

Company Number: 02264251

MAGNOX LIMITED (the “Company”)

MINUTES of a meeting of the Directors of the Company

HELD on 01 February 2022 at 09:00 via Microsoft Teams

PRESENT: See appended attendance list

IN ATTENDANCE: See appended attendance list

APOLOGIES: Lawrie Haynes (Agenda items 1 to 16 inclusive)

1. Introduction

Susan Jee opened the meeting, noting that all Directors were present except for Lawrie Haynes whose apologies was accepted and recorded. Susan Jee was appointed Chair of the meeting. It was noted that should Lawrie Haynes join the meeting he would chair the remainder of the meeting.

Susan Jee welcomed the observers to the meeting and noted that [Minute redacted – s.40 Personal] Site Integrator Manager, Dungeness Site, would present the Shadow Board’s report later in the meeting. [Minute redacted – s.40 Personal], EHSSQ Manager, Oldbury/Berkeley Site was welcomed to the meeting who would present the Safety Moment.

Declarations of interest: The Board noted the previous declarations of interest registered and the agreed that the interests disclosed should not prevent the affected Directors from exercising their statutory duties with regard to Magnox.

The Board **NOTED** the declarations and **RESOLVED** that each of the Directors was permitted to participate in the business of the meeting without their interests presenting any conflict of interest.

2. Insurance Declaration

Susan Jee reminded the Directors of their obligation to report to NDA Group Insurance (via Company Secretariat) any situation that they consider may result in a claim against any of them and which may therefore require notification to the Group’s D&O insurers. There were no insurance declarations made.

3. Chair’s Introduction

Susan Jee noted there were a number of key matters being addressed during the meeting.

4. Safety Moment

The Board received a presentation from the Chief Operations Officer supported by [Minute redacted – s.40 Personal], EHSSQ Manager, Oldbury/Berkeley Site on the receipt of a suspect package at Berkely site and the learnings from the Event. The Board noted the good practices in place and the learnings the Company was looking to address going forward. Gwen Parry-Jones commented on the excellent work and co-operation within the Company and stakeholders and thanked [Minute redacted – s.40 Personal] and all those involved.

PERFORMANCE REPORTS

5. CEO Report

Gwen Parry-Jones shared her reflections on the November Board meeting and thanked the Non-Executive Directors for their feedback and challenge. The Executive team would now ensure that reports were balanced and focus on remediation, rather than just concentrating on those topics that were off target. For context, Gwen noted that the team were still in rebuilding mode at Magnox and that work was ongoing to make it a resilient organisation.

Gwen referred to the schedule of site visits which she hoped the Executive and NEDs would be able to provide structured feedback.

Gwen commended the Shadow Board on their Report and was pleased with the content which she and the Executive found helpful and a step forward.

Gwen highlighted five focal points in her paper for noting and discussion during the meeting.

- Safety & Security. The continued slow increase in TRIR and the strong focus within the business on reducing TRIR, including “Safe Start” briefs and plans to refresh Behavioural Safety Training. The Company was stepping down the Omicron measures that had been in place, noting that the increased measures had impacted on delivery. There were challenges regarding the DSRL site licence transfer with the potential risk that the transaction could be extended by a further 12 months if the regulators took the view that the transfer resulted in a variation rather than a transfer.
- People. The NDA Group-wide Employee Engagement Survey had concluded with a response rate of 70%. A “you said, we did” action plan was being developed linked to the Regeneration Plan. Following comments from Simon Haben, it was agreed that arrangements would be made for the Board to receive a presentation on the findings of the Survey and the action plans being developed, both at corporate and local levels.
- Delivery. Excellent progress was being made on delivery of the Group Key Targets and improvements in delivery of the Operating Plan Targets with a number of “first of a time project” tracking close to the acceptable range. Berkeley Modular ILW Encapsulation Plant (MILWEP) was likely to miss its target due to grout consistency issues.
- Work Progress and Spending. The Rolling Programme of Decommissioning paper to be discussed later in the meeting requires Board approval with regards to the change to site specific strategies and the resulting change to site end dates. [Minute redacted – s22 Future Publication].
- Future Missions progress. An update was provided on the work being undertaken to transfer Dounreay site and business to the Company under a single licensee arrangement. It was noted that the Executive Team would be undertaking a review of the current draft MoC and an additional Stress Test would be undertaken to include the key stakeholders from the Company and DSRL, facilitated by [Minute redacted – s.40 Personal].

Gwen briefed the Board on Projects Lion and Vulcan and reported on the arrangements being made to support the NDA Group at the Annual Waste Symposium in Phoenix Arizona as part of a UK wide team. The Board noted the arrangements being made to reduce cost in

participating whilst being mindful of IP, export control and cyber security issues. The Board asked that that it receives feedback from the visit.

The Board:

NOTED the CEO Report.

NOTED that a team from Magnox would be attending the Waste Symposium in Phoenix in March 2022 and the arrangements being made to support the NDA.

Action 02/2022/001: *John Vickerman/ Mark Cooper to arrange a future Board session on the findings of the Employee Engagement Survey and the link to the Regeneration Plan*

Action 02/2022/002: *Gwen Parry Jones to provide feedback on the Phoenix conference in the next CEO update or earlier if appropriate.*

6. COO Report

Paul Winkle presented the COO report.

On safety, this continued to receive a high focus in the business with Safe Start Briefs being delivered during January to re-enforce personal responsibility and error prevention tools. Two TRIR events were reported in the last quarter with TRIR at 0.35.

With regard to high COVID-19 rates amongst staff arising from the Omicron variant, it was noted that significant amount of leadership time and focus had been expended to minimise the business impact resulting in all three GKTs (ILW, Asbestos and Trawsfynydd end state) were forecasting an outturn at or above “good”.

Reference was made to SGHWR and contingency arrangements were being considered following concerns raised on the viability of a key supplier. The Board would continue to be kept apprised on the situation should the position deteriorate.

[Minute redacted – s.43 Prejudicial Commercial].

The Board supported engagement of external consultants, Bloom International, to review the Company’s Commercial Function in the light of the changing nature of the Company and to support the development of an updated supply chain strategy.

Delivery of an improved business plan including resource loading coupled with clarity on the key leading and lagging metrics was fundamental to improving the delivery focus in the business. As part of the business planning process, a revised reporting pack was being developed with the intention of delivering a clear and concise golden thread of information through the business.

The priorities for the last quarter of 2021/22 include the drive towards delivery of a resource loaded business plan for the financial year; completion of the revised Operations and Programmes structures; and preparations to roll out a programme of behavioural safety training. It was noted that there was a significant ramp up in delivery and outturn for the final quarter 2021/22, Robert Fletcher asked whether there was confidence that the Company would be able to deliver the Plan for the year. Paul was confident that the Company would deliver, explaining that history had always pointed towards a ramp up in the final quarter. He hoped that with the development of the 3 Year Business Plan, the Company would be able to move away from the hockey stick profile.

Susan Jee commented on the 2022/23 milestone targets and asked when caution had been built into the targets given the potential difficulties of having resources in place to deliver them. In response Paul advised that work was underway to build in an element of caution into the targets given the real concern that there may not be the resources available. He explained that the Regeneration Plan would support how resources would be used more effectively and efficiently across the Company's operations.

Susan Jee thanked Paul Winkle for his report.

The Board **NOTED** the COO Report.

7. ESSHQ Report

Pam Duerden presented her report and highlighted the key points.

The Board noted that following demonstrable progress presented at a recent ONR CNSS level 3 meeting, the CS&IA ONR CNSS Inspector had confirmed approval to move Magnox CS&IA from Enhanced Regulation, back to Routine Surveillance. The Board congratulated Pam and her team on this significant positive step forward, noting that this was testament to the pace and focus in the past 2 years.

The Board discussed the Licence Application, Permit Transfers and Management of Change (MoC) for the Dounreay transition and in particular the need for the Board to be comfortable with the proposals and that they met the governance need of the Board. It was agreed that before the MoC was submitted to the Regulator as part of the application, the Board should have opportunity to comment on the proposed arrangements. Mark Cooper was asked to arrange a special meeting of the Board in early March to allow the Board opportunity to discuss the proposals in the MoC.

The Board **NOTED** the ESSHQ Report.

Action 02/2022/003: *Mark Cooper to arrange an additional Board meeting for the beginning of March 2022 to allow the Board the opportunity to focus on the future structure, accountabilities and familiarise itself with the Mx/Dounreay Management of Change.*

8. CFO Report

Gordon Frisby presented his CFO report and highlighted the key points.

The Board discussed the importance of the re-energising of IT in the Company given the lack of investment under the previous PBO regime and noted that the NDA was discussing its digital vision/strategy for the Group. Frank Rainford advised that the NDA Group Digital Vision was in draft and would be discussed at the NDA GLT in February 2022. He agreed to share the Group Vision/Strategy with Board members.

The Board **NOTED** that a process of updating procedures and controls to ensure that new draft delegations would be implemented, and Cabinet Office controls adhered to. A final proposal on the Draft Delegations would be presented to the next Board meeting for approval.

The Board **NOTED** the CFO Report.

Action 02/2022/004: *Frank Rainford to provide the NDA Digital Vision/Strategy for distribution to Board & Shadow Board members.*

9. Risk Management Key Priorities

[Minute redacted – s.40 Personal], PMO Director, introduced his paper which contained the top ten risks which were also reported to the NDA Quarterly Accounting Officer Review (AOR).

The Board discussed the subjective elements to the evaluation of the top 10 risks and the way in which risks were reviewed by the executive sponsors. It was reported that at the 9 November 2021 Board meeting, the Board agreed that 1 or 2 risks may be put forward for short discussion by the Board at the discretion of the Board Members. The Board's attention was drawn to Appendix C that includes 2 additional risks: Risk 2: Cyber Breach of Information Technology or Operational Technology being realised; and Risk 4: The requirement to undertake Vital Area Identification assessments.

The Board:

NOTED the contents of the Risk Management Key Priorities paper.

NOTED the risk appetite status of the key risks.

NOTED the key risk management activities planned in the next quarter (Quarter 1 2022/23).

NOTED the dashboard now included the two additional critical risks Cyber Breach of IT or OT being realised; and the requirement to undertake Vital Area Identification assessments and the key actions being taken.

Action 02/2022/005: [Minute redacted – s.40 Personal] and Mark Cooper to consider inclusion of "Opportunity" deep dives in the Board forward work plan.

GOVERNANCE

10. General Counsel & Company Secretary Reports

10.1 Litigation Report

Mark Cooper presented the Litigation Report, the content of which was **NOTED**.

10.2 Governance Update

Mark Cooper presented the Governance Update which provided an update to the Board activity undertaken by the Company Secretariat team since the last Board meeting. He referred to the proposal for the Board to approve in principle the Corporate Governance Framework which was a rewrite of PD-027, explaining that in obtaining approval in principle, this would set the baseline for the drafting of the Magnox/Dounreay Management of Change. Simon Haben commented on the need to make the Framework gender neutral and to include a "People" section under "What does the Board do?".

With regards to the appointment of a SID, it was agreed not to proceed with the appointment at this time, however this would be kept under annual review.

The Board:

NOTED the Governance Update

AGREED that it was *not* appropriate at this time to appoint a SID and would be kept under review annually.

Subject to the amendments suggested by Simon Haben, **APPROVED** in principle the rewrite, at Appendix 1, of Governance Standard PD-027.

AGREED that any Company Management System documents requiring Board approval between Board meetings would be sought in writing.

10.3 Register of Directors Interests

Mark Cooper presented the current Register of Director Interests that had been updated following correspondence between the Company Secretariate and individual Directors. Gwen Parry-Jones advised on an additional declaration which was noted.

The Board **NOTED** the declarations disclosed of each Board member and **AGREED** that the interests disclosed would not prevent the affected Directors from exercising their statutory duties.

10.4 Projects and Programmes Committee

Mark Cooper presented the proposal for the establishment of a Projects and Programmes Committee (P&PC). It was noted that the P&PC Terms of Reference (ToR) had been drafted taking into account the ToR of the NDA's Programmes and Projects Committee.

The Board:

APPROVED the P&PC ToR at Appendix 1 in the paper.

AGREED that the membership of the P&PC would comprise of three Non-Executive Directors (including a Committee Chair) and two Executive Directors.

APPOINTED the Chief Financial Officer and the Chief Operating Officer as the Executive Directors on the Committee.

AGREED that the selection of the Committee Chair and the additional two Non-Executive Directors members would be delegated to the Magnox Chair following consultation with the Non-Executive Directors and the Chief Executive.

11. Investment Review Panel Governance Process Update

The Chief Financial Officer provided an update to the Board in respect of the ongoing discussions and review of the Investment Review Panel (IRP) governance process and structure, which was set on in Appendix A of the 'Project Sanctions' paper at 12 on the agenda.

12. Project Sanctions

Gordon Frisby presented the matters that required the Board's sanction or endorsement, as detailed in the supporting papers.

The Board:

NOTED the content of the Project Sanctions paper.

ENDORSED the IRP's approval of the Dungeness Boilers & Ancillary Plant Removal Project's Outline Business Case (OBC) for onward submission to the NDA Group Investment Committee (GIC) for sanction progression to NDA Board and HMG Panels (Key Point 2 & Appendix B – OBC). Frank Rainford recommended that reference to ECA rating Green/Amber should be placed prominently on the first page of the OBC.

ENDORSED delegation to the IRP for the following projects set out in section 4 of the paper:

1. Trawsfynydd Reactor Safestores Weather Envelope Project.
2. Berkeley Blower House Remediation - Asbestos Removal and Demolition.

3. DAR Framework Award. Delegation was approved on the basis that the IRP would provide updates to the Board at subsequent Board meetings and that any matters of concern identified at IRP should be referred to the Board.

AGREED that the Trawsfynydd RPoD (Sub Programme) SOC set out in section 4 of the paper would require Board endorsement at the 12 May 2022 Board meeting.

13. Shadow Board Feedback

[Minute redacted – s.40 Personal], Site Integrator Manager, Dungeness Site and member of the Shadow Board presented the Shadow Board report. He thanked the Board for allowing access to the Board pack and noted that some of the contributors to the Board pack had used the Shadow Board team to review and provide feedback on draft versions of their reports in advance which was beneficial to all involved. [Minute redacted – s.40 Personal] commented on the proactive approach the Shadow Board could have in support of the business with a focus on communication and stakeholder engagement and highlighted areas that the Shadow Board felt they could help.

Susan Jee thanked [Minute redacted – s.40 Personal] and the members of the Shadow Board on behalf of the Board for their report. The Board welcomed the change in emphasis of the report and being able to utilise the Shadow Board as a focus group for obtaining considered responses.

Action 02/2022/006: *Mark Cooper to arrange for the Executive Director who had attended the Shadow Board in support of the Shadow Board discussion to attend the Board meeting when the Shadow Board Feedback is provided.*

14. Nominations & Remuneration Committee (N&RC) Chair's Report

Simon Haben, Chair of the N&RC provided a verbal report of the work of the Committee held on 18 January 2022.

The Board **NOTED** the N&RC Chair's report.

15. Audit, Risk, Ethics and Assurance Committee (AREAC) Chair's Report

Susan Jee reported on the topics discussed at the meeting of the AREAC on 18 January 2022 by reference to the supporting paper. Reference was made to the work being done to address spend of an 'unusual nature'. It was felt that the new Code of Conduct would provide an opportunity to reset attitude to this area and that an action was agreed for the Head of Internal Audit and Head of Finance to identify examples of 'unusual spend' and work with Communications to include these in the Code of Conduct Communications. With regard to employees and contractors' employees signing up to the Code of Conduct, consideration would need to be given to how this could be accomplished.

The Committee had undertaken a deep dive of Reputational Risk. The Board noted the number of areas identified in discussion for further development.

The Board **NOTED** the Audit, Risk, Ethics and Assurance Committee Chair's report.

16. Safety, Security, Health & Environment Committee (SSHEC) Chair's report (8/9 September 2021 meeting)

Peter Webster, Chair of the SSHEC provided an update to the Board and noted that the full minutes from the Committee meeting had been made available on the Board portal. The

Board discussed the content of the report noting the excellent site performance and successes at Harwell and the view of the Committee that Harwell should be the standard that other sites aspire to and that there were some initiatives that other sites across the estate would be able to emulate.

The Board **NOTED** the Safety, Security, Health & Environment Committee Chair's report.

Lawrie Haynes joined the meeting and took the Chair.

17. Minutes of the Meetings held on 8 and 9 November 2021

The minutes of the Board meetings held on 8 and 9 November 2021 were **APPROVED**, and the Chair authorised Company Secretariat to apply his electronic signature to them.

18. Actions Log

The General Counsel and Company Secretary presented the Actions Log and proposed that all Actions highlighted in green be closed.

The Board **NOTED** the progress and status of the actions and **AGREED** that all actions highlighted in green were now closed.

STRATEGY

19. Magnox 3-year Business Plan 2022/25, Magnox Annual Budget 2022/23 and LTP progress update

Gordon Frisby briefed the Board on the current draft of the Magnox 3-year Business Plan 2022/25, Annual Budget 2022/23 and LTP Progress update. Further work and inputs were required to finalise plans, targets and agree work priorities. Funding had been confirmed for the first year 2022/23, but subsequent years were pending. Gordon advised that the NDA planning cycle required targets to be agreed by mid-February in time for submission to the NDA in March 2022.

Gordon commented on the key points within the plan:

- The Plan was constrained by resource availability in year 1. This meant that actual spend in year 1 would be reduced from £513m to £505m. Years 2 and 3 may be funding constrained and was dependent on the outcome of 2022/23 and may mean that for years 2 and 3 funding would not increase over the agreed funding for 2022/23.
- The Plan had been based on 2,781 FTEs in the business with an additional 488 vacancies identified, 373 new roles and 115 backfill, which would take the FTE to 3,269 at the end of the three-year business plan period. It was necessary that the level of new roles needed additional scrutiny and the rate of recruitment would need further review as it was considered unrealistic. 47% of the identified vacancies are in Programmes, 46% at Sites with the balance in Functions.
- An initial 10 operating targets, including 3 Group Key Targets had been drafted and submitted to NDA for discussion. It was proposed to create multi-element targets that allow for measurement across the whole portfolio of work and locations. Other objectives,

functional and delivery, would need to be consolidated in a strategy house to enable the workforce's individual goals to be aligned to the overall company's strategic direction.

- Functional spend increases against current year actuals, however the amount was approximately equivalent when compared to original agreed budget for the 2021/22. Additional one-off costs would need to be added to the Plan relating to Regeneration, Future Missions, and some specific costs to replace obsolete EHSSQ equipment.

The Plan was discussed. Several comments were made by way of suggestions in the development of the draft Plan before submission to the NDA.

- Workforce planning was important to the success of the Plan and consideration would need to be given to all options available to support headcount resourcing, including provision through "make" versus "buy" based on the Company's ability to recruit and on-board employees.
- Importance of investment in radiological equipment to enable safe decommissioning work on the sites.
- Consider the inclusion of a "People Engagement" target to the 10 targets already identified.
- The need to understand direct and indirect overheads and whether function spending was at the right level or required streamlining.

The Board **NOTED** the following:

- The Plan was resource constrained for 2022/23 and may be funding constrained for 2023/24 and 2024/25.
- A decision would be needed to defer work or consider the affordability of starting work due to not having resources at the right time and / or the impact of outyear funding constraints.
- Spend plans for the new financial year were likely to be lower than the current roll-up of (not inflation adjusted) of £513m (22/23), £524m (23/24), and £536m (24/25) as shown in the paper as resource plans were refined.
- The plan includes a significant amount of recruitment over the three-year period however this required further review. It would be the intention to undertake significant recruitment to support delivery of the mission.

Action 02/2022/007: *Gwen Parry-Jones and Gordon Frisby to include as part of the 3 Year Plan submission to the Board in May additional details on the direct and indirect overheads that support the business plan.*

20. Rolling Programme of Decommissioning

Gordon Frisby and Andrew Forrest, Chief Technical Officer, presented the paper that set out proposals for: (i) the adoption a Rolling Programme of Decommissioning Strategy; and (ii) communication of the resulting Magnox End Dates and Lifetime Cost. This followed a previous briefing on 21 July 2021 at which the Board confirmed in-principle the change of strategy from a Care and Maintenance (C&M) Strategy to site specific strategies.

The Board noted that the change in strategy also requires NDA and HMG approval. [Minute redacted – s.43 Prejudicial Commercial]

Following discussion and further consideration, the Board confirmed its in-principle decision reached in July 2021 regarding the change in strategy to one of site-specific strategies and a

rolling programme and approved the change to key milestone dates, subject to understanding the sanction process that would need to be undertaken by the NDA.

The Board recognised the main benefits to the Business Case namely:

- it has the potential to reduce lifetime costs (real terms) [Minute redacted – s.43 Prejudicial Commercial] ;
- by bringing forward final reactor dismantlement and site clearance, it will improve site safety conditions, provide improved financial certainty and release sites earlier for potential re-use supporting net zero – opportunities which are lost if the facilities are left to degrade over several decades under the C&M model;
- the social value investment into local communities and supply chain will broadly sustain several thousand jobs directly and indirectly beyond the end of this decade, contributing to levelling up and enable UK export opportunities; and
- it will help to de-risk the overall programme by ensuring that skills and critical knowledge to complete the decommissioning are retained.

Overall the Board believes that the change in strategy supports best value for the UK taxpayer whilst minimising risk and supporting key UK policy objectives.

The Board:

CONFIRMED the change in strategy to one of site-specific strategies and a rolling programme.

AGREED the change to key milestone dates, subject to understanding the sanction process that would need to be undertaken by the NDA.

Action 02/2022/08: *Gwen Parry-Jones and Gordon Frisby to clarify with the NDA Group Chief Financial Officer, how the paper would navigate through the NDA & Government approval process.*

21. Future Missions Update

Nigel Houlton, Future Missions Director provided an update on Future Missions which included an update on the Company's strategic relationship with EDF.

Reference was made to the future decommissioning funding of the AGR stations and the requirement that the funding came from one source noting that this was a critical issue for the Company that needed resolving by the NDA and BEIS.

Regarding the Company's strategic relationship with EDF and the direction of travel, the Chair commented on the need for a simple focus on doing what was right for the British taxpayer. He felt it was important that should the NDA think differently, then this should be communicated to the Board. The relationship with EDF should be managed by the NDA.

The Board discussed the Management of Change (MoC) process being undertaken. Susan Jee reported on the earlier discussion noting that a Special Board meeting would be arranged in early March to allow the Board opportunity to discuss the proposals in the MoC so that it was comfortable that the proposals met the governance needs of the Board with clear lines of accountability and responsibility. The Board had heard earlier in the meeting that a stress test session was being undertaken on 3 February 2022 on the proposed transfer to consider accountabilities and responsibilities. The Board reinforced the importance that there are clear lines of accountability and responsibility for safety. The Chair asked the EHSSQ Director to

take into consideration the relevant findings of the Haddon-Cave report from the Nimrod Inquiry as part of the analysis. It was noted that Project Vulcan would not impact on MoC at this time and would be dealt with once a decision was reached on its future.

The Board **NOTED** the Future Missions Update and the update on the Company's strategic relationship with EDF

Action 02/2022/009: *Nigel Houlton to provide to the Board, following the Dounreay stress test session (Thursday 3 February 2022), a copy of the paper that went to the session together with outcomes from the session.*

22. Magnox Code of Conduct update

John Vickerman, Human Resources Director and [Minute redacted – s.40 Personal], Culture EDI Consultant, presented the Magnox Code of Conduct that had been developed to reflect the Company's workforce and the principles contained in the Company's Standards and Policies, in collaboration with key stakeholders including Board members, Trade Union partners and relevant departments in the Company. It was noted that the Code content had been finalised and was being distributed in print and through digital media across the Company, having had prior sign off by the Executive in November 2021.

The Board **ENDORSED** the approach and timing of the roll out of the Magnox Code of Conduct.

23. Any Other Business

The Board endorsed that the main theme for the Company for 2022/23 was Simplification (as part of the Regeneration Plan).

The Chair referenced the May meetings and the current proposal that a strategy session would be held on the morning of 13 May 2022 following the Board on 12 May 2022. The meetings would be held at Wylfa.

The Chair invited [Minute redacted – s.40 Personal] to provide his feedback on the operation of the Board. [Minute redacted – s.40 Personal] was impressed with the professional and business-like approach to the meeting. He enjoyed the experience and thanked the Board for allowing him to attend. The Chair thanked [Minute redacted – s.40 Personal] for his comments and that of the Shadow Board and asked him to relay the Board's appreciation of their feedback.

Close

There being no further business, the Chair closed the meeting at 16.30.

SIGNED

[Minute redacted – s.40 Personal]

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Chair

Magnox Limited Board Meeting, 01 February 2022

Attendance List

Members		
Name	Title	Items attending
Lawrie Haynes (LH)	Chair	17 – 23 (inclusive)
Simon Haben (SH)	Independent Non-Executive Director	All
Susan Jee (SJ)	Chair of the meeting	1 -16 (inclusive)
	Independent Non-Executive Director	All
Peter Webster (PWB)	Independent Non-Executive Director	All
Robert Fletcher (RF)	Independent Non-Executive Director	All
Frank Rainford (FR)	NDA Non-Executive Director	All
Paul Vallance (PV)	NDA Non-Executive Director	All
Gwen Parry-Jones (GPJ)	Chief Executive Officer	All
Gordon Frisby (GF)	Chief Financial Officer	All
Pam Duerden (PD)	EHSSQ Director	All
Paul Winkle (PW)	Chief Operating Officer	All

Attendees		
Name	Title	Items attending
[Minute redacted – s.40 Personal]	EHSSQ Manager, Oldbury/Berkeley Site	Item 4 only
Mark Cooper (MC)	General Counsel & Company Secretary	All
Andrew Forrest (AF)	Chief Technical Officer	Items 1-9 and 19-23
Nigel Houlton (NH)	Future Missions Director	Items 1-9 and 19-23
[Minute redacted – s.40 Personal]	Culture EDI Consultant	Item 22 only
[Minute redacted – s.40 Personal]	Programme Management Office Director	Item 9 only
[Minute redacted – s.40 Personal]	Deputy Company Secretary	All
[Minute redacted – s.40 Personal]	Solicitor on secondment (External)	All
John Vickerman (JV)	Chief People Officer	Items 1 – 9, 14, 19 – 23 only

Observers/Presenters		
Name	Title	Items attending
[Minute redacted – s.40 Personal]	Executive Support	Items 1- 9, 10.4 – 13, 15 – 23
[Minute redacted – s.40 Personal]	Executive Support	Items 1- 9, 10.4 – 13, 15 – 23

[Minute redacted – s.40 Personal]	Site Integration Manager, Dungeness Site	Items 1- 9, 10.4 – 13, 15 – 23
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