **reporting on disability and ethnicity gaps.**

Our **disability opportunity** is positive but lived experience is not reflective. We are **taking action to address this.**

We have improvements to make in **ethnicity gap** but understand our challenges and are taking action to address issues, **particularly in recruitment bias.**

There is more still to do, but I take confidence from what we've achieved so far as we work towards a truly inclusive workplace culture throughout UKNNL.

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02 Gender pay gap

Our gender pay gap continues to narrow.

Since 2017, our median pay gap has decreased from 17% to 8.3%. The median pay gap is a comparison of the midpoint of hourly pay for men and women.

The difference in pay between a typical man and woman in the organisation is decreasing. This progress is encouraging and indicates that our approach is driving positive change.

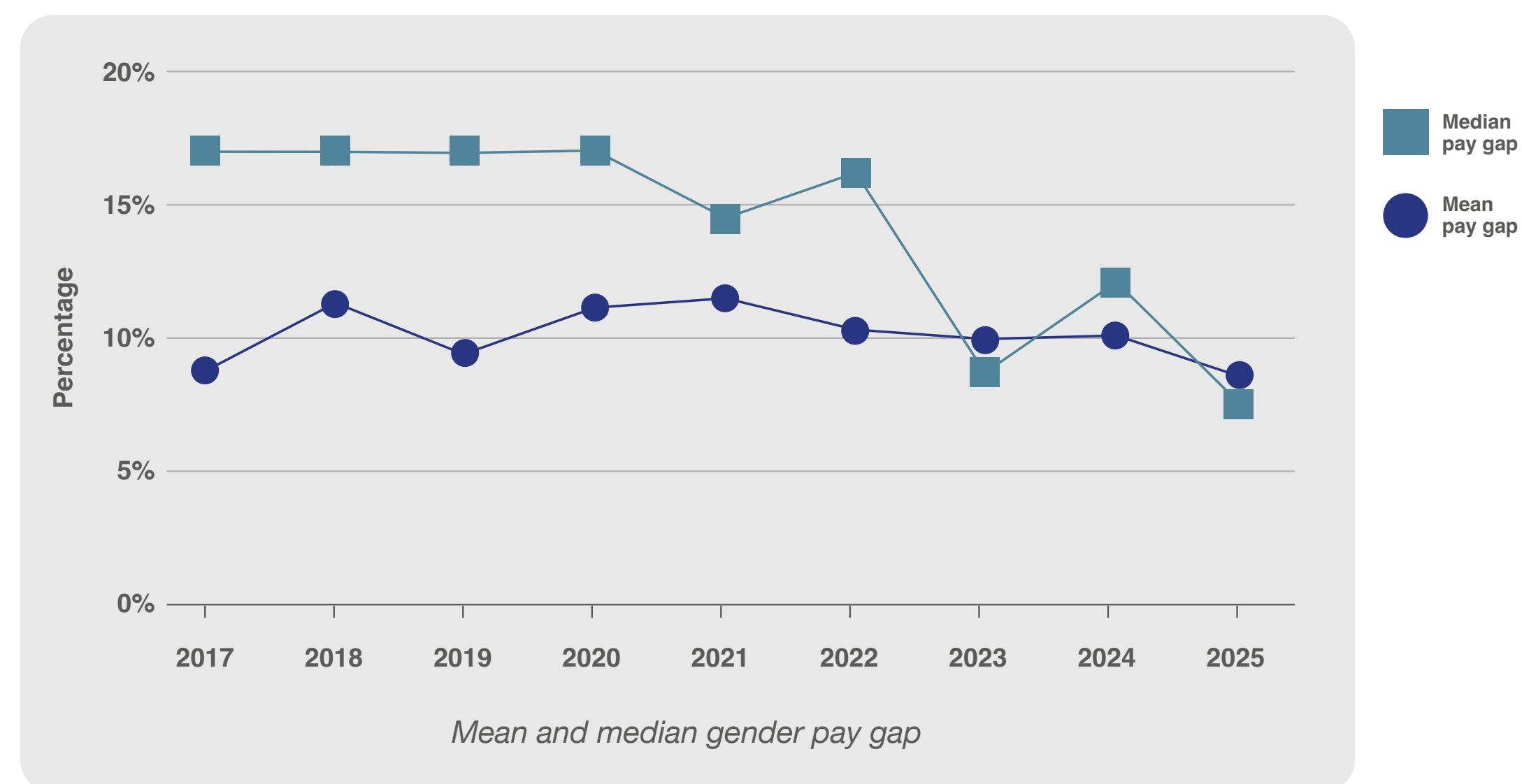
We recognise that sustained effort is necessary to fully address these gaps. While progress may be gradual, we continue to move in the right direction and remain committed to eliminating all gaps.

“ We continue to move in the right direction, with our median pay gap decreasing since 2017 ”

Key points

Understanding the gap

The gender pay gap is driven by an imbalance of men and women across different levels of seniority. We have fewer women in higher paying roles. The UKNNL pay band structure means that those in the same role generally receive the same pay. The gender pay gap we see is driven by the difference in gender distribution of roles within the organisation rather than women systematically being paid less than men for the same role.



“ We employ a greater percentage of women compared to the nuclear industry average ”

Our pay gap continues to close

Since our last report, the proportion of women in the three highest paying quartiles has increased, resulting in our Gender Pay Gap decreasing. Between April 2024 and March 2025 (our reference period), 33% of employees were women, up from 32% the previous year. UKNNL employs a greater percentage of women compared to the nuclear industry average of 28% [ref: IDN GPG report].

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We're ahead of industry benchmarks

Median gender pay gap (%)

UKNNL

8.3%

Nuclear industry

18.9%

UK wide

12.8%

“ UKNNL’s median gender pay gap is much lower than the nuclear industry and UK wide average ”

Key points

Our bonus gap is stable

Each year, the median gender pay gap for bonus pay is 0% since most of our workforce receive the standard Target Achievement Scheme bonus.

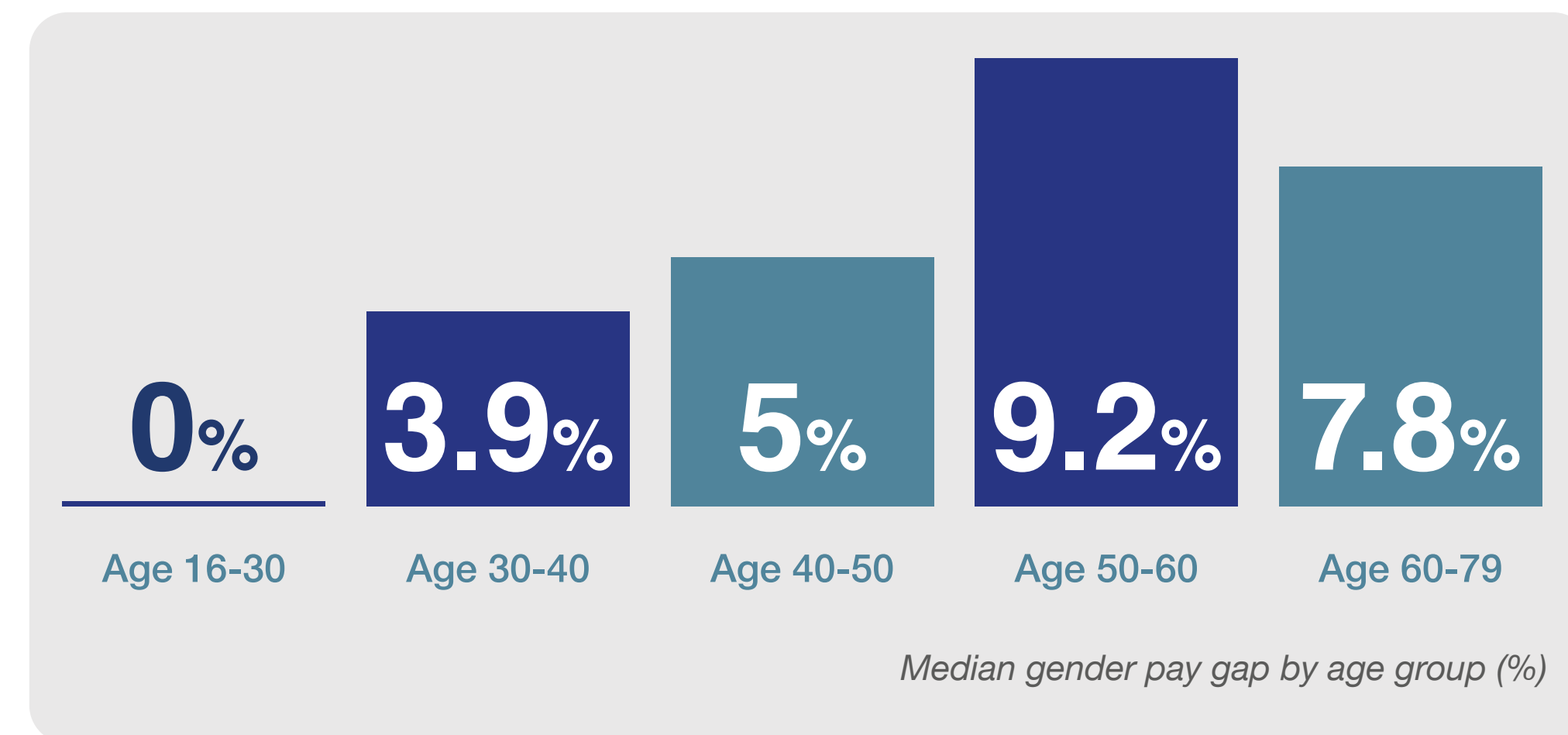
The mean gender pay gap for bonus pay this year was 21.1%. This fluctuates year on year due to personal bonuses received by employees in more senior roles.

In the reference period of the report, the mean for personal bonus increased to 21.5% and the median increased to 7.8%. As a statistic, the mean is less robust than the median, as a small number of extreme values can skew the figure.

Progress across age groups

Splitting employees by age group shows that the median gender pay gap is larger in older age groups.

For 16–30-year-olds, the median gender pay gap is 0%, likely helped by the structured early career schemes with standardised pay points for apprentices, graduates, and postdocs – the average man and woman in this age group receive the same hourly pay. The gap is largest for 50–60-year-olds, at 9.2%.

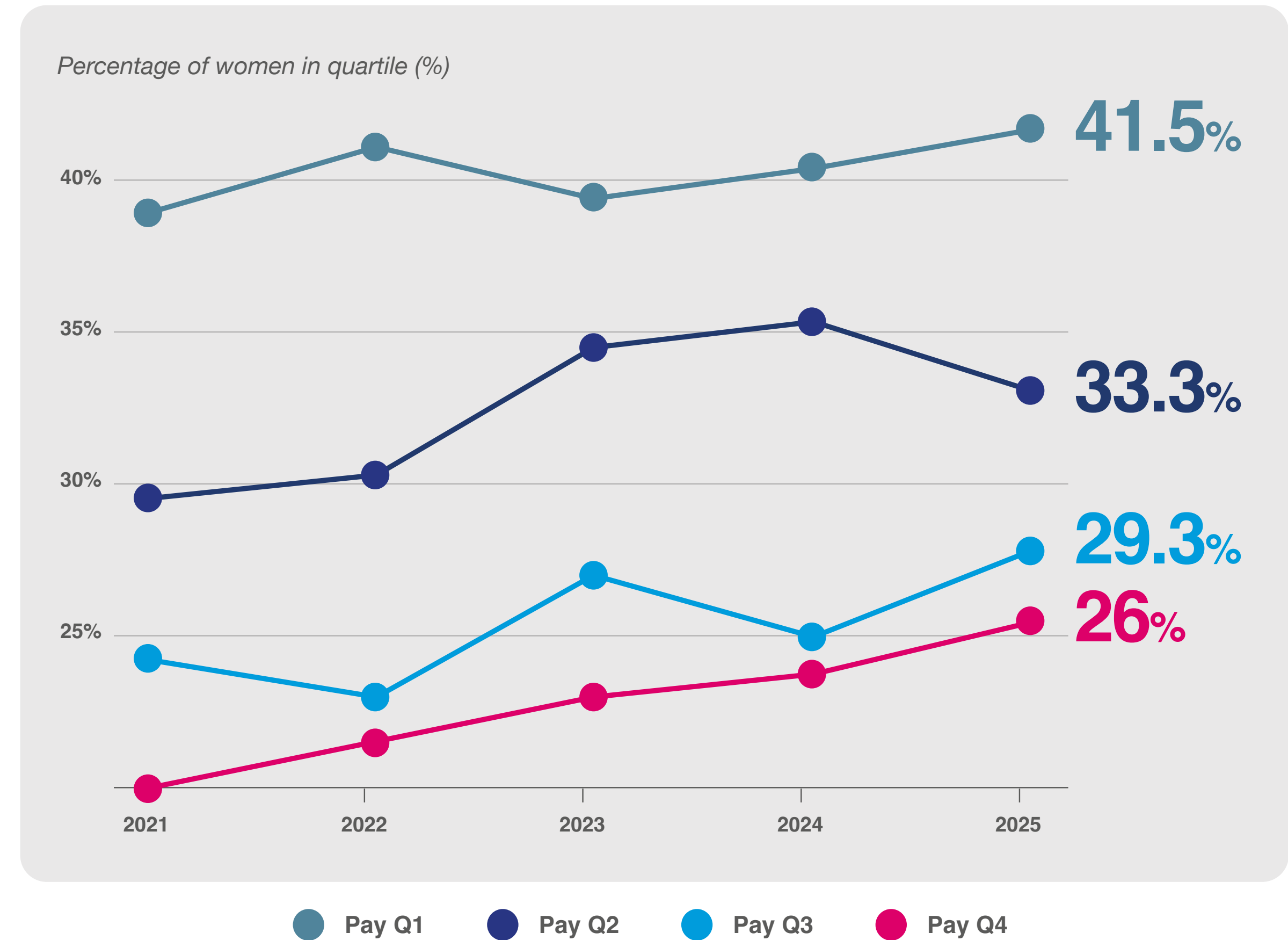


Key points

Our processes work for women

Much of our analysis groups employees into four pay quartiles. Observing the percentage of women in each pay quartile shows that we are seeing positive shifts.

Since 2021, the three highest paying quartiles have all seen an increase in the percentage of women. The percentage of women in the lowest paying quartile has been approximately 40% each year.



Key points

Our recruitment pipeline analysis shows that our processes work well for women:

- No statistically significant difference between the proportion of successful applications for men and women
- Proportionally, women have been promoted more than men in the three highest pay bands
- No adverse gender bias in promotion within the business
- No discrimination in pay progression for part-time employees, the majority of whom are women
- No bias in attrition – similar proportions of men and women left, independent of whether they were in a STEM or non-STEM role and the median length of service was similar for all groups of leavers



Key points

What's driving our progress

The positive trend we are seeing in our gender diversity within the organisation is due to several years of initiatives that have focused on making the workplace more accessible and fairer for all.

For example, we have made flexible working more transparent and are supporting the standardisation of recruitment processes.

This aimed to reduce barriers for everyone within the organisation but has had a particularly positive impact on those that were disproportionately impacting women. This has improved the gender distribution through all levels of seniority in the organisation.

An internal survey reviewing employees' attitudes to our workplace showed men's and women's responses were broadly in line when it came to career progression, feeling a sense of belonging and being comfortable discussing issues related to discrimination.

We hope to use this same approach to address other areas where we identify a problem and will work to make processes consistently more inclusive across the business.

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03 Disability pay gap

For the first time this year, we have assessed our disability pay gap.

A negative pay gap indicates that the minority group, in this case those identifying as having a disability or long-term health condition, have a slightly greater average hourly pay than the majority group.

Proportion of employees

7.0%

Median pay gap

-0.4%

Mean pay gap

-6.1%

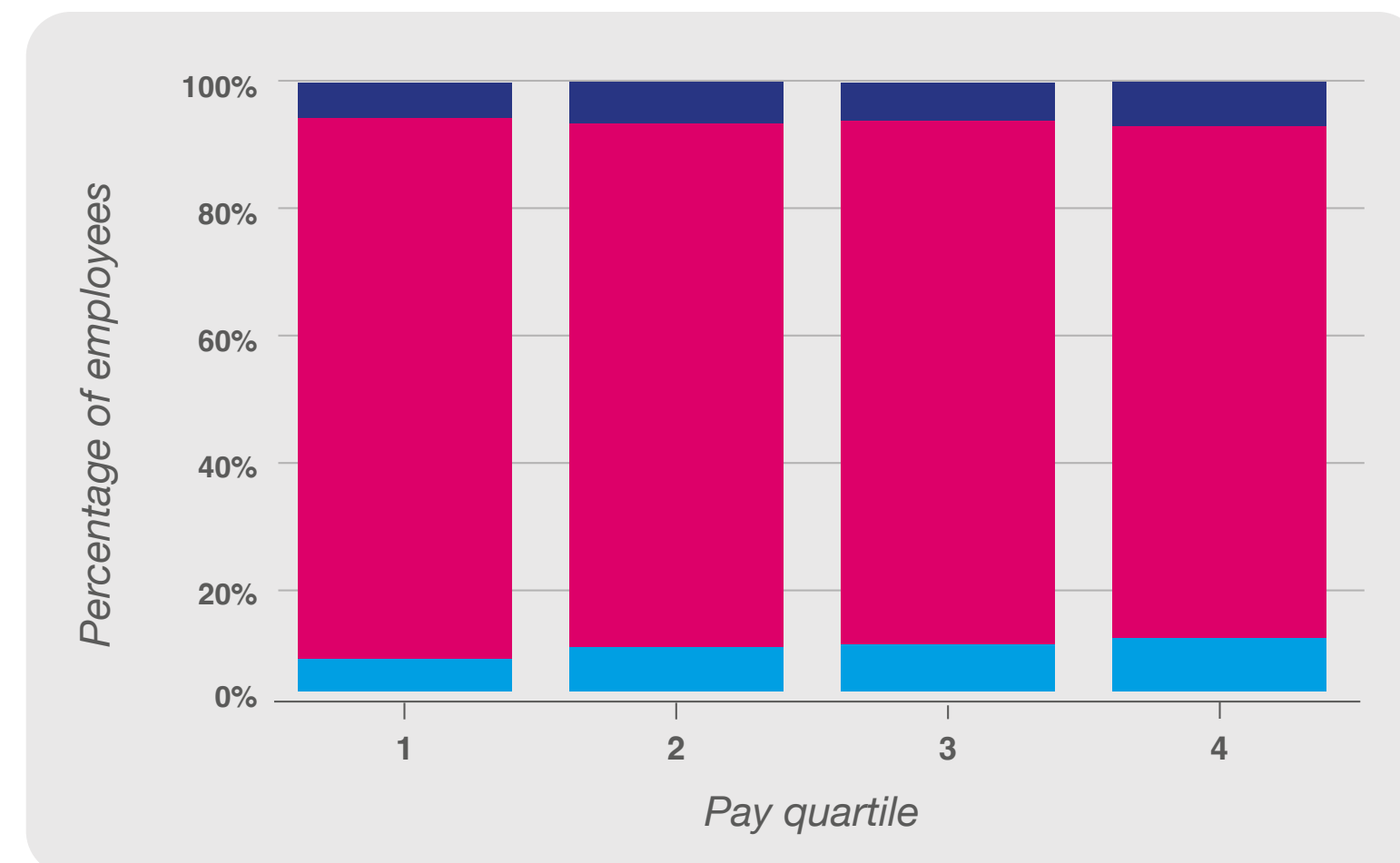
“ Those with disabilities do not experience an opportunity bias ”

Key points

Our pay gap indicates no opportunity bias

We can see that there is no median pay gap, which indicates a fair distribution of pay regardless of disability or long-term health condition.

There is a relatively even split across the pay quartiles at all levels of seniority of those who identify as having a disability. This indicates that those with disabilities and long-standing health conditions do not experience an opportunity bias at UKNNL.



Lived experience tells a different story

From our internal ED&I survey, we found that respondents who indicated that they have a disability or longstanding health condition were generally less positive on average in their responses than the full cohort who responded to the survey.

This was particularly highlighted in a question regarding UKNNL's commitment to meeting the needs of employees with disabilities, which was answered less positively by those with a disability or long-term condition.

Furthermore, those with disabilities indicated that they felt as though there were fewer development opportunities, felt less supported by their line managers and felt less of a sense of belonging when compared with colleagues who did not declare any disability.

These findings show that whilst disability does not appear to affect opportunity, we must do more to foster an inclusive culture and ensure every colleague feels supported.

Key points

What we're doing to improve:

- Improving physical accessibility. New and more comprehensive quiet rooms are now available in almost all our sites. We have improved our provision of accessible software and the ease with which support is accessed
- Clearer HR policies. We've updated policies to be clearer and more consistent, including clarification on Attendance Support, a Reasonable Adjustment Agreement proforma, Stress Risk Assessment proforma and comprehensive line management guides
- Progressive flexible working approach. We support colleagues to work in ways that meet their needs
- Raising awareness. For the first time this year, we highlighted Neurodiversity Celebration Week, featuring colleague stories and blogs to increase awareness, understanding and a sense of belonging

Greater awareness of disability and neurodiversity inclusion has helped more people feel able to share their challenges and access support.

We acknowledge that we are on a journey and will be able to measure the effectiveness of these steps over time.

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04 Ethnicity Pay Gap

We are voluntarily sharing our ethnicity pay gap for the second consecutive year

We believe that transparency fosters accountability, and by analysing and sharing our trends, we can drive meaningful progress and create a more inclusive and equitable workplace.

We continue to have regular insight meetings with Racial Equality in Nuclear (REiN), with individuals within our organisation supporting REiN Roundtables and other initiatives to collaborate and learn from organisations across the sector.

Proportion
of employees

8.8%

Median
pay gap

8.3%

Mean
pay gap

13.1%

“ Transparency fosters accountability ”

Key points

Our pay gap has remained the same

The median Ethnicity Pay Gap has been 8.3% both years. This is the same value as we see for our gender pay gap this year.

Similarly to last year, this pay gap is due to fewer employees from under-represented ethnicities in the most senior roles (pay quartile 4). Whilst there has been a slight increase in the mean ethnicity pay gap, the median has stayed the same, with the median being considered a more robust measure of the pay gap.



Key points

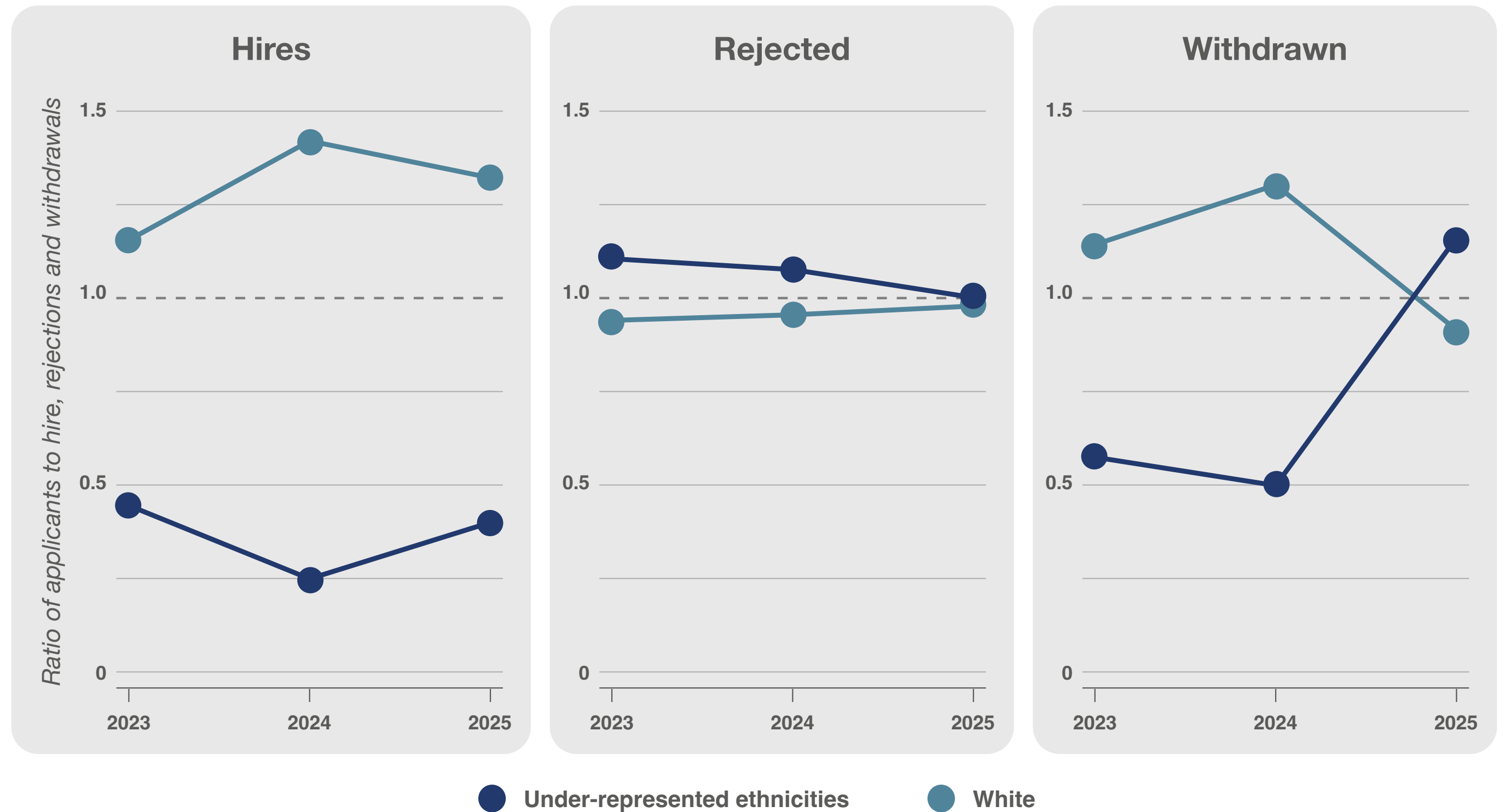
We see bias in our recruitment processes

Previously we identified a bias in our recruitment processes affecting the recruitment of those with less common ethnicities and religions. We have continued to track year on year the demographics of those applying compared to the demographics of those we hire.

Recruitment data from 2023-2024 highlights persistent ethnic diversity challenges. Previously, applicants from under-represented ethnicities faced proportionally higher rejection rates compared to white applicants.

While this has improved, a new concern has emerged: increased withdrawal rates among applicants with less common ethnicities during the recruitment process. This creates an ongoing imbalance between applicant diversity and actual hires, which requires further investigation and targeted action to ensure equitable recruitment outcomes.

Whilst we have piloted initiatives to improve this, we still see that this trend persists.



Key points

Our internal survey highlights confidence gaps

In our internal survey, White-British employees and those from under-represented ethnicities reported equally that they felt a sense of belonging and that the company supported diversity.

However, there was a difference seen in the feeling that the company was safe and supportive for employees from ethnic minority backgrounds and that appropriate action would be taken for harassment or discrimination.

Employees from under-represented ethnicities expressed they had less confidence in the equity of our processes, ranging from career development opportunities to whether appropriate action would be taken for discrimination and harassment cases.

Overall, this indicates that there is more work to be done to ensure equal opportunity for all within the organisation, both within the business to address the pay gap and survey findings, and within our recruitment process when considering the bias that we see.



Key points

What we're doing to address bias in recruitment; the ethnicity pay gap and experience gap within the business:

- Application form anonymisation to reduce unconscious bias in the initial screening process
- Clearer guidance for UKNNL employees on security clearance and right to work requirements
- Full review of our recruitment platform, simplifying it for both users and managers without removing anonymisation
- Improved manager guidance for recruitment and onboarding (in development)
- Targeted support for Early Careers programmes. We identified that ethnic minority candidates were quieter in group exercises, so we introduced preparatory sessions to explain unwritten rules and expectations. This has received positive feedback from recent applicants
- Three-year ethnicity focus plan to continue making improvements to processes within the business and build on feedback
- Work closely with Racial Equality in Nuclear (REiN), supporting their activities and collaborating with them so that we can learn from the experiences of people across the sector and share our learning as well as working within the business to improve support and disseminate good practice

Through future years' data analysis and feedback, we will monitor and assess the impact of the changes we implement and initiatives we pilot to target and refine our approach.

We are determined to tackle our pay gaps. We have continued to make changes to our recruitment processes and will continue our journey to ensuring an equitable workplace for all demographics.

Our activity is informed by comprehensive data analysis, allowing us to focus our efforts where they will have the most impact.

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05 Context and definitions

The UK gender pay gap, as defined by UK government regulations, requires reporting on key metrics relating to the difference between pay and bonus pay for men and women. In accordance with these requirements, UKNNL takes a data snapshot usually at the beginning of each financial year to explore pay and bonus payment information.

Our diversity data is available for staff to complete, but we are not yet in the position where we can include, or account for, non-binary gender identities.

In this report we go beyond just comparing the difference between pay and bonus pay for men and women. We use this annual opportunity to delve further into the data than is mandated by government to give more insight into our employee demographic and pay structures.

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Definitions

Gender pay gap and equal pay

The Gender Pay Gap looks at the difference in average pay between men and women across the company in all roles, whereas an equal pay analysis considers whether men and women are paid equally for performing similar roles.

Therefore, equal pay does not automatically lead to a zero gender pay gap.

Full-pay relevant employees

As defined by the gender pay gap guidance, all employees who were paid their usual full salary in the pay period considered are referred to as “full-pay relevant employees.”

This excludes those on long-term unpaid (or reduced pay) leave, such as career breaks or those on parental leave beyond the period where they are in receipt of full pay.

Mean pay gap

Mean pay gap: The pay (or bonus pay for the bonus gender pay gap) for all men is summed and divided by the total number of men in the organisation.

The same is done for women. The difference between the two values is then calculated and divided by the mean pay for men to give the percentage gap.

Median pay gap

The pay (or bonus pay for the bonus gender pay gap) for men is ordered high to low and the midpoint is selected.

The same is done for women. The difference between the two midpoints is then calculated and divided by the median pay for men to give the percentage gap.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

Definitions

Mean and median ethnicity and disability pay gap

The ethnicity and disability pay gap were calculated using the same methodology as the gender pay gap.

Quartile pay bands

Quartiles are determined by dividing our workforce into quarters according to their full-time equivalent salary.

The lowest paid quarter is referred to as quartile 1 and the highest paid quarter of the workforce is referred to as quartile 4.

We use hourly pay, in line with legal guidance on Gender Pay Gap calculations, so that employees' pay can be reasonably compared and is not skewed by part-time working.

Science, Technology, Engineering & Maths (STEM), and non-STEM Roles

For the purposes of the gender pay gap reporting, roles within the business have been classified as STEM and non-STEM based on business areas.

This is simple within our technical functions, which all fall under STEM. Areas such as project management, human resources, and procurement fall under non-STEM.

In some areas, such as facility-based teams and executive teams, there could be a mix of both STEM and non-STEM roles. In those cases, we make a judgement call, which allows us to look at the trends in our data more closely.