

BOARD

June 18, 2025

Meeting No. 2025-3

**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 June 18, 2025
commencing at 11:00 a.m. EDT**

Present

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

Honourary Observer

Cheryl Edwards	Wabigoon Lake Ojibway Nation (items 4-13)
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Staff in attendance:

Chris Boyle	VP & Chief Engineer (items 4-13)
Lisa Frizzell	VP, Communications (items 4-13)
Dakota Kochie	Director, Government and External Relations (item 12)
Monica Kumar Dhoat	Manager, Board Services (items 1-13)
Joe Heil	VP Indigenous Relations & Strategic Programs (items 4, 13)
Leigh Ann Layno	VP Human Resources & Chief Ethics Officer (items 1-13)
Jeff Quick	Chief Financial & Risk Officer (items 4-13)
Doug Taylor	VP & General Counsel & Board Secretary (items 4-13)
Allan Webster	VP, Regulatory Approvals (items 4-13)
Derek Wilson	Chief Operating Officer (items 4-13)

Guests:

Donald Obonsawin	Vice Chair, Advisory Council (item 9)
Richard King	Osler, Hoskin & Harcourt LLP (item 11)
Pat Beauchamp	Hill & Knowlton (item 12)

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 11:01 a.m. EDT. The agenda was approved as written.

The Chair provided introductory remarks.

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2. Consent Agenda (*In Camera*)

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

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

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.

The Chair provided a Land Acknowledgement.

In his safety moment, Sean Willy spoke to the Board about the risks of digital distractions and shared strategies for staying safe and focused.

5. President's Report

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

- Continued momentum on key organizational initiatives, including the launch of the Collaborative Contracting Model (CCM) with five partner companies.
- The steady progress on the regulatory process. The team remains focused on being submission-ready, pending any further regulatory developments.
- The launch of public consultation on the siting process for intermediate and high-level waste, with a focus on clear communication to avoid confusion with the APM project.
- Internal HR changes, including role transitions and organizational improvements.
- Key insights from NWMO's visit to Germany for the EDRAM conference and site tours, which underscored the social and technical complexities of waste disposal.
- Engagements with sector leaders to discuss industry developments.

The President reported that NWMO's siting team received the John S. Hewitt Team Achievement Award in recognition of their outstanding engagement with communities in northwestern and southern Ontario. The Board also extended its congratulations to NWMO's President and CEO on receiving the Ian McRae Award, which recognizes significant leadership in advancing nuclear energy in Canada.

The Chair of the HRCG Committee reflected on her eight years of service with NWMO, expressing gratitude for the opportunity to serve and emphasizing the privilege and responsibility of supporting a commitment to Canadians. She acknowledged the integrity and dedication of Management, the CEO, and the Board. The Board Chair, the President & CEO and Management thanked her for her leadership, contributions, and longstanding commitment.

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6. Report from the AFR Committee

The AFR Committee Chair reported on the Committee discussions including:

- The financial results for the April 30 year to date period.
- An update on from the Pension Management Committee including a review of the pension plan financial dashboard.

The Board reviewed and, on the recommendation of the AFR Committee, approved the Organization Authority Register (OAR) update.

IT IS HEREBY RESOLVED THAT:

On the recommendation of the AFR Committee, the Board of Directors approves the revisions to the Organizational Authority Register as proposed.

The motion was made, seconded and unanimously passed.

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

7. 2026-2030 Draft Business Plan and Budget (*In Camera*)

This item was discussed *in camera*.

8. Report from the Project Oversight Committee

In the absence of the POC Chair, a POC Committee member reported on the Committee discussions including:

- An overview of the NWMO health, safety, security and environment performance to the end of May 2025.
- An update on the engineered barrier system (EBS) innovation highlighting the technical progress and cost estimates.
- A briefing on the strategy for regulatory success and parallel efforts to build support from additional Indigenous communities ahead of the impact assessment.
- An overview of the key projects in NWMO's formal Project Portfolio.

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

9. Advisory Council Chair's Report

The Vice-Chair of the Advisory Council reported on some of the discussions at the meeting held on June 16, 2025 including the following:

- The recent government and regulatory changes, emphasizing the importance of maintaining momentum with siting communities and advocating for NWMO's inclusion on the Bill C-5 national projects list
- The presentation of the latest polling data by Pat Beauchamp of Hill & Knowlton.
- The Council's annual letter to the Minister of Energy and Natural Resources and the start of work on the 2023–2025 Triennial Report.

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

10. Preparing for the Annual General Meeting (AGM) of the Members

In preparation for the upcoming AGM, Directors reviewed NWMO's plan to refresh its governance in response to changes in the nuclear waste landscape.

11. Legal Update (*In Camera*)

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

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

This item was discussed *in camera*.

13. Indigenous Relations Update (*In Camera*)

This item was discussed *in camera*.

14. *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 2:54 p.m.

* Denotes actions to be taken.



Glenn Jager 8 Oct, 2025 9:04:36 PM EDT
Chair



Doug Taylor 15 Oct, 2025 1:08:20 PM EDT
Board Secretary