



Great British
ENERGY | NUCLEAR

Building Momentum

Great British Energy-Nuclear
(Formerly Great British Nuclear)

Annual Report and Accounts 2024-25

**GREAT BRITISH ENERGY-NUCLEAR (FORMERLY GREAT BRITISH NUCLEAR)
ANNUAL REPORT AND ACCOUNTS 2024-2025**

For the period 1 April 2024 to 31 March 2025

Presented to Parliament pursuant to sections 322 and 323 of the Energy Act 2023



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Contents

Strategic Report

| | |
|---------------------|---|
| Preface | 7 |
| Chairman's Foreword | 8 |
| CEO's Foreword | 9 |

Performance Report

| | |
|-------------------------------------|----|
| The Civil Nuclear Programme to 2050 | 14 |
| Financial Review | 22 |
| Sustainability at GBE-N | 23 |
| Risk Management and Assurance | 32 |

Governance Report

| | |
|---|----|
| Preface | 38 |
| Governance Statement | 38 |
| Governance Structure | 39 |
| Board of Directors | 42 |
| The Directors' Report | 48 |
| Audit & Risk Committee Report | 54 |
| Projects and Programmes Committee Report | 57 |
| Nominations and Remuneration Committee Report | 60 |
| Statement of Directors' and Accounting Officer's Responsibilities | 63 |

Financial Statements

| | |
|---|----|
| Independent Auditor's Report to The Members of Great British Energy - Nuclear | 66 |
| Statement of Comprehensive Income | 70 |
| Statement of Financial Position | 71 |
| Statement of Change in Equity | 72 |
| Statement of Cash Flows | 73 |
| Notes to the Financial Statements | 74 |



Strategic Report

Preface

We are pleased to present the Strategic Report for Great British Energy – Nuclear for the year ending 31 March 2025. This report reflects our activities, achievements, and strategic direction aligned to on the government policies in effect during the year.

As an organisation committed to implementing HM Government (HMG) policy, we recognise that changes in government policy – whether resulting from a change in administration or other factors – may necessitate adjustments to our organisation’s strategy. Any such changes will be documented and reflected in our future annual reports and official communications.

The Company qualifies for small companies’ exemption from the duty to prepare a strategic report under s414A Companies Act 2006. In the interests of transparency, we have voluntarily opted to prepare a strategic report, however, this may not meet in full the requirements of s414C(4)(a) Companies Act 2006 in relation to providing analysis using key financial performance indicators. In addition, to the extent that it is practicable, we have voluntarily adopted the Corporate Governance Code. Instances where it has not been possible to comply, due to the nature or size of the company, are reported on page 47.

The Company changed its name on 10 June 2025 from Great British Nuclear to Great British Energy - Nuclear to reflect its joint mission with Great British Energy to rollout clean homegrown power as two publicly owned energy companies.

This Strategic Report forms the Performance Report for the purpose of the Government Financial Reporting Manual.

Chairman's Foreword

Momentum has defined the past financial year for Great British Energy – Nuclear (GBE-N). From day one, we have moved with purpose and pace, translating ambition into delivery. Every person working with and for GBE-N is proud of the speed, quality, and scale of what we have achieved in such a short time driven by our unwavering commitment to secure, affordable, and clean energy for the UK.

Energy security is a cornerstone of national security, underpinning both resilience and everyday life. Abundant and affordable energy, delivered through a resilient and stable grid, is critical for economic growth and represents the lowest cost to the nation. Nuclear energy plays a vital role in this mix, providing reliable, low-carbon power that supports grid stability and long-term energy security.

Alongside this, carbon reduction and a clean power system are moral and legal necessities, with net zero by 2050 mandated under the Climate Change Act 2008.

In a global landscape marked by energy price volatility and climate urgency, it is forecasted that the UK needs significant additional firm baseload power to ensure the electricity system remains stable and resilient in the decades to come as electricity demand increases. Nuclear will play a critical part in this as the government gears up for a 'nuclear renaissance' as part of its Plan for Change. Nuclear power is a proven low carbon solution for secure, firm and stable baseload power as part of an integrated energy system alongside renewables to lower the cost of energy bills.

For the UK's Civil Nuclear Programme, a diversified technology mix of small modular reactor (SMR) fleets, large-scale reactors and advanced modular reactors and present the optimum nuclear delivery plan. Within that, private-led projects have a crucial role to play.

At GBE-N, we have embraced our responsibility with clarity and purpose to deliver the UK's Civil Nuclear Programme. In line with our mandate from HM Government, our initial focus is on building first-of-a-kind SMRs enabling fleet deployment and thus a substantial contribution to a resilient energy system.

In 2024-25, we progressed to the final stage of the SMR technology selection process. This was an important milestone for us and a vital step forward in our mission to accelerate new civil nuclear deployment in the UK. We completed the process in the early months of 2025-26 with the announcement of Rolls-Royce SMR being selected as the preferred bidder to develop the UK's first SMR, subject to contract and final approvals. This was a highly complex technical and commercial selection procurement process. I commend the GBE-N team who ran it at a faster pace than any previous similar procurement in the global nuclear market without compromising the required technical and commercial rigour.

Throughout the selection process, we were keen to ensure that there was a transparent flow of information from us to our shareholder, the Department for Energy Security and Net Zero (DESNZ) to whom I am grateful for their ongoing support. Our shareholder alongside other relevant parts of government has acted as a vital 'critical friend' to ensure we operated the procurement activity effectively, strived always to deliver public value and remained accountable to Ministers and Parliament.

As we move forward with the SMR programme on behalf of HM Government, in my role as Chair I have been extremely keen to see that we explicitly learn the lessons from other major programmes and embed best practice throughout all our activities. Throughout 2024-25, we have been heavily investing in deep programme delivery expertise. We filled a range of highly specialist and technical GBE-N roles with an impressive array of talent. This will enable GBE-N to thoroughly plan our activities, get clear scopes of work - grounded in realistic assessments of time, cost and capability - and properly manage our stakeholders and delivery partners.

Building on the UK's nuclear heritage, we have also begun investing in the future of the nuclear sector workforce through skills development, innovation partnerships and a renewed emphasis on diversity and inclusion. Our aim is to cultivate the talent and leadership that will power the next generation of UK's nuclear sector. For instance, through our partnership with Energus, GBE-N will now offer early career opportunities via the Nuclear Graduate Programme. However, much more needs to be done to ensure that the SMR programme not only has the right skilled workforce in place—at the right time and in the right place—but that other future projects across the wider Civil Nuclear Programme are equally well supported.

Looking ahead, the path is ambitious, but it is also clear. For 2025-26, our strategy is to commence delivery of an SMR project on one of our sites, while simultaneously advancing planning for fleet deployment of SMRs and ensuring the organisation will be ready when required to implement further policy around future projects. We will also take on a role to assess market-led projects to support their route to market. This is aligned to GBE-N's mandate as refined at the Spending Review in early 2025-26.

Beyond skills, there are other nuclear sector enabling activities that we will pursue in support of both the SMR programme and the broader Civil Nuclear Programme.

I would like to thank Gwen Parry-Jones and her Executive Team for their leadership of GBE-N. Our working partnership has been characterised by open dialogue, and this has helped us navigate complex decisions and adapt to challenges together.

Finally, I would like to express my thanks to my fellow non-executive board colleagues for their insight, challenge and support to help us maximise our impact in the public interest. Together with the Executive Team, we are truly fortunate to have such a talented and experienced team driving us forward. Together, we are building real momentum—shaping the future of the Government's New Nuclear Programme and positioning GBE-N to deliver lasting value for the UK.

Simon Bowen
Chair, GBE-N



CEO's Foreword

GBE-N is delivering the Government's nuclear programme starting with the deployment of first-of-a-kind small modular reactors (SMRs) in the UK.

The greatest benefit will be from fleets of SMRs – rather than just a one-off project. Fleets will bring immense potential for delivering our nuclear future, since there is potential for a faster delivery timeline via modular and off-site manufacturing, ultimately reducing the cost per unit. Fleets of SMRs will also contribute to domestic growth through investment in an emerging global market providing export opportunities and skilled UK jobs. Nonetheless SMRs have not yet been deployed anywhere at scale, and the first-of-a-kind nature of this deployment gives rise to unique and complex considerations.

2024-25 was a productive year for GBE-N. Our focus was threefold: development of new nuclear projects and the capabilities needed to deliver these on time and to budget; beginning early work on the enabling activities to support a thriving nuclear sector; and providing timely advice to HM Government on the Civil Nuclear Programme. Throughout the year, we also continued to set up the organisation and build the Executive Team.

In 2024-25, we progressed the SMR technology selection process - started in 2023 - by shortlisting potential technology partners down to four and beginning the final tendering process. We announced the preferred bidder in early 2025-26 subject to contract and final approvals. Also, the SMR Programme Business Case which sets out the proposed approach to delivering the Programme was submitted to and approved by DESNZ. I would like to acknowledge the massive efforts of the GBE-N teams as these represent another two mission-critical milestones successfully completed.

Alongside this, GBE-N took further important steps forward in preparation for setting up a development company as a future subsidiary of GBE-N in due course. It will manage the delivery, build and potentially the operation of SMRs on behalf of HM Government. We also continued putting in place the capabilities within a dedicated development directorate within GBE-N to manage the early stages of the project in advance of the full establishment of a development company.

We also finalised the completion of site acquisitions - Wylfa on Ynys Môn (Anglesey) and Oldbury-on-Severn in Gloucestershire - to be allocatable to projects and we started early site characterisation activities.

We have built real momentum by laying the essential groundwork for successful delivery of the SMR programme and future civil nuclear projects. This has included advancing key enablers while continuing to advise HM Government on the long-term shape of the programme. Our input spans overall programme design and the role of different technologies, ensuring that progress today sets the foundation for sustained delivery tomorrow.

I am proud of the speed and level of progress made, it is a testament to the highly skilled, expert team we have built. In just the last eight months of 2024-25, we welcomed around fifty-five permanent colleagues into our Executive Team and across a wide range of specialist roles throughout the organisation. This growing capability is fuelling our momentum and positioning GBE-N to deliver with confidence and impact. Throughout our recruitment we remain committed to building a workforce that reflects the diversity of the UK population. I am proud of the fact that just under half of our senior leadership workforce is female and we have recruited just under a fifth of colleagues from ethnically diverse communities. Our diverse, expert workforce brings immense value to the organisation, fostering innovation, improving decision-making through creative problem-solving and fresh ideas, while enhancing our overall delivery performance.

GBE-N would also not have made such progress over the last financial year without the support of its shareholder, DESNZ. I would like to thank them for helping GBE-N to continue to set itself up as an economic, efficient and effective arm's length body whilst remaining accountable to HM Government for outcomes; and aligning its activities with government policy priorities.

This cooperative working relationship between GBE-N and its shareholder has been particularly valuable in the run-up to the Spending Review. I would also like to thank them for supporting GBE-N through the Spending Review process in particular which has helped to clarify its priorities further for 2025-26 onwards. It has been important for GBE-N that those involved in governance and decision-making in HM Government are clear about the need for the projects that GBE-N will set-up, run and assure, their deliverability, affordability and the important public value they will produce.

Additionally, we have welcomed the Government's activities to improve the governance and delivery environment for large infrastructure projects within the UK, with its commitment to a 10-year infrastructure strategy, the creation of the National Infrastructure and Service Transformation Authority (NISTA) and specific reforms to regulation – led by the Nuclear Regulatory Taskforce - and to planning policy. It is these types of reforms alongside clarity of strategic objectives and timely, appropriate decision-making that will enable nuclear power projects to play their critical role in ensuring the UK has a resilient energy system.

Gwen Parry-Jones
OBE FREng
Chief Executive Officer



Performance Report

GBE-N is an arm's-length body of the Department of Energy Security and Net-Zero (DESNZ) and is 100% government owned.

GBE-N's statutory role, as set out in the Energy Act 2023, is to facilitate the design, construction, commissioning, and operation of nuclear energy generation projects in the UK, in furtherance of policy set by HM Government. GBE-N also acts as an expert adviser to HM Government on the Civil Nuclear Programme.

GBE-N is the product of an industry-led scoping exercise involving a group of nuclear energy and infrastructure experts who took learnings from infrastructure and nuclear projects globally.

For 2024-25, GBE-N's mandate remained to deliver the Government's Civil Nuclear Programme faster and at lower cost, starting with SMR programme whilst continuing to work with industry and government on furthering enabling activities.

The Civil Nuclear Programme to 2050

The Civil Nuclear Programme is a vital part of the UK’s mission to build a secure and affordable energy system - one that drives economic growth, creates jobs, and delivers long-term prosperity. It is also linked to the UK’s ambition to become a clean energy superpower, with zero-carbon electricity by 2030 as a key milestone on the journey to achieving net zero by 2050.

Ongoing investments in nuclear energy will enhance our energy infrastructure, reduce energy bills, and enable the UK’s energy independence. Nuclear energy can provide the UK with a baseload energy supply alongside renewables, capable of stabilising the UK’s clean energy system. It is a secure and efficient energy source, with one of the lowest carbon outputs per megawatt-hour, minimal land use, and a long asset life (60+ years).

Continuing to grow the UK’s nuclear industry also enables the creation of thousands of permanent, highly skilled jobs across the country, fosters technological innovation and contributes to the UK’s future economic prosperity. For instance, there is already interest in further investment from power-intensive industries such as data centres.

There is no fixed approach to meeting the scale of civil nuclear ambition. A ‘mixed portfolio’ pipeline of projects, including technologies for large-scale plants, small modular reactors, and advanced modular reactors, is expected to be required. The exact details of this mix and any potential future GBE-N involvement will be directed by future policy decisions. Each technology has a different role to play in the programme. To realise the scale of ambition for the UK’s nuclear programme, it is essential to kickstart the market for private investment and make nuclear energy an attractive, investable proposition. Privately-led projects have a crucial role to play, not only in contributing capital but also in driving innovation and delivery. Their involvement is fundamental to the success and long-term sustainability of the nuclear sector.

In 2024–25, GBE-N focused primarily on initiating first-of-a-kind SMR projects whilst awaiting a final decision on the number of projects at the 2025-26 Spending Review. The purpose is to demonstrate SMR commercial potential and lay the groundwork for future fleet deployments. SMRs are a new way of delivering established light-water reactor technology. Government involvement is most often required to deliver the initial projects in the UK, as the private sector is not yet willing to take developer risk on projects of this kind. That is why HM Government is providing development capital and GBE-N developer capability on the initial projects.

It is important that any SMR project develops its site to maximise fleet potential, enabling the UK to realise its long-term ambition of delivering one of Europe’s first SMR fleets. SMR fleets which will enable cost savings through replication and modularity. Fleets will also contribute to incentivising industry to invest in workforce skills and the nuclear supply chain.

Internationally, the development of small modular reactors is accelerating, with significant investments being made across the globe in both technologies and projects. In this dynamic global landscape, GBE-N plays a critical role in positioning the UK within the competitive international SMR sector. By advancing SMR technology, GBE-N is not only contributing to global nuclear innovation but also unlocking export opportunities in the rapidly growing EU and international SMR markets.

GBE-N has been working with the Department for Energy Security and Net Zero to play its role to create the conditions for nuclear projects to succeed. This will include enabling privately-led projects to succeed. This work will ensure a supportive environment in the UK for nuclear projects to flourish.

Our Purpose, Mission and Values

Purpose

We make new nuclear projects happen, to give us secure, reliable, and sustainable energy.



Trust

We prioritise **safety**, we act **responsibly** and with **integrity**.

Mission

We deliver, enable, and advise on new nuclear projects. We do this by being experts in our field and focusing on outcomes; by prioritising safety; and by driving efficiency through learning. We collaborate with government and industry to initiate projects, secure sites, select technologies, deploy development funding, and build skills.

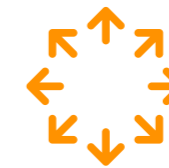


Challenge

We are **curious** and **courageous** in the way we **think** and **act**.

Values

Our values guide every aspect of our work, shaping our decisions and actions. They enable us to maintain the highest standards of integrity, collaboration, and excellence, ensuring that we consistently deliver value for our stakeholders.



Drive

We **get things done** and we **make a difference**.



Care

We are **thoughtful**, **inclusive** and **respectful** of others.



Collaborate

We work as a **team**, we value **diversity** and **expertise**.



GBE-N's Organisation and Strategy

To deliver its mandate, GBE-N has three strategic functions: delivery, enabling and advisory.

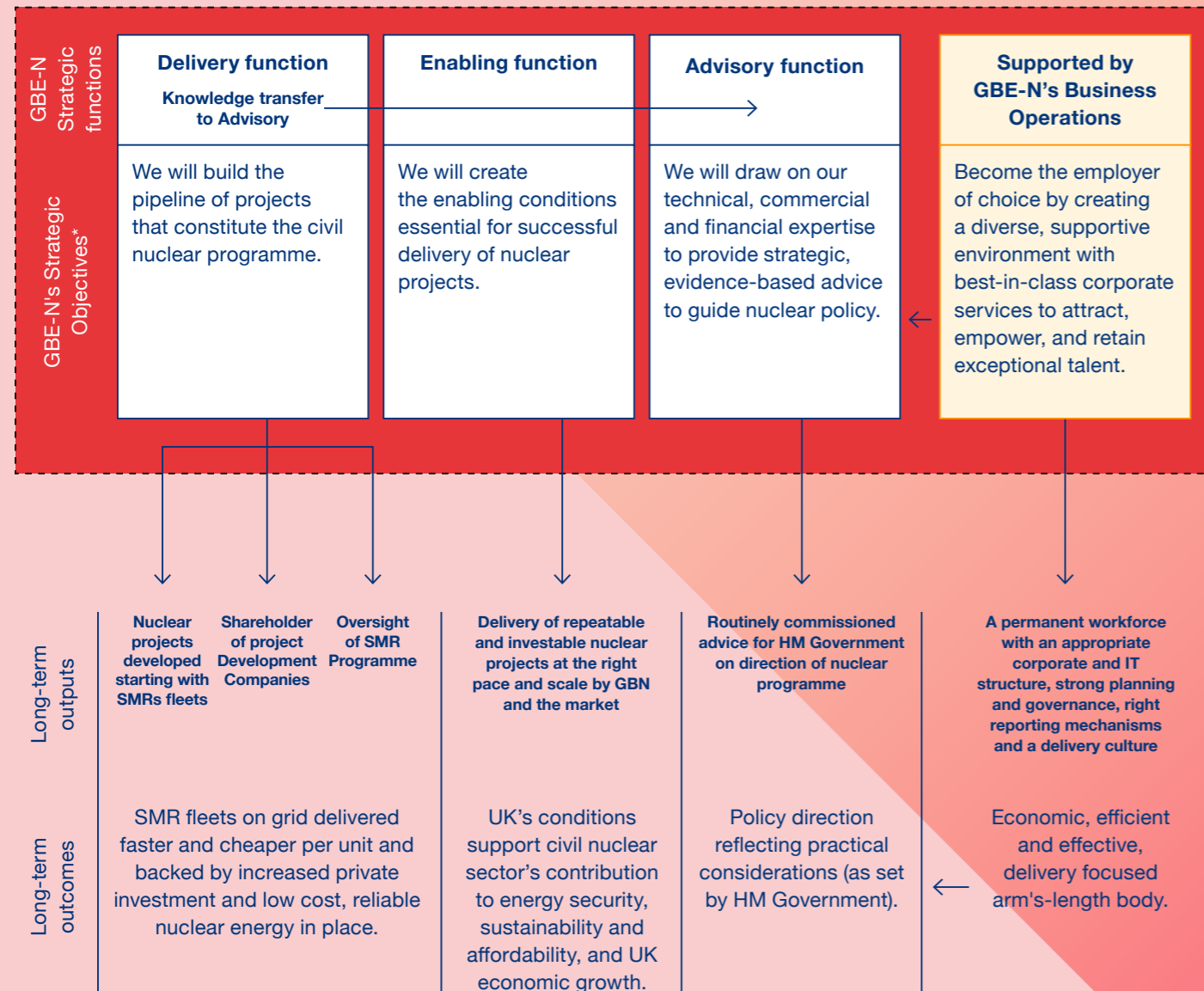
The strategic functions relate directly to delivering the mandate set by Government. GBE-N has been established with a strong corporate function to play its role as a capable, expert-led delivery body.

GBE-N will have subsidiaries (development companies) set up to deliver the nuclear projects.

The following diagram demonstrates how these functions interact and serve to deliver on the Civil Nuclear Programme.

In 2025-26, GBE-N will refresh its corporate strategy considering the Spending Review outcome.

Figure 1: Great British Energy - Nuclear's (GBE-N) strategic functions, and its long-term objectives and desired outcomes, defined in 2024-25
We make new nuclear projects happen, to give us secure, reliable, and sustainable energy.



*Outputs and outcomes under each strategic objective are subject to HM Government policy.

The Small Modular Reactor Project

GBE-N launched the small modular reactor (SMR) technology selection process at pace in 2023 to competitively position the UK in the global race to develop domestic SMR technology projects. This selection process was completed in early 2025 with the decision by HM Government to proceed with one SMR project, subject to contract and final approvals.

Two sites have been acquired, Wylfa on Ynys Môn (Anglesey) and Oldbury-on-Severn in Gloucestershire. GBE-N is now building its ability to manage the selected Technology Partners (TP) (subject to contract) and has started building the capability required to become, at the right time, an investible development company to act as an 'intelligent client' to manage delivery, build, and ultimately operate SMRs.

The Programme is in three broad phases.

Phase 1

Project establishment

GBE-N selects SMR technology through a selection process and acquires sites on which SMR projects can be built. GBE-N manages sites and begins early site characterisation activities to understand the geological, hydrological, and environmental properties of each site. GBE-N is also building development capabilities. A Delivery Partner will be required to coordinate this work. Due to the procurement timeline for selecting a Delivery Partner, GBE-N is building a "Foundation Capability" in-house to take on this role and bridge the gap until the Delivery Partner procurement is complete.

Phase 2

Project establishment to Final Investment Decision

GBE-N's SMR technology will be allocated to a site, subject to contract and final approvals. At the right time, a development company will be established to lead project delivery through to Final Investment Decision (FID). The project will have an Integrated Project Team (IPT), which will work with the procured SMR technology provider and will be supported by procured project management and engineering expertise. GBE-N's development company team will remain responsible for this phase of the programme, including designing the project, siting, ensuring that all nuclear licensing and regulatory requirements are fulfilled, and securing major consents and permissions.

Phase 3

Final Investment Decision to the Commercial Operations Date

Once a Final Investment Decision has been taken, the development company will advance its SMR projects through to the Commercial Operations Date (COD), when the project will be ready to generate electricity. It is expected that the development company will then become the licensed operator of the SMR plants, retaining responsibility for the safe operation of these reactors to generate clean, stable power for the UK electricity grid.



How is GBE-N held to account for its activities by HM Government?

For each financial year, GBE-N produces a 3-year Business Plan which sets out the main activities, milestones, resource allocation, and budget to meet GBE-N's strategic objectives and drive outcomes over the Plan's time horizon.

In 2024-25, GBE-N developed a one-year business plan (due to the upcoming 2025 Spending Review) which was submitted to its sponsoring government department, DESNZ.

Throughout the year DESNZ held GBE-N to account against this Plan through quarterly performance and accountability meetings, ensuring continued focus and delivery momentum.

How has GBE-N performed in 2024-25?

GBE-N focused on the priority activities set out in its 2024-25 business plan:

- The SMR programme.
- Providing timely advice to Government on the Civil Nuclear Programme.
- Continuing to set GBE-N up as a fully operational entity.
- Beginning early work on the enabling activities to support a thriving nuclear sector; and

Delivering these four priorities was challenging. GBE-N is a young entity, SMRs are a first-of-a-kind technology, and delivery is necessarily fast paced.

Activities ongoing into 2025-26

Predominantly ongoing, long-term activities that took longer to complete than previously forecast include advisory work for Government, continued development of the DevCo, and active recruitment of permanent staff. These activities have a high impact on delivery and are continuing to progress toward completion in 2025-26.

Some activities are delayed due to the uncertainties around the Spending Review, including a review of the governance cadence with the DESNZ sponsorship team and putting place Government approvals on procurement activities. These activities contributed to a slight delay to the programme and will be completed in 2025-26.

Of the activities not yet started, none had an impact on delivery. In all cases a conscious decision was taken not to progress them, either because resources were better used elsewhere or because the activities were superseded by others through the year.

Delivery

Long-term strategic objective:

We build the pipeline of projects that constitute the civil nuclear programme (subject to policy)

To make progress towards this strategic objective, in 2024-25, GBE-N focused on:

- Progressing, to an ambitious timetable, the SMR technology selection process to evaluate, select, negotiate and award public funds to up to four SMR technology providers to develop their technologies.
- Progressing planning for potential development companies (subject to the outcome of the SMR technology selection process) and working with HM Government to secure the right level of delegations, spend authority, pay and reward remit and any other approvals required.
- Procuring and mobilising the initial capabilities¹ to effectively manage the early stages of project development in advance of the establishment of any development companies. This includes securing a Delivery Partner and Owner's Engineer to undertake all activities required to develop a nuclear project and allow GBE-N to function as an intelligent customer.
- Start developing the governance, assurance processes, agreements, and mechanisms to provide oversight of the SMR programme and any development companies, including, monitoring, evaluation and reporting of activities and the management of public resources.

These SMR programme activities were GBE-N's primary focus and built on the huge achievements in 2023-24 but remained a bold challenge for GBE-N.

Enabling

Long-term strategic objective:

We will create the enabling conditions essential for successful delivery of nuclear projects.

To make progress towards this strategic objective, in 2024-25, GBE-N focused on:

- Developing a financing approach, based on existing financing and funding models to enable private sector investment in nuclear projects.
- Facilitating and contributing to the delivery of wider nuclear sector enabling activities, such as the refresh of the Nuclear Industry Council, and the recommendations put forward by the Nuclear Skills Taskforce, feed into the Nuclear Regulatory Taskforce.
- Finalising the completion of site acquisitions to be allocated to projects (subject to HM Government decisions), manage sites and start early characterisation activities.

Advisory

Long-term strategic objective:

We will draw on our technical, commercial and financial expertise to provide strategic, evidence-based advice to guide nuclear policy

To make progress towards this strategic objective, in 2024-25, GBE-N focused on:

- Advising HM Government on the long-term shape of the programme, including the overall programme design, role of different technologies.
- Building strategic partnerships with stakeholders to share knowledge and have the potential to give more informed advice on the delivery of the nuclear programme.

Business Operations

Long-term strategic objective:

Become the employer of choice by creating a diverse, supportive environment with best-in-class corporate services to attract, empower, and retain exceptional talent

To make progress towards this strategic objective, in 2024-25, GBE-N focused on:

- Recruiting and onboarding permanent executive team members and staff, structuring the organisation to deliver on the three strategic functions and to start recruiting the project development capabilities.
- Strengthening our reporting to the Executive Committee, Board and DESNZ against the Business Plan milestones.
- Scaling up the organisational structure, setting up offices, and putting in place management systems (including IT Infrastructure, HR systems, accounting and financial management and information technology).
- Further developing governance and systems to manage and assure activities, including the capacity, capability, and governance for effective oversight.

¹ Capabilities to deliver early-phase activities associated with one or more small modular reactor projects. Initially developed and incubated within GBE-N to undertake critical activities to support project development on behalf of a future project development company which is to be established.

Figure 2: GBE-N performance in 2024-25

Delivery

- **SMR Programme Business Case:** Programme Business Case submitted to HM Government. Delay to original plan for approval due to change of government and Spending Review.
- **Technology Selection Process:** Shortlisted potential technology partners down to four, with final tendering process launched; due to receive final tenders from SMR candidates in 2025-26. Delay on original timeline to have final tenders originally planned for 2024-25 due to various reasons.
- **Development Companies:** Completed initial development capability formation activities to have initial bridging capability in place by end of Q4, including recruitment of an Executive leader and recruitment of over 50% of delivery workforce. Progress to support:
 - Owner's Engineer procurement to establish enduring independent expert assurance throughout programme. Specification and commercial strategy completed and approved for submission to HM Government.
 - Funding approval granted by HM Government for bridging Project Management and Commercial Support procurement to manage overall project delivery between technology partner, site operations, engineering design and manage the commercial elements of the technology partner contract and manage overall development company formation until the Delivery Partner is mobilised.

Enabling

- **Site acquisition:** Finalised acquisition of two sites at Oldbury-on-Severn and Wylfa on Ynys Môn (Anglesey).
- **Enabling Workstreams:** Initial work progressed on enabling workstreams for nuclear.

Advisory

- **Advisory Support:** Advisory support provided to HM Government on request around overall size, shape, technology mix (SMR and private led projects, delivery and timing of the nuclear programme and optimisation of sites, and the Spending Review).

Business Operations

- **Strategic Direction:** Internal approval and strategic documents finalised and submitted to Government including Spending Review submission (Phases 1 & 2), and 6-month GBE-N Business Plan.
- **Recruitment:** Recruitment of c.55 permanent staff, with majority of Executive Team in place by the end of 2024-25. This is behind the original, high-ambitious target of c.180 permanent FTEs (+/- 20%) by year-end, with this target now set for end of 2025-26. There was no deleterious effect on operational effectiveness as roles remained fulfilled with secondees and contractors.



Financial Review

Provision of funding

By 1 April 2023, HM Treasury had provided an initial two-year funding commitment to DESNZ in relation to GBE-N, commensurate with that required to launch a major infrastructure programme and arm's-length body start-up operation. This allowed DESNZ to approve funds to allow GBE-N to meet its operational expenditure in its inaugural year of trading and into the financial year ended 31 March 2025. With DESNZ's approval, this funding continued to be available to GBE-N from existing deposited cash funds attributable to the Company's legacy British Nuclear Fuels business.

Financial results

The Company incurred a loss before taxation of £23,723,000 for the year (2024: £8,296,000). During the year, the Company incurred an operating loss of £31,426,000 (2024: £22,171,000). With the magnitude of scope and delivery that GBE-N embodies, and the fact that GBE-N has no revenue-generating activities, it was anticipated that a financial net deficit position would be generated and that expenditure will continue to exceed operating income in the early years of business activity. As shown in note 4 to the Financial Statements on page 70, most of the GBE-N's operating expenditure in the year related to professional services and consultancy spend, and the costs of GBE-N's interim workforce.

It is anticipated in future years that the costs associated with an interim workforce will reduce as the organisation transitions from start-up to a permanent workforce.

The operating loss was offset in part by interest receivable of £7,743,000 on bank deposits during the year (2024: £13,879,000). Short-term deposits are held with the UK government's Debt Management Office (DMO) and are generally placed for a period of three months earning interest at a fixed rate. The reduction in the amount of interest receivable compared with the prior period is due to utilisation of cash reserves to fund the land acquisition, together with a gradual reduction in Bank of England base interest rates. At the beginning of the period, The Bank of England base rate was 5.25%, this had fallen to 4.5% by the end of the period.

Overall, our total expenditure for the year was approximately 5% under our original budget. This was primarily driven by delays within the SMR Programme Business Case and Technology Selection Process activities as outlined on page 18.

In June 2024, the site acquisitions at Wylfa in Ynys Môn/Anglesey and Oldbury-on-Severn in Gloucestershire were completed at a cost of £170,589,000, inclusive of stamp duty land tax and land transaction tax. These sums were also drawn, with DESNZ's approval, from existing deposited cash funds.

The Company did not have agreed formal financial key performance indicators in place during the year upon which to provide analysis for the purposes of s414C(4)(a) Companies Act 2006. However, the above sets out key financial information that reflects the small size of the Company and the limited categories of financial transactions undertaken during the year to support GBE-N's early-stage activities.

Dividends

The Company did not declare any dividends during the year (2024:nil) and has not done so since the period end. The Directors do not recommend a final dividend (2024: nil).

Liquidity, cash management and financial instruments

The financial resources available to the Company on 31 March 2025 were £142,548,000 (2024: £338,456,000). The Company holds funds in bank deposits and money funds which are less vulnerable to market variations. Liquidity is managed via short to medium term deposits in the money market with highly rated banks. On 31 March 2025, the Company continued to have a significant amount of its funds (£125,000,000 (2024: £250,000,000)) invested with the Debt Management Office at HM Treasury. The remainder of the Company's funds continue to be held with its primary banker, Natwest. The risk to those funds is considered low. Management routinely reviews the investment policy of its funds. The Company has not made use of any other financial instruments during the year or since the period end. The Company had no loans outstanding at the year-end or at the previous period end. Details on the Company's exposure to interest rate risks are detailed in note 16 to the financial statements on page 84.

Delivery at Pace

For 2025-26, GBE-N's primary focus remains to deliver a small modular reactor (SMR) project on a site, along with planning for SMR fleet deployment to enable the UK to realise its ambition to have one of Europe's first SMR fleets. As and when required, we will also prepare the capabilities to deliver future nuclear energy new build projects. This is aligned to GBE-N's current mandate and will only change if it is updated in the future.

In addition, GBE-N will continue to provide advice as and when required by DESNZ to support policy decision-making. These activities will be underpinned by our continuing evolution as a highly professional, expert-led and inclusive arm's length body, with high-calibre business operations functions covering HR, Finance, Legal, Strategy, Communications and Governance.

To support this, GBE-N will continue to put in place its full permanent workforce with an appropriate business support and IT structure, strong planning and governance and the right reporting mechanisms including a full suite of KPIs and a delivery focused culture.

Sustainability at GBE-N

GBE-N's mission is to make new nuclear projects happen to give us secure, reliable and sustainable energy. It is fundamentally aligned with the United Nations' Sustainable Development Goal (UN SDG) number 7: *ensure access to affordable, reliable, sustainable, and modern energy for all*. GBE-N supports support the UK's energy future and the Government's Climate Change Act 2008 commitments through delivery of the new nuclear programme.

GBE-N is committed to embedding Environmental, Social and Governance (ESG) principles at the core of our operations.

While our sustainability and social value plans are still being developed, we are fully committed to create positive impacts for our people, communities and the environment. This year's disclosure will take you through our journey so far.

GBE-N is outside the requirements of s414CA and s414CB Companies Act 2006 to include in its strategic report a non-financial and sustainability information statement, and is outside of the requirement to comply with the Task Force on Climate-related Financial Disclosures (TCFD) aligned disclosure application guidance. The information contained in this report is therefore disclosed on a voluntary basis and is applied as is appropriate to the size and nature of the company.



Current Stage and Progress

GBE-N's focus in 2024-2025 was to build the foundations of our Sustainability and Social Value team, develop overarching strategic themes and embed Social Value principles in key procurements. We developed our supplier requirements using the Government's Social Value Model (following PPN 06/20² and subsequently PPN 002³) and incorporated those requirements into key contracts.

GBE-N's Emerging Sustainability and Social Value Themes:

- 1 Creating the Right Jobs & Skills** Address current and future skills gaps in the nuclear and supporting industries by investing in inclusive talent development, expanding access to high-quality training programmes (e.g., apprenticeships), and fostering lifelong learning pathways.
- 2 Developing Resilient Supply Chains** Enable growth of diverse, sustainable, and resilient supply chains, integrating innovative solutions, and supporting local and ethical sourcing to de-risk nuclear programmes.
- 3 Protecting & Enhancing Natural Environment** Demonstrate environmental leadership by protecting nature, enhancing biodiversity, embedding circular economy principles, carbon reduction, water conservation, and sustainable operations across all activities. Commit to measurable targets for the above.
- 4 Building Diverse & Productive Workforce** Foster a diverse, and equitable workforce across the nuclear and supporting industries. One that reflects the society we serve. Recognise that diversity drives innovation, resilience, and long-term success.
- 5 Supporting Local Communities** Empower and collaborate with local communities to ensure social cohesion, and shared prosperity around nuclear development sites, through active engagement, investment, focus on heritage, and long-term partnerships.

We are working hard to build clear goals and measurable targets under each theme.

² PPN 06/20 Taking Account of Social Value in the Award of Central Government Contracts
³ PPN 002 The social value model

Creating the Right Jobs and Skills

Our people are critical to fulfilling our mission. As a new organisation, GBE-N is establishing a caring, collaborative, challenging and driven culture based on trust. These principles will guide our people-centered approach to ensure that GBE-N becomes an employer of choice, enabling us to recruit and secure the right people at the right time.

GBE-N will continue developing a people strategy to support delivery of our mission that will set out how GBE-N attracts, develops, and retains a high performing, highly skilled, diverse, collaborative and adaptable workforce.

Delivering Resilient Supply Chains

GBE-N is dedicated to responsible procurement practices that align with our values. Our Responsible Procurement Policy ensures that our procurement decisions are ethical, transparent, and support our commitment to sustainability and community wellbeing.

GBE-N's growing supply chain continues to deliver on its Social Value commitments. As of 30th March 2025, we have **52** live commitments and **36** that have been completed. Through working with GBE-N our suppliers delivered:

- Over 200 volunteering hours
- Reverse mentoring programme (with participation of four mentoring pairs)
- Expert led environmental and Diversity and Inclusion workshops for staff
- Support to career fairs
- STEM school engagement activities
- SME development workshop.

We are grateful to all our suppliers, including Arup, Deloitte/Agilia, Mott MacDonald, and Konsolute (among others), for their dedication to delivering on their social value commitments.

Protecting and Enhancing the Natural Environment

In financial year 2024-25, we laid the groundwork for sustainable corporate practices and began engaging with our supply chain to start collecting data on GBE-N's environmental footprint. This will support initiatives such as the Governments 'Greening Government Commitments' programme in the future⁴.

To date, we introduced several key initiatives to reduce carbon emissions and protect the natural environment, including:

- Locating our Warrington office near a public transport hub to encourage sustainable commuting.
- Reducing paper waste by limiting each office to a single printer.
- Eliminating single-use items and providing segregated recycling bins in all offices.
- Recycling all cardboard and plastic film from our IT rollout.
- To estimate our carbon footprint (scope 1 and 2) we have followed the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard⁵. We have started to develop our processes to monitor our Scope 3 emissions as well and aim to mature these for future disclosures.

Figure 3: GBE-N carbon footprint FY24-25

| | Description | kg CO2e |
|----------------|---|---------|
| Scope 1 | GBE-N does not own or directly lease any vehicles, nor do we generate any power for our buildings/ assets. | - |
| Scope 2 | Office heating, lighting and ventilation. GBE-N currently occupies part of floor space in two offices: Warrington and London. | 30,000 |

Ecological Surveys

Following the purchase of two sites: Wylfa in Ynys Môn/Anglesey and Oldbury-on-Severn in Gloucestershire in 2024, ecological surveys commenced in early 2025. We are determined to build a robust and up-to-date understanding of the natural environment at and around our sites to ensure our designs have minimal impact on local wildlife and habitats and the highest potential for enhancement of local biodiversity.



Image: Tom Clayton, an ecologist from Mott MacDonald uses an endoscope to inspect a tree cavity for roosting bats at Oldbury. Our current focus is on surveying bird and bat populations. While the work is non-intrusive, we know that local communities take a keen interest in any activity on or near the sites. Our teams are therefore equipped with materials to share with walkers and other interested stakeholders. © Mott MacDonald

⁴ GBE-N has submitted a partial exemption request based on the size of the organisation
⁵ Corporate Standard | GHG Protocol

Building a Diverse and Productive Workforce

We are proud of the record we are achieving on equality, diversity and inclusion within our organisation. GBE-N exceeds industry averages in terms of gender and ethnic diversity. The current Senior Leadership Team is 50% male and 47% female with 1 role left to fill.

The total permanent workforce of GBE-N is 55% female and 45% male. Our goal is to maintain the gender balance ratio as the organisation grows.

Our aim when hiring is to replicate the makeup of the UK population. At GBE-N:

2%

Disability

2% of our people have reported having a disability, (with 7% preferring not to say).

16%

Ethnicity

16% of the permanent work force are non-white.

67%

Age

67% of our workforce are between the ages of 31-50.

Whilst our ethnicity and age statistics are currently higher than that of the UK population, we recognise that our disabled workforce is lower than we would like. As GBE-N continues its growth trajectory and moves from a contingent to a permanent workforce, we are committed to improving our employment statistics.

To attract, engage and retain high caliber people, we create an environment where people can give their best. We provide strong, clear leadership and a supportive environment where our people are encouraged to learn, grow, and collaborate on genuinely impactful work. We offer an Employee Assistance Programme to provide support to employees and have several trained Mental Health First Aiders within the organisation. We continue to develop our offer for Learning and Development, including qualifications and coaching.

GBE-N is committed to equal opportunity and deeply values the diversity of thought this brings to our organisation. We seek to understand and reflect the community in which we operate, building loyalty with our colleagues, candidates, and partners. We aspire to have an inclusive working environment where everyone may contribute to our success and fulfil their potential. We have established an Inclusion and Diversity network to support this.

Supporting Local Communities

At GBE-N, we understand the vital role we play in the communities we operate within and the responsibilities we have to them. We are committed to being good neighbours, making sure that residents are kept informed and consulted about our preparatory work on the sites and that we minimise any disruption to them.

We are also committed to meaningful engagement as we develop our projects, making sure they have opportunities to shape our project; both in the realisation of the community benefits that our projects will bring, and how construction impacts are managed.

In this early stage, we have established good links with parish and community councils, local authorities and community representatives. We respond quickly, fully, and transparently whenever our communities have questions.

Looking Ahead

We will continue embedding social value and sustainability across the organisation and within our procurement to deliver positive impact as well as value for money. We will collaborate with industry, develop and improve our processes and equip our teams with the training and tools they need. This will enable GBE-N to establish a strong foundation for delivering the UK's first SMR project and beyond.

Our priorities for the financial year 2025-26 include:

- Integrating sustainability and social value principles across GBE-N and strengthening internal processes to align with recognised standards.
- Collaborating with our supply chain and forming strategic partnerships with community organisations, local authorities, and other stakeholders to co-develop impactful programmes.
- Developing SMART objectives and building a robust reporting framework to measure, track, and communicate GBE-N's sustainability and Social Value outcomes.



Sustainability Governance and Oversight

We are developing the structure of our sustainability governance to ensure clear accountability and effective oversight. The GBE-N Social Value, Sustainability and Environment team, reporting through the Corporate Services function under the Chief Finance Officer, is responsible for developing the organisation's sustainability strategy, maintaining relevant policies, and designing supporting processes. At the project level, operational implementation of the strategy is carried out by the Integrated Project Team, embedding sustainability into programme delivery. The Board holds ultimate accountability, providing strategic direction and oversight to ensure alignment with the organisation's long-term objectives.

Safety, Security and Wellbeing

Our number one priority is, and always will be, the safety, security and wellbeing of our workforce. We are committed to providing a safe, secure, and healthy environment where our colleagues can thrive at work. Our focus is on reducing hazards and risks, while ensuring safe, secure, and responsible operations within GBE-N and on all nuclear projects. This is embedded in our purpose, mission and values that you can read more about on page 15.

As well as having appropriate policies, procedures and training in place, we undertake additional measures to ensure that everyone can work and thrive in a safe, secure, and supportive environment. We have channels in place for our people to seek the help and support of others whenever needed, including from our trained Mental Health First Aid team, Employee Assistance programme and an Occupational Health Referral programme and we encourage all our workers to be vigilant to signs that may indicate that colleagues need additional support.

To support this priority, we will ensure our places of work are safe and secure, with risks minimised in all areas. A key factor to achieving this will be through our determination to grow and embed a safety and security-aware and focused culture at the heart of our organisation.

Anti-Bribery and Corruption

GBE-N maintains a zero-tolerance approach to bribery and corruption. Our Anti-Bribery and Corruption Policy and supporting controls are integral to ensure that we conduct all business activities with transparency and integrity, creating a level playing field for all.

Speak Up and Listen

To support the highest standards of ethical behaviour, governance, and accountability, GBE-N encourages a culture of 'Speak Up and Listen'.

Concerns can be raised through various channels including directly to our CEO and we provide an anonymous whistleblowing hotline available 24/7, enabling anyone within the organisation to report unethical behaviour safely and confidentially.

Equally important is our commitment to listening actively when concerns are raised. Managers are provided with guidance to ensure they create an environment of psychological safety, where employees feel comfortable speaking up. By fostering open dialogue, we aim to address issues effectively and ensure that all voices are heard and respected.

Modern Slavery Act Compliance

At GBE-N we are committed to preventing modern slavery and human trafficking across all aspects of our operations and supply chain. Our Modern Slavery Transparency Statement for 2024-25 details the proactive steps we have taken to comply with the letter and spirit of the Modern Slavery Act. We remain dedicated to maintaining a supply chain that is free from abuse and exploitation and will continue to work towards eliminating such risks

You can learn more about our initiatives in our Modern Slavery Statement on our website: [GBE-N Modern Slavery Statement - GOV.UK](#)

Conflicts of Interest

We are committed to maintaining the highest standards of integrity and transparency, and our Conflicts of Interest Policy outlines procedures for identifying and managing actual, perceived, or potential conflicts of interest. This ensures that we meet our legal obligations and reinforces public trust in how we operate.

All interests, personal, professional, financial, or situations that may present a conflict must be declared and managed appropriately, safeguarding GBE-N's reputation and effectiveness.

Code of Ethical Conduct

In May 2025 we launched our new Code of Ethical Conduct, outlining our legal obligations and the ethical principles by which we stand. The Code sets out our expectations of behaviour, promotes a shared understanding of our values, and includes practical guidance to support decision-making across a wide range of situations.

By setting clear expectations and promoting a culture of transparency, honesty and integrity, we aim to ensure that ethical behaviour is consistently maintained across all areas of our operations.



Risk Management and Assurance

Risk management is a key assessment process supporting the achievement of Great British Energy – Nuclear’s (GBE-N) strategic objectives. It enables us to develop our programme of new nuclear sites and strategies securely, safely, and cost-effectively. Successful management of risk across business activities requires GBE-N to proactively identify and manage the impact of risks and maximise the likelihood of realising opportunities and risk is considered proportionately when making decisions.

Risk management approach

GBE-N’s Risk, Audit and Assurance (ARA) Team has assured our risk management approach against the principles set out in the HMG Orange Book (Management of Risk: Principles and Concepts) as of 31 March 2025, and we believe we are aligned, with scope for improvement. In GBE-N’s second year since being established, the definition and implementation of GBE-N’s approach to risk management is improving and maturing. Our focus for this year is on embedding risk culture into business-as-usual activities and developing risk reporting to inform business decisions.

Risk governance and assurance

The GBE-N Board, of which the Accounting Officer is a member, has overall responsibility for GBE-N’s risk management and for the setting of risk appetite. The Audit and Risk Committee (ARC) is responsible for advising the GBE-N Board (including the Accounting Officer) in relation to the Board’s assessments of the emerging and principal risks and the effectiveness of the systems of risk management and internal controls.

The Accounting Officer is accountable for the management of all GBE-N risks. The members of the Executive Team have leadership responsibilities for those risks assigned to them and a duty to ensure risks in their areas of responsibility are identified, managed and reported. All GBE-N staff have a duty to contribute to risk management initiatives in their own area of activities and managers are expected to develop and encourage a collaborative culture of well-informed risk-based decision making.

The ARA Team has responsibility for designing, implementing and embedding an Enterprise Risk Management Framework across GBE-N, the associated risk and assurance policies and processes and for providing support and oversight to the organisation to ensure that risks are being identified and managed effectively.

Risk identification and assessment process

Functional areas maintain a risk register, which the relevant Executive Team member oversees for their area. As GBE-N and the SMR programme has developed, the quantification of the programme level and workstream level risks continue to improve. This is a positive sign of a growing culture of risk awareness and improved management of risk, with further opportunities for improvement being worked on.

GBE-N’s Executive Team identifies the risks to the Company, that are significant enough to be recorded on GBE-N’s corporate risk register maintained by The ARA Team. The risk register is used to identify the Principal Risks i.e. the key risks that could impact on GBE-N in a material way and lead to a fundamental change to the current strategy and/or impact to GBE-N’s mission. The Principal Risks agreed by the Executive Team are shared with the ARC and the GBE-N Board for review, scrutiny and subsequent approval.

The Principal Risks are kept under regular review and are calibrated and updated as required, for example to reflect changes in the environment, or to capture significant emerging risks identified. Our principal risks are considered and discussed with the Exec and reported to ARC during the year to ensure these remain appropriate, relevant and accurate.



Risk monitoring and reporting

Monitoring and proactive management of GBE-N’s risks and opportunities is coordinated by the ARA team with suitable sponsorship and support from the Executive and Board. The mitigation actions for the Principal Risks are a mixture of stand-alone actions and formal controls.

Risks are reported frequently to the Executive Committee, ARC and the GBE-N Board, including using impact/probability to illustrate the pre- and post- mitigation position for each identified Risk. The company operates a ‘3 lines’ model aligned to the HM Government Orange Book principles, to support its risk management, internal controls and assurance framework.

GBE-N’s risk reporting approach continues to improve as quarterly strategic risk updates are reflected in the quarterly business performance review report, which was introduced in 2025. This provides the Executive Committee with insights on key risk movements, emerging themes and updates to risk mitigations.

Risk appetite

A clearly defined risk appetite is critical to our enterprise risk management framework. In 2025/26, we will work with the GBE-N Executive to establish and agree risk appetite statements for all strategic risks.

Our principal risks

The Principal Risks identified are set out in the table below including summary of mitigating strategies. The risk movement provides an indication of changes in risk status over the period from 29 March 2024 to 31 March 2025.

Our principal risks

The principal risks identified are set out in the table below including summary of mitigating strategies. The risk movement provides an indication of changes in risk status over the period from 29 March 2024 to 31 March 2025.

Figure 4

| | |
|---|--|
| <p>Design Maturity: Due to the first-of-a-kind (FOAK) nature of the technology, providers may not be able to meet strategic objectives, including timely delivery, value for money and obtaining regulatory approval. This may delay approval timelines, affect project milestones or cause an SMR project to fail.</p> | <p>Risk Movement⁹ ↓</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> Our mitigation for this risk focuses on securing a technology partner and initiating design development, supported by phased plans for technology design, safety case, and organisational capability to identify and mitigate risks early. Additionally, conducting gateway reviews during the procurement and design phases will ensure readiness and regulatory alignment for achieving a Generic Design Assessment level 2 from the Office for Nuclear Regulation (ONR). We have a structured engagement plan with the ONR and other regulators, alongside participation in industry advisory sessions. These will promote transparency, address potential issues promptly, and ensure familiarity with the design. | <p>Risk has reduced due to implementation of risk mitigation plans. Ongoing engagement with regulatory bodies is starting to build confidence and address future design issues.</p> |
| <p>Ambitious Programme Timeline: GBE-N may fail to deliver the nuclear programme and commercial procurements because of the ambitious timeline required to support delivery of projects to Final Investment Decision and subsequently commercial operation. This may result in stakeholder misalignment, reputational damage and loss of credibility for the UK nuclear programme.</p> | <p>Risk Movement ↔</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> Robust resource planning with risk analysis will be undertaken to underpin programme delivery, supported by strong governance and regular readiness reviews. Independent assurance will be conducted to validate plans and schedules, while formal change management will be developed to ensure impacts are assessed across all aspects of the programme. Lessons learned from Sizewell C and other major projects will be applied to strengthen stakeholder engagement and manage timeline expectations. | <p>Progress is being made in maturing delivery arrangements and plans. Risk remains unchanged as programme timelines remain ambitious and significant work is still required to fully ramp up to deliver programme requirements.</p> |
| <p>Resourcing: Due to skills shortages and the resulting competitive market for talent, GBE-N and its key suppliers may not be able to attract and train suitably qualified and experienced personnel to ensure necessary capabilities of the right quality are in place when needed to support the programme requirements.</p> | <p>Risk Movement ↓</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> We are implementing a comprehensive resourcing strategy to ensure capability and flexibility across GBE-N and future SMR development companies. This includes collaboration with the National Skills Plan for Nuclear to secure future workforce supply, proactive recruitment campaigns to position GBE-N as an attractive career choice and maintaining permissions for permanent recruitment from HM Treasury and the Cabinet Office. We are deploying a diverse mix of permanent employees, secondees, contractors, agency workers and third-party providers to meet evolving needs, while developing an integrated resourcing approach to optimise specialist allocation. In parallel, organisational design work will continue to support the development company (DevCo) structure and remain under review, to ensure alignment with GBE-N's objectives. | <p>Risk has reduced due to agreed GBE-N pay offer; good progress has been made in the recruitment of GBE-N permanent staff. A permanent Executive has now been established. Longer term risk remains regarding recruitment of staff to populate the DevCo, especially for technical skills, with a key dependency on maintaining permissions for permanent recruitment from HM Treasury and Cabinet Office</p> |

Figure 5

| | |
|---|--|
| <p>Funding and Financing: GBE-N's available government funding may be insufficient to resource and deliver the programme to the planned timetable, e.g., should a change arise from any change in policy or in budgetary priorities. A reduction in funding could also be triggered by market conditions or external events. SMR projects may also not achieve sufficient attractiveness to attract private financing or a change in policy may preclude this. Sub-optimal project delivery, reduced value for money and potential delays or stoppages could arise as a result.</p> | <p>Risk Movement ↔</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> GBE-N is implementing key mitigation measures which includes collaborating with the Department for Energy Security and Net Zero (DESNZ) to influence long-term nuclear strategy through future spending reviews, securing multi-year settlements aligned with government ambitions, and establishing robust funding structures and investment models to attract private finance. This approach includes adopting industry best practice project management underpinned by strong governance to build credibility and confidence with stakeholders, while maintaining close engagement with regulatory bodies such as the Office for Nuclear Regulation. | <p>Overall, no change to risk as outcome of spending review would need to be fully embedded in GBE-Ns plans and finance / cost controls fully implemented against them.</p> |
| <p>Stakeholder Awareness: Our key stakeholders may not fully understand or support GBE-N's purpose and objectives, potentially leading to longer approval processes, lack of stakeholder support and consequential delayed realisation of benefits from the nuclear programme.</p> | <p>Risk Movement ↓</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> For this risk, key mitigation measures include regular update and review meetings with government stakeholders, supported by a sustained engagement programme involving industry leaders, parliamentarians, trade unions, and other priority groups to build trust and alignment. A strategic GBE-N brand campaign, including a refreshed brand will be launched in 2025 including the development of a dedicated website, communication of key messages, complemented by a communications strategy to promote positive perceptions through media and social channels, measured via annual surveys. Additionally, there will be Internal communications to foster employee engagement and reinforce organisational identity, while targeted campaigns will actively involve the supply chain and market to encourage investment in new nuclear. | <p>Risk has reduced due to good progress that has been made in establishing GBE-N's communications strategy. There are ongoing engagements with key stakeholders across media, government, public and employee communities to ensure GBE-N's mission is understood and supported. Work is underway to engage with local communities where SMR sites may be located. Work is ongoing to maintain stakeholder relationships and develop these through to future stages e.g., site readiness.</p> |

Figure 6

| | |
|---|---|
| <p>Contractual and Procurement Complexity: The organisational interfaces and governance requirements to procure the design and construction of the FOAK SMR plants are complex, which may lead to unclear scope, decision-making rights and respective accountabilities/responsibilities between parties and consequential cost overruns, delays and disputes. As with any public procurement process, GBE-N's procurement decisions may also be challenged by unsuccessful bidders which could result in additional costs, project delays, adverse publicity, and negative impacts on awarded contracts</p> | <p>Risk Movement </p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – Key mitigation measures for this risk include ongoing refinement of the delegation framework to ensure clear reporting lines and accountability, alongside an agreed organisational design and operating model that defines roles, interfaces, responsibilities, and risk allocation. Additional capability in project oversight, cost estimation, and complex programme delivery is being introduced to strengthen management. Expert commercial and legal teams with experience in complex public procurements are engaged, supported by rigorous controls and trained evaluators to ensure fair and transparent processes. A competitive negotiated procedure is utilised for technology partner selection, with assurance mechanisms and progressive down-selection in place, while active engagement with the supply chain and market promotes investment in new nuclear and fosters mutually beneficial approaches. | <p>Commercial and procurement teams have been stood up and recruitment activities continue to achieve required strength.</p> <p>Procurement processes have been developed and published with a procedure yet to be developed. Plans are in hand to conduct contract management reviews going forward, to provide assurance around the adequacy and effectiveness of commercial controls.</p> <p>Technology partner preferred bidder is yet to be identified, followed by finalisation and signing of contract.</p> <p>Outcome of spending review and selection of technology partner are to be implemented. The outcome of the two decisions needs to be assessed to determine scope and nature of future procurement activities.</p> <p>Overall, no change to this risk.</p> |
| <p>Site Readiness: We may be unable to provide sufficient fully prepared and suitable sites to support SMR projects in alignment with the government's SMR programme timeline and other sites required to support the wider nuclear programme. This could lead to significant delays in project delivery and additional costs.</p> | <p>Risk Movement </p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – This risk is mitigated through a number of measures which includes conducting early site characterisation to establish ecological and environmental baselines, ensuring compliance and informing site suitability; integrating site preparation into the SMR project schedule to identify potential delays; maintaining early and continuous engagement with key stakeholders such as local communities, regulators, and government bodies to build trust and secure approvals; implementing a proactive engagement plan with the ONR and other regulatory agencies to address issues promptly; and considering alternative sites if initial studies reveal significant readiness challenges. | <p>Site characterisation activities have begun on the 2 sites acquired by GBE-N, and planning continues for site readiness activities. Regulatory bodies have been engaged to confirm requirements for site readiness and to identify and resolve issues early. Key dependency is to assess Technology Partners design against site characteristics to determine most suitable allocation of sites.</p> |

Figure 7

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|---|--|
| <p>Cyber Threat: An undeterred, undetected or undefended cyber security threat could result in the loss or theft of confidential and/or sensitive information, business disruption, potential regulatory and security breaches, and/or reputational damage.</p> | <p>Risk Movement </p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – GBE-N mitigates cyber security risks through a multi-layered approach that includes recruiting a skilled IT team and a Chief Information Security Officer, implementing industry-standard security policies, procedures and technologies, and maintaining engagement with government bodies such as the NCSC, industry peers and advisers. Regular penetration testing is conducted to identify and address vulnerabilities, while participation in cyber and physical security forums ensures lessons learned are applied. Additionally, staff receive ongoing cyber security training to build awareness and foster a mature cyber-aware culture. | <p>Cyber Security arrangements are in place and continue to be enhanced. Overall, risk remains unchanged due to the continually evolving threat in our environment.</p> |
| <p>Security Threat: GBE-N may not proactively deter, detect, defend against, recover from and be resilient to security threats at one or more of its sites that could result in a security breach, business disruption reputational damage.</p> | <p>Risk Movement - N/A</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – GBE-N adopts industry-standard security policies, procedures, and technologies to mitigate threats, enhance resilience, and ensure rapid incident response. Higher clearance levels are implemented where necessary to control site and asset access, and all contracts include appropriate security obligations with standard clauses and independent reviews are conducted as appropriate. Security contracts for land provide on-site protection for staff and assets, while strong relationships with local police adjacent to our sites, support ongoing physical site safety. | <p>Risk reflects existing physical security threat to GBE-N staff and assets. Robust security arrangements are in place and continue to mature to meet the evolving threat in our environment.</p> |
| <p>Procurement Laws: GBE-N may be found to be non-compliant with procurement rules for its procurements.</p> | <p>Risk Movement - N/A</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – GBE-N's procurement process is designed to ensure full compliance with applicable procurement legislation. Staff are trained and competent in applying procurement processes and procedures to mitigate any breaches. A robust document retention system is in place to gather and maintain appropriate evidence of compliance. To reinforce assurance, GBE-N conducts first and second line checks to confirm processes are correctly followed. Additionally, GBE-N has engaged an external legal adviser to provide expert guidance throughout its procurement process and deliver further assurance on compliance with UK procurement laws and regulations. | <p>Due to the nature of GBE-N's business and mission, GBE-N has to follow UK's procurement rules / laws. The risk highlights the associated complexities in following legislation.</p> |
| <p>Health and Safety: We may not develop a fully robust safety culture leading to safety issues for GBE-N resulting in accidents at work, impacts to business operations, legal and regulatory challenges and reputational damage.</p> | <p>Risk Movement - N/A</p> |
| <p>Key Mitigation Measures</p> <ul style="list-style-type: none"> – GBE-N is committed to reinforcing a strong safety culture through practical initiatives supported by targeted training and the publication of relevant newsletters. This culture is further embedded by fostering the right safety-related behaviours across teams to ensure the safe delivery of GBE-N's missions, protecting both staff and local communities. To enhance this approach, GBE-N actively engages with major programmes such as Hinckley Point C and Thames Tideway to apply learning from experience. Quarterly safety walk-arounds are conducted at GBE-N sites to identify potential risks and confirm that controls remain appropriate, effective, and operational. Additionally, the organisation maintains a network of certified first aiders and fire marshals to provide immediate on-site response capabilities, strengthening workplace health and safety readiness. | <p>GBE-N has established and continue to reinforce a strong health and safety culture. GBE-N will continue to enhance its approach through learning from experience and continuous review to ensure its health and safety measures remain appropriate and effective as GBE-N evolves to ensure compliance with health and safety requirements.</p> |

Governance Report

Preface

We are pleased to present the Governance Report for Great British Energy – Nuclear (GBE-N) (formerly Great British Nuclear) for the year ended 31 March 2025.

This Governance Report includes the Directors’ Report as required by section 415 of the Companies Act 2006, and the Accountability Report for the purposes of the Governance Financial Reporting Manual.

Governance Statement

GBE-N was established in 2023 as a government-owned company to support the UK’s transition to a secure, low-carbon energy future. Our mission is to lead the development and delivery of nuclear energy infrastructure that underpins national energy security, supports decarbonisation, and delivers long-term value for the public.

The Board is responsible for setting the company’s strategic direction and ensuring that its activities are conducted in line with our public purpose and statutory obligations. It operates with a strong commitment to integrity, diversity of thought, and independent judgement. The Board is supported by a range of committees that provide focused oversight on key areas including audit, risk, safety, and sustainability.

Through robust governance, we aim to deliver safe, reliable, and sustainable nuclear energy solutions that serve the national interest and contribute to the UK’s long-term prosperity.

The Company changed its name from Great British Nuclear to Great British Energy - Nuclear on 10 June 2025.

We are wholly owned by the UK Government, with the Secretary of State for Energy Security and Net Zero acting as our sole shareholder. Our governance framework is designed to reflect the principles of the UK Corporate Governance Code, ensuring transparency, accountability, and effective oversight in all aspects of our operations. However, we acknowledge given the size of the Company not all aspects of this code are applicable. We seek to comply to the extent that it is practical to do so. We have included where we do not currently comply as it is not practical to do so on page 47.

We are committed to high standards of corporate governance and continuous improvement. Our governance arrangements are regularly reviewed to ensure they remain fit for purpose and aligned with best practice. We are also subject to independent scrutiny by relevant regulatory and advisory bodies, providing assurance to our shareholder and the wider public.

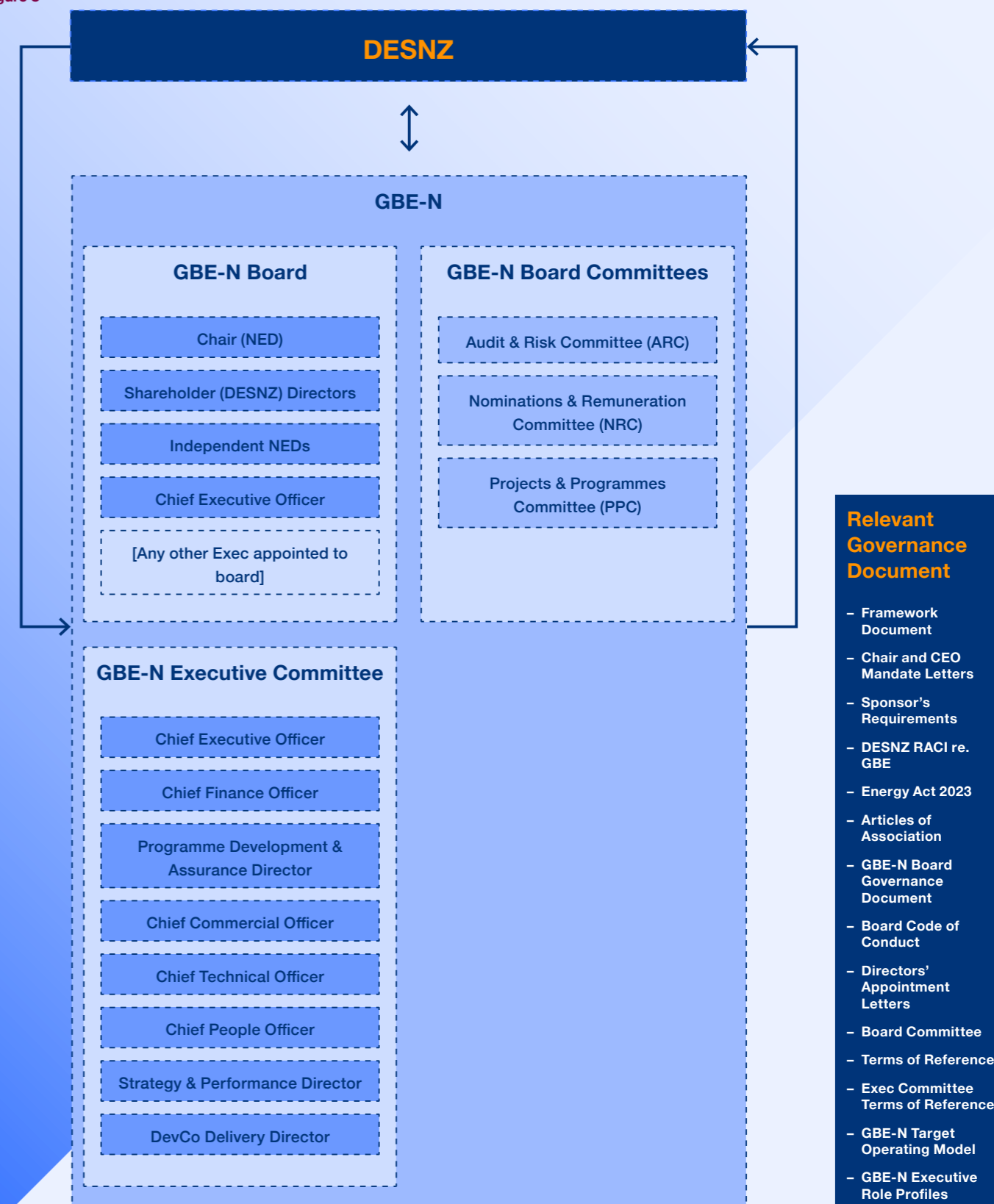
Our Governance Structure

Energy Act 2023

GBE-N was established under the Energy Act 2023 in July 2024 to become the driving force behind innovation and investment in the nuclear sector.

GBE-N's governance structure is as follows:

Figure 8



Governance by DESNZ over GBE-N

As both shareholder and sponsoring authority, the DESNZ exercises governance oversight of GBE-N through a structured engagement framework. This includes regular review meetings at various levels:

- Secretary of State or junior Minister with the GBE-N Board Chair
- DESNZ Permanent Secretaries with the Board Chair and/or CEO
- DESNZ Director General with the CEO
- Quarterly performance and governance reviews
- Monthly engagement meetings between the Senior Sponsor, Sponsorship Team, and GBE-Executive Team

Oversight is supported by an agreed reporting regime and, for the SMR Programme, the Sponsor's Requirements document. Performance is assessed against agreed KPIs, with progress reported to both the GBE-N Board and DESNZ.

GBE-N produces an annual Business Plan covering at least three years, endorsed by the Board and submitted to DESNZ for approval. Progress against the plan and KPIs is reviewed quarterly.

In addition to its governance roles, DESNZ has appointed two senior civil servants as Non-Executive Shareholder Directors to the GBE-N Board. Their role mirrors that of independent Non-Executive Directors, with the added responsibility of facilitating alignment between the Board and DESNZ.

Board Governance

As a limited company, GBE-N is governed by its Board of Directors, which holds ultimate responsibility for oversight of all company activities. Board members are subject to statutory duties and are supported by three committees:

- Audit & Risk Committee
- Nominations & Remuneration Committee
- Projects & Programme Committee

Each of the above committees has its own set of clearly defined terms of reference which are regularly reviewed and approved by the Board.

Executive Governance

The CEO leads an Executive Committee comprising senior functional and business heads. This committee supports strategic, operational, and functional leadership, and assists the CEO in fulfilling their responsibilities, including those as Accounting Officer. While some elements may be considered governance, this activity is primarily executive management.

An Effective Board

GBE-N's Board of Directors serves as our principal governance body, upholding the highest standards to ensure the effective delivery of our strategy. The Board is responsible for ensuring the long-term success of GBE-N and is accountable to our Shareholder, DESNZ for all aspects of our company's activities and performance. The Board also has a responsibility to our people, supply chain and the wider communities we serve, and provides appropriate challenge to Executive management. The Board ensures our company maintains an effective risk management internal control system.

The Board's effectiveness is strengthened by the collective experience and diverse perspectives of its directors. This diversity fosters well-rounded, focused decision-making, supported by independent thinking and constructive dialogue.

By encouraging open and honest discussions, the Board ensures that decisions are made with a long-term view, carefully considering the impact on all stakeholders and the overall success of the company.

Section 172, Companies Act 2006

When making decisions, the Directors have regard to the interests of the company's employees and other stakeholders, including the impact of our activities on the community, environment and our company's reputation. The Directors, acting fairly and in good faith, consider what is most likely to promote the success of our company in the long term.

It is the opinion of the Directors of the Company that during the year, they acted in a way that they consider to be in good faith, would most likely promote the success of the Company for the benefit of its members, as required under the Companies Act 2006.

Throughout the year, the Board has remained ever mindful of the policy goals of the Company's shareholder, DESNZ, the need to serve the interests of the UK taxpayer in managing public money and the need to build and preserve brand reputation to attract the right resources and help garner the support of stakeholders that are essential to the successful delivery of the Programme.

In exercising their duties to promote the success of the Company, the Directors have considered the following six factors relating to s172 CA2006:

Figure 9

The likely consequences of any decisions in the long term

The SMR Programme and the wider UK nuclear programme are, by their nature, long-term and the Board's work and decisions in the year have focused on protecting the SMR Programme from risk and nurturing the best environment for a successful long-term outcome for the benefit of the public.

The interests of the Company's employees

As a new organisation, the Board oversaw the ramping up of GBE-N's permanent workforce to support GBE-N's programme of activities against an ambitious timeline. The Board has been kept informed by the CEO, Chief People Officer and other Executives on workforce related matters including organisational design work. The Board has welcomed the approach to seek accommodating individual preferences regarding interim tenure and opportunities to apply for permanent roles where possible, subject to requirements and all necessary approvals.

The need to foster the Company's business relationship with suppliers, customers and others

Board members, the executive team and other senior leaders have been active in attending and speaking at nuclear industry events and conducting private meetings with key stakeholders during the year to raise awareness of, and garner support for GBE-N's purpose and mission, to network and build relationships with industry contacts and to support industry initiatives. The Board receives routine reports on stakeholder engagement activities. The Board remained informed of progress regarding the SMR technology provider procurement.

The impact of the Company's operations on the community and the environment

Due to the relatively small workforce, small office footprint and use of hybrid and remote working, GBE-N's operations have limited impact on the community and environment. More information on this can be found in the ESG Review within the Strategic Report on page 27.

GBE-N's purpose and mission will ultimately benefit the environment in contributing towards HM Government's energy security and net zero targets and benefit local communities by providing long-term employment opportunities for local economies in new build site locations. The Board has remained mindful of this, including in its discussions on siting strategy, and received updates on engagement with local communities, community groups and politicians.

The desirability of the Company maintaining a reputation for high standards of business conduct

The Board has regularly tested and insisted as a matter of risk appetite that the quality of the technology provider procurement process was not compromised. The Board's discussions covered corporate culture and the creation of an attractive environment for current staff and potential new recruits and considered how the Company is perceived externally. The Board and its committees are ultimately responsible for the oversight of a suite of corporate and HR related policies and procedures, including a Code of Ethical Conduct and an Ethics Line for raising concerns. The Board adopted in the prior year a Board Code of Conduct for the declaration of Director Interests.

The need to act fairly between members of the Company

The Company is owned outright by the Secretary of State for Energy Security and Net Zero (with a nominal share held by the Treasury Solicitor) and this duty is therefore of limited application to GBE-N. DESNZ provides support as GBE-N's sponsoring organisation, with engagements and submissions involving other government departments.

Board of Directors

Our Board of Directors held office on GBE-N's Board for the financial year ended 31 March 2025.

During the year, Gareth Price was appointed to the Board on 29 August 2024 and John Staples resigned from the Board on 6 February 2025. Neil Cooper was appointed to the Board on 28 May 2025.

Simon Bowen FREng

Chair, GBE-N Board

Chair, Projects and Programmes Committee

Appointed: 29 March 2023

Current term expires: 28 November 2025

Skills and experience:

Simon began his career as an engineering officer in the Royal Navy serving on submarines. He has extensive experience in the petrochemicals, renewables, civil and defence nuclear sectors. Simon joined Babcock International in 2015 where he was Chief Executive for Nuclear responsible for the Cavendish Nuclear business and the defence nuclear portfolio providing naval base services and submarine maintenance at Devonport, Clyde and Rosyth.

Simon played a key role in the development of the Nuclear Sector Deal agreed in 2018. He retired from Babcock in December 2021. In May 2022, Simon was appointed as the UK government's Industry Adviser to lead the 'sprint' phase of Great British Energy – Nuclear in scoping, reporting and providing recommendations on the strategy and key steps needed to rebuild the UK's generating nuclear capacity.

External appointments:

- Chair, Devonport Royal Dockyard Limited
- Council member and Chair of the Technical committee, Royal National Lifeboat Institution

Gwen Parry-Jones OBE FREng

Chief Executive Officer, GBE-N

Accounting Officer for Small Modular Reactor Programme

Appointed: 1 May 2023

Current term expires: 30 September 2025

Skills and experience:

Gwen was previously CEO at Nuclear Restoration Services Limited (formerly Magnox Ltd). She started her career in 1989 as a reactor physicist at Wylfa nuclear power station. During the 1990s Gwen took up several management positions at British Energy and then EDF Energy, in the UK and Canada.

During her time at EDF Energy, Gwen was awarded an OBE for services to science and technology. She was the first female to hold the positions of plant director (Sizewell B) and Station Director (Heysham 1) at a UK nuclear power station. Gwen was the Executive Director of Operations Development at Horizon Nuclear Power before joining Magnox in 2019.

External appointments:

Gwen currently has no external appointments.

Hugo Robson CBE

DESNZ representative, Non-Executive Director, GBE-N

Appointed: 27 February 2018

No fixed term of appointment

Appointed to the Board in 2018 to oversee residual matters of the wound-down legacy British Nuclear Fuels business that previously operated through the Company.

Skills and experience:

Hugo is the Chief Negotiator at DESNZ. He entered the UK Civil Service in 2003 as a Director of the Shareholder Executive (now UKGI). In 2008 he was appointed Corporate Finance Director at the Royal Mail and then Commercial Finance Director at the Department of Energy and Climate Change. Prior to joining the Civil Service, Hugo was a Managing Director at ABN Amro. Hugo was awarded a CBE in 2017 for services to the security of low-carbon electricity.

External appointments:

- Non-Executive Director, OneWeb Holdings Limited
- Non-Executive Director, British Technology Investments Limited
- Director, British Nuclear Group Limited
- Director, BNFL (Investments US) Ltd

Gareth Price

Independent Non-Executive Director, GBE-N

Appointed: 29 August 2024

Current term expires: 11 April 2026

Skills and experience:

Gareth spent nearly 30 years with Allen & Overy after joining as a trainee and later working in the firm's projects, energy, natural resources and infrastructure practice where he made partner in 2003. Gareth went on to become global head of the firm's projects and energy practices and, in 2020, was elected as the firm's Global Managing Partner. Gareth played a lead role in negotiations for the merger of Allen & Overy with Shearman & Sterling before retiring from the firm and legal practice in July 2023.

External appointments:

- Independent Panelist for the Major Projects Review Group (NISTA | HM Treasury).
- Trustee of Bloomsbury Football Foundation.

Susan Jee MBE

Independent Non-Executive Director Audit and Risk Committee Chair, GBE-N

Appointed: 3 November 2023

Current term expires: 31 May 2026

Skills and experience:

Susan is an experienced audit committee chair and former Group Finance Director of British Nuclear Fuels (BNFL) where she led major business sales and wind-down activities. She is the current chair of Magnox Electric Group Pension Trustee Company and holds several non-executive director roles. Previously, she was a non-executive director and served as the Audit & Risk Committee Chair of Nuclear Restoration Services Limited (formally Magnox Limited), and was chair of The Vernon Building Society until December 2023.

External appointments:

- Director, Babcock Pension Trust Limited
- Director, Rosyth Royal Dockyard Pension Trustees Limited
- Director, Devonport Royal Dockyard Pension Trustees Limited
- Non-Executive Director, Nuclear Restoration Services Limited
- Chair, Magnox Electric Group Pension Trustee Company

Mark Russell CBE

Independent Non-Executive Director, GBE-N
Nominations and Remuneration Committee Chair

Appointed: 3 November 2023
Current term expires: 31 August 2025

Skills and experience:

Mark was appointed Chair of Angel Trains in February 2021, and is Chair of Defence Equipment & Support, the procurement organization of the Ministry of Defence, since November 2019. Mark joined the Shareholder Executive (the predecessor body to UK Government Investments (UKGI)) as head of its Corporate Finance Practice in November 2004 and was appointed Deputy Chief Executive in April 2008, then Chief Executive in April 2013. He was Vice Chair and Senior Adviser at UKGI from November 2019 to October 2019. Previously, Mark was a partner in the corporate finance departments of KPMG London and KPMG Frankfurt. Prior to this Mark worked at PwC Corporate Finance and Robert Fleming & Co., Lazard Brothers and A.T. Kearney. Mark was awarded a CBE in 2018 for services to business and the economy.

External appointments:

- Chair, Defence Equipment & Support
- Chair, Angel Trains
- Non-Executive Director, National Gas Transmission plc

Neil Cooper

Chief Finance Officer

Appointed: 28 May 2025
Current term expires: Until resigns from role.

Skills and experience:

Neil joined GBE-N as its Chief Finance Officer and was appointed to the Board on 28 May 2025.

Neil has over 36 years of experience in finance roles in a variety of UK public listed and private companies. Immediately prior to joining GBE-N, he was Group CFO of Redpin Group, a leader in international payments and FX in the UK and beyond.

He has been an independent non-executive director of HSS Hire Group PLC since January 2025 and is Chair of its Audit and Risk Committee. Previously Neil was a non-executive Director, Chair of Audit and Senior independent director of Pennon Group PLC.

External appointments:

- Chair of the Audit and Risk committee, HSS Hire Group PLC

Dr Timothy Stone CBE

Independent Non-Executive Director, GBE-N

Appointed: 3 November 2023
Current term expires: 27 April 2026

Skills and experience:

Tim has been Chair of Nuclear Risk Insurers since 2015 and of the UK's Nuclear Industry Association since December 2018. A senior corporate advisor across the energy and infrastructure sectors, he stepped down from the European Investment Bank in 2018 as its longest serving Board Member having been appointed by the British government in 2003. Tim was Chairman and Founder of KPMG's Global Infrastructure and Projects Group and is a prominent expert on energy and civil nuclear. He previously held the role of expert Chair of the Office for Nuclear Development in the former UK Department for Energy & Climate Change. Tim has also served as a Senior Advisor to five UK Secretaries of State responsible for energy for seven years. Tim was awarded a CBE in 2010 for services to the energy industry and awarded the Hinton Prize by The Nuclear Institute in 2018 for outstanding contributions to the nuclear industry.

External appointments:

- Chair, Nuclear Risk Insurers Limited
- Chair, Nuclear Industry Association
- Honorary Professor, The Bartlett School of Architecture, University College London
- Member of the Advisory Board of Core Power

Our Board Committees

We have three Board committees, all of which has delegated responsibilities for specific matters, as set out in the terms of reference for each of those committees. Each committee acts on behalf of the Board in undertaking its delegated responsibilities, and this allows for dedicated time, focus and expertise to be applied on key matters. The Board is responsible for supporting its committees to ensure that sufficient resources are in place to undertake the required duties. Terms of reference for each committee are in place and kept under regular review by the Board and updated as required. Each committee chair reports to the Board on the key discussion items, activities and recommendations arising from each meeting.

You can read about the purpose, composition, and activities undertaken by each committee during the year later in this report.

The Audit and Risk Committee and Nominations and Remuneration Committee were set up in Autumn 2023 following the appointment of three independent non-executive directors to the Board. The membership of both committees is comprised exclusively of non-executive directors.

In addition to these committees, a Programme Advisory Group was set up at the same time as an informal forum to allow GBE-N executives to obtain the views, ideas and feedback of the non-executive directors on specific topics related to the development of the SMR Programme. Towards the end of the previous financial year the Programme Advisory Group evolved into a more formal committee of the Board, called the Projects and Programmes Committee. This committee brings additional scrutiny and oversight of programme related activities so that it may provide assurance and recommendations to the Board, together with offering strategic guidance to the Executive Team on key programme related matters. The committee was supported by external advisers who bring additional expertise in major infrastructure projects.

Role of the Board Chair

The Board Chair was appointed to the Board on 29 March 2023 and was deemed independent upon appointment when assessed against the circumstances set out in the UK Corporate Governance Code 2018 (the Code).

The Board Chair is a non-executive director responsible for the leadership of the Board and for providing support and challenge to the CEO and Executive team in accordance with the Board Chair's responsibilities set out in the Framework Document, the Board Chair's appointment letter and mandate letter issued annually by the Secretary of State. A summary of the Board Chair's responsibilities include:

- Ensuring the Board effectively promotes the long-term success of the business
- Leading the Board in formulating the Board's strategy
- Ensuring the Board in reaching decisions takes proper account of guidance provided by the responsible Minister or DESNZ
- Promoting the efficient and effective use of resources
- Delivering high standards of regularity and propriety
- Representing the views of the Board to key stakeholders
- Ensuring the Board works effectively and has the right balance of skills appropriate for directing business
- Leading the annual Board Effectiveness review

Role of the Independent Non-Executive Directors (NEDs)

The NEDs help develop proposals on strategy and policy and offer strategic guidance and specialist advice to the Board and Executive team. They help assess risks and opportunities, and provide constructive challenge, as well as hold management to account by assessing performance against agreed goals and objectives and monitoring how those goals are reported.

The independent NEDs on the Board are appointed by DESNZ and support the Chair in bringing wider outside experience, perspective and ideas to the Board. They are chosen for their ability to contribute to GBE-N's governance, strategic development and programme oversight. These individuals are determined by the Board to be independent by reference to the tests set out in the Code.

The Board has decided not to appoint a Senior Independent Director (SID) from its Independent NEDs. The role of the SID is described in the Code as providing a sounding board for the Board Chair and an intermediary for the other directors on the Board and shareholders. The GBE-N Board considers this role as not necessary at the present time because the presence of the Shareholder Director on the Board already presents an intermediary route between the Shareholders and the Board Chair. Furthermore, GBE-N does not have any institutional, retail or other shareholders to engage with. In cases where the Board Chair has a potential conflict of interest or is absent, then one of the Independent NEDs would step up and chair that meeting or part of the meeting. Each of the independent NEDs provides a sounding board for the Board Chair.

Role of the Shareholder Director

The Shareholder Director is nominated by DESNZ to the GBE-N Board in accordance with the Framework Document. At the start of the year there were two Shareholder Directors, and during the year John Staples stood down as a director, leaving Hugo Robson as the sole Shareholder nominated director on the Board.

The role of the Shareholder Director is like the role of the Independent NEDs with the addition of supporting the Board Chair in ensuring the Board and Shareholder are aware of each other's views and perspectives, including attending meetings with members of the Shareholder's sponsorship team to obtain or relay such views where necessary. Shareholder Directors are not deemed to be independent by reference to the tests set out in the Code due to representing and being employed by the Shareholder.

Role of the CEO

The CEO has day-to-day responsibility for performance, leading the Executive team and overseeing operations and reports to the Board Chair. The CEO develops and implements Company strategy as approved by the Board and sets the cultural tone of the organisation and facilitates an effective link between the business and the Board. In compliance with government requirements, the CEO is also the Accounting Officer (AO) responsible to Parliament for the stewardship of public funds under the Company's direction. The AO role carries personal duties and accountability to Parliament to manage the organisation efficiently and effectively and to ensure business activities meet essential standards for handling and safeguarding public funds as set out in Managing Public Money. This includes ensuring propriety, regularity, value for money and feasibility in the handling of those public funds.

The Board has delegated to the CEO (but not to the exclusion of its own powers, authorities and discretions) all its powers, authorities and discretions except for matters that the Board specifically reserves to itself from time to time, including those matters specified for Board approval in GBE-N's scheme of delegations, and matters delegated to the Board's Committee's or sub-committees.

The CEO delegated certain powers, authorities and discretions to the Executive team and other senior leaders (but not to the exclusion of the CEO's own powers, authorities and discretions) as specified in GBE-N's scheme of delegations.

Relationship between the Board Chair and CEO

The roles of Board Chair and CEO are separated and exercised by different individuals. The Board Chair is responsible for the leadership of the Board and providing support and challenge to the CEO and senior leadership team. The CEO is responsible for the leading the Executive team and for the day-to-day management of GBE-N. The two roles are distinct and complementary.

The Board Chair and CEO ensure each is appropriately informed of the other's current areas of activity and they seek to work closely together as team. The success of the relationship is based on mutual trust and respect, frankness and transparency. Problem areas are identified and addressed early. Both agree on their respective roles in setting major tasks, taking new initiatives and addressing major challenges.

Role of the Executive Committee

The Executive Committee is chaired by the CEO and oversees the Company's performance and delivery and assists the CEO in making decisions to enable the CEO to discharge her responsibilities as CEO and AO.

The Executive Committee is made up of GBE-N's most senior functional and business leads and CEO's first line reports. The committee focuses on strategic, operational and functional leadership, management and direction, and ensures the most effective prioritisation of resources. The terms of reference for this committee have been approved and adopted.

Adherence to the UK Corporate Governance Code 2018 (the Code)

GBE-N is a private company limited by shares and is not within the applicable remit of the Code, which is primarily designed for public limited companies whose securities are listed on a stock exchange. However, as is common for Government owned Arm's-Length Body companies, the DESNZ Framework Document for GBE-N states that GBE-N should:

“comply with the principles and provisions of the...Code...to the extent appropriate to Great British Energy – Nuclear or specify and explain any non-compliance in its annual report”.

The Board considers that GBE-N is voluntarily compliant with the principles and provisions of the Code to the extent practical except as set out and explained in the following table. These exceptions arise because of GBE-N's small size, governance ownership or because of usual public sector governance requirements applied by DESNZ. The Board is comfortable with this position in the context of GBE-N being a new organisation owned by a government department.

Figure 10

| Code Provision (summary) | Reason for non-compliance |
|---|---|
| 5: Methods for engagement with the workforce: – A director appointed from the workforce – A formal workforce advisory panel, or – A designated non-executive director | GBE-N has a small workforce. It would be disproportionate to adopt one of the three suggested methods for workforce engagement. Views and issues arising from or related to the workforce are provided to the Board via regular reports from the CEO. |
| 12: Appointment of senior independent director (SID) | The Board has concluded that there is no necessity to appoint a SID when a) there are no outside shareholders, b) the Shareholder Director provides a route between GBE-N and the Shareholder, c) one of the independent NEDs acts as Deputy Board Chair and d) the Board Chair's performance and remuneration is assessed annually by DESNZ. |
| 20: Open advertising and/or an external search consultancy to be used for the appointment of the Board Chair and NEDs | DESNZ selects and appoints the Board Chair and NEDs using open advertising and external search consultancies. Selection for these roles is subject to Whitehall approvals. |
| 32: All remuneration committee members should be independent NEDs | GBE-N has a combined Nominations and Remuneration Committee, and its members include an independent NED as Committee Chair, DESNZ appointed NED and the Board Chair who was considered independent on appointment. All are considered sufficiently independent for the purpose of the Committee's work. |
| 33: Remuneration committee to have delegated responsibility for determining executive director remuneration policy and setting remuneration for the Board Chair and executive directors and senior management | Director remuneration (policy and packages) is a matter for DESNZ approval and is subject to Whitehall controls and approvals. |
| 40: Factors for remuneration committee to address when determining executive director remuneration policy | |
| 36: Remuneration schemes should promote long-term shareholdings by executive directors | Not applicable to GBE-N as a public-sector owned entity. |

The Directors' Report

The Work of the Board

Most Board meetings held during the year were face-to-face. In Board decision-making, the relevance of any particular stakeholder group may vary depending on the subject. The Board seeks to understand the needs of each stakeholder group and Board papers demonstrate that stakeholder considerations have been taken into account as part of the decision-making process.

The focus of the Board during the year was on overseeing the development of the SMR technology competition and Invitation to Submit Initial Tender (ISIT). Other areas of focus included resource planning against the programme timeline, continuing with the early-stage set-up of GBE-N including embedding governance arrangements developed the previous year and overseeing the acquisition of sites to support new nuclear.

The Board considered strategic topics at meetings throughout the year and held a separate strategy day session where Board members engaged with the Executive Team to consider GBE-N's future role in the broader UK nuclear programme. This included consideration of the enablers that would be needed to support a successful programme.

Some of the Board's work is delegated to the committees of the Board. At Board meetings, the Chairs of each committee provide updates on activities from their committee's last meeting.

– Audit and Risk Committee:

The Committee plays a key role in providing oversight of financial reporting, risk management, internal controls and managing the relationship with the external auditors. Further information on the work of this committee can be found on pages 54-56.

– **Nominations and Remuneration Committee:** The Board monitors progress on recruitment, retention and reward through this committee. Further information on the work of this committee can be found on pages 60-61.

– **Project and Programme Committee:** The Committee provides assurance and recommendations to the Board and GBE-N executive team through oversight of GBE-N's major projects and programmes. Further information on the work of this Committee can be found on pages 57-59.

Looking Forward

Since the end of the financial year to 31 March 2025, the Board has continued to oversee the development of the SMR programme, including the conclusion of the SMR Programme Technology Selection Process.

The Board will work with DESNZ and the Executive Team on the further development of these activities towards a successful outcome and the future launch of the SMR project, as well as developing GBE-N's role in advising on and enabling delivery of the wider nuclear programme. The Board will support the Executive Team in meeting the challenges of moving to its target operating model, organisational design and functional maturity as it recruits and establishes a stable base of permanent employees to drive GBE-N's strategy and operations forward.

Board Skills and Experience

DESNZ is responsible for the recruitment, selection and appointment of the Chair, all NEDs and the CEO, subject to Whitehall approvals. The Board formalises each appointment.

The composition, experience and balance of skills on the Board are reviewed regularly to ensure that there is the right mix on the Board and its committees, and that they are working effectively. The current members of the Board have a wide range of skills and experience of relevance to GBE-N's mission and are supported by external advisers where additional expertise is valuable to aid discussions and decision-making.

Board Effectiveness Review

The Board is required to undertake an annual review of its effectiveness, in accordance with its commitment in the Framework Document issued by DESNZ to comply, to the extent appropriate, with the principles and provisions of the Code.

STEP 1

Developed and issued a questionnaire for Board members and meeting attendees to complete.

STEP 2

Company Secretariat held 1:1 interviews with Board members to obtain elaboration on their completed questionnaire responses and to invite further observations and views.

STEP 3

The interim Deputy Company Secretary attended a Board meeting to observe Directors' engagement and boardroom dynamics.

Review Process

An internal Board effectiveness review was undertaken during the year. The review was facilitated by an external Governance and Secretariat Adviser and interim Deputy Company Secretary. The latter had not at the start of the process previously attended a Board meeting. The steps taken were as follows:

STEP 4

Executive team members completed a survey based on their interactions with the Board.

STEP 5

Company Secretariat reviewed and evaluated the responses and compiled an anonymised report for the Board with the key findings and recommendations.

STEP 6

A final report was presented to the Board for consideration, where recommendations were agreed for action with ongoing support from the Company Secretariat Team.

2024 internal evaluation results

As reported in last year's annual report, the feedback from the Directors in response to the 2024 Board effectiveness review was positive. Feedback provided gave views on a range of areas and the evaluation concluded that overall, the Board was functioning well with a high level of commitment from all Directors. The review also found that good personal relationships had formed, combined with mutual respect amid a collegiate spirit. Directors felt they were able to voice opinions that were heard and were able to offer guidance where appropriate.

Progress was made during the year against each of the recommendations from the 2024 Board effectiveness review as follows:

Figure 11

| High-level theme | Action taken |
|---|---|
| Continue to optimise ways of working between the Board and Executive Team including outside of formal Board meetings. | The Board and Executive Team held joint strategy days in July 24 and July 25. Recruitment of a permanent Executive Team has helped establish working relationships with NEDs. |
| Identify the Board skills needed to support GBE-N's future activities to assist with Board succession planning. | A formal skills matrix was developed and shared with DESNZ to help with succession planning. |
| Give more agenda time to the approach to stakeholder engagement. | Stakeholder engagement has been given more agenda time at meetings. |
| Oversee the embedding of GBE-N's values and desired culture. | GBE-N's values and culture is being embedded through the development and communication of GBE-N values across the business. Workforce engagement and the recruitment of a permanent workforce will also help. |
| Adapt from applying the greater degree of operational oversight needed during the early stages of the SMR Programme to a more strategic oversight role. | This has developed and matured throughout the year with the Board and Project and Programme Committee now offering a more strategic oversight role in respect of the development of the SMR Programme. |
| Some procedural improvements relating to Director inductions, Board papers and forward planning of meeting. | The Board induction process was reviewed during the year. The recruitment of a permanent Company Secretary has helped in respect of bringing further procedural improvements to Board papers and forward planning meetings. |

The next Board effective review will be held in Q4 FY2025-26 and will be an internally facilitated evaluation.

Board and Board Committee attendance

The Board met 13 times during the year. The three Board Committees met 21 times during the year. Attendance by members eligible to attend at Board and Board Committees meetings during the year is set out in the table below. All Board members have a right to attend Board Committee meetings whether they are a member of that Committee or not, unless any such attendance would present an actual or potential conflict of interest. Representatives of GBE-N management and external advisers may also be invited to attend Board and Board Committee meetings.

Figure 12

| | Board | Nominations & Remuneration | Audit & Risk | Projects & Programmes |
|----------------------------|-------|----------------------------|--------------|-----------------------|
| Simon Bowen FREng | 13/13 | 6/7 | - | 7/8 |
| Susan Jee MBE | 13/13 | - | 6/6 | - |
| Gwen Parry-Jones OBE FREng | 13/13 | - | - | - |
| Gareth Price+ | 8/8 | - | - | 6/7 |
| Hugo Robson CBE | 13/13 | 6/7 | 1/1 | 7/8 |
| Mark Russell CBE | 9/13 | 6/7 | - | - |
| John Staples** | 10/10 | - | 6/6 | - |
| Dr Timothy Stone CBE | 11/13 | - | 5/6 | - |

All instances of non-attendance by members at meetings were due to unavoidable pre-existing commitments or leave of absence, where apologies were sent in advance.

+ Gareth Price joined the Board on 29 August 2024 which was part way through the financial year.

** John Staples stood down from the Board before the end of the financial year on 6 February 2025.

Board induction

An induction process is in place for new Board members and was reviewed and improved during the year, in line with one of the recommendations in the 2024 Board effectiveness review. The process includes offering new joiners' introductory meetings with the Chair, followed by briefings with the CEO, members of the Executive team and DESNZ stakeholders. Reference materials are made available via GBE-N electronic Board platform to support new Board members in understanding GBE-N's context, strategy, risks, current issues and opportunities, allowing them to make a valuable contribution as soon as possible following appointment. New joiners are also encouraged to attend a corporate induction meeting which provides further important information on the company.

Directors' and Officers' liability insurance

GBE-N has taken out Directors' and Officers' liability insurance for the benefit of its Directors and other officers to provide cover against liabilities incurred by them arising from any claim against them alleging a wrongful act in the performance of their duties. Such insurance was obtained on commercial market terms and is subject to usual insurer exclusions and limitations.

Director indemnity provisions

The DESNZ representative Non-Executive Director who held office as a Director of the Company during the year benefits from an indemnity provided to him by DESNZ for any liability (as defined by DESNZ) incurred by him in connection with his actual or purported performance or exercise of (or failure to perform or exercise) his duties, responsibilities or powers as a member of the Board of Directors provided that the liability does not arise from any wilful default, bad faith or wilful breach of statutory duty on his part. Each Director of the Company also benefits from a standard indemnity in the Company's articles of association for any liability incurred for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

Political donations and expenditure

The Company did not make any political donations during the year to any political party, other political organisation or independent election candidate and did not incur any political expenditure.

Board Code of Conduct and conflicts of interest procedures

To support the long-term success of the Company, the Board seeks to uphold the seven key principles of public life (the Nolan Principles): selflessness, integrity, objectivity, accountability, openness, honesty and leadership. This has been reinforced by the adoption of a GBE-N Board Code of Conduct based on the Nolan Principles.

All Board Members are required to declare, as soon as they arise, any personal or business interests which may influence their individual decisions and judgements in performing their role. The Chair and Board, with advice from Company Secretariat, consider whether any declared interest constitutes an actual or potential conflict and what, if any, steps are appropriate to manage this. This may include recusing the Director from any discussions and/or decision making related to the subject matter of the conflict and having their access to pertinent information restricted.

The GBE-N Company Secretariat team maintains a Register of Directors' Interests and performs periodic check to ensure that all relevant interests have been declared.

In-year Event

GBE-N was unable to meet the HM Treasury (HMT) condition to appoint a permanent Chief Executive Officer within the required one-year timeframe resulting in a formal breach recorded in May 2024. Further details can be found in the Department for Energy Security & Net Zero's published 2024-25 Annual Report & Accounts.

Pay and Reward Framework

GBE-N's Pay and Reward Framework was approved by HM Treasury in May 2024. GBE-N's remuneration policy and practices are designed to support strategy and promote the long-term sustainable success of the Company. Remuneration is aligned to Company purpose and values and is linked to the successful delivery of the Company's long-term strategy.

All permanent employees are appointed to GBE-N in accordance with the Pay and Reward Framework. All roles are graded using the Korn Ferry Hay benchmarking system and assigned a grade based on the outcome.

As per HMT conditions, offers are made at Lower Quartile for the salary banding, with the opportunity to go up to median if required, providing evidence of the need can be shown.

As part of the Pay and Reward framework, permanent employees also benefit from a competitive Defined Contribution (DC) pension scheme, through SMART pension. This offers matched contributions from 5% employee and 10% employer up to 7% employee and 14% employer. All staff are enrolled into the pension scheme at month 3 of employment. A small number of employees have decided to opt out.

GBE-N also offered a discretionary Annual Incentive Plan (AIP) for 2024-2025 to all eligible permanent employees, pro-rated from their start date in 2024. The first permanent employee joined GBE-N on 1 August 2024 and all 34 permanent employees who joined by 31 December 2024 were eligible to receive a pro-rated award subject to performance. AIP is awarded as a percentage and based on grade, and the window ranged from 5%-25% dependent on seniority. Performance score also dictates whether 50%, 75% or 100% of the potential percentage, post-rated by length of service to 31 March 2025 was awarded to eligible permanent employees.

Disclosures in the Performance Report

Certain information otherwise required to be disclosed in the Directors' Report has been presented in the Strategic Report:

- The Company changed its name from Great British Nuclear to Great British Energy-Nuclear on 10 June 2025 to reflect its joint mission with Great British Energy to rollout clean, homegrown power as two publicly owned companies.
- During the year, Gareth Price joined as a director of the Company on 29 August 2024, and John Staples resigned as a director on 6 February 2025. Neil Cooper became a director on 28 May 2025, outside of the reporting period.

Effectiveness of risk management and internal control systems

In the year, the Board, with the support of the Audit & Risk Committee, has assessed the effectiveness of the Company's risk management and internal control systems. These systems are designed to identify and manage, rather than eliminate, the risk of failure to achieve business objectives and to provide reasonable but not absolute assurance against material misstatement or loss. The Board's report on risk management and assurance, including the Company's Principal Risks and mitigating actions is on pages 34 to 37. The Board has concluded that the risk management and internal control systems during the year, whilst immature, were effective in supporting the management and mitigation of risks during the year to 31 March 2025.

The Board did not identify any significant failings of internal control during the year. The Board recognises that GBE-N is a growing organisation that is starting to recruit its permanent workforce, and that its commercial activities are expected to increase as the SMR Programme develops. The continuing development of GBE-N's risk management and internal control systems has been, and will remain, a priority area of oversight for the Board and the Audit & Risk Committee, to ensure that these remain appropriately mature when considered against GBE-N's growth and any changes in risk profile.

Going concern

The Directors are required to satisfy themselves that it is appropriate to prepare financial statements on a going concern basis.

The Directors are confident that annual funded expenditure will not exceed approved funds granted; it is also acknowledged that future programme stages will not commence without DESNZ guaranteed funding in place.

At the time of signing the financial statements, the Directors believe the approved funding amount for the year ending 31 March 2027 along with the commitment of funding from DESNZ up to 2029/30 to support the UK ambition of developing SMR's will be sufficient for the Company to continue to operate as a going concern.

Remuneration report

The Company's first permanent employee joined GBE-N on 1 August 2024, and 55 permanent employees were onboard by 31 March 2025. GBE-N's Pay and Reward Framework was approved by HM Treasury in May 2024, and our remuneration policy and practices are designed to promote the long-term sustainable success of the Company. They also align to the Company's purpose and values and link to the successful delivery of the Company's long-term strategy.

The rest of the Company's workforce during the year comprised secondees and contractors. The aggregate amount paid to such interim works in year was £15.544m (2023-24: £3.737m) as set out in note 4 to the Financial Statements on page 78. The Company's off-payroll position has been reported to DESNZ and is included in their consolidated annual report.

The remuneration of all persons who were Directors of the Company in the year was set by DESNZ in accordance with its remuneration policies. The aggregate of Directors' emoluments during the year was £771k (2023-24: £252k) as set out in note 6b to the Financial Statements on page 79. None of the Directors are currently, or currently or were during the year members of a Company pension scheme. No amounts were receivable by the Directors in respect of long-term incentive schemes, and no compensation payments on early retirement, to past directors or loss of office were paid during the year.

We are currently recruiting a permanent Chair and CEO, and several non-executive director positions and will provide full disclosures in next year's Annual Report and Accounts on their emoluments.



Audit and Risk Committee Report

Purpose of the Committee

The Audit and Risk Committee (ARC) supports the Board and GBN’s Accounting Officer in fulfilling their oversight responsibilities across key areas including risk management, internal controls, financial governance, and ethics and compliance. The Committee met six times during the financial year, operating under a flexible agenda that balances standing items aligned with GBN’s financial calendar and the opportunity for in-depth review of selected topics. This approach ensures a comprehensive and responsive programme of work that reflects the evolving needs of the organisation.

Composition of the Committee

Members of the ARC during the financial year:

Figure 13

| Member | Member from | Expertise |
|-------------------|----------------------------------|---|
| Susan Jee (Chair) | 3 November 2023 | Finance, risk and accounting |
| Hugo Robson | 6 February 2025 | Government investment, corporate finance |
| John Staples | 31 August 2023 – 6 February 2025 | Nuclear strategy |
| Dr Timothy Stone | 3 November 2023 | Infrastructure, engineering, insurance and risk |

Following his resignation from the GBE-N Board of Directors, the Committee extends its sincere thanks to John Staples for his valuable insight and contributions to its discussions. We also welcomed Hugo Robson, a Shareholder Director from the Department for Business, Energy and Industrial Strategy, who was appointed to the Committee on 6 February 2025.

Attendance

Member attendance at scheduled meetings:

Figure 14

| Committee member | Meetings attended |
|------------------|-------------------------|
| Susan Jee | 6/6 |
| Hugo Robson | 1/1 * since appointment |
| John Staples | 6/6 |
| Dr Timothy Stone | 5/6 |

In addition to the members of the Committee, other regular attendees of the ARC include:

- Chief Executive Officer
- Chief Finance Officer
- Head of Finance
- Head of Risk
- Audit Manager, Government Internal Audit Agency (GIAA)
- Deputy Company Secretary
- Corporate Services Director

Overview of the Committee’s work

During the reporting period, the Audit and Risk Committee (ARC) continued to provide rigorous oversight and assurance across a broad spectrum of financial, operational, and governance matters. The Committee’s work reflected the organisation’s ongoing commitment to strengthening its control environment and enhancing transparency in decision-making.

Key areas of oversight by the ARC included:

Strategic Financial Oversight:

The Committee reviewed and advised on financial matters relating to the acquisition of strategic sites at Wylfa on Ynys Môn (Anglesey) and Oldbury, ensuring appropriate governance and alignment with long-term investment objectives.

Maturing Financial Controls:

Progress was made to embed and refine financial controls, supporting improved accountability and resilience across the organisation.

Enhanced Cost Forecasting:

The Committee supported the development of more robust cost forecasting capabilities, contributing to improved financial planning and resource management.

Risk Management:

A full review of the Principal Risks Register was undertaken, with continued monitoring of risk mitigation strategies and assurance over the effectiveness of risk management practices.

Internal Audit Programme:

The ARC approved and oversaw delivery of the Internal Audit Plan, ensuring that audit activities remained focused on priority areas and provided meaningful insights into control effectiveness. The Government Internal Audit Agency (GIAA) remains GBE-N’s internal auditors.

External Audit:

Our external auditors, EY, provide an independent and professional assurance service to our Accounting Officer. They have also considered, for the purpose of planning the audit and determining the nature, timing and extent of the audit proceedings, GBE-N’s internal controls over financial reporting. They have not provided an opinion on the effectiveness of the Company’s internal controls or sought to identify any significant deficiencies.

Contract and Procurement Risk Oversight:

The Committee examined risks associated with contract and procurement activities, promoting improvements in governance and assurance mechanisms.

Assurance Strategy:

A new assurance strategy was approved, alongside the development of a structured programme of assurance activities to support confidence in organisational performance and compliance.

HR System Implementation:

The Committee reviewed the onboarding of the new HR system, iTrent, with a focus on implementation risks and the system’s role in enhancing workforce data and operational efficiency.

Ethics and Culture:

The Committee endorsed the development of a refreshed Ethics Code of Conduct and accompanying Speak Up guidance, reinforcing the organisation’s commitment to ethical standards and a culture of openness.

Review of the Annual Report and Accounts 2023-2024:

A full draft was submitted to the ARC in November 2024, prior to the Board’s final approval. The Committee’s assessment drew upon the work of our Company Secretary who was responsible for the report’s production; senior management confirmation that the content was fair, balanced and understandable; verification of core content including KPIs completed by our Risk and Assurance function. Following its review the Committee concluded that the Annual Report and Accounts 2023-2024 was fair, balanced and understandable.

Looking forward

As GBE-N continues to mature, we are implementing a range of measures to strengthen our internal controls and reduce risk across key areas:

People:

As we transition from a start-up to a more established organisation, we are actively recruiting permanent, skilled professionals across all functions to build capability and resilience.

Governance:

We are reviewing our governance structure to ensure that key decision-makers have appropriate oversight of critical matters at the right time.

Strengthening our risk control processes:

In line with HM Treasury's Orange Book, supported by the development of an assurance framework based on the Three Lines of Defence model.

Integrating a new financial management system:

To automate finance processes and improve consistency, transparency, and oversight.

Implementing a new risk management system:

To increase visibility of risks and controls and enhance corporate reporting.

Physical, information and cyber security:

To ensure organisational resilience and protect against evolving threats as the organisation and programme scale.

Developing a positive risk culture:

By embedding 'risk champions' across the organisation to promote awareness and proactive risk management.

Project and Programme Committee Report

Purpose of the Committee

The Project and Programme Committee (PPC) convened its first meeting on 7 May 2024, following its formal establishment by the Board of GBE-N. The Committee was constituted to provide independent assurance and informed recommendations to the Board, alongside strategic guidance to the GBE-N Executive team, through the oversight of the organisation's major projects and programmes. By operating as a distinct forum separate from the Board, the PPC devotes focused attention to project and programme governance, thereby strengthening scrutiny and enhancing oversight on behalf of the Board.

Composition of the Committee

The table below shows members of the PPC during the financial year. Committee members bring unique skills, experience and insight necessary for the development of a-first-of-a-kind national infrastructure mega-project:

Figure 15

| Member | Member from | Expertise |
|---------------------|--------------|---|
| Simon Bowen | 7 May 2024 | Nuclear, business leadership and strategy |
| Mike Gerrard | 7 May 2024 | Infrastructure programmes, project financing |
| David Goldstone CBE | 7 May 2024 | Infrastructure programmes, financial accountability |
| Gareth Price | 11 July 2024 | Infrastructure programmes, project financing |
| Hugo Robson | 7 May 2024 | Government investment, corporate finance |

Attendance

Meetings were scheduled according to the requirements of the SMR programme development. Member attendance at scheduled meetings:

Figure 16

| Committee member | Meetings attended |
|---------------------|-------------------|
| Simon Bowen | 7/8 |
| Mike Gerrard | 8/8 |
| David Goldstone CBE | 8/8 |
| Gareth Price | 6/7 |
| Hugo Robson | 7/8 |

In addition to the members of the Committee, other regular attendees of the PPC include:

- Chief Executive Officer
- Managing Director of DevCo
- DevCo Corporate & Government Interface Executive
- Chief Commercial Officer
- Programme Development & Assurance Director
- Strategy & Performance Director
- Head of DevCo & Owners Scope

Overview of the Committee's work

The Committee maintained a rigorous schedule throughout the year, convening almost monthly to oversee and scrutinize the enabling activities associated with the Small Modular Reactor (SMR) programme. The Committee's work has been instrumental in laying the groundwork for the successful delivery of the SMR programme, ensuring that governance, capability, and strategic direction are firmly in place. This proactive engagement ensured robust governance and strategic alignment across several critical areas:

Strategic Oversight:

The Committee provided ongoing advice and guidance to the programme leadership, supporting key decision-making processes and ensuring alignment with GBE-N's long-term objectives.

Foundation Capability:

Members reviewed the foundational capabilities necessary to support the SMR programme, particularly in relation to the technology partner contract award. These included assessments of project management, engineering, and design functions essential for programme delivery.

Owner's Engineer (OE) Procurement:

Recognised as a pivotal enabler for GBE-N, the Committee oversaw the procurement of the OE, who will play a vital role in providing independent, expert assurance throughout the lifecycle of the programme.

Tendering Process Review:

The Committee monitored the final stages of the SMR technology competition, which commenced in 2023. In June 2025, Rolls-Royce was announced as the preferred bidder, marking a significant milestone in the programme's progression.

Supply Chain Development:

The Committee reviewed plans to establish and strengthen the supply chain required to support SMR development. This work is fundamental to realising GBE-N's ambitions and ensuring readiness for future delivery phases.

Target Operating Model and Resourcing:

Oversight included the development of the Target Operating Model and the recruitment of key executive-level roles within the development company (DevCo). The Committee focused on achieving value for money while ensuring the organisation is equipped to meet programme requirements.

Financing and Cost Scrutiny:

The Committee examined projected costs at key decision points, providing challenge and assurance to ensure financial robustness and value throughout the SMR programme.

Site Acquisition:

The Committee considered strategic options for site acquisition, recognising its critical importance to programme timelines and regulatory engagement. Discussions focused on site suitability, readiness, and alignment with broader infrastructure planning.

Looking forward

Throughout the year, the Committee engaged in detailed consideration of a broad range of topics connected to the enabling phase of the SMR Programme. This forward-looking focus has been instrumental in shaping the programme's strategic direction and preparing for its next phase of delivery

Financing of the SMR programme:

Financing of the SMR programme: financial oversight remains a core priority. The Committee reviews funding strategies, cost projections, and investment requirements to support the programme's financial sustainability and ensure value for money.

Programme Risks and Dependencies:

The Committee continues to review programme risks and interdependencies to ensure that mitigation strategies are in place, and that critical path activities are effectively managed.

Lessons Learned and Knowledge Transfer:

Dialogue continues with organisations such as the UK Atomic Energy Authority and other major UK nuclear infrastructure projects, including Hinkley Point C to ensure that lessons from similar projects can be taken onboard and utilised in GBE-N's SMR programme.

Nominations and Remuneration Committee Report

Purpose of the Committee

The purpose of the Nominations and Remuneration Committee (NRC) is to advise and make recommendations to the GBE-N Board Chair, the Board and (as required) DESNZ on matters of Board membership, leadership, skills, experience and diversity, and remuneration topics including GBE-N's executive remuneration strategy and framework as well as annual pay awards and individual executive remuneration packages.

The Committee meets quarterly, or more frequently as necessary to address emerging matters

Composition of the Committee

The NRC comprised of the following members during the financial year:

Figure 17

| Member | Member from | Expertise |
|----------------------|-----------------|--|
| Mark Russell (Chair) | 1 February 2024 | Government investment, corporate finance |
| Simon Bowen | 1 February 2024 | Civil and defence nuclear sectors, engineering |
| Hugo Robson | 1 February 2024 | Government investment, corporate finance |

Other regular attendees of the Committee include:

- Chief Executive Officer
- Chief People Officer
- Company Secretary

Attendance

Member attendance of the NRC was as follows:

Figure 18

| Committee member | Meetings attended |
|------------------|-------------------|
| Mark Russell | 6/7 |
| Simon Bowen | 6/7 |
| Hugo Robson | 6/7 |

Committee overview

The Remuneration Committee (RemCo) is responsible for overseeing the Company's approach to executive remuneration and ensuring that reward structures support the delivery of GBE-N's long-term strategic objectives. The Committee sets and reviews the remuneration policy for the Executive Directors and senior management, ensuring alignment with shareholder interests, regulatory requirements, and best practice in corporate governance.

Throughout the year, the Committee has focused on maintaining a balanced and transparent remuneration framework that attracts, motivates, and retains high-calibre talent while promoting sustainable performance. The Committee also monitors the link between pay and performance, ensuring that incentive outcomes are fair and reflect both individual and Company achievements. Throughout the year the NRC provided robust oversight and guidance over a variety of matters, including:

Design of Pay and Reward Framework for Staff and Executives:

Comprising of fixed pay - Annual Incentive Plan (all staff) and Long-Term Incentive Plan (for a small number of selected Executives only) - variable pay and pension to ensure they are aligned with agreed HM Treasury's guidelines and Civil Service Pay Remit exemption.

Approval of People Policies:

Including GBE-N Reward Governance policy.

Executive Remuneration:

Designed by Korn Ferry in agreement with HM Treasury and DESNZ.

Recruitment of Executives:

Led by Gatenby Sanderson appointment from the Civil Service procurement framework. The Committee reviewed proposed roles, responsibilities and suggested total pay.

Defined Contribution Pension Scheme:

Rather than establishing a separate Pension committee, it was decided that the NRC should provide oversight over the organisation's pension scheme.

Target Operating Model:

Which sets out how GBE-N intends to operate over the coming years including a transition to a next phase structure once the development companies has been set-up.

DevCo Pay:

Amendment of GBE-N's pay and reward case for the recruitment of specialist and technical staff within the Integrated Project Team.

Looking forward

The recruitment of GBE-N's permanent employee workforce:

The Committee will continue to oversee the recruitment of GBE-N's workforce within the Pay and Reward Framework.

Implementation of GBE-N's target operating model and organisational design work:

The Committee will continue to oversee the implementation of key aspects of the target operating model and organisational design work as it progresses.

Consideration of annual pay and the Annual Incentive Plan award:

This includes approval of the in-year Annual Incentive Plan and design of the 2025-26 plan.

Board succession planning:

Continue to support the Board and DESNZ with Board succession requirements

Statement of Directors' and Accounting Officer's Responsibilities

This Annual Report and Accounts comprises of the reports and accounts required to be sent to the Secretary of State pursuant to ss. 322(1) and 323(1) of the Energy Act 2023 in respect of the financial year ended 31 March 2025, that the Secretary of State must lay before Parliament.

The Board has ultimate responsibility for reviewing and approving the Annual Report and Accounts.

The Directors are responsible for preparing the Annual Report and financial statements in accordance with applicable United Kingdom law and UK-adopted International Accounting Standards (UK IAS). As described on page 52, the financial statements have been prepared on a going concern basis. Full disclosure surrounding the preparation of the financial statements can be found in note 1-18 to the financial statements.

Under company law the Directors must not approve the financial statements unless they are satisfied that they present fairly the financial position, financial performance and cash flows of the Company for that period. In preparing the financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information

- provide additional disclosures when compliance with the specific requirements in UK IAS is insufficient to enable users to understand the impact of transactions, other events and conditions on the Company's financial position and financial performance

- state whether the Company has complied with UK IAS

- prepare financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business; and

- make judgements and estimates that are reasonable and prudent.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

As far as the Directors are aware, there is no relevant audit information of which the Company's auditor is unaware. Each of the Directors has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Responsibility statement under the UK Corporate Governance Code

Having considered and endorsed the preparatory and supporting arrangements and taken advice from the Audit & Risk Committee, The Board considers that the Annual Report and Accounts, taken as a whole, is fair, balanced and understandable, and provides the information necessary for the Company's shareholders to assess the Company's position, performance, business model and strategy.

This Directors' Report, prepared in accordance with the requirements of the Companies Act 2006, was approved by the Board and signed on its behalf.



Neil Cooper
Chief Finance Officer and Accounting Officer, 15 December 2025



Financial Statements

Great British Energy-Nuclear

31 March 2025

Independent Auditor's Report to the Members of Great British Energy-Nuclear

Opinion

We have audited the financial statements of Great British Energy-Nuclear for the year ended 31 March 2025 which comprise the Statement of comprehensive income, the Statement of financial position, Statement of cash flows, the Statement of changes in equity and the related notes 1 to 18, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards.

In our opinion, the financial statements:

- Give a true and fair view of the Company's affairs as at 31 March 2025 and of its loss for the year then ended;
- Have been properly prepared in accordance with UK adopted international accounting standards; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period to 31 March 2027.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Company's ability to continue as a going concern.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 51, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

– We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company and determined that the most significant are those relating to the reporting framework (UK adopted International Accounting Standards), the Companies Act 2006, and the relevant tax legislations and regulations in the UK.

- We understood how the Company is complying with those frameworks by making inquiries of management and corroborating these inquiries through review of board minutes and understanding the entity level control framework in place, such as code of conduct and Directors' governance procedures.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur by considering the risk of management override based on our risk assessment and inquiries of management.
- Based on this understanding we designed our audit procedures to identify noncompliance with such laws and regulations. Our procedures involved testing journals identified by specific risk criteria, reading minutes of board meetings held in the period, and corroborating our findings to external sources of information where relevant.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Bilal Raja

(Senior statutory auditor)
for and on behalf of Ernst & Young
LLP, Statutory Auditor

London

16 December 2025



Statement of comprehensive income

| | Note | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|------|------------------------------------|------------------------------------|
| Other operating income | 4 | 448 | – |
| Operating costs and expenses | 4 | (31,874) | (22,171) |
| Operating loss | | (31,426) | (22,171) |
| Finance income | 7 | 7,743 | 13,879 |
| Finance costs | 8 | (40) | (4) |
| Net finance income | | 7,703 | 13,875 |
| Loss before income tax | | (23,723) | (8,296) |
| Income tax expense | 9 | (1,934) | (3,470) |
| Loss for the year attributable to the owners of the Company | | (25,657) | (11,766) |
| Other comprehensive income for the year | | – | – |
| Total comprehensive loss for the year attributable to the owners of the Company | | (25,657) | (11,766) |

The statement of comprehensive income has been prepared on a going concern basis for the year ended 31 March 2025 and as such the operations are considered to be continuing in respect of the current and prior year.

The notes on pages 74-86 form an integral part of these financial statements.

Statement of financial position

Registered No: 5027024

| | Note | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|---|------|------------------------------------|------------------------------------|
| Assets | | | |
| Non-current assets | | | |
| Property, plant and equipment | 10 | 171,039 | 171,126 |
| Intangible assets | 11 | 2,843 | – |
| | | 173,882 | 171,126 |
| Current assets | | | |
| Trade and other receivables | 12 | 25,506 | 1,946 |
| Cash and cash equivalents | 13 | 142,548 | 338,456 |
| | | 168,054 | 340,402 |
| Total assets | | 341,936 | 511,528 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 14 | 34,370 | 178,021 |
| Current tax liabilities | | 1,021 | 1,801 |
| Lease liabilities | 15 | 489 | 172 |
| | | 35,880 | 179,994 |
| Non-current liabilities | | | |
| Lease liabilities | 15 | 484 | 305 |
| | | 484 | 305 |
| Total liabilities | | 36,364 | 180,299 |
| Net assets | | 305,572 | 331,229 |
| Capital and reserves attributable to the owners of the Company | | | |
| Equity share capital | 17 | 50 | 50 |
| Retained earnings | | 305,522 | 331,179 |
| Total equity | | 305,572 | 331,229 |

These financial statements were approved by the Board on 15 December 2025 and were signed on their behalf by:



Neil Cooper, Director

Statement of changes in equity

| | Equity share capital | Retained earnings* | Attributable to the owners of the Company |
|---------------------------------------|----------------------|--------------------|---|
| | £'000 | £'000 | £'000 |
| At 31 March 2023 | 50 | 342,945 | 342,995 |
| Loss for the year | – | (11,766) | (11,766) |
| Total comprehensive loss for the year | – | (11,766) | (11,766) |
| At 31 March 2024 | 50 | 331,179 | 331,229 |
| Loss for the year | – | (25,657) | (25,657) |
| Total comprehensive loss for the year | – | (25,657) | (25,657) |
| At 31 March 2025 | 50 | 305,522 | 305,572 |

* Retained earnings – cumulative profit and loss less distributions to owners

Statement of cash flows

| | Note | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|------|---------------------------------|---------------------------------|
| Operating activities | | | |
| Loss for the year | | (25,657) | (11,766) |
| <i>Adjustments to reconcile the loss for the year to net cash flow from operating activities</i> | | | |
| Depreciation charge | 4 | 495 | 34 |
| Amortisation charge | 4 | 48 | – |
| Income tax expense | 9 | 1,934 | 3,470 |
| Finance income | 7 | (7,743) | (13,879) |
| Finance cost | 8 | 40 | 4 |
| Operating cash flows before movement in working capital | | (30,883) | (22,137) |
| (Increase) in trade and other receivables | | (25,216) | (189) |
| Increase in trade and other payables | | 12,070 | 20,869 |
| Cash flow from operating activities | | (44,029) | (1,457) |
| Income taxes paid | | (2,714) | (1,778) |
| Net cash flow from operating activities | | (46,743) | (3,235) |
| Investing activities | | | |
| Interest received | | 9,400 | 12,668 |
| Purchase of intangible assets | | (2,195) | – |
| Purchase of property, plant and equipment | | (155,852) | (13,528) |
| Net cash flow from investing activities | | (148,647) | (860) |
| Financing activities | | | |
| Repayment of lease liabilities | | (518) | (32) |
| Net cash flow from financing activities | | (518) | (32) |
| Net decrease in cash and cash equivalents | | (195,908) | (4,127) |
| Cash and cash equivalents at beginning of year | 13 | 338,456 | 342,583 |
| Cash and cash equivalents at end of year | 13 | 142,548 | 338,456 |

Notes to the financial statements

Year ended 31 March 2025

1. Statutory information and authorisation of financial statements

Great British Energy-Nuclear (GBE-N) is a private company, limited by shares, domiciled in England and Wales, registration number 05027024.

The registered office is Department for Energy Security & Net Zero (DESNZ), 3-8 Whitehall Place, London, SW1A 2EG.

The financial statements of Great British Energy-Nuclear for the year ended 31 March 2025 were authorised for issue by the Board of Directors and the statement of financial position was signed on the Board's behalf by Neil Cooper, Director.

The principal accounting policies adopted by the Company are set out in note 2.

2. Principal activities

Great British Energy-Nuclear is an arm's length body of the Department for Energy Security and Net Zero, dedicated to supporting the development and deployment of new nuclear technologies in Great Britain. The company plays a crucial role in advancing nuclear new build, ensuring the UK's energy security and achieving net-zero carbon emissions. Great British Energy-Nuclear focuses on fostering innovation, facilitating investment, and coordinating efforts across the nuclear industry to build a resilient and sustainable energy future.

3. Accounting policies

a. Basis of preparation

These financial statements have been prepared under the historical cost convention, except where as disclosed in the accounting policies certain items are shown at fair value.

The financial statements have been prepared in accordance with UK adopted International Accounting Standards and International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The company applies relevant requirements of HM Treasury's Financial Reporting Manual (FRoM) when preparing the financial statements, to the extent this is consistent with the Companies Act 2006. The accounting policies contained in the FRoM apply IFRS as adapted or interpreted for the public sector.

The accounting policies which follow set out those policies which apply in preparing the financial statements of the Company for the year ended 31 March 2025.

The financial statements are presented in Sterling, and all values are rounded to the nearest thousand pounds (£'000) except when otherwise indicated.

b. Going concern

The Directors are required to satisfy themselves that it is appropriate to prepare financial statements on a going concern basis.

The Directors are confident that annual funded expenditure will not exceed approved funds granted; it is also acknowledged that future programme stages will not commence without DESNZ guaranteed funding in place.

At the time of signing the financial statements, the Directors believe the approved funding amount for the year ending 31 March 2027 along with the commitment of funding from DESNZ up to 2029/30 to support the UK ambition of developing SMR's will be sufficient for the Company to continue to operate as a going concern.

c. Changes in accounting policy and disclosure

There have been no new standards, amendments or interpretations issued and made effective for the financial period commencing 1 April 2024 that have had a material impact on the financial statements of the Company.

d. New standards and interpretations not applied

The IASB and IFRIC have issued a number of new standards and interpretations with an effective date after the date of these financial statements. The Directors do not anticipate that the adoption of these standards and interpretations will have a material impact on the Company's financial statements in the period of initial application. The standards not applied are as follows:

| | Effective date annual periods beginning on or after |
|--|--|
| Effective for annual periods (and interim periods therein) ending 31 March 2025 and thereafter | |
| Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates) | 1 January 2025 |
| Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures | 1 January 2026 |
| Annual Improvements to IFRS Accounting Standards – Amendments to: | 1 January 2026 |
| – IFRS 1 First-time Adoption of International Financial Reporting Standards; | |
| – IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7; | |
| – IFRS 9 Financial Instruments; | |
| – IFRS 10 Consolidated Financial Statements; and | |
| – IAS 7 Statement of Cash flows | |
| Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7 | 1 January 2026 |
| IFRS 18 Presentation and Disclosure in Financial Statements | 1 January 2027 |
| IFRS 19 Subsidiaries without Public Accountability: Disclosures | 1 January 2027 |
| Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 Consolidated Financial Statements and IAS 28 Investments in Associates and Joint Ventures | To be determined |

The effective dates stated above are those given in the original IASB/IFRIC standards and interpretations. As the Company prepares its financial statements in accordance with UK adopted International Accounting Standards, the application of new standards and interpretations will be subject to them having been endorsed for use in the UK. In the majority of cases this will result in an effective date consistent with that given in the original standard or interpretation but the need for endorsement restricts the Company's discretion to early adopt standards. The Company has not early adopted any of the above standards.

The standards and interpretations noted in the table above are not expected to have a material impact on the financial position and performance of the Company or on the disclosure requirements of the Company.

e. Significant judgements and estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the end of the reporting date and the amounts reported for revenues and expenses during the period. However, the nature of estimation means that actual outcomes could differ from those estimates. It also requires management to exercise judgement in the process of applying the Company's accounting policies.

At the year-end there are no significant judgements or key sources of estimation uncertainty to note that would cause a significant risk of material adjustment to the carrying amounts of assets and liabilities within the next financial year.

f. Property, plant and equipment

Property, plant and equipment (PPE) is carried at fair value except for assets under construction which are held at cost. In accordance with the FReM, assets that have short useful lives or are of low value are carried at depreciated historical cost less impairment as a proxy for fair value.

Depreciation is charged so as to write off the cost of assets less their residual values, other than freehold land and assets under construction, over their estimated useful lives or in the event of right-of-use assets, over the shorter of the useful life of the underlying asset and the lease term, using the straight-line method, on the following basis:

Freehold Buildings

10 – 60 years

Right of use assets

Limited to the period remaining on the lease

Fixtures, fittings and equipment

3.5 – 11 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the income statement.

g. Intangible assets

Other software assets

Other software assets are held at cost.

Amortisation of these costs takes place on a straight-line basis, based on a useful economic life of five years, with no residual value.

The carrying value of intangible assets is reviewed for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable.

h. Leases

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date
- The amount expected to be payable by the lessee under residual value guarantees
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used)

- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification

The Company did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the right-of-use asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The Company applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs.

i. Trade and other receivables

Trade receivables are recognised and carried at the lower of their original invoiced value and recoverable amount. Where the time value of money is material, receivables are carried at amortised cost. Provision is made when there is objective evidence that the Company will not be able to recover balances in full. Balances are written off when the probability of recovery is assessed as being remote.

j. Cash and cash equivalents

Cash and cash equivalents in the statement of Financial Position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

k. Income taxes

Current tax

The tax currently payable is based on taxable profit for the period. Taxable profit differs from net profit as reported in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit and is accounted for using the liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period in when the liability is settled or the asset is realised based on tax laws and rates that have been enacted or substantively enacted at the reporting date.

l. Trade and other payables

Trade and other payables are not interest bearing and are stated at amortised cost.

m. Employee benefits

Defined contribution pension schemes

Under a defined contribution scheme, the company's legal or constructive obligation is limited to the amount that it agrees to contribute to the fund. The cost is recognised as an expense, unless the cost is required to be recognised as part of the cost of non-current assets

4. Operating loss

The loss from operating activities before tax and net finance costs have been arrived at after (crediting)/charging:

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|---------------------------------------|---------------------------------------|
| Rental property income | (448) | – |
| Interim resource (contractors and secondees) | 15,544 | 3,737 |
| Professional services and consultancy | 3,555 | 16,333 |
| Rental property costs | 762 | – |
| Depreciation charge | 495 | 34 |
| Amortisation charge | 48 | – |

5. Auditors' remuneration

The Company paid the following amounts to its auditor (disclosed below net of VAT) in respect of the audit services provided to the Company:

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|-----------------------------------|---------------------------------------|---------------------------------------|
| Audit of the financial statements | 71 | 38 |

6. Staff costs and Directors' emoluments

a. Staff costs

The average monthly number of employees were:

| | Year ended 31-Mar 2025 | Year ended 31-Mar 2024 |
|----------------|------------------------------|------------------------------|
| Commercial | 5 | – |
| Programme | 1 | – |
| Administrative | 10 | – |
| | 16 | – |

b. Directors' emoluments

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|---------------------------------------|---------------------------------------|
| Emoluments | 771 | 253 |
| Emoluments in respect of the highest paid Director | 474 | 207 |

None of the Directors were members of a Company pension scheme during the current or prior year.

Emoluments include £474,000 (2024: £207,000) in respect of amounts payable to third parties for Directors' services.

No amounts were receivable by the Directors in respect of long-term incentive schemes.

7. Finance income

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|---------------------------------------|---------------------------------------|
| Interest on bank and short-term deposits | 7,743 | 13,879 |

8. Finance cost

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|-------------------------------|---------------------------------------|---------------------------------------|
| Interest on lease liabilities | 40 | 4 |

9. Taxation

a. Tax charged in the income statement

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|-------------------------------------|---------------------------------------|---------------------------------------|
| Income statement | | |
| Current income tax: | | |
| UK corporation tax | 1,934 | 3,470 |
| Total current income tax | 1,934 | 3,470 |
| Tax charged in the income statement | 1,934 | 3,470 |

b. Reconciliation of the total tax charge

The income tax expense in the income statement for the year is higher than the average rate of corporation tax in the UK of 25% (2024: is higher than the average rate of corporation tax in the UK of 25%). The differences are reconciled below:

| | Year ended 31-Mar 2025 £'000 | Year ended 31-Mar 2024 £'000 |
|--|------------------------------------|------------------------------------|
| Loss from continuing operations before taxation | (23,723) | (8,296) |
| Accounting loss before income tax | (23,723) | (8,296) |
| Accounting loss multiplied by the UK standard rate of corporation tax of 25% (2024: 25%) | (5,931) | (2,074) |
| Tax effect of non-deductible expenses | 7,865 | 5,544 |
| Tax charged in the income statement | 1,934 | 3,470 |

In the Spring Budget 2021, the UK Government announced that from 1 April 2023 the corporation tax rate would increase to 25% (rather than remaining at 19%, as previously enacted). This new law was substantively enacted on 24 May 2021. For the financial year ended 31 March 2025 the tax rate was 25% (2024: 25%).

10. Property, plant and equipment

| | Land and buildings £'000 | Right of Use Assets £'000 | Fixtures, fittings and equipment £'000 | Total £'000 |
|-------------------------|--------------------------------|---------------------------------|--|----------------|
| Cost | | | | |
| At 1 April 2024 | 170,589 | 505 | 66 | 171,160 |
| Additions | – | 974 | 671 | 1,645 |
| Reclassification* | (1,237) | – | – | (1,237) |
| At 31 March 2025 | 169,352 | 1,479 | 737 | 171,568 |
| Depreciation | | | | |
| At 1 April 2024 | – | 30 | 4 | 34 |
| Charge for the year | – | 463 | 32 | 495 |
| At 31 March 2025 | – | 493 | 36 | 529 |
| Carrying amount | | | | |
| At 31 March 2025 | 169,352 | 986 | 701 | 171,039 |
| At 31 March 2024 | 170,589 | 475 | 62 | 171,126 |

In the previous year, land taxes were capitalised on the VAT-inclusive consideration of the land purchases at the Wylfa and Oldbury sites. It was subsequently determined by HMRC that the transactions met the conditions to be treated as a transfer of going concern and were therefore outside the scope of VAT. As a result, an amount of £1,237,000 has been reclassified to a current asset on the basis the amount is to be repaid to the Company within twelve months of the end of the accounting period.

Right of use assets relate to the lease of two office buildings and the lease of land and buildings at the Wylfa site. The interest expense on the lease liabilities associated with the right-of-use asset was £40,000 (2024: £4,000) for the year. The maturity analysis of the lease liabilities is presented in note 15.

11. Intangible assets

| | Other software costs £'000 | Total £'000 |
|-------------------------|----------------------------------|----------------|
| Cost | | |
| At 1 April 2024 | – | – |
| Additions | 2,891 | 2,891 |
| At 31 March 2025 | 2,891 | 2,891 |
| Amortisation | | |
| At 1 April 2024 | – | – |
| Charge for the year | 48 | 48 |
| At 31 March 2025 | 48 | 48 |
| Carrying amount | | |
| At 31 March 2025 | 2,843 | 2,843 |
| At 31 March 2024 | – | – |

12. Trade and other receivables

| | 31-Mar 2025 £'000 | 31-Mar 2024 £'000 |
|--------------------------------|----------------------|----------------------|
| Trade receivables | 4 | – |
| Other debtors | 24,868 | – |
| Prepayments and accrued income | 634 | 1,946 |
| | 25,506 | 1,946 |

Included within other debtors is £23,481,000 (2024: £0) relating to VAT recoverable under commercial contracts following the completion of the land purchase in June 2024.

Accrued income includes accrued interest of £61,000 (2024: £1,718,000) in respect of short-term deposits held with the UK government's Debt Management Office (DMO) (see note 13 and note 18).

13. Cash and cash equivalents

| | 31-Mar 2025 £'000 | 31-Mar 2024 £'000 |
|--------------------------|----------------------|----------------------|
| Cash at bank and in hand | 17,548 | 88,456 |
| Short-term deposits | 125,000 | 250,000 |
| | 142,548 | 338,456 |

Cash at bank earns interest at floating rates based on daily bank deposit rates. Short-term deposits are held with the UK government's Debt Management Office (DMO) and are generally made for a period of between one and three months and earn interest at a fixed rate. The DMO is disclosed in note 18 as a related party.

The Company's investment policy is to hold funds in bank deposits and money funds which are less vulnerable to market variations. Liquidity is managed via short to medium term deposits in the money market with highly rated banks and the DMO.

14. Trade and other payables

| | 31-Mar 2025 £'000 | 31-Mar 2024 £'000 |
|------------------------------------|----------------------|----------------------|
| Trade payables | 3,753 | 1,068 |
| Other taxation and social security | 179 | 16 |
| Other creditors | 78 | - |
| Accruals | 30,360 | 176,937 |
| | 34,370 | 178,021 |

Accruals include an amount of £268,000 (2024: £19,034,000) in respect of amounts invoiced by DESNZ after the year end, as disclosed in note 18.

15. Lease liabilities

The Company has lease contracts in relation to the following items:

- Office buildings with a lease term of 2-3 years
- Buildings used for the storage of ground investigation samples with a lease term of 3 years
- Land used as ecological habitat to mitigate impacts of the proposed development on native wildlife with a lease term of 7 years

Set out below are the carrying values of right-of-use assets recognised and the movements during the period.

| | Office buildings £'000 | Storage buildings £'000 | Land £'000 | Total £'000 |
|-------------------------|---------------------------|----------------------------|---------------|----------------|
| As at 1 April 2023 | - | - | - | - |
| Additions | 505 | - | - | 505 |
| Depreciation expense | (30) | - | - | (30) |
| As at 31 March 2024 | 475 | - | - | 475 |
| Additions (Note 10) | 477 | 147 | 350 | 974 |
| Depreciation expense | (427) | (31) | (5) | (463) |
| At 31 March 2025 | 525 | 116 | 345 | 986 |

Set out below are the carrying values of lease liabilities and the movements during the period.

| | 2025 £'000 | 2024 £'000 |
|-------------------------------|---------------|---------------|
| As at 1 April | 477 | - |
| Additions | 974 | 505 |
| Accretion of interest | 40 | 4 |
| Payments | (518) | (32) |
| As at 31 March | 973 | 477 |
| Analysed as: | | |
| Current lease liabilities | 489 | 172 |
| Non-current lease liabilities | 484 | 305 |
| | 973 | 477 |

The following are the amounts recognised in profit or loss:

| | 31-Mar 2025 £'000 | 31-Mar 2024 £'000 |
|--|----------------------|----------------------|
| Depreciation expense of right-of-use assets | 427 | 30 |
| Interest expense on lease liabilities | 40 | 4 |
| Total amount recognised in profit or loss | 467 | 34 |

The Company had total cash outflows for leases of £518,000 in 2025 (2024: £32,000). The Company also had non-cash additions to right-of-use assets and lease liabilities of £974,000 in 2025 (2024: £505,000).

16. Financial assets, liabilities and instruments

| | Loans and receivables £'000 | Amortised cost £'000 | Total book value £'000 | 31-Mar 2025 Fair Value £'000 |
|------------------------------|-----------------------------------|----------------------------|------------------------------|------------------------------------|
| Financial assets | | | | |
| Trade and other receivables | 25,506 | – | 25,506 | 25,506 |
| Cash | 142,548 | – | 142,548 | 142,548 |
| Financial liabilities | | | | |
| Trade and other payables | – | (34,370) | (34,370) | (34,370) |
| Current tax liabilities | – | (1,021) | (1,021) | (1,021) |
| Lease liabilities | – | (973) | (973) | (973) |
| | 168,054 | (36,364) | 131,690 | 131,690 |

| | Loans and receivables £'000 | Amortised cost £'000 | Total book value £'000 | 31-Mar 2024 Fair Value £'000 |
|------------------------------|-----------------------------------|----------------------------|------------------------------|------------------------------------|
| Financial assets | | | | |
| Trade and other receivables | 1,946 | – | 1,946 | 1,946 |
| Cash | 338,456 | – | 338,456 | 338,456 |
| Financial liabilities | | | | |
| Trade and other payables | – | (178,021) | (178,021) | (178,021) |
| Current tax liabilities | – | (1,801) | (1,801) | (1,801) |
| Lease liabilities | – | (477) | (477) | (477) |
| | 340,402 | (180,299) | 160,103 | 160,103 |

The Company does not engage in speculative treasury arrangements, and all of its activities are designed to support underlying business activities. All treasury activities are carried out under policies approved by the Board.

The Company manages its financial risks as follows:

Interest rate risk

Cash at bank earns interest at floating rates based on daily bank deposit rates. Short-term deposits are held with the UK government's Debt Management Office (DMO) and are generally made for a period of between one and three months and earn interest at a fixed rate.

If interest rates on cash and cash equivalents had been 25 bps higher, the Company's loss before tax for the year ended 31 March 2025 would have decreased by £498,000 (2024: £865,000).

If interest rates had been 25 bps lower, the Company's loss before tax for the year ended 31 March 2025 would have increased by £498,000 (2024: £865,000).

Liquidity risk

The Company forecasts, manages and reports its working capital requirements on a regular basis to ensure it has sufficient funds to meet all reasonably foreseeable liabilities as they fall due.

17. Equity share capital

| | 31-Mar 2025 £'000 | 31-Mar 2024 £'000 |
|--|----------------------|----------------------|
| Allotted, called-up and fully-paid | | |
| 50,000 (2024: 50,000) ordinary shares of £1 each | 50 | 50 |

18. Related party transactions

During the year the Company entered into transactions in the ordinary course of business and on an arm's length basis with other related parties. The material transactions entered into, and trading balances outstanding at 31 March 2025, with other related parties are as follows:

| Related party | Purchases £'000 | Income £'000 | Amounts owed by related party £'000 | 31-Mar 2025 Amounts owed to related Party £'000 |
|--|--------------------|-----------------|---|--|
| Department for Energy Security & Net Zero (DESNZ) | 1,033 | – | – | 42 |
| Debt Management Office (DMO) (i) – interest income | – | 6,389 | 125,000 | – |
| Government Property Agency | 564 | – | – | – |
| Nuclear Restoration Services Limited | 983 | – | – | 63 |
| Nuclear Decommissioning Authority – rental income | 382 | 90 | – | 4 |
| Office for Nuclear Regulation | 249 | – | – | – |
| Nuclear Waste Services Limited | 401 | – | – | 19 |
| United Kingdom National Nuclear Laboratory Limited | 160 | – | – | 24 |
| United Kingdom Atomic Energy Authority | 110 | – | – | – |

| Related party | Purchases £'000 | Income £'000 | Amounts owed by related party £'000 | 31-Mar 2024 Amounts owed to related Party £'000 |
|--|--------------------|-----------------|---|--|
| Department for Energy Security & Net Zero (DESNZ) | 19,034 | – | – | – |
| Debt Management Office (DMO) (i) – interest income | – | 12,185 | 250,000 | – |
| Government Property Agency | 126 | – | – | – |
| Nuclear Restoration Services Limited | 99 | – | – | 99 |
| Nuclear Decommissioning Authority | 62 | – | – | 62 |
| Office for Nuclear Regulation | 46 | – | – | 28 |
| Radioactive Waste Management Limited | 121 | – | – | 19 |
| Dounreay Site Restoration Limited | 110 | – | – | 60 |
| United Kingdom Atomic Energy Authority | 110 | – | – | – |

(i) amounts owed by the DMO relates to cash held in short term deposits with the DMO. At 31 March 2025, the Company had accrued interest of £61,000 (2024: £1,718,000) in respect of the short-term deposits held with the DMO (see note 12).

Parent undertaking and ultimate controlling party

The immediate parent undertaking of the Company is the Department for Energy Security & Net Zero (DESNZ) and the company is consolidated in the publicly available group accounts for DESNZ. DESNZ is the smallest and largest group to consolidate the Company's financial results. In the Directors' opinion, the ultimate controlling party of the Company is His Majesty's Government.

Remuneration of key management personnel

The key management personnel of the Company are deemed to be (a) the Directors and (b) the members of the Executive Team i.e. all of the CEO's first line Executive reports (other than any administrative, clerical, personal or technical assistants).

Remuneration for key management personnel during the year is shown below.

| | Year ended 31-Mar 2025 | Year ended 31-Mar 2024 |
|--|-----------------------------------|---------------------------|
| | £'000 | £'000 |
| Short-term employee benefits ¹ | 897 | 253 |
| Amounts incurred for the provision of key management personnel services from other entities ² | 2,376 | 1,568 |

¹ Short-term employee benefits include Directors' emoluments as disclosed in note 6 – please note that none of the Directors were employees of the Company during the current or prior year.

² Amounts incurred for the provision of key management personnel services from other entities relates to payments made to service companies of contractors; and payments by the Company to the employer organisation of any Executive who was on secondment to the Company in full or partial reimbursement of the Executive's salary costs where these continued to be borne by the Executive's employer during the period of the Executive's secondment to the Company.

Directors' transactions

Other than as disclosed in note 6 and in the disclosure of Remuneration of key management and personnel above there were no other transactions between the Directors and the Company.





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