

RADIOACTIVE WASTE MANAGEMENT LIMITED
(the "Company")

Minutes of the 4th meeting of the directors of the Company
held at NDA's offices, Building 587, Curie Avenue, Harwell, Oxford OX11 0RH and (via
videoconference) at Herdus House, Westlakes Science and Technology Park, Moor Row,
Cumbria CA24 3HU on 14th May 2014 at 10.00 a.m.

PRESENT:

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| Dr Adrian Simper | (Chairman) |
| Mr Bruce McKirdy | (RWM Managing Director) |
| Mr Alun Ellis | (RWM Science and Technology Director) |
| Professor Charles Curtis | (Independent Non-Executive Director) |
| Mr Claes Thegerstrom | (Independent Non-Executive Director) |
| Professor Melanie Brownridge | (NDA nominated Non-Executive Director) |
| Mr Jon Phillips | (NDA nominated Non-Executive Director) |

IN ATTENDANCE:

RWM HSSE Director
Acting GDF Siting Director
RWM Head of Campaigns (to agenda item 4 inclusive)
RWM Communications Contract Support (to agenda item 4 inclusive)
RWM Company Secretary

1 NOTICE AND QUORUM

- 1.1 The Chairman reported that, notice having been given to all directors of the Company, a quorum was present. Apologies for absence were received from Rob Higgins.
- 1.2 The Chairman reminded the directors of the need to consider their general duties, including those contained in the Companies Act 2006, in considering such matters.

2 CHAIRMAN'S INTRODUCTION

- 2.1 The Chairman welcomed the attendees to the meeting. It was noted that there is no monthly report due to the timing of this meeting. The focus of the meeting is the workshop for agenda items 3 and 4.

3 RWM COMMUNICATIONS STRATEGY

- 3.1 The RWM Managing Director introduced the RWM Communications and Engagement Strategy, which has been prepared in support of RWM's mission to deliver a geological disposal facility and provide radioactive management solutions. Based on the mission statement the overall purpose of RWM can be described as delivering solutions for higher activity waste. To do that effectively, RWM need to be recognised as trusted experts.
- 3.2 To deliver a geological disposal facility, RWM need to work closely with DECC on implementation of the new siting process. The RWM and DECC objectives around the siting process are complementary but the RWM primary focus is to attract potential communities into the process.
- 3.3 To provide radioactive waste management solutions RWM need to work constructively with waste producers. This requires RWM to be seen as an "enabler" not a "pseudo-regulator". This gives rise to the three objectives outlined in the paper.
- 3.4 It was proposed that the name of the paper was amended to RWM Communications Strategy to reflect the fact it is an internal document and other products will flow from it.

A Public Stakeholder Engagement Policy will exist as an external facing document. The Board requested sight of the overall hierarchy of documents which will support the Communications Strategy.

- 3.5 The document has been shared with DECC. A combined RWM and DECC strategy for geological disposal will be taken to the Geological Disposal Programme Board. The Board agreed it was beneficial to have a combined strategy.
- 3.6 The Board commented on the Communications Strategy and questioned whether the structure could be improved, for example, it could include where the organisation is today. There was a discussion around the technical assumptions which should be further reflected in the Communications Strategy to recognise the relationship between social and technical needs.
- 3.7 The Board reflected on the comment that the “strongest message is in what we do”, i.e. that RWM will communicate most strongly by how it acts. The Communications Strategy should better capture the UK nuclear legacy and how it supports the business objectives of RWM.
- 3.8 It was agreed that a better separation was required between “the business” and “geological disposal – the project”. Both need branding and communications. The emphasis of the mission statement should be changed to read “to provide RWM solutions including a geological disposal facility”. It is imperative that the Strategy is clear on which are RWM challenges and which sit with the NDA or DECC, in terms of policy and implementation. The document will also be updated to deal more explicitly with interim storage arrangements.
- 3.9 The Board noted the Report. An updated paper will be taken to the June meeting for approval.

4 DISCUSSION OF RWM VALUES AND IDENTITY

- 4.1 The RWM Head of Campaigns and the RWM Communications Contract Support gave a presentation on Brand Identity development, in which was covered the need for a new brand and an overview of the work undertaken so far, particularly the workshop held with RWM staff. NDA and SLC values were also reviewed. It was noted that the fact that RWM is a specialist organisation is separate from the Government and nuclear industry is very reassuring to stakeholders.
- 4.2 The conclusions of the research were presented in a Brand Chart. The Board commented on the key values and what they thought the brand should convey. A number of words were suggested as being associated with the organisation RWM wants to be. Likewise, the Board suggested words which should not be associated with RWM.
- 4.3 The Board discussed whether safety should be reflected in the Brand or whether this automatically raises the question of whether the RWM mission is unsafe. It was agreed that generic terms should be avoided and that the brand must be meaningful so it can be constructively used in a business environment.
- 4.4 The Board noted the update. A paper will be taken to the June meeting for discussion and October for approval.

5 REGISTER OF DIRECTORS' INTERESTS

- 5.1 The Chair introduced the process of approving the Register of Directors' Interests. A number of directors, having noted the interests raised by others, required further input into the document.
- 5.2 The Company Secretary shall re-circulate the Register of Directors' Interests for the directors to amend as necessary.

6 AOB

- 6.1 The RWM Managing Director provided feedback from the Geological Disposal Programme Board Meeting. There was a paper on DECC plans to launch the White Paper, possibly at the LGA conference in July. The next version of the White Paper is expected soon and will be circulated to the Board. A paper on the RWM role in engagement will also be circulated.
- 6.2 The RWM HSSE Director provided a presentation on the Management of Regulatory Findings. This set out the various aspects of regulatory scrutiny and the three categories of outputs provided (advice, recommendations and regulatory issues resolution process). The RWM HSSE Director outlined the management of findings within RWM and noted the encouragement for advice to be recommendations, where appropriate, which are easier to capture and address. The main routes for keeping the Board informed were summarised.
- 6.3 The RWM HSSE Director provided feedback on the initial findings from the interviews held with Regulators in April. Positive feedback included the mix of experience and expertise on the Board, evidence of the increasing level of challenge and that the Board recognises where it needs to be. It is aware of the need for transition from transactional to strategic. Development points included that there are no clear values for the organisation (but these are being developed and the wider NDA values have been implemented by RWM) and the time available for the Board to discuss strategic requirements (work is underway to achieve this).
- 6.4 The final report will be provided to the Board in due course. The Regulators thanked all involved for being honest and constructive.

7 MINUTES AND ACTIONS

- 7.1 The Board approved the minutes of the third meeting of Radioactive Waste Management Limited on 24th April 2014, subject to one minor amendment in paragraph 3.8. The Chair will sign the minutes in due course.
- 7.2 An updated actions list is attached.

8 DATE OF NEXT MEETING AND 12 MONTH LOOK AHEAD

- 8.1 The next meeting will take place on 25th June 2014.
- 8.2 The Board reviewed the Meeting Calendar for the next two meetings and discussed the movement of certain items between meetings. The June meeting should include a discussion on the launch of the White Paper, scheduled for July. The July meeting should include arrangements for the September site visit.
- 8.3 There being no further business, the Chairman declared the meeting closed.

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Chairman