

# ROADMAPS TO NEW NUCLEAR: INTERNATIONAL CONFERENCE ON EXCELLENCE IN NUCLEAR CONSTRUCTION

18-19 June 2025  
London, United Kingdom





# Background information

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## Global momentum for nuclear new build

The 2023 Declaration to Triple Nuclear Energy by 2050, now signed by 30 countries, will require the deployment of more than 20 GWe per year of new installed nuclear capacity from 2030 to 2050 – a level of expansion that was last seen during the construction of the existing nuclear fleets in the 1970s and 1980s.

Driven by climate change mitigation objectives, energy security concerns and growing electricity demand from industrial end-users, plans for nuclear new builds are trending globally. Countries such as Argentina, Bulgaria, Canada, Czechia, Finland, France, Hungary, Italy, Korea, the Netherlands, Poland, Romania, the Slovak Republic, Slovenia, Sweden, Türkiye, the United Kingdom and the United States are setting ambitious goals for new nuclear energy. In 2024, new large-scale reactors were connected to the grid in France, India, Korea, the United States and the United Arab Emirates, further demonstrating the global nature of this expansion.

## The challenge of construction risks in nuclear projects

Against this backdrop, recent nuclear construction projects in OECD countries have been, in most cases, marked with significant delays and costs overruns. Whilst some of those challenges could be partly attributed to the difficulties inherent with the deployment of first-of-a-kind reactor designs, they revealed structural challenges across the OECD nuclear supply chain in terms of project management, contractual practices and overall delivery strategy. This is resulting in nuclear new build being perceived as high-risk construction projects where such delays and costs overruns are the norm, not the exception. These construction risks not only have impacts on project timelines and costs, but also influence key stakeholders' confidence, including investors, utilities, prospective end-users, and society more broadly. Mitigating these construction risks is therefore one of the key challenges that governments and industry in OECD countries have to address in order to deliver on their objectives for nuclear new builds.

## Towards a practical understanding of the drivers of nuclear project outcomes

To address these issues, the Nuclear Energy Agency (NEA) is organising the first International Conference on Excellence in Nuclear Construction in London, United Kingdom. This event will bring together not only leaders from the nuclear industry, but also key stakeholders along the nuclear value chain, with a particular emphasis on engineering, procurement and construction (EPC) companies that play a central role for the delivery of nuclear energy projects. Unlike traditional discussions that focus on financing and market conditions, this conference will take an engineering-first approach, exploring the organisational, contractual, and cultural factors that shape project outcomes.

Discussions will address such key challenges as how leadership and frameworks, as well as national conditions and social contracts, influence outcomes of nuclear construction projects. Sessions will examine workforce and industrial culture, highlighting how contracting structures and incentive systems impact efficiency and project success. The event will examine the promises and risks of modularisation and innovation, examining why anticipated benefits often fail to materialise and what barriers must be overcome. For all these themes, the event will not only build on insights from recent and ongoing nuclear projects, but it will also provide insights from other infrastructure “megaprojects.” Finally, the conference will consider global trade reorganisation and shifting geopolitical landscapes, assessing their implications for supply chains, procurement and construction strategies.

This conference will provide a platform for practical, solutions-driven dialogue on making nuclear construction faster, more predictable, and more cost-effective through engineering and project execution improvements.

# Programme – 18 June (Day 1)

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Arrival and check-in – 8:00-9:00 a.m.

## Opening remarks

- 9:00  
(20 min)
- UK Government
  - Diane Cameron, Head of the Division of Nuclear Technology Development and Economics, Nuclear Energy Agency

## Worksite workforce management and culture

- 9:20  
(60 min)
- Nuclear construction sites bring together many teams from different organisations, with their own expertise, work methods, and culture. The ability of leaders and managers to blend a multitude of teams together, representing thousands of employees, to create the right work culture onsite directly impacts overall project outcomes. Effective contracts and incentives are part of the solution, but in the end, the success of construction projects is about people management. This session will delve into the people and team management challenges that can impact project outcomes.

**Session chair:** Lynne Matthews, National Skills Strategy Advisor, EDF

### Panellists:

- Charlotte Brumpton-Childs, National Officer, GMB Union
- Dr Sarah Williamson, Programme Director, Laing O'Rourke
- Roberta Patterson, Director of Human Resources, Southern Nuclear
- Callum Thomas, Chief Executive Officer, Thomas Thor

- 10:20  
(30 min)
- Coffee break

## Fireside chat – Leadership and the social contract

- 10:50  
(30 min)
- Public perception of nuclear energy influences every aspect of a project, from workforce availability and supply chain partnerships to financing, policy, and regulation. This fireside chat will explore the role of leadership in reshaping nuclear's reputation and strengthening its relationship with workers, suppliers, and the broader public.

**Speaker:** Julia Pyke, Joint Managing Director, Sizewell C

**Moderator:** Valérie Faudon, Director General, French Nuclear Energy Society

## Digital innovation for managing construction

11:20  
(80 min)      Advancements in digital tools are transforming how nuclear projects are planned, monitored, and executed. From real-time data tracking to AI-driven decision support, these technologies offer new ways to improve efficiency and reduce delays. This session will examine how digital innovation is being applied in construction and what it takes to integrate these tools effectively on complex projects.

**Session chair:** Richard Deakin, Director, Low-Cost Nuclear Challenge, UK Research and Innovation

**Framing remarks:** Il-kyung Choi, Executive Vice President of Construction Project Division, KHNP

**Panellists:**

- Corinne Bulota, Vice-President Industry - Infrastructure, Energy & Materials, Dassault Systèmes
- Paul Mordant, HPC Project Director, EDF Energy
- Anthony Burch, Digital Manager, Egis Group
- Vincent Champain, Senior Executive Vice President - Digital and Information Technology, Framatome
- Dr Lou Martinez Sancho, Chief Technology Officer and Executive Vice President R&D and Innovation, Westinghouse

12:40  
(90 min)      Lunch break

## Construction project management – Procurement strategies and supply chain management

14:10  
(70 min)      Effective procurement and supply chain co-ordination are essential for keeping nuclear projects on schedule and within budget. Misalignment between project needs, supplier capabilities, and delivery timelines can lead to costly disruptions. This session will explore strategies for improving procurement planning, managing supplier relationships, and using digital innovation to enhance supply chain visibility, mitigate risks, and ensure the right materials and components arrive when and where they are needed.

**Session chair:** Jacquie Hoornweg, President, Querencia Partners and Fellow, Canadian Global Affairs Institute

**Framing remarks:** Roger Bailey, Chief Technical Officer, Thames Tideway Tunnel

**Panellists:**

- Simon Barber, UK Managing Director, Assystem
- Mike Barker, Head of Commercial Strategy, Future Materials Campus, AWE
- Vincent Mourai, Business Development Manager, Independent Project Analysis
- Anicet Touré, Head of Strategy, Innovation, Business Development, Marketing and Communication, Tractebel

**Spotlight: Framatome – Ready to deliver**

15:20 (10 min) • Marc Duret, Director Development & Sales, Framatome

15:30 (30 min) Coffee break

**Efficient contracts – Incentives and issues management**

16:00 (70 min) Contract structures influence project outcomes, but no contractual agreement can account for every challenge faced onsite. Risk allocation, inflexible terms, and competing priorities often lead to delays and higher costs. When unexpected issues arise, managing change effectively is necessary to keep projects moving. This session will examine how to structure contracts to align incentives while enabling parties to adapt and handle unforeseen difficulties without disrupting progress.

**Session chair:** Milt Caplan, President, MZConsulting

**Framing remarks:** Robert Coward, Principal Officer, MPR Associates

**Panellists:**

- Dr Corey McDaniel, Vice President, Fuel and Advanced Reactor Deployment, Kiewit Nuclear Solutions
- Dragan Popovic, Senior Vice President SMR Execution, Ontario Power Generation
- Vince Zabielski, Partner, Pillsbury Winthrop Shaw Pittman LLP
- Shawn Shaler, Managing Director, Southern Nuclear
- Greg Thede, Vice President, Nuclear Strategy, Business Development & Services, Aecon Group

17:30 Reception at conference venue

# Programme – 19 June (Day 2)

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Arrival and check-in – 8:30-9:30 a.m.

## Keynote remarks: AI for megaproject management

9:30  
(20 min)

### Joint keynote remarks

- Sam Mathew, Director, Industry Lead - UK Energy & Utilities, Microsoft
- Kirsty Gogan, Co-founder, Terra Praxis

## Managing global supply chain and trade risks

9:30  
(60 min)

Shifts in global trade and geopolitics are reshaping supply chains, material availability, and project costs. This session will explore how these changes affect nuclear construction and the strategies that can mitigate disruptions. A panel will also discuss the balance between standardisation, localisation, and supply chain resilience.

**Session chair:** Tom Greatrex, Chief Executive Officer, Nuclear Industry Association

**Framing remarks:** Dr Tim Stone, Chair, Nuclear Risks Insurers

### Panellists:

- Dr Kalev Kallemeets, Chief Executive Officer, Fermi Energia
- Rafał Ciszewski, Deputy Director of Investment Execution Division, Polskie Elekrownie Jądrowe (PEJ)

10:50  
(30 min)

Coffee break

## Fireside chat with nuclear safety regulators

11:20  
(40 min)

**Moderator:** Kirsty Gogan, co-founder, Terra Praxis

- Stéphanie Guénot-Bresson, Commissioner, French Authority for Nuclear Safety and Radiation Protection (ASNR)
- Mark Foy, Chief Executive and Chief Nuclear Inspector, UK Office of Nuclear Regulation (ONR)

12:00  
(90 min)

Lunch break

## Promising new construction methods

13:30 (60 min) The nuclear industry is exploring innovative construction techniques to address longstanding challenges like cost overruns and schedule delays. New construction methods, such as advanced prefabrication and additive manufacturing, have the potential to streamline processes and improve project outcomes. This session will focus on these emerging approaches, assessing their feasibility, advantages, and challenges in real-world applications.

**Session chair:** Neil Wilmshurst, Chief Nuclear Strategy Officer & Managing Director, EPRI Gulf, Electric Power Research Institute

### Panellists

- Harry Burroughes, Professor, Head of Integrated Manufacturing Group, Factory 2050
- Jeeho Kang, Construction Management Analyst, Hyundai E&C
- Mark Fellows, Business Development Director, Marr
- Greg Thede, Vice President, Nuclear Strategy, Business Development & Services, Aecon Group

14:30 (30 min) Coffee break

## The promise and reality of modularisation and other innovative construction methods

15:00 (70 min) Modularisation and innovative construction methods offer the potential for faster, more efficient nuclear projects, but they also introduce risks. While these approaches may improve cost and schedule performance, their implementation can create unforeseen challenges, including integration issues and quality control concerns. Effective change management can help to mitigate risks and enable the successful integration of innovative construction methods for nuclear projects. This session will examine both the potential benefits and risks of modularisation and innovation, as well as on practical strategies for incorporating new methods into nuclear construction.

**Session chair:** Benjamin Holtzman, Senior Director, New Nuclear, NEI

### Panellists:

- Kurt Gavalier, Director of Offsite Manufacturing, Turner Construction
- Tony Roulstone, Lecturer in Nuclear Engineering, University of Cambridge
- Dr Sarah Williamson, Programme Director, Laing O'Rourke
- Dr Ben Lindley, Assistant Professor, University of Wisconsin-Madison

## Closing remarks

16:10 (20 min) Diane Cameron, Head of the Division of Nuclear Technology Development and Economics, Nuclear Energy Agency

# Biographies

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**Diane Cameron**, Head of the Division of Nuclear Technology Development and Economics, Nuclear Energy Agency

In her role at the NEA, Diane Cameron leads an expert team of economists and scientists that supports energy policy and nuclear energy policy development among NEA Member Countries by advancing evidence-based, authoritative assessments and analyses in the areas of nuclear economics, financing, and cost reduction, as well as nuclear technology, innovation, and the fuel cycle.

From 2014 to 2021, Ms Cameron was Director of the Nuclear Energy Division with the Government of Canada. As Director, she headed up the division responsible for leading and co-ordinating Canadian public policy on nuclear energy and served as Chair of Canada's Small Modular Reactor (SMR) Roadmap and Action Plan. She joined the Government of Canada in 2007 to work on energy, environment, and economic policy – including international relations and negotiations. Prior to her tenure with the Government of Canada, she worked in management consulting and engineering in the private sector specialising in global value chains and international logistics.

A Canadian national, Diane holds a Master's degree in Technology Policy from Massachusetts Institute of Technology (MIT) where she was named Alfred Keil Fellow for Wiser Uses of Science and Technology. Diane also holds a Bachelor's degree of Applied Science in Systems Design Engineering from the University of Waterloo.



**Roger Bailey**, Chief Technical Officer, Thames Tideway Tunnel

Roger joined the Thames Tideway Tunnel project in February 2012. He is a Fellow of the Institution of Civil Engineers and has held board level positions in both civil engineering contracting businesses and engineering and planning consultancies prior to joining the project.

The first 20 years of his career were in the geotechnical contracting sector (mining, piling and ground engineering) in the UK and overseas followed by over 10 years in transportation consultancy (highways, rail, aviation) for clients such as Crossrail, Network Rail, TfL, Highways Agency and the Department for Transport. Roger's Completion & Handover Team at Tideway is responsible for technical oversight, property and commercial agreements, compliance with planning permission, system commissioning and the operational integration of the completed Thames Tideway Tunnel asset into the existing London sewer network. Having spent over 12 years at the heart of decision making and delivery on the project Roger is uniquely able to reflect on its critical success factors as it nears completion.



**Simon Barber**, UK Managing Director, Assystem

Simon Barber joined Assystem as UK Managing Director in 2020, following nearly a decade leading ARUP's nuclear business. Since then, he has overseen a period of exceptional growth across the market, with Assystem's UK operations more than doubling in size under his leadership.

As head of the Assystem Group's fastest-growing entity, Simon has been instrumental in positioning Assystem UK as a tier-one supplier in the UK nuclear sector. His leadership has also driven the company's role as a key partner to both public and private developers of new nuclear technologies, including small modular reactors (SMRs) in recent years.



**Mike Barker**, Head of Commercial Strategy, Future Materials Campus, AWE

Mike joined AWE in 2019, and is currently head of commercial strategy – infrastructure, where he leads development and implementation of integrated delivery and commercial models, focused on collaboration and outcomes alignment to fulfil delivery of AWE's multi-billion pound major infrastructure programmes. Prior to AWE, Michael held several commercial roles including leading gas and power procurement activity at National Grid, procurement roles at EDF Energy on new nuclear build projects, and in category management at BAE Systems.

Mike holds a Bachelor of Science degree in Physics with Space Science & Systems from the University of Kent, and a Master of Science degree in Business & Management (Operations & Logistics) from the University of Plymouth.



**Charlotte Brumpton-Childs**, National Officer, GMB Union

Charlotte Brumpton-Childs is a GMB National Officer. Charlotte is responsible for negotiating on behalf of members in the Engineering & Construction sector, Manufacturing, Steel industry and on New Energy and Infrastructure projects. GMB have been a key supporter of new nuclear in the political sphere, loudly and proudly supporting the nuclear and SMR potential for the UK. GMB Union policy has long supported the need for nuclear power in the UK's efforts to reach net zero and the social and economic benefit it brings to GMB members and communities.



**Corinne Bulota**, Vice-President, Infrastructure, Energy & Materials, Dassault Systèmes

Corinne Bulota joined Dassault Systèmes in 2021 and is the global Vice-President of the Infrastructure, Energy, and Materials Industry. She leads the strategy and development of solutions that help businesses design, build, and manage sustainable, innovative, and efficient infrastructure and assets through Virtual Twin Experiences.

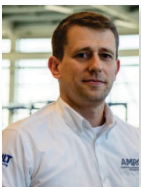
With over 20 years in engineering and construction, Corinne has led major infrastructure and energy projects, managing multidisciplinary teams and driving project execution and digital delivery. Her collaboration with leaders in engineering, construction, operations, and maintenance has fostered the adoption of collaborative Integrated Project Delivery methodologies, particularly in Rail & Transit.

As a passionate leader, she combines preparation, strong negotiation skills, and a bold approach to innovation and learning to drive meaningful results. Committed to shaping the future of infrastructure, energy, and materials, she empowers industries to embrace data-driven decision-making and sustainable transformation through Virtual Twin Experiences.



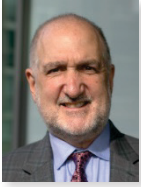
**Anthony Burch**, Digital Manager, Egis Group

Anthony is a Digital Manager working in the Nuclear New Build industry. His work focuses on implementing established digital workflows within live construction environments, while also exploring and developing transformative digital solutions that enhance future project delivery.



**Harry Burroughes**, Professor, Head of Integrated Manufacturing Group, Factory 2050

Harry is a Professor of integrated manufacturing and has a personal chair of Integrated Manufacture at the University of Sheffield. He is also a Chartered Fellow of the Institution of Engineering and Technology and is Head of the Integrated Manufacturing Group (IMG) for the University of Sheffield. This group was formed in 2006 to house the automation and digital team members for the AMRC. It is based within Factory 2050 facility, which houses collaborative research into advanced manufacturing solutions for the world's leading aerospace and engineering companies. He and his team have received several awards for contributing to the industry and its ongoing research. Harry has worked in industry for many years, nine within a research and development environment, and leads several sizeable government-funded research projects. He also represents the six other high-value manufacturing catapult centres in automation and holds the chair for assembly and automation for the High Value Manufacturing Catapult (HVMC). While working in industry, Harry has also led and delivered industry and research on many large-scale automation projects in several different manufacturing sectors.



**Milt Caplan**, President, MZConsulting

With more than 40 years in the nuclear industry, Milt Caplan specialises in advising governments and utilities on how to increase confidence and reduce risk for large energy projects with a focus on managing projects for success. He is currently providing independent oversight of the Darlington Refurbishment Program, the Darlington New Nuclear Project (BWRX-300 SMR) and the Pickering Refurbishment Project to the Ontario Minister of Energy and Mines and is the technical advisor to the Ontario Independent Electricity System Operator (IESO) on the Bruce refurbishment programme. He has recently completed studies related to developing the skilled nuclear workforce of the future as well as feasibility studies for both SMRs and Large nuclear.

Milt is the co-chair of the World Nuclear Association (WNA) Economics and Law Working Group and lectures on nuclear economics and nuclear plant structuring and financing for the World Nuclear University (WNU).



**Vincent Champain**, Senior Executive Vice President - Digital and Information Technology, Framatome

Vincent Champain is Senior Vice President of Information Technology, Digital Performance and New Business, and member of the executive committee at Framatome. He won the CIO magazine “IT Strategy leader of the year 2024” prize for his digital transformation of the nuclear sector. Prior to this role, he was CEO of GE Digital Services Europe, which he created at General Electric company to develop digital solutions for industrial customers. Before joining General Electric, he worked for McKinsey & Company.

During his career, Mr Champain led several large transformation and new business development initiatives. Serving customers from many different industries, Mr Champain has a unique cross-industry perspective and a large breadth of experience for defining and implementing growth strategies as well as digital technologies.

Mr Champain holds a Master’s degree (Ecole Polytechnique) in Computer Science and Data Science, and a Master’s degree in Economics (ENSAE). He also holds a postgraduate degree in Strategy & Marketing (Paris Dauphine).



**Il-Kyung Choi**, Executive Vice President of Construction Project Division, KHNP

Il-Kyung Choi is the Executive Vice President for the Construction Project Division of Korea Hydro & Nuclear Power. He has an extensive background in engineering and project management within the nuclear power industry.

Mr Choi holds a Master of Business Administration (MBA) from Han Yang University, earned in February 2017, and a B.Sc. in Industrial and Information Systems Engineering from Seoul National University of Technology, completed in February 2007.

His career includes leadership roles such as Executive Vice President for the Construction Project Division since February 2023, Vice President for the Nuclear Power Plant Construction Department from November 2020 to February 2023, Vice President for the Project Management & Administration Department from December 2019 to November 2020, Vice President for the Shin-Kori #3,4 Project Management Office from January 2019 to December 2019, and Vice President for the Project Operation Office of the UAE NPP Construction Department from January 2017 to January 2019.



**Rafał Ciszewski**, Deputy Director of Investment Execution Division, Polskie Elekrownie Jądrowe

Rafał Ciszewski is a Senior Director and Programme Delivery Executive with over 20 years of international experience in the nuclear and energy sectors. He currently serves as Deputy Director of Programme Implementation at Polskie Elekrownie Jądrowe (PEJ), where he leads the delivery of site infrastructure and owner-scope works for Poland's first nuclear power plant. His career spans nuclear new build, decommissioning, life extension, and low-carbon retrofit programmes across the UK, Europe, and the United States.

Rafał has held senior roles at Jacobs, AMEC, Doosan, and Guardian Industries, delivering complex, high-value programmes in highly regulated environments. He brings deep expertise in EPCC execution, regulatory engagement, programme governance, and stakeholder alignment. Known for leading cross-functional teams on strategic infrastructure programmes, he is committed to driving excellence, safety, and sustainability in nuclear delivery.



**Robert Coward**, Principal Officer, MPR Associates

Bob Coward is a recognised leader in the nuclear industry helping solve some of the industry's most challenging problems. Bob has been dedicated to the design, evaluation and development of nuclear power plants, and the beneficial uses of nuclear energy across the economy. He has served as Principal Officer at MPR Associates since 2009. In this capacity, he guided MPR's performance across all engineering and business sectors. Prior to becoming Principal Officer, Bob was the Vice President of Nuclear Power where his and his team's contributions can be seen at more than 100 electric generating plants worldwide, including every nuclear power plant in the United States.

Bob's leadership and technical expertise spans performance, safety analysis, project management, and new nuclear power plant design, licensing, and deployment. He has held leading roles on transformative projects, such as the EPRI Advanced Light Water Program, the Department of Energy NP2010 Program, and numerous current programmes to develop and deploy small modular reactors as a fundamental element of the United States decarbonisation strategy. Bob is also a Past-President of the American Nuclear Society, representing industry and the nuclear energy community with the United States and international stakeholders and leaders, as well as leading the reshaping of the Society to increase its benefits to members and stakeholders.

Bob sees exciting and accelerating industry transformation across all of the industries MPR supports. His energy and leadership is focused on maintaining MPR at the forefront of those evolving industries, enabling clients to adapt, excel, and deliver solutions that change the world around us.

Bob graduated with honours from Duke University with a Bachelor of Science degree in mechanical engineering.



**Richard Deakin**, Director, Low-Cost Nuclear Challenge, UK Research and Innovation

Richard Deakin FNUcl, MIET is a seasoned leader in the nuclear energy sector with over 35 years of experience spanning Japan, the United Kingdom and the United States. Following a period serving as a policy official with the UK Government he became Director of the Low-Cost Nuclear Challenge at UK Research and Innovation (UKRI), where he led initiatives to advance small modular reactor (SMR) technology. Under his leadership, the UK SMR programme secured GBP 235 million in government funding and attracted over GBP 250 million in private investment through Rolls-Royce SMR, launched in November 2021. In his early career in nuclear energy, after earning a degree in Metallurgy and Materials from the University of Sheffield, he joined BNFL Springfields. There he focused on nuclear fuel manufacturing and has since held operations and project management roles in both civil and defence nuclear programmes across the UK and the US. He is also a Board Member and Trustee of the Nuclear Institute, actively contributing to policy discussions and promoting the growth of the nuclear sector. He has been a keynote speaker at many events supporting the sector on behalf of the Nuclear Institute, government and industry stakeholders, further demonstrating his commitment to the industry and reinforcing working relationships. Throughout his career, Richard has played a key role in driving innovation and supporting cost-effective, sustainable nuclear energy solutions.



**Marc Duret**, Director, Development and Sales, Projects and Components Manufacturing, Framatome

Marc Duret is Director of Development and Sales for the Framatome division in charge of delivering new nuclear projects and manufacturing components. Marc is responsible for developing the products to meet future market needs, industrial footprint including strategic partnerships and acquisitions, business opportunities, and operational performance of sales. While driving growth in Framatome's core business and amplifying nuclear power's contribution to net-zero carbon initiatives, Marc leads his team with excellence in safety, quality, performance and delivery.

Previously, Marc held executive positions on the Olkiluoto 3 project in Finland. Through a series of increased responsibilities, Marc was appointed International Offers Director within Framatome's New Builds Business Unit, where he led the negotiations for the Hinkley Point C project, moving on to being Deputy Project Director for Hinkley Point C. He was then appointed Managing Director of Framatome UK Ltd., located in London, responsible for Framatome's development of business operations, customer relationships and project successes in the UK.

Marc transitioned to Framatome from Cogema where he began his career in 1992. He held positions in nuclear fuel reprocessing and nuclear waste treatment at the La Hague plant. As International Business Manager for the Areva reprocessing Business Unit, Marc was in charge of development activities in Japan, the United Kingdom and the United States. He was soon promoted to Deputy Vice President for Sustainable Development and Continuous Improvement for the reprocessing Business Unit at Areva.

Marc earned a Master's degree in chemical engineering and holds an MBA from the Imperial College of London. He attended Executive MBA programmes from HEC Paris and the Harvard School of Business. Marc is a certified and licensed Project Management Professional (PMP®).



**Valérie Faudon**, Director General, French Nuclear Society (SFEN)

Valérie Faudon is the Director General of the French Nuclear Society (SFEN) and Vice President of the European Nuclear Society (ENS). She teaches at the Paris School of International Affairs (PSIA) at Sciences Po Paris (Institut d'Etudes Politiques de Paris). In her previous roles, she was Chief Marketing Officer at AREVA, and held several management positions at Hewlett-Packard (HP) and Alcatel-Lucent, in France and the United States. She is an alumni of the Ecole Polytechnique, Ecole Nationale des Ponts et Chaussées (Civil Engineering), and Sciences Po Paris (Political Science). She holds a Master of Science in Engineering-Economic Systems from Stanford University.



**Mark Fellows**, Business Development Director, Marr

Mark Fellows is the Director of Business Development at Marr Contracting – an industry-leading Australian business with operations in the UK that is challenging the global construction industry to think differently about crane solutions.

With a career spanning the nuclear, oil and gas, power generation, Mark has also worked in senior leadership roles spanning Project, Construction, Operations and Bid Management.

Prior to joining Marr, Mark was the Head of Pre-Construction at Colas and Head of Major Nuclear Proposals at Doosan Babcock.

In his current role, Mark has been instrumental to Marr's expansion into the UK market. He also holds a Master of Business Administration (MBA) from Loughborough University.



**Mark Foy**, Chief Executive and Chief Nuclear Inspector, UK Office of Nuclear Regulation (ONR)

Mark is the Chief Executive and Chief Nuclear Inspector of the United Kingdom's Office for Nuclear Regulation (ONR). During the last 23 years he has successfully led ONR's regulation across various sectors of the nuclear industry.

He has 38 years' experience working in the UK's civil and defence nuclear industry, providing authoritative leadership and advice on nuclear safety and its regulation, influencing improvements in sector standards and performance.

Mark has extensive international experience and is the current Chair of WENRA, the Western European Nuclear Regulators Association.

He is a Chartered Fellow of the UK's Nuclear Institute and has an honours degree in Mechanical Engineering.



**Kurt Gavalier**, Director of Offsite Manufacturing, Turner Construction

Kurt Gavalier brings over 25 years of experience in the construction industry, encompassing nuclear, commercial, and advanced technology sectors. As the Director of Offsite Manufacturing, Kurt is dedicated to making offsite manufacturing (OSM) the standard practice in the industry. He leverages his deep expertise in lean methodologies, gained from his tenure as the National Lean Manager for Turner Construction, to develop OSM strategies and solutions that solve the most pressing issues in the industry.

Kurt oversees strategic initiatives, collaborates closely with design teams, and co-ordinates with manufacturing partners to ensure seamless execution. His extensive experience includes working with advanced technology clients, where he has successfully implemented offsite manufacturing techniques to enhance project efficiency and quality.



**Kirsty Gogan**, Co-founder, TerraPraxis

Kirsty Gogan is managing partner of LucidCatalyst, an international consultancy advising the world's largest energy users, and co-founder of TerraPraxis, a non-profit focused on scalable strategies for prosperity and clean energy growth. She chairs the NEA Innovation Advisory Panel and serves on multiple advisory boards including the UK Government's Nuclear Innovation Research and Advisory Board and a new US National Academies committee examining advanced nuclear energy commercialisation opportunities over the next 30 years. Her recent work includes leading the widely cited Energy Technologies Institute Nuclear Cost Drivers Study and contributing expert analysis to major publications by the International Energy Agency, International Atomic Energy Agency, and Clean Energy Ministerial on nuclear power's role in clean energy systems.



**Tom Greatrex**, Chief Executive Officer, UK Nuclear Industry Association

Tom Greatrex became Chief Executive of the Nuclear Industry Association (NIA) in 2016. A former Member of Parliament for Rutherglen and Hamilton West, Tom was shadow energy minister from 2011-2015 and served as a member of the Energy Select Committee from 2010 and from 2007-2010 was a policy adviser in the Scotland Office, including on energy. In a varied prior career, he was a Director of Corporate Affairs for the NHS in Scotland, a chief officer in local government and a GMB trade union official in England. Outside of work his main interests are family, football (Fulham) and film. He is a member of the FA Council, the governing body of English football, Vice-Chair of the Football Supporters' Association and a school governor.



**Stéphanie Guénot-Bresson**, Commissioner, ASNR

Stéphanie Guénot-Bresson is a graduate of the Ecole Navale and an atomic engineering graduate of the National Institute for Nuclear Energy and Technology (Institut national des sciences et techniques nucléaires).

Stéphanie Guénot-Bresson began her career at the Ecole Navale in 1993. She held several positions in the French Navy as Naval Officer from 1999 till 2023, notably as Head of the Nuclear Infrastructure Section of the Risk Management Office at the Naval Staff in Paris in 2008, as Chief Engineer of the amphibious helicopter carrier *Mistral* in charge of occupational risk prevention and disaster management in Toulon in 2013, and as Head of the Prevention and Control of Professional and Environmental Risks office of the Armed Forces Command In July 2018.

Since July 2022, she has been Head of the Organisation, Regulations and Transformation office at the Naval Staff in Paris.

Stéphanie Guénot-Bresson is an Officer of the Legion of Honour and of the National Order of Merit, and winner of the 2016 FEM'Energia award. Her participation in various operations has also earned her the *Croix du Combattant*, a national recognition award, the *médaille d'or de la défense nationale* and the French commemorative medal for operations in Afghanistan.

Stéphanie Guénot-Bresson was appointed by decree on 10 December 2023, as a member of the College of the French Authority for Nuclear Safety and Radiation Protection for a six-year term.

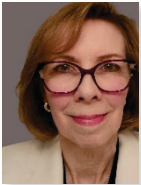


**Benjamin Holtzman**, Senior Director, New Nuclear, the Nuclear Energy Institute

Benjamin Holtzman is Director of New Nuclear at the Nuclear Energy Institute (NEI), where he leads efforts to support the deployment of advanced reactors in the United States. His work focuses on shaping a more efficient, risk-informed regulatory framework, increasing industry readiness, and engaging with investors and new end-users to expand opportunities for nuclear energy.

Ben brings over 15 years of experience across technical, regulatory, and business domains in the nuclear sector. He has led complex projects and cross-functional teams, with a track record of delivering innovative solutions and advancing the role of nuclear technologies in clean energy systems. Known for his ability to bridge technical and non-technical audiences, he is recognised as a skilled communicator and industry expert.

He holds a B.S. in Nuclear Engineering, an M.S. in Nuclear, Plasma & Radiological Engineering, and an Executive MBA.



**Jacquie Hoornweg**, President, Querencia Partners and Fellow, Canadian Global Affairs Institute

Jacquie Hoornweg (MCM, ABC) is a Canadian Global Affairs Institute (CGAI) fellow with over two decades of energy sector experience in communication and engagement, policy, and management. Her expertise includes nuclear and energy systems and their relationship with society. A former electricity sector executive, she has served on and advised several boards and senior leadership teams.

Since 2015, she has worked with energy sector clients as president of Querencia Partners Canada and its subsidiary, Joule Communications. Jacquie was founding executive director of the Brilliant Energy Institute at Ontario Tech University (2021-2023) and is currently an adjunct professor, teaching and researching energy studies. She has taught and supervised student research on reputation management in the McMaster University Master of Communications Management programme since 2016. A former journalist (1994-2003), she continues to write, podcast and speak with industry and public audiences.



**Dr Kalemets**, Chief Executive Officer, Fermi Energia

Kalemets, PhD, is co-founder and CEO of Fermi Energia, company established early 2019 by Estonian nuclear energy professionals and business people to develop Small Modular Reactor deployment in Estonia. Mr Kalemets earned his PhD from Tallinn University of Technology studying energy economics.

Mr Kalemets has extensive private and public sector experience from an Estonian private energy company, Ministry of Economic Affairs, deputy director of Geological Survey of Estonia and as Member of Parliament of Estonia



**Jeeho Kang**, Construction Management Analyst, Hyundai E&C

Jeeho Kang is a Construction Analyst with expertise in nuclear energy projects. He holds a B.S. in Nuclear Engineering from Han Yang University, Korea and has worked extensively in construction analysis, feasibility assessment, and project control management.

Currently, Jeeho works as a Construction Analyst at Hyundai E&C – New Energy, Hyundai America Inc., where he leads project analysis and performance management at the Indian Point Energy Center. Previously, he was part of Hyundai E&C's Nuclear SMR business team, conducting feasibility analysis and constructability assessments.

He also served as Project Control Manager & Senior Engineer for the Barakah Nuclear Power Plant Project in the U.A.E., managing mechanical and piping construction for Korea Electric Power Corporation (KEPCO). Earlier, he worked as a Piping Engineer on the Shin Hanul Nuclear Power Plant Project 1,2 in Korea, overseeing engineering and construction control for Korea Hydro & Nuclear Power (KHNP).



**Dr Ben Lindley**, Assistant Professor in Nuclear Engineering, UW-Madison

Dr Ben Lindley is an Assistant Professor in Nuclear Engineering at the University of Wisconsin-Madison. His current research spans nuclear reactor physics, advanced reactor design and integrated energy systems, with the common theme of reducing the cost and/or increasing the market potential of advanced fission and fusion reactors through innovative design and/or integration with thermal energy storage and process heat applications. Ben holds a joint faculty appointment at Argonne National Laboratory and co-founded Realta Fusion, a UW-Madison spinout aiming to commercialise fusion energy.

Prior to joining UW-Madison, Ben spent six years working in the UK nuclear industry, primarily in the development and application of the UK reactor physics codes to current and next generation nuclear systems. He worked on several advanced reactor design efforts spanning SMRs, high temperature reactors and molten salt reactors; alongside working on utility projects. Ben holds a PhD in Nuclear Engineering and MEng & BA degrees in Mechanical Engineering from the University of Cambridge, UK (2007-2014).



**Dr Lou Martinez Sancho**, Chief Technology Officer, Executive Vice President R&D and Innovation, Westinghouse

As Chief Technology Officer at Westinghouse, Lou Martinez Sancho leads the company's global research and development portfolio and advances the company's innovative product and services technology strategy.

Ms Martinez Sancho brings more than 20 years of experience to this role – having worked in senior leadership positions in the energy, biotech, automotive and architecture, engineering and construction (AEC) industries. Most recently, Ms Martinez Sancho was Executive Vice President of Strategy and Innovation at Kairos Power, with additional oversight of the Supply & Procurement and Marketing & Communications teams. Previously, she served as the Chief Innovation Officer of Spie Batignolles and Vice President of Global Innovation at Framatome.

Ms Martinez Sancho graduated from Ramon Llull University in Barcelona, Spain, and obtained Master of Science degrees in Physiology and Biomechanics from Pierre et Marie Curie-Paris VI University, as well as in Human Factors from René Descartes-Paris V University in France. Ms Martinez Sancho is also Master Black Belt Lean Six Sigma certified by Ohio State University in the United States.



**Sam Mathew**, Director, Industry Lead - UK Energy & Utilities, Microsoft

Sam Mathew is a passionate energy advocate and strategic adviser with a career spanning industry operations, enterprise technology, and global consulting. At Microsoft, he partners with senior leaders across the energy and utilities sector to shape and deliver digital strategies that drive innovation, resilience, and decarbonisation. Sam brings a grounded yet forward-looking perspective to every conversation, playing an active role in accelerating the energy transition with clarity, credibility, and conviction.



**Lynne Matthews**, Workforce Strategy Advisor, EDF

Lynne Matthews is an experienced leader in nuclear workforce strategy, stakeholder engagement, and social value, with over 20 years' experience in major infrastructure and skills programmes. She currently advises on national skills and workforce strategy at EDF, supporting long-term capability for nuclear new build. Lynne is also highly skilled in strategic communications and stakeholder management, shaping collaborative approaches across government, industry, and education.

Most recently she was National Skills Lead for Destination Nuclear—pioneering the development and implementation of the UK's first national brand for the nuclear sector and its cross-sector recruitment campaign.

She has also led the UK Nuclear Sector Deal PMO and advises international and nationally on building capability and capacity across the whole nuclear supply chain.



**Dr Corey McDaniel**, Vice President, Fuel and Advanced Reactor Deployment Regional Manager - Northwest, Kiewit

Corey McDaniel leads Kiewit Nuclear Solutions' (KNS) nuclear fuel and advanced reactor deployment business development efforts. He is responsible for managing commercial and government business development efforts in Kiewit's Northwest region and maintains relationships with fuel and advanced reactor companies and end-users.

In this role, Dr McDaniel drives growth in the nuclear sector by developing and executing capture strategies and identifying strategic partnerships and priority projects. He also leads proposals efforts and estimates reviews and provides input to project teams to support successful execution aligned with client and regulatory expectations.

KNS and its affiliates (Kiewit) are currently supporting multiple US commercial and Department of Energy capital line-item projects, including at the Naval Reactor Facility at Idaho National Laboratory (INL), the Waste Isolation Pilot Plant, Savannah River Site, Y-12 National Security Complex and several advanced commercial nuclear programmes. Kiewit is on track to deliver more than USD 1 billion annually across the nuclear market.

Corey has more than 30 years of experience accelerating the deployment of advanced nuclear by opening markets for commercial reactor vendors. He is known for his deep industry knowledge, strategic vision, and strong leadership and management abilities, particularly in guiding complex, multi-stakeholder initiatives.

Prior to his current roles, Corey held executive, engineering, scientific and policy advisory positions focused on nuclear energy. His background includes expertise in business development, manufacturing, project development, regulatory oversight, safety, marketing, global sales and investment. He is highly respected in both the U.S. and international nuclear industries and has played instrumental roles in several high-profile deployment efforts.

As Chief Commercial Officer (CCO) at INL, Corey led industrial research partnerships and lab-wide technology development. Before returning to INL in 2019, he held the same CCO role at Canadian Nuclear Laboratories where he worked with over 30 advanced reactor companies to advance siting, integrated energy systems and commercial deployments initiatives.

Corey holds a PhD in Environmental Science and Public Policy from George Mason University. He has served on the Nuclear Engineering Advisory Board at Purdue University and chairs the advisory board at the University of New Mexico. Dr McDaniel is a member and former Board member of the American Nuclear Society.



**Paul Mordant**, HPC Project Director, EDF

Paul Mordant is a senior adviser for engineering and digital innovation in nuclear projects at EDF. Since joining EDF in 2005, he has held key positions in major projects, including serving as Technical Director for the Flamanville 3 project and Engineering Director for the Nuclear Island of Hinkley Point C.

Currently, Paul leads engineering and digital maturity efforts at EDF, a role he has held since July 2024. Prior to this, he was the Hinkley Point C Project Director at Edvance from April 2021 to June 2024. He also served as Director General at Datanumia, part of the EDF Group, from June 2018 to April 2021. Before that, he led the CAP 2030 project at EDF, focusing on strategic energy initiatives.

Paul holds a degree from École Polytechnique.



**Vincent Mourai**, Business Development Manager, Independent Project Analysis (IPA)

As Business Development Manager, Vincent oversees IPA's EMEA work in the chemicals, nuclear, pulp and paper, pharma, biotech, and food and consumer products sectors, including managing client relationships and supporting client improvement initiatives.

Vincent joined IPA in 2007 and has held several roles within the company, including System Solutions Consultant, Senior Project Analyst, and Client Engagement Leader to several companies. He has developed extensive experience in change and turnarounds for major projects and has driven transformations across diverse territories and sectors to both enhance success and turn underperformance into excellence.

Vincent deploys strong analytical and research skills to identify opportunities for improvement and crafts strategic frameworks to realise ambitions. He engages at all levels of seniority, including in the boardroom, and across varied cultures and disciplines to align people, processes, and platforms to common visions to ensure successful business outcomes.

Vincent has led hundreds of project assurance reviews for clients on all continents. His client engagements encompass projects of all sizes across all industrial sectors served by IPA, including refining, E&P, nuclear, mining, infrastructure and chemicals.

Vincent has facilitated many road mapping workshops for megaprojects executed in difficult regions, either as part of a project kick-off exercise or project rescue exercise; these workshops were geared toward gaining alignment on the next steps required to better position the projects for success.



**Roberta Patterson**, Human Resources Director, Southern Nuclear

Roberta Patterson is a seasoned Human Resources Director with over 25 years of experience. She has held leadership roles in HR Field Operations, Labour Relations, Talent Acquisition, and Project Management. Roberta has been with Southern Nuclear for 15 years and most recently served as HR Project Director for Vogtle 3&4 and Director of HR and Labour Relations for an 8-unit nuclear fleet. Throughout her career, Roberta has led large-scale organisational change initiatives, developed workforce planning strategies, and negotiated and leveraged labour agreements to enhance operational stability. She is recognised for building resilient talent pipelines and fostering inclusive workplace cultures. Roberta is committed to aligning HR practices with business goals to drive performance excellence.



**Dragan Popovic**, Senior Vice President, SMR Project Execution, Ontario Power Generation

Dragan Popovic is the Senior Vice President of SMR Project Execution, overseeing the Darlington New Nuclear Project. Since January 2022, Dragan has led the Integrated Project Delivery team to design, procure, and install up to four Small Modular Reactors by the mid-2030s. Under Dragan's leadership, the team has achieved several milestones, including completing the validation phase and site preparations, obtaining the License to Construct, developing the initial SMR business case, implementing an innovative contract approach with the technology developer, architect engineer, and construction firms, and securing the project's final investment approval.

Before this role, Dragan held various management positions at OPG's nuclear power plants. With over 20 years of experience leading projects across all OPG nuclear sites, Dragan has directly executed projects worth several billions, including new infrastructure builds, nuclear station system improvements, and major refurbishment projects like the USD 12.8 B Darlington Refurbishment project, which will be completed on schedule and on budget.

Dragan has over 30 years of combined experience in the nuclear, petrochemical, and manufacturing sectors, having held various progressive positions. Dragan is also an active participant in industry working groups focused on construction, project management, and work management, aiming to advance new nuclear construction globally.



**Julia Pyke**, Joint Managing Director, Sizewell C

Julia Pyke FEI, HonFNucl has served as Joint Managing Director of Sizewell C since April 2023, overseeing the financing and development of the project.

Previously, Julia was Director of Financing for Sizewell C at EDF Energy from 2017 to 2023, and before that, spent over a decade as a Partner at Herbert Smith Freehills LLP, where she was Head of Power and Renewables for the UK, US and Europe. In that role, she led cross-practice teams advising on major infrastructure projects, with a focus on power, nuclear decommissioning, and defence.

Julia is a Fellow of the Energy Institute and an Honorary Fellow of the Nuclear Institute. She studied at Clare College, Cambridge.



**Tony Roulstone**, Lecturer of Nuclear Engineering, University of Cambridge

Tony Roulstone established and taught on the Nuclear Energy Masters programme in the Department of Engineering at the University of Cambridge. His research interests are the economics and safety of nuclear power with a focus on Small Modular Reactors. He led several SMR research projects in the UK.

Also, he is involved with projects on the design of energy systems for net-zero in 2050 and on the industrialisation and the economics of fusion. He was a key contributor to the Royal Society's 2023 study of Large-Scale Electricity Storage.

He received his degree from the University of Cambridge and has spent much of his career in the nuclear and aerospace industries, starting with UKAEA working on fast reactor systems and including 20 years at Rolls-Royce becoming MD of the Nuclear Group in 1992.

He is a Fellow of the Institution of Mechanical Engineers, and a Fellow of the Nuclear Institute. He is an independent adviser on SMR design.



**Shawn Shaler**, Managing Director, Southern Nuclear Services (SNS)

Shawn Shaler is the Managing Director of Southern Nuclear Services (SNS). In this position, Shawn is a part of a team that provides strategic advisory and assistance to multiple worldwide nuclear stakeholders. SNS partners with stakeholders to instil lessons learned and refine the vision required to successfully navigate the often complex and challenging path associated with new nuclear project development.

Prior to his current role, Shawn served Southern Company in a senior leadership capacity for 15 years on the Plant Vogtle Unit 3&4 Nuclear construction project, which culminated in successful commercial operations of both units in 2023 and 2024 respectively. His roles in nuclear project development include Contract and Commercial Strategy, Construction Management, Project Risk Management, Programme Management, PMO/Project Controls, Procurement, and Technical Oversight.

Prior to his tenure with Southern Company, Shawn garnered extensive experience in large scale capital construction projects outside of the nuclear industry including the fossil power, petrochemical, pharmaceutical and aerospace industries. Shawn resides and works in Birmingham, Alabama, United States.



**Dr Tim Stone**, Chair, Nuclear Risks Insurers

Dr Tim Stone CBE is the Chair of Nuclear Risk Insurers. He also serves as a non-executive director of Arup Group and Horizon Nuclear Power. From 2003 to 2018, he was the longest-serving board member of the European Investment Bank, appointed by the UK Government. He has also held non-executive roles at Anglian Water and the Wylfa Newydd site licence company, where he chaired the Risk and Audit Committee.

Previously, Dr Stone was Expert Chair of the Office for Nuclear Development in the UK Department of Energy and Climate Change and Senior Advisor to five successive Secretaries of State over nearly seven years. His review of the Nuclear Installations Inspectorate led to the creation of the Office for Nuclear Regulation. He also contributed to policy and financing work on carbon capture and storage, tidal, and wind power.

Earlier in his career, he founded and chaired KPMG's Global Infrastructure and Projects Group and held senior roles at S.G. Warburg and Chase Manhattan Bank. He has advised the South Australian Government on major infrastructure projects, including the New Royal Adelaide Hospital, and was the sole foreign member of the Royal Commission on the Nuclear Fuel Cycle's Expert Advisory Committee.

Dr Stone holds a doctorate from St Catherine's College, Oxford, and is a Fellow of the Institution of Civil Engineers and a Chartered Engineer. He was appointed Commander of the Order of the British Empire (CBE) in 2010 for services to the energy industry.



**Greg Thede**, Vice President, Nuclear Strategy, Business Development & Services, Aecon Group

Greg joined Aecon Nuclear in January 2021 to lead the sector's Nuclear Strategy and Business Development activities focusing on medium to long term market growth and opportunities aligned with Aecon's corporate objectives. In early 2022 he assumed additional responsibility of Business Services including Engineering, Procurement, Proposals & Estimating. These functional areas are aligned with Aecon's leadership role in new nuclear development in North America and targeted international markets to support large reactors and fleet deployment of Small Modular Reactors (SMR).

Greg has held progressively senior level roles within Supply Chain, Project Management, Commercial Strategy and Business Development over the past 17 years in the nuclear industry working for both Bruce Power and Ontario Power Generation (OPG). Prior to his career in Nuclear, Greg has experience in various industries including Manufacturing, Defence, and Automotive. He has travelled extensively and conducted business internationally while established and building long-term strategic relationships for various organisations. Greg lived in Germany in 2005-2007 to lead and support a strategic growth initiative for the Volvo AB in the central European Market, focusing on European Supply Chain development initiatives for European operations.

Greg has a Mechanical Engineering Diploma from Fanshawe College in London, Ontario and a Master of Business Administration (MBA) from the Richard Ivey School of Business at the University of Western Ontario.



**Callum Thomas**, Chief Executive Officer, Thomas Thor

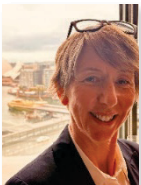
Callum is the founder and CEO of Thomas Thor, a global leader in Nuclear for Executive Search, Recruitment, Staff Augmentation and Workforce Consulting across Europe, North America and the Middle East. He supports organisations in building and sustaining a competent nuclear workforce, and has a global perspective on human resources and capacity building within nuclear. Callum is also the Chair of the World Nuclear Association's Talent and Workforce Group, and is active in driving inclusion and diversity in nuclear.



**Anicet Touré**, Head of Strategy, Innovation, Business Development, Marketing and Communication, Tractebel

Anicet Touré is Head of Nuclear Strategy, Innovation and Business Development at Tractebel, where he leads initiatives to strengthen the role of nuclear energy in the net zero transition. With close to a decade of experience in nuclear engineering and project development, he has been closely involved in the advancement of small modular reactors (SMRs) and other advanced technologies, previously serving as both Product Director and Product Manager for SMRs at Tractebel.

Earlier in his career, Anicet worked on nuclear power plant lifetime extension projects and took part in ENGIE's Nuclear Traineeship Programme. He also co-founded Horizon 238, a group of young engineers advocating for the continued role of nuclear energy in Belgium's energy transition. He holds a Master's degree in applied physics and nuclear engineering from the École Polytechnique de Bruxelles (ULB).



**Dr Sarah Williamson**, Programme Director, Laing O'Rourke

Sarah is a Programme Director at Laing O'Rourke with extensive experience leading innovation and delivery in major nuclear infrastructure programmes.

A Fellow of the Royal Academy of Engineering and the Institution of Civil Engineers, a Member of the Institution of Structural Engineers, and holder of a PhD in civil/structural engineering, Sarah brings over 30 years of experience across the construction sector, including two decades in nuclear. She has held senior leadership roles on Hinkley Point C and Sizewell C, where she championed modular methods, digital and data-enabled construction, and future skills development. Her current focus is on shaping high-performing, people-centred delivery organisations capable of unlocking the full potential of new methods – reliably delivering the target outputs and outcomes needed to support nuclear energy and broader infrastructure requirements.



**Neil M. Wilmshurst**, Chief Nuclear Strategy Officer & Managing Director, EPRI Gulf

Neil M. Wilmshurst is a Chief Nuclear Strategy Officer & Managing Director, EPRI Gulf at EPRI. He has overall management and technical responsibility for the research and development activities conducted by EPRI with its global membership related to all generation sources and storage.

In August 2021, Wilmshurst became Chair of the World Energy Council (WEC) United States Member Committee. The US Member Committee is hosted by EPRI, and represents innovators, leaders, and disruptors in the US energy community, bringing their voices to the global community of WEC.

From 2010-2020, when he was EPRI's Chief Nuclear Officer, the nuclear sector global membership expanded to encompass more than 80% of the world's commercial nuclear fleet.

Wilmshurst joined EPRI in 2003 as a Senior Project Manager in the Plant Support Engineering programme. In 2008, he became Director of the Plant Technology department, and was appointed as Vice President, Nuclear and Chief Nuclear Officer in 2010 and Senior Vice President, Energy Systems Resources and Chief Nuclear Officer in 2020.

Before joining EPRI, Wilmshurst worked in a variety of nuclear utility engineering and maintenance roles with AmerGen at Three Mile Island Unit 1 and British Energy at the Sizewell B plant. Prior to joining the civil nuclear program, Wilmshurst served for 13 years in the Royal Navy as a Nuclear Submarine Engineer Officer.

Wilmshurst earned a bachelor's degree in electrical, mechanical, and control engineering from the Royal Naval Engineering College, Manadon, UK; a postgraduate diploma in nuclear reactor technology from the Royal Naval College, Greenwich, UK; and a Master's degree in defence administration from Cranfield Institute of Technology, Shrivenham, UK. While serving in the Royal Navy he was certified as a Naval Nuclear Plant Operator.



**Vincent Zabielski**, Partner. Pillsbury Winthrop Shaw Pittman LLP

Vincent Zabielski is a Partner at Pillsbury Winthrop Shaw Pittman LLP, based in London, where he specialises in nuclear energy law. His practice focuses on international nuclear projects, including engineering, procurement and construction contracts, power purchase agreements, fuel supply arrangements, export controls, and liability regimes.

Prior to joining Pillsbury, Vincent was Senior Nuclear Counsel for the UAE's Barakah new-build programme, where he was responsible for integrating nuclear licensing strategy with the project's multi-billion-dollar financing structure. He has also held in-house roles at US utilities, including Associate General Counsel–Nuclear at Public Service Enterprise Group in New Jersey. Vincent began his career as an engineer and has over 15 years of on-site experience at BWR and PWR plants.

With over 30 years in the nuclear industry, Vincent combines technical, legal and commercial expertise to advise clients on the development, financing and delivery of nuclear projects worldwide.

# Notes

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**The NEA thanks the following organisations for their support:**



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