



# Sellafield Ltd

*Nuclear Decommissioning Authority group*

Chair Candidate Briefing Pack

# Welcome

The Nuclear Decommissioning Authority (NDA) group is tasked, on behalf of the UK government, with safely, securely and sustainably decommissioning the nation's oldest nuclear sites.

The UK is a pioneer of nuclear power, with electricity generated for homes and businesses since the 1950s. Our 17 sites are part of this legacy and include the first fleet of nuclear power stations as well as research sites, fuel-related plants and waste handling and disposal facilities.

Our staff, supply chain, academic partners and global experts are working together to develop innovative approaches to decommission these sites, so that over time they can be used again for worthwhile purposes. It's a long-term challenge, stretching into the next century.



*Click the image to watch a film about the NDA*

In addition to our 17 sites across the UK, we also have offices in locations such as Bristol, Cumbria, London and Warrington.

#### Our sites

- |                    |                  |
|--------------------|------------------|
| 1. LLW Repository  | 10. Dungeness A  |
| 2. Sellafield      | 11. Bradwell     |
| 3. Hunterston A    | 12. Sizewell A   |
| 4. Chapelcross     | 13. Harwell      |
| 5. Wylfa           | 14. Winfrith     |
| 6. Trawsfynydd     | 15. Dounreay     |
| 7. Berkeley        | 16. Capenhurst   |
| 8. Oldbury         | 17. Springfields |
| 9. Hinkley Point A |                  |



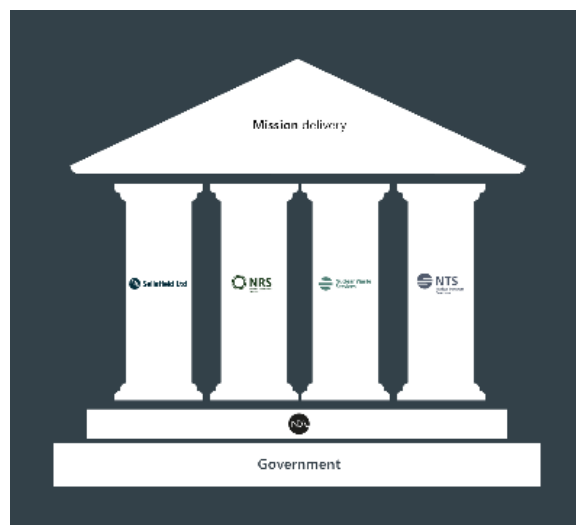
# The NDA group

Over the last few years, we've brought together the organisations involved in delivering our mission to decommission the UK's legacy sites and facilities into one group. The NDA group is now made up of the NDA and its four key component parts: Sellafield Ltd, Nuclear Restoration Services, Nuclear Transport Solutions and Nuclear Waste Services.

We work together as a group of organisations to find more effective and efficient ways to provide nuclear clean-up and decommissioning, maximising the opportunities that come from working more collaboratively as a group of businesses.

That includes delivering increased value for money for the taxpayer, enhanced performance and delivery of outcomes, strong organisational health, improved stakeholder confidence and trust and improved culture for our people.

Together we have a 17,000 strong, skilled workforce and we're committed to creating great places to work, ensuring that everyone is respected and included so that they can perform at their best.



A critical enabling factor is strong leadership, open to collaboration to help unlock our future potential.

## The NDA group companies



### NDA

We're sponsored and funded by the Department of Energy Security and Net Zero (DESNZ).

As owners of one of the largest nuclear decommissioning and remediation programmes in Europe, our main function is to secure the safe decommissioning of our sites and we undertake this through a range of activities including : setting the strategy for how work should be carried out across the NDA group, undertaking assurance, securing funding and monitoring performance of the operating companies. We also play an important role in delivering Government's aspiration for the UK to be a global leader in the civil nuclear sector, supporting its Energy Security Strategy and carbon net zero goals.

# The NDA group

## Sellafield

Sellafield led the development of the UK's nuclear industry from production of plutonium to the development of nuclear power generation.

Today it has one of the largest inventories of untreated nuclear waste in the world and is faced with the challenge of cleaning-up the legacy of the site's early operations, including some of the most hazardous nuclear facilities in Europe.



## Nuclear Restoration Services

Nuclear Restoration Services is a new organisation bringing Magnox and Dounreay together. It's responsible for 13 former nuclear power stations and research sites in many parts of England, Scotland and Wales that are now being decommissioned.

Its mission is set to significantly increase, as it prepares to decommission the UK's fleet of 14 advanced gas-cooled nuclear reactors on seven sites. The sites will transfer to NRS from EDF Energy when their electricity generation and final defueling phases have been completed. Sellafield will play a critical role in managing the fuel from the AGRs as they reach the end of their lives.

## Nuclear Waste Services

Nuclear Waste Services was formed in 2021, bringing together leading capabilities focused on nuclear waste management.

It's responsible for operating the Low-Level Waste Repository site in Cumbria, as well as leading the search for a suitable site and willing community to host a Geological Disposal Facility (GDF). Developing a GDF for the permanent disposal of higher activity radioactive waste represents one of the UK's largest environmental and infrastructure programmes. The search for a suitable site is, uniquely, based on consent from a willing community and includes a right to withdraw from the process right up until a test of public support.



## Nuclear Transport Solutions

Nuclear Transport Solutions is a leading global provider of safe, secure and reliable nuclear transport solutions.

It moves material through its rail and shipping capabilities, moving spent fuel from UK power stations to Sellafield and returning reprocessing products to customers overseas.

It is the most experienced transporter of nuclear material in the world with offices in the UK, France and Japan.





# A mission that makes a difference

Our commitment to creating environmental and social benefits builds on our long history of providing value for the UK and we want to ensure that our actions and decisions continue to have a lasting, positive impact.

We take our responsibility towards the communities where we operate extremely seriously, investing around £15 million each year in local community projects, attracting millions more, that support educational, skills and community initiatives.

Under the leadership of Chief Executive Officer (CEO) David Peattie, our work is growing as we are trusted to do more. We're preparing to use our skills and expertise to decommission more of the UK's nuclear power plants on behalf of the UK Government, as EDF Energy's advanced gas-cooled reactors move across to us in the next decade. We will also utilise our land, facilities and expertise, to support the UK Government's plans to create 24 GW of nuclear capacity by 2050, helping to secure, safe, clean and affordable energy in the long term.

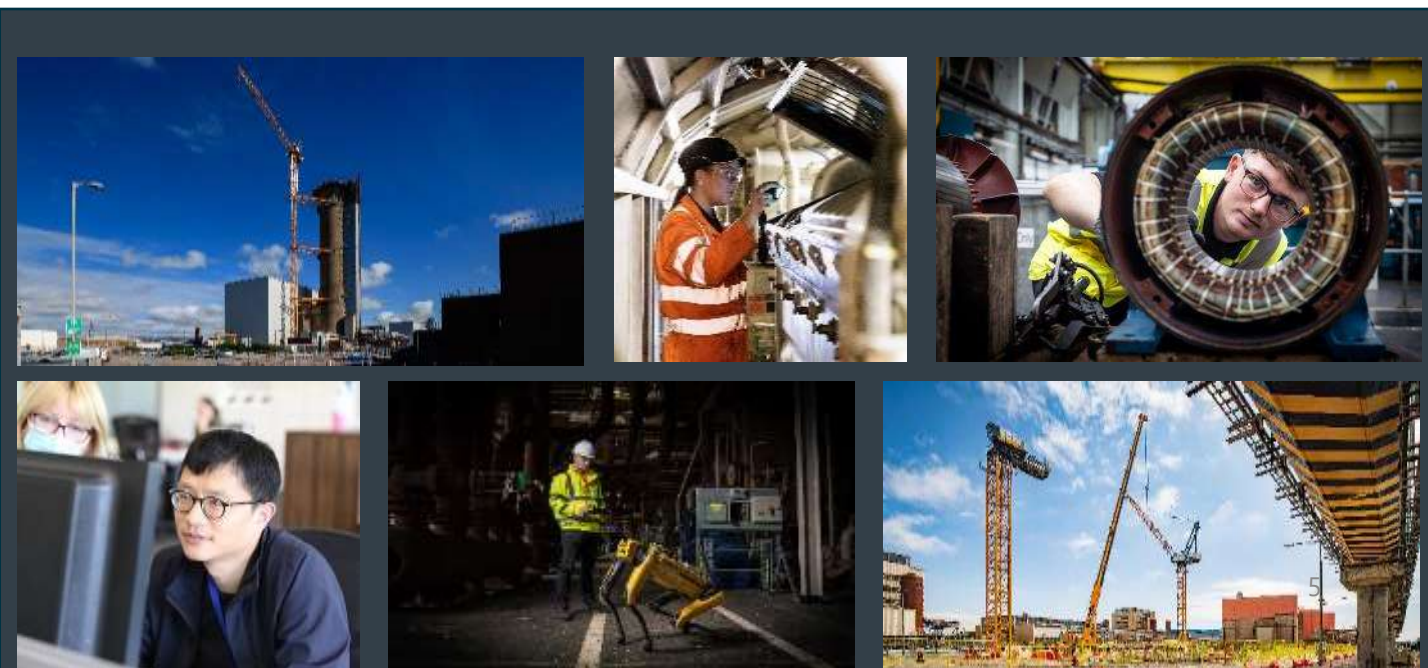
## We're committed to delivering our mission **sustainably**

We invest £45 million each year in apprentice and graduate development

We invest £15 million each year to support positive social and economic change in local communities

We invest £100 million each year in research, development and innovation

We're supported by a supply chain of around 5,000 companies



# Sellafield Ltd

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Sellafield has led the development of the UK's nuclear industry, from the production of plutonium for the country's nuclear deterrent programme through to the development of nuclear power generation. Today we are faced with the challenge of cleaning up the legacy of the site's early operations, including the most hazardous nuclear facilities in Europe.

Covering six square kilometres, the site is home to more than 200 nuclear facilities and the largest inventory of untreated nuclear waste in the world. We employ approximately 11,000 people who, along with our supply chain partners, are tackling Sellafield's current diverse portfolio of decommissioning, reprocessing, spent fuel management, nuclear waste management and nuclear material management. Whilst dealing with the legacy of the UK's nuclear past, Sellafield is also at the forefront of technical and technological development in the sector – notably pioneering advances in robotics, AI, underwater drones and innovation in decommissioning.

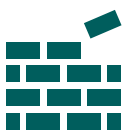
As a company we are also facing challenges; preparing for the end of reprocessing and delivering our mission as efficiently as possible while providing value for money for the public funding we receive.

Our three strategic themes are:



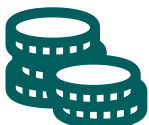
## **Safe and secure site stewardship**

The safe and secure stewardship of the Sellafield site is our overriding priority. It covers everything from the safety of our employees and care for the environment through to the secure management of nuclear materials, and it underpins every decision we make.



## **Demonstrable progress**

Sellafield is home to the oldest nuclear facilities in the UK and we are focusing our efforts on safely accelerating the clean-up of our legacy facilities. We will also demonstrate our progress through the timely completion of both the Magnox and the Thorp reprocessing programmes.



## **Return on investment**

Presently the NDA invests more than £2 billion of its budget to fund work at Sellafield every year. We will ensure that we demonstrate value for money through the delivery of our mission and will best position the site and its people for the future. Our fundamental purpose is to keep Sellafield safe and secure, cleaning-up the site to a defined end state. In order to deliver this mission, and in preparation for the end of our reprocessing mission, we will become an agile organisation that can deploy our resources flexibly, allowing us to take advantage of opportunities and respond to challenges. Our work at Sellafield is important both nationally and internationally. We will deliver our mission whilst being constantly aware of and responsive to the environment in which we operate.

## **NDA group – Sellafield Chair of the Board**

### Accountabilities

As a wholly owned subsidiary of the NDA and a major constituent of the NDA group, the Sellafield Board sets the framework and direction for Sellafield's operations, in alignment with the NDA's strategy for the Sellafield site, the delivery of the NDA group's mission and the broader requirements of the Department for Energy Security and Net Zero (DESNZ) and His Majesty's Government. The Board is responsible for providing strong leadership of Sellafield through collaboration between the Board and the Sellafield Executive management team.

Sellafield's Board is chaired by an independent non-executive chair appointed by the NDA. The Board is comprised presently of the Chair, the Chief Executive Officer, the Chief Financial Officer, two Non-Executive Directors nominated by the NDA and five independent Non-Executive Directors. The Chair reports, and is accountable, to the NDA Board as sole shareholder of Sellafield Ltd.

The Board sets and monitors the company's values and standards, including in relation to safety (including nuclear and broader safety), security and safeguards. It also monitors the work of the executive management team against the stated strategic and operational objectives. The Board is accountable for deployment and stewardship of the public funds which are allocated to its mission by the NDA, thus working closely with the Accounting Officer (the CEO of the NDA) is critical, as is the maintaining a robust relationship with regulators and developing and sustaining local and national partnerships throughout the supply chain.

The Board is ultimately responsible for the success of Sellafield and the directors are committed to the highest standards of corporate governance to enable the company to achieve its aims and objectives deliver the strategy of the NDA as the shareholder on behalf of the taxpayer. This will involve collaborating closely, and strategically, with other operating companies within the NDA group on shared projects, programmes and the mission as a whole.

The Board currently comprises five sub-committees: (i) project and programmes; (ii) remuneration; (iii) audit and risk assurance; (iv) environment, health, safety and security; and (v) the nominations committee.

The Board is collectively responsible for the oversight of the operations at Sellafield, with emphasis on the delivery of outcomes and management controls, thereby ensuring that the Board and the company is run in accordance with good corporate governance practice.

# Sellafield Chair - a unique role

The Sellafield Chair will:

- Lead the Sellafield Board, and act as a key interlocutor between the organisation and the NDA group, demonstrating a proactive approach to developing an ever- stronger partnership and collaborative culture.
- Sensitively build trusting relationships with key stakeholders such as HM Government, community stakeholder groups, employees and more
- Regularly review and scrutinise Sellafield's performance against both its own objectives, and those of the wider NDA group.
- Ensure Sellafield continues to maintain the highest standards of nuclear and conventional safety, continuing to elevate standards through actively promoting the organisation's collaborative partnership with regulators.
- Provide challenge and support to the senior leaders across Sellafield, with a particular emphasis on the CEO, taking clear steps to develop a mutually beneficial relationship.
- Promote strong corporate values and high standards of individual and organisational behaviour, in lockstep with the development of a high-performance culture. Act as a role model to the organisation for individuals across all levels.
- Ensure Sellafield conforms to the highest standards of corporate governance.
- Take the lead, in collaboration with the NDA, in reviewing the composition, structure and effectiveness of the board.
- Contribute to the elevation of the nuclear industry as a go-to sector for the nation's most talented people.
- Support the development of Sellafield's brand and reputation, in line with both Sellafield & NDA values and good governance, the Chair will act as a vanguard for the organisation as it seeks to further develop itself as a critical enterprise within the United Kingdom.





## Key Selection Criteria

The personal and Boardroom style of the individual will be an important consideration in this appointment. Candidates will need to demonstrate the following:

- Experience operating at CEO or executive committee level within complex, asset-intensive delivery environments, across the industrial sector.
- A demonstrable track record of high performance and judiciousness, with the credibility to openly and fairly challenge senior leaders inside and outside of the organisation.
- A diplomatic mindset, with an ability to lead and collaborate across formal and informal organisational boundaries.
- Experience operating at Board level in the UK is critical, though recent CEO experience gained within comparably complex organisations will be firmly considered.
- A solid grasp of Board imperatives including governance, dynamics, and committees is crucial.
- A history of successfully leading organisations through change and acting as a role model to demonstrate the highest levels of performance, collaboration, and integrity.
- Nuclear experience is not necessary; however, an understanding of safety-critical or high-hazard operational environments is important.



# Introducing our Leadership Standard

[“Our mission is of national importance and it is long-term, taking us into the next century and beyond. It demands that we nurture the right skills, talent and culture for the future and to do that we require strong and consistent leadership”](#)

**David Peattie,  
NDA group CEO and  
Accounting Officer**



Click the quote and image to find out more about the importance of leadership within the NDA group

We’ve developed a Leadership Standard as our ‘north star’, setting clear expectations for leaders in the NDA group. Named a silver winner at the Learning Awards 2022, it sets out the behavioural expectations for everyone in all of our operating companies, where each organisation has its own unique culture, values and operating environments.

It’s just part of our commitment to developing people and creating great places to work, sitting alongside significant investments such as our highly acclaimed Leadership Academy.

The Academy, which offers candidates the opportunity to learn tools and techniques to lead high-performance teams, is a critical component of our strategy to create a strong pipeline of top-level leaders.

The Leadership Academy and Standard, as part of our wider skills agenda, are helping us build a collaborative culture, creating consistency of what our people can expect from their leaders right across the group. Our aim is to create a modern, open, and performance focused culture.

# The opportunity

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## Time commitment and compensation

The expected time commitment for this role is around 8 days per month. The remuneration for this role will be c.£150,000 plus expenses.

## Contract

The appointment will be for a period of three years, renewable by mutual agreement.

## Location

Board meetings are generally held in Cumbria and the surrounding region, and the Chair will be expected to spend significant time at the Sellafield site.



## Application and appointment

### To apply

The NDA is very keen to discuss this opportunity with those who have operated previously at Board level and possess the resilience, skills and relationship building capabilities to undertake this challenging opportunity.

It's a very exciting time for the NDA group. If you would like to play a valuable part in the future of the organisation, we would very much like to hear from you.

To confidentially discuss the role in further detail, please contact:

Jessica Allington      [jessicaallington@russellreynolds.com](mailto:jessicaallington@russellreynolds.com)

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**First round interviews - panel**                      w/c 28<sup>th</sup> March

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**Second round of interviews & site tour**      w/c 22<sup>nd</sup> April

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### Equal opportunities

The NDA is committed to encouraging equality, diversity and inclusion in our workplace. If you are a suitably qualified applicant, we'll welcome your application whatever your gender, race, disability, religion, belief, sexual orientation, marital status or age.

Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability.



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