



Safe.  
Secure.  
Reliable.

Introducing Nuclear Transport Solutions



**NTS**

Nuclear Transport  
Solutions

## Contents

- 1 Stronger together
  - 2 About us
  - 4 Facts and figures
  - 6 How we're set up
  - 8 What we do and why
- 

### **Strategic goals**

- 10 Deliver NDA's mission
  - 12 Delight our nuclear customers
  - 14 Delight our non-nuclear customers
  - 16 Operate profitably
  - 18 Innovate and excel
  - 20 Be a brilliant place to work
- 
- 22 What makes us unique
  - 22 How we work
  - 24 Part of something bigger

# Stronger together



**Seth Kybird**, Chief Executive Officer

**We are creating Nuclear Transport Solutions (NTS) to become the leading global provider of safe, secure and reliable nuclear transport solutions.**

NTS brings together the three leading UK nuclear transport and logistics companies: PNTL, INS and DRS.

Our owner, the Nuclear Decommissioning Authority, is undertaking the biggest environmental clean-up project in Europe – one that will take many decades to complete.

NTS will play a critical role in that mission as well as delivering for customers in the UK and beyond.

Driving everything we do is the impact we want to have – to help make the world safer and more sustainable. We will do this whilst remaining commercially successful.

Ultimately, our success relies on our people, who need the right environment to thrive and excel. In coming together we are modernising the way we work, based on a culture of freedom, drive and helpfulness.

We plan to be bold, innovative and think big, while maintaining our core principles of safety, security and reliability.

# About us

**Nuclear Transport Solutions is part of the UK's Nuclear Decommissioning Authority (NDA), a public body responsible for ensuring the safe and efficient clean-up of the UK's nuclear legacy.**

We are specialists in the operational, commercial, engineering, legal and regulatory expertise that underpin nuclear transport and logistics operations.

We operate Direct Rail Services (DRS) and Pacific Nuclear Transport Limited (PNTL) who have decades of experience of providing safe, secure and reliable transport solutions.

---

## Our work

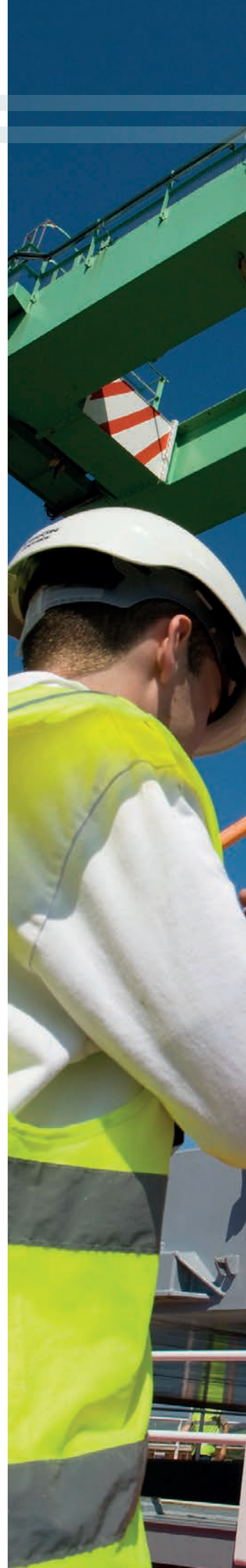
---

Our primary objective is to support the NDA's mission. Our work includes transporting spent fuel from UK power stations to Sellafield, the return of reprocessing products to customers overseas, and packaging and licensing support to the NDA group.

Part of our role is to develop a strategic overview of all nuclear movements across the NDA estate, always looking for opportunities to be more efficient and sustainable.

We use our world-leading expertise to deliver commercial activities for a range of customers in the UK and overseas. For example, our unique high security shipping capabilities support UK and global security goals, with the aim of making the world a safer place.

NTS also works for customers outside the nuclear sector. For example, we operate a number of intermodal rail freight services in consumer goods and general freight markets. Undertaking this work ensures our capabilities and assets are maintained and enhanced, and generates additional revenue to support the NDA's mission.







---

## Our people

---

The key to our success is our people.

As well as traincrew, seafarers and engineers, NTS is home to experts in package design and licensing, transport operations, criticality and shielding expertise, complex project management, international nuclear law, stakeholder relations, security and resilience, health and safety, emergency response, contract management and commercial services, and much more.

Maintaining and developing this knowledge and experience is essential for securing our unique nuclear transport capabilities for the UK and the rest of the world.

# Facts and figures



100

A fleet of over 100 locomotives



3

Three specialist nuclear vessels



700+

A 700+ strong team



£150m

Annual revenue (2021)



Longstanding partnership with the Civil Nuclear Constabulary



5 million

Over 5 million miles of nuclear rail transports in the UK



The only organisation in the UK approved to transport nuclear material by rail



2000

Over 2000 casks of nuclear material moved by sea



100%

A 100% nuclear safety record

NTS provides transport solutions for materials including

Plutonium  
Highly enriched uranium  
Mox fuel

Sealed sources  
Vitrified high level waste  
Spent fuel

## UK and overseas operations





# How we're set up

**NTS is structured around three business lines: Rail, Shipping and Solutions.**

## Rail

Our rail business line continues to grow our reputation as a leading UK rail operator, with our people and assets providing specialist nuclear rail solutions, as well as intermodal and rail freight services for a range of non-nuclear customers under the DRS brand.

## Shipping

Through our operation of PNTL, the shipping business line will be responsible for maintaining and enhancing our global reputation for safe and secure nuclear shipments. We will remain the world's leading Category 1 shipper, whilst continuing to expand into other markets.

## Solutions

The solutions business line provides a range of integrated solutions and specialist advice to the NDA and our customers in the UK and overseas – from feasibility studies and consultancy through to project delivery and contract management. Solutions is also home to our highly successful package design and licensing capability.







# What we do and why

We are the leading global provider of safe, secure and reliable nuclear transport solutions that help make the world safer and more sustainable.

To be the leading global provider of nuclear transport solutions we need to be strategically focused. We're committing to six strategic goals that will help us do just that:

1

## Deliver NDA's mission

By providing specialist transport and technical solutions that enable the clean-up of the UK's nuclear sites.

> Page 10

2

## Delight our nuclear customers

By supporting the wider objectives of the UK government and the global nuclear community.

> Page 12

3

## Delight our non-nuclear customers

By undertaking complementary non-nuclear business that maintains and enhances our capabilities.

> Page 14

4

## Operate profitably

By operating commercially, managing our costs and generating revenues.

> Page 16

5

## Innovate and excel

By advancing the quality, technology and expertise of nuclear transportation.

> Page 18

6

## Be a brilliant place to work

Where we attract the best talent to the organisation and our people are proud of what we do.

> Page 20

---

1

# Deliver NDA's mission

By providing specialist transport and technical solutions that enable the clean-up of the UK's nuclear sites.

---

Our primary objective is to support NDA by transporting a range of materials to, from and between NDA sites by rail, sea and road. Our engineering and package management capability is a valuable asset to the NDA group.

We will maintain this high-quality capability so we can meet NDA's transport requirements for decades to come. NTS will also work with partners to develop an overview of all transport activities that are required to deliver the NDA mission, and find ways to deliver them more efficiently and sustainably.



1





Delivering the NDA's transport requirements more efficiently and sustainably.

- 1 We move spent fuel from the UK's Advanced Gas-cooled Reactors (AGR) stations to Sellafield for storage.
- 2 We return waste resulting from reprocessing to countries of origin.





1



2



Providing safe, secure and reliable solutions to complex nuclear transport challenges.





2

# Delight our nuclear customers

By supporting the wider objectives of the UK government and the global nuclear community.

As well as being an enabler of NDA's mission, we will use our world-leading expertise to deliver specialist nuclear transport activities for a range of UK and overseas customers.

We will grow our reputation for providing solutions to complex nuclear transport challenges. In particular we will retain and grow our strong partnership with customers in the Japanese power industry, a relationship which will continue to be delivered by our team in Tokyo.

- 1 We are the only organisation in the world that offers a high-security (Category 1) shipping capability.
- 2 We've established a disposal route for sealed sources by road from hospitals, universities and industry.

---

3

# Delight our non-nuclear customers

By undertaking complementary non-nuclear business that maintains and enhances our capabilities.

---

We will continue to deliver safe, secure and reliable transport solutions for customers in non-nuclear sectors – particularly in rail, where DRS has successfully extended its service into a number of new and exciting rail markets.

Undertaking business outside of the nuclear sector ensures that our skills, capabilities and assets are maintained, and we can continue to provide the long-term specialist transport capability required to deliver our core nuclear mission.



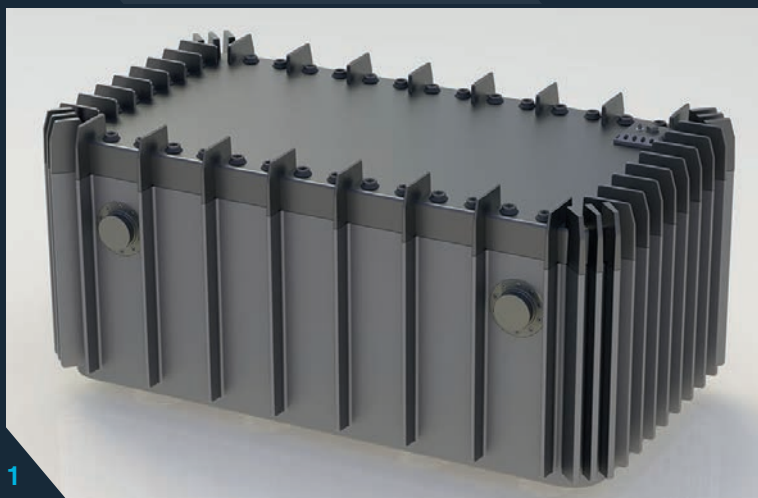




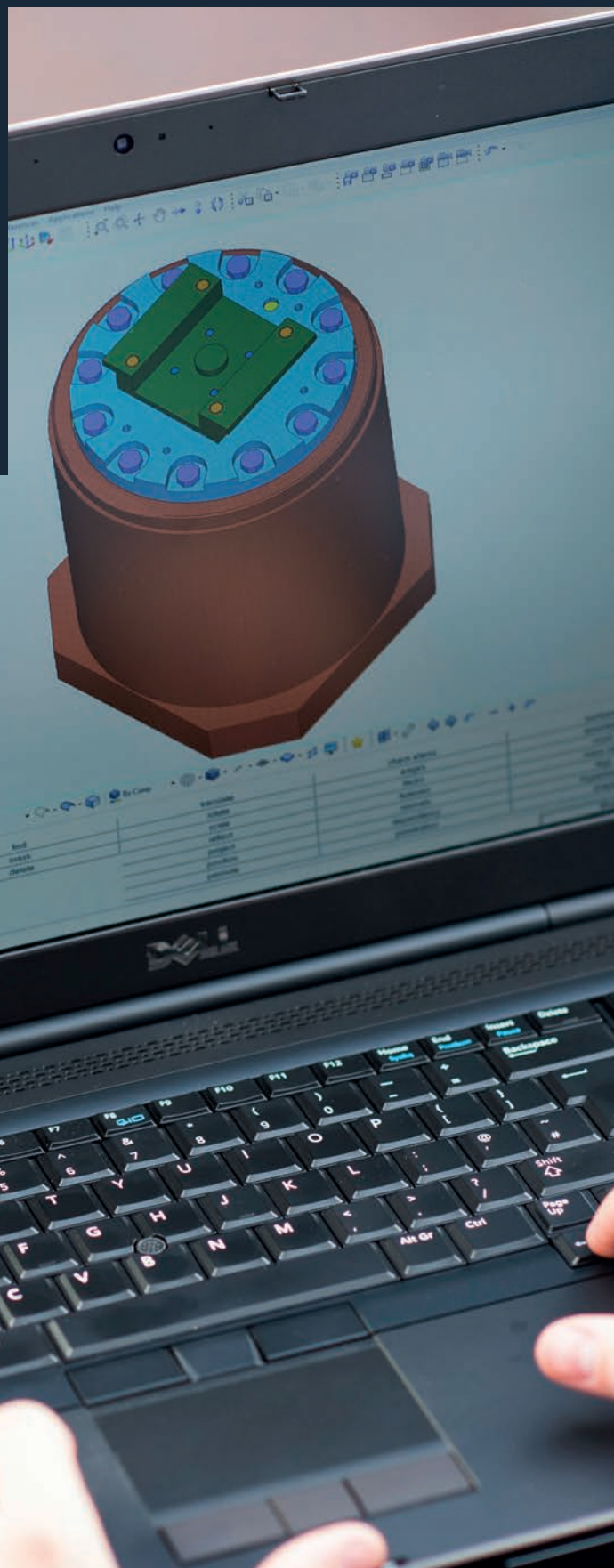
Maintaining and enhancing specialist capability through non-nuclear transports.

- 1 We've grown our reputation for delivering safe and reliable intermodal rail logistics services in consumer goods and general freight markets.
- 2 We provide a comprehensive range of UK rail network support services including autumn Rail Head Treatment Trains (RHTT) and winter snow clearance.





1



2

Delivering to time,  
cost and quality to  
generate additional  
revenue.

- 1 We sell our nuclear transport and packaging expertise on a consultancy basis. It enhances our capabilities and earns additional revenue.
- 2 We are investing in new skills like criticality and shielding to broaden our transport and package design business.



4

# Operate profitably

**By operating commercially, managing our costs and generating revenues.**

Although we're part of the public sector, we operate on a commercial basis and are funded through commercial contracts with our customers. We deliver to time, cost and quality to generate additional revenue to support the NDA's mission.

Our aim is to remain profitable by managing our cost base sustainably, and using our world-leading expertise to expand our sources of revenue.

---

5

# Innovate and excel

By advancing the quality, technology and expertise of nuclear transportation.

---

The transport of radioactive materials is essential to support decommissioning programmes, nuclear energy generation, and a range of other industries like medicine, agriculture, research, manufacturing, and minerals.

The UK has been at the forefront of nuclear transportation and packaging for 50 years. NTS will use its unique capabilities to advance the quality, technology and expertise of nuclear transport for the benefit of the UK and global nuclear community.



1



2





Using our  
expertise to  
help others.

- 1 We work with International Atomic Energy Agency (IAEA), Kings College London and the UK Department of Business Energy and Industrial Strategy (BEIS) to help maturing and developing nations strengthen their nuclear security and resilience.
- 2 We influence UK and international standards by working closely with organisations like the World Nuclear Transport Institute (WNTI), IAEA, and the OECD Nuclear Energy Agency.



1

Attracting and retaining our specialist skills and talent.

- 1 We're committed to promoting gender equality and play an active role in Women in Nuclear, Women in Maritime and Women in Rail.
- 2 We have a dedicated Training Academy that offers innovative learning, development and training opportunities and allows us to grow a skilled talent pipeline to support our important mission.



2





6

# Be a brilliant place to work

Where we attract the best talent to the organisation and our people are proud of what we do.



Attracting and retaining the skills and talent we need calls for us to be a modern and inclusive employer.

We want to be an organisation where people feel proud to work, and feel respected, included and able to perform at their best.

We're building a culture based on three guiding principles: Freedom, Drive and Helpfulness. These principles will flow throughout our organisation – in our structure, processes and behaviours – and underpin the way we work.



# What makes us unique

**It really is our people. Nuclear transports are complex and require a diverse range of specialist skills and expertise. We've got it all here in NTS.**

As well as the traincrew, seafarers and engineers who keep our ships and locomotives running, we're home to world-leading experts in package design and licensing, transport operations, criticality and shielding, complex project management, international nuclear law, stakeholder relations, security and resilience, health and safety, emergency response, contract management and commercial services, and much more.



## How we work

**As we come together as NTS we are building a new culture based on three guiding principles. Freedom, Drive and Helpfulness.**

These principles will flow throughout our organisation – in our structure, processes and behaviours – and underpin the way we work individually and collectively.





## Freedom

We have the freedom to perform.



## Drive

We are confident, curious and innovative.



## Helpfulness

We work together to help each other and our customers.

# Part of something bigger

We are a key pillar of the NDA group. By supporting the NDA's shared mission to clean up the UK's nuclear legacy, we are part of delivering the largest, most important environmental restoration project in Europe.

We will help achieve the NDA's shared vision of:

- Delivering our mission together safely, securely and more creatively, transparently and efficiently.
- Creating great places to work and taking pride in what we do.
- Trusted to do more in the UK and globally.

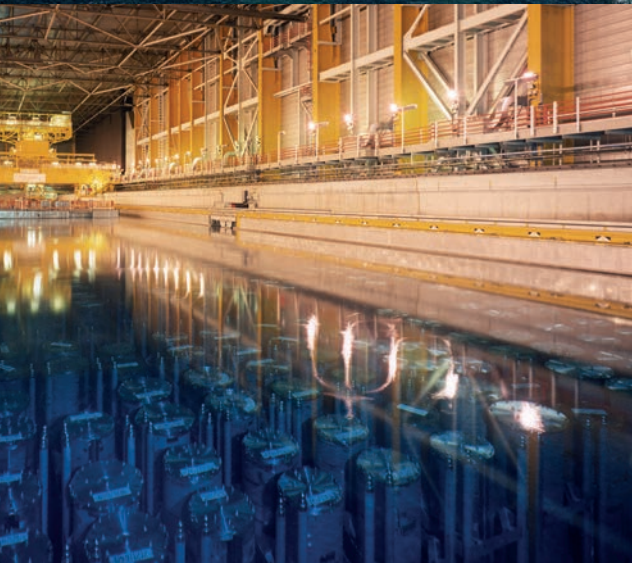
Our transformation into NTS is firmly aligned with the One NDA approach that seeks to maximise the opportunities that come from working more effectively and efficiently as a group of businesses in order to achieve:

- Increased value for money for the taxpayer.
- Enhanced performance and delivery of outcomes.
- Strong organisational health.
- Improved stakeholder confidence and trust.
- Improved culture for our people.

The way we work, our professional conduct and how we treat each other is consistent with the NDA Code of Conduct and the seven principles of public life it supports.









[www.nucleartransportsolutions.com](http://www.nucleartransportsolutions.com)

Nuclear Transport Solutions (NTS) is a joint trading name of International Nuclear Services Ltd (Company Registration No. 1144352) and Direct Rail Services Ltd (Company Registration No. 03020822), whose registered office is Herdus House, Westlakes Science & Technology Park, Moor Row, Cumbria CA24 3HU.

Part of the NDA group

