



Gender pay gap report

March 2026

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Executive summary

This report sets out our gender pay gap position using data from April 2024 to March 2025, in line with our statutory reporting requirements.

NTS continues to operate within a historically male-dominated industry, particularly across technical, operational and senior roles. Despite this, progress has been made in several areas:

- Female representation has increased in the upper pay quartile for new starters and within parts of the wider workforce
- Early careers recruitment continues to deliver a more balanced gender intake
- A refreshed Capability Plan is in place with investment in our future talent pipeline
- Strong utilisation of flexible working and parental leave policies supports attraction and retention across the organisation

NTS remains committed to improving gender balance, increasing

transparency, and taking targeted, evidence-based action to reduce — and ultimately close — the gender pay gap over time.



Ciara Middlehurst & Ben Whittard
NTS co-CEOs

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Welcome to the NTS gender pay gap report

The gender pay gap is the difference between the average pay of men and women across an organisation.

In April 2017, the UK Government introduced mandatory gender pay gap reporting for organisations with 250 or more employees.

We report our pay gap using:

- Mean – the average when all salaries are added together and divided by the number of employees
- Median – the mid-point when all salaries are listed from lowest to highest

Gender pay gap reporting is different from equal pay, which relates to pay differences between men and women doing the same or equivalent roles.

This report demonstrates our continued commitment to understanding our data, increasing transparency, and taking action to reduce – and ultimately close – the gender pay gap across NTS.

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NTS gender pay gap summary

Number of employees	% male employees	% female employees
572	77	23

Pay gap	% mean pay gap	% median pay gap
Gender pay gap	17	30
Gender bonus gap	28	31

Pay by quartile

Quartile	% male employees	% female employees
Lower quartile	52	48
Lower middle quartile	83	17
Upper middle quartile	94	6
Upper quartile	80	20

NTS continues to strengthen gender balance at senior levels, including the introduction of a co-CEO structure that supports inclusive leadership and decision-making.

We are encouraged by improvements in female representation, particularly within the upper pay quartile for new starters and across the overall workforce.

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INS gender pay gap summary

Number of employees	% male employees	% female employees
140	61	39

Pay gap	% mean pay gap	% median pay gap
Gender pay gap	15	14
Gender bonus gap	26	53

Pay by quartile

Quartile	% male employees	% female employees
Lower quartile	34	66
Lower middle quartile	69	31
Upper middle quartile	66	34
Upper quartile	74	26

INS has seen improvement in female representation within both the lower middle and upper middle pay quartiles.

While progress continues, higher-paid and more operational roles remain predominantly occupied by men, which influences the overall pay gap.

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DRS gender pay gap summary

Number of employees	% male employees	% female employees
432	82	18

Pay gap	% mean pay gap	% median pay gap
Gender pay gap	27	37
Gender bonus gap	33	28

Pay by quartile

Quartile	% male employees	% female employees
Lower quartile	57	43
Lower middle quartile	88	12
Upper middle quartile	95	5
Upper quartile	89	11

At DRS, we have seen a narrowing of the overall gender pay gap.

There has been improvement in male representation within the lower quartile and increased female representation in the upper quartile. However, senior and specialist roles remain male-dominated, which continues to impact the pay gap.

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Recruitment and retention

NTS continues to challenge recruitment practices, both internally and through external suppliers, to widen talent pools and increase gender diversity.

In roles requiring technical skills, applicant pools remain broadly gender-balanced. Encouragingly, there was a 3.6% increase in women joining NTS, helping to further close the gap between women and men in appointments.

Early careers recruitment programmes continue to attract a balanced gender intake, strengthening our future talent pipeline and supporting long-term progress in reducing the gender pay gap.

The HR team supported the Rail Open Day, working alongside rail colleagues to promote career pathways within NTS and encourage interest from the next generation of women in STEM.

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Parental leave and flexible working

Maternity leave

All five women returning from maternity leave during the reporting period returned to work:

- Two returned with no change to their working hours
- Two reduced their hours
- One increased their hours

Paternity leave

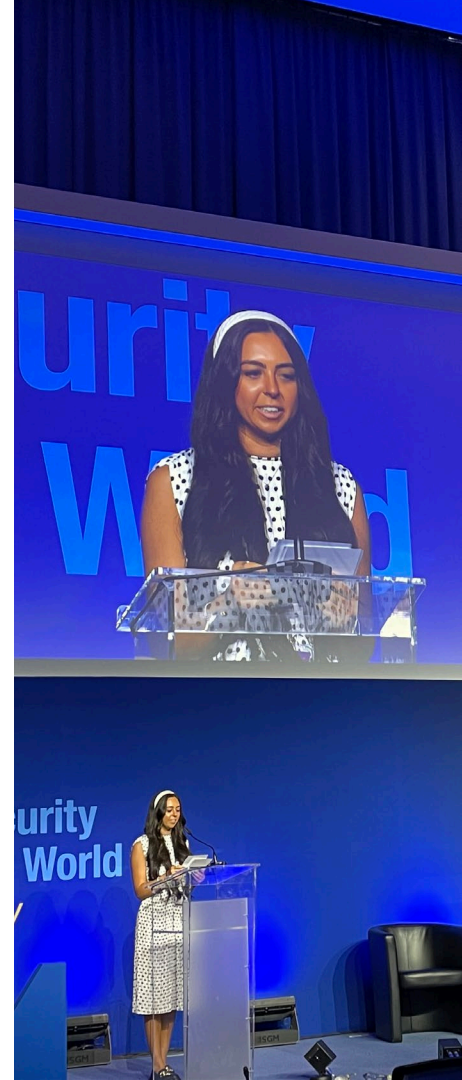
NTS supported 12 men to take paternity leave.

Flexible working

Flexible working requests were approved for 17 men and 23 women.

- For men, flexible working was often linked to phased retirement and part-time arrangements.
- While this reflects a positive culture of flexible working, it did not significantly affect pay quartiles, as these employees typically remained within higher pay bands.

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Next steps

- NTS Executive to note the gender pay gap report.
- Data to be uploaded to the gov.uk gender pay gap portal by the end of March 2026, aligning with NDA Group companies.
- Report to be published internally by the end of March 2026.
- The 2025/26 reporting process will be brought forward to Q1, enabling earlier trend identification and targeted in-year action.
- Great Place to Work will lead a sprint project focused on the NTS gender pay gap, using inclusive thinking to inform and share our future action plan.

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