

**BOARD**

March 26, 2025  
Meeting No. 2025-2

**MINUTES  
OF THE MEETING  
OF THE BOARD OF DIRECTORS OF THE  
NUCLEAR WASTE MANAGEMENT ORGANIZATION (NWMO) /  
SOCIÉTÉ DE GESTION DES DÉCHETS NUCLÉAIRES (SGDN)**

**convened in Toronto, ON  
on March 26, 2025  
commencing at 12:30 p.m. EDT**

Present

Glenn Jager	Chair
Lesley Gallinger	Director
Sean Granville	Director
Josée Pilon	Director
Subo Sinnathamby	Director
Beth Summers	Director
Laurie Swami	Director, President & CEO
Sean Willy	Director (virtual)

Staff in attendance:

Chris Boyle	VP & Chief Engineer (item 7)
Lisa Frizzell	VP, Communications (items 11 & 13)
Dakota Kochie	Director, Government & External Relations (item 11)
Monica Kumar Dhoat	Manager, Board Services (items 1-15)
Joe Heil	VP Indigenous Relations & Strategic Programs (items 13-15)
Leigh Ann Layno	VP Human Resources & Chief Ethics Officer (items 1-3)
Rafi Majeed	Senior IT Consultant (item 12)
Jeff Quick	Chief Financial & Risk Officer (items 6 & 13)
Doug Taylor	VP & General Counsel & Board Secretary (items 4-15)
Christina Van Drunen	Senior Director, Operations (item 12)
Allan Webster	VP, Regulatory Approvals (item 7)
Derek Wilson	Chief Operating Officer (items 7 & 12)

Guest:

David Cameron	Chair, NWMO Advisory Council (item 8)
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1. Constitution of Meeting / Approval of Agenda

Notice of the meeting having been given to all of the Directors of the Company in accordance with the by-laws and a quorum being present, the Chair declared the meeting duly constituted for the transaction of business and called the meeting to order at 12:31 pm EDT. The agenda was approved as written.

The Chair provided introductory remarks and an Indigenous Land Acknowledgement.

2. Consent Agenda (*In Camera*)

The Board reviewed and approved the Consent agenda *in camera*.

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3. Report from the Human Resources, Compensation & Governance Committee (HRCG) Meeting

The HRCG Committee Chair reported on key discussions *in camera*.

4. Safety Moment

The remaining Officers of the Corporation joined the meeting and were asked if they had any conflicts of interest or related party transactions to report – none were declared.

In her safety moment, Josée Pilon provided the Board with some cycling safety tips for motorists.

5. President's Update

The President provided Directors with an update on recent NWMO activities focusing on:

- Progress on the regulatory approvals strategy in preparation for the Initial Project Description (IPD) submission later this year. Management remains in active discussions with the Impact Assessment Agency of Canada (IAAC) and the Canadian Nuclear Safety Commission (CNSC) to clarify project scope, timelines, and the potential expansion of Indigenous consultation communities, particularly along the transportation route. NWMO continues to advocate for a more focused and efficient assessment process, supporting a transition to a CNSC-led regulatory approach.
- Establishment of the Hosting Agreement Implementation Committees with both Wabigoon Lake Ojibway Nation (WLON) and The Township of Ignace.
- The execution of the early organizational change plans.
- Implementation of wind-down activities in the South Bruce area.
- Engagement with the CNSC President, including an invitation to participate in the Board's Strategic Planning session in October.

6. Report from the Project Oversight Committee

The Chair of the Project Oversight Committee reported on the Committee's discussions including:

- An overview of the NWMO health, safety, security and environment performance to the end of February 2025.
- The strategy that has been developed to "get to success" in the regulatory decision-making processes and the potential implications of a change in the Federal government.
- The evolution of key technical assumptions supporting the 2026 Lifecycle Cost Estimate.
- A presentation on the latest developments in China's High Level Waste management program.

The Project Oversight Committee Chair also reported on *in camera* discussions.

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7. Report from the AFR Committee

The AFR Committee Chair reported on the Committee discussions including:

- The annual full review of business risks including Managements' continuous and effective risk mitigation efforts.
- An update on the Lifecycle Cost Estimate and the areas Management is looking to improve to reduce costs.
- An update from the Pension Management Committee including an annual Investment Manager Performance Review.
- An update from the Internal Auditor.

The AFR Committee Chair also reported on *in camera* discussions.

8. Advisory Council Chair's Report

The Chair of the Advisory Council noted that this was the first meeting of the newly constituted Council and had welcomed Lance Fugate as the appointed representative from Wabigoon Lake Ojibway Lake (WLON). The Chair provided a summary of key discussions held during the March 24, 2025 meeting including the following highlights:

- A review of the Council's statutory responsibilities and mandate, along with the content of future meetings as prescribed by the standard agenda.
- An update on the implementation of the Reconciliation Policy, including a meaningful discussion on the concept and importance of "economic reconciliation".
- A discussion on the timing and preparation of the Council's annual letter to the Minister of Energy and Natural Resources.

The Chair also reported on some *in camera* discussions.

9. Draft Annual Report of Directors to Members

The Board was presented with the draft Report of Directors and invited to provide any feedback or suggested additions in advance of the June 2025 meeting.

10. Legal Update

The Board was updated on key legal developments *in camera*.

11. Communications and Government Relations (*In Camera*)

This item was discussed *in camera*.

12. NWMO Digital Strategy (*In Camera*)

This item was discussed *in camera*.

13. Tariff Risk Update

Management identified the areas of the business being closely monitored further to the introduction of the United States / Canada tariffs.

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14. Update on Implementing Reconciliation Policy

The Board received an update on the implementation of the Reconciliation Policy, including the planned actions for 2025 under the Three-Year Reconciliation Strategy. This work will involve fostering a deeper, organization-wide understanding of the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). As a likely leader in implementing these Calls to Justice, NWMO is committed to approaching this work with care and intention, in addition to other key actions outlined in the strategy.

The Board discussed and Management agreed to develop a position paper to guide NWMO's role in addressing friction between First Nation communities (\*).

15. Upcoming Meetings of the Board

The upcoming meeting scheduled was provided to the Board.

16. In Camera Session

The Board held an *in camera* session.

Conclusion of Meeting

There being no other business, the Chair declared the meeting terminated at 4:14 pm.

\* Denotes actions to be taken.



Glenn Jager  
Chair

28 Jun, 2025 8:00:41 PM EDT



Doug Taylor  
Board Secretary

21 Jul, 2025 3:10:53 PM EDT