

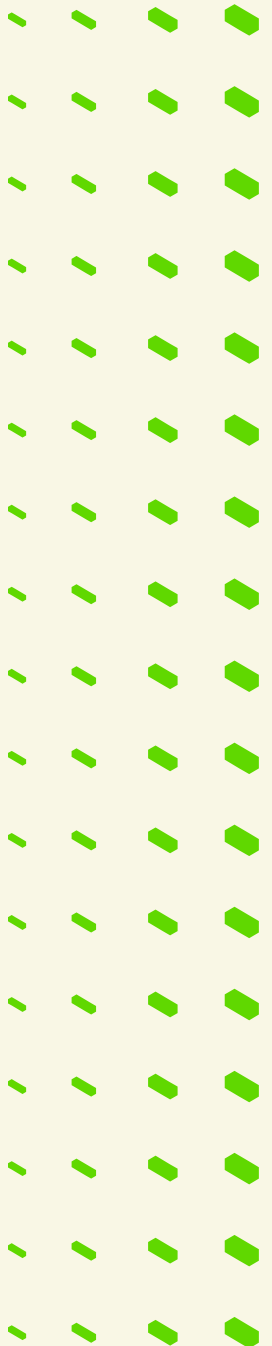
Hunterston Site Stakeholder Group

Hunterston A Site Director's Report Daniel Smith

March 2026

Agenda

- Hunterston A Business Plan
- Delivery Updates:
 - Safety
 - Asset Care
 - SILWE
 - Ponds
 - Waste
 - Plant and Structures
- Socio-Economic Update
- Questions



Hunterston A 2025/26 Business Plan



Culture, people and skills

- Skills Development
- HPC Training

- VIP Objectives
- Action orientated

- Pride & professionalism
- EES plan completion

- Zero top tier safety events
- Exit SEPA Prohibition
- Improve Environmental Safety

- Welfare investment
- Improve site housekeeping
- Optimise work planning process

- Support the AGR transfer of HNB
- Regular communications

Deliver

Transform

Innovate

Grow

- 63.5te HAW recovered
- 5 x LAW consignments
- Bag monitor replacement
- Pond roof design
- Deliver SILWE plan
- Deliver Ponds decommissioning project target
- Reduce number of red assets <10

- Self perform opportunities
- Review PPE standards
- Re-launch bright ideas

- Develop HNA/HNB peer networks
- Support HNB with Day 1 preparations
- Share learning

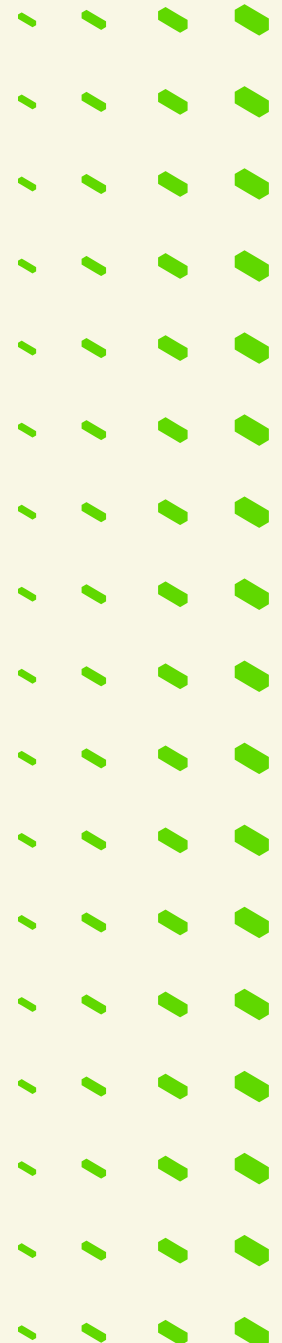


NRS Board and Exec visit

The NRS Executive Board came to our site on 3 and 4 February.

On their first day, they had tours of A Station and B Station. They saw first hand the decommissioning progress being achieved by our teams. They visited our upgraded site Laboratory, SAWBR and WILWREP, saw some of the Asset Care projects being undertaken as well as a tour of SILWE.

The Executive Board members saw and commented on the great work that our teams are achieving. They were also complimentary about how well the site is presented.



Decom Download

Decom Download is a quarterly update from all three NRS Managing Directors on the operations of the business. It is a 'live' broadcast to all NRS employees.

The recent Docom Download was broadcast from Hunterston A. The NRS Management Team were joined by A and B station site directors who talked about the preparations for the AGR transfer.

As part of the 'celebrating successes', the SAWBR team provided an overview of their project to clear the bunkers and their current challenges and approaches to remove the fines dust.



Return-to-work – staff sessions

We held a series of return-to-work sessions in January to welcome our staff back to site following the festive break.

These sessions delivered important safety messages and the need for staff to use their Human Performance Tools.



Mutually agreed voluntary exit (MAVE) scheme launches

MAVE is a scheme enabling staff to apply for a mutually agreed voluntary exit if they wished to do so.

Applications for the MAVE Scheme from Hunterston A have now been considered and individuals have been notified of outcomes.

There is a process to follow and staff are being provided with information and support on the next steps.

Our colleagues in Human Resources are supporting our staff throughout.



Site Visits

HNA Site Visits:

- Cross site meeting with HNA and HNB
- Presentation to Whiteley's Retreat
- NRS Board and Exec meeting and site visit to HNA and HNB
- Corporate Security Team
- SSG Chair visit



Safety matters

Human Performance is essential to safe and effective work. By applying Human Performance tools, we can minimise errors and reinforce safe working practices.

At Hunterston A, we are rolling out the refreshed NRS Human Performance tools and creating new Safety Performance Champions in every department.

The refresh was launched when some of our Champions gave out the Human Performance Tool Lanyard cards first thing to staff as they entered the site.

Human performance

- 1 Pre-job brief
- 2 Post-job brief
- 3 STAR
- 4 Peer check
- 5 Independent verification
- 6 Follow procedures
- 7 Observations and conversations
- 8 Questioning attitude
- 9 Operating experience
- 10 Clear communication



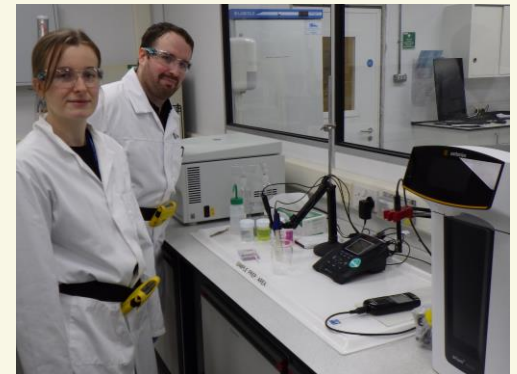
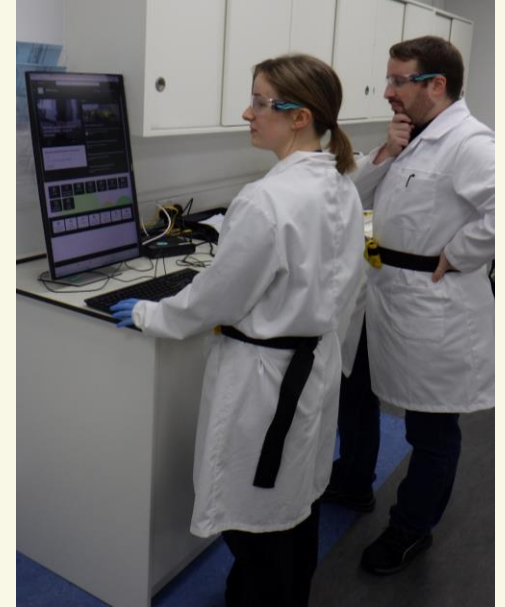
Common error traps

- 1 Complacency
- 2 Lack of teamwork
- 3 Poor communication
- 4 Stress
- 5 Time pressure
- 6 Distraction
- 7 Lack of awareness
- 8 Fatigue
- 9 Resource planning
- 10 Inexperience
- 11 Lack of assertiveness
- 12 Norms



EHSSQ Update

- TRIR and DACR – no loss time accidents or recordable injuries in the last 15 months
- Environment management improvements ongoing e.g. ESAT, training, compliance culture
- Laboratory improvements complete. Event Recovery Action Plan complete
- Security managed proactively, ongoing positive interactions with regulator
- Successful Corporate Security visit to the site, observing security practices at the site
- No major findings from audits and inspections completed



Improvements to the site

Our Asset Care team has an ambitious programme planned for Hunterston A. Across 2025/26, the team will deliver a range of projects totalling more than £2.5 million of improvements.

RCA Change Facility

The RCA Change facility is one of our large Asset Care projects.

Mitie is the Principal Contractor for the works, with MPACT as sub-contractor. Our site teams are also fully engaged in support of these upgrade works.

All mechanical material strip out works are complete. The fabric strip out works are now underway.



Change facility strip out in progress

Bag Monitors

The first 460 Unit is in France, it will be shipped to Warrington to complete the Factory Acceptance Test before transfer to Site for install and commission. The second unit is also progressing and will follow the same process. Both units are programmed to be installed by end of FY. Both Mirion and site teams are working in the background to support the Group Key Target.

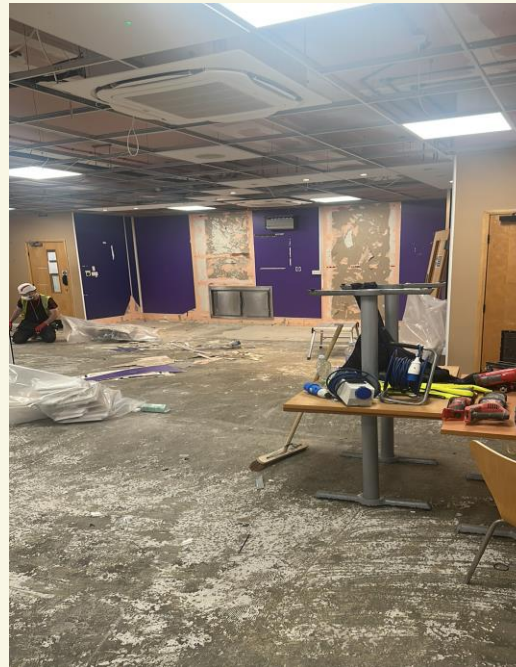


Bag Monitor Unit 1

Asset Care update – canteen refurbishment

One of the large projects for our Asset Care team this year is the refurbishment of the canteen facilities. The project will deliver a modern, refreshed canteen space for staff and contractors, improving both the dining experience and behind-the-scenes operations.

The strip out of the current canteen has been completed with the flooring and walls all stripped back. A new concrete floor has been poured at the serving area.



All the existing flooring, walls and fixtures have been stripped out from the old canteen

Solid Intermediate Level Waste Encapsulation (SILWE) Project

Prior to the Christmas break the project team completed Setting to Work 2. The team is now focused on three workstreams to achieve readiness for the commencement Inactive Commissioning in April:

FOB Closure – Setting to Work 2 and all previous testing efforts generated a volume of observations which require to be closed-out before moving into the next phase of commissioning. The FOB's have been prioritised, allocated to the team and closure shall be a key activity over the coming months.

HVAC Commissioning – NRS has assumed responsibility for commissioning of SILWE's HVAC systems (previously the remit of Hargreaves). The team has been focused on developing a strategy and the associated test documentation to allow the HVAC systems to be set to work.

Maintenance Documentation – NRS will take on Principal Contractor responsibility for SILWE in the near future and assume responsibility for maintaining and operating the plant thereafter. In support of this, the team are focused on generating the required 'Plant Operating Instruction and Maintenance Instructions' for use by Ops and Maintenance over the lifecycle of the plant.



Ponds Project Update

CCP Delay Tanks

A significant milestone has been achieved by the Pond Decommissioning Team within the Delay Tanks with the completion of all deplanting and decontamination activities.

Through well-planned and controlled operations, the team reduced contamination levels to R3/C2 conditions, demonstrating strong radiological performance in a very challenging environment. The team's professionalism, adaptability, and strong commitment to safety were key to the successful delivery of this complex phase of work.



Ponds Project Update

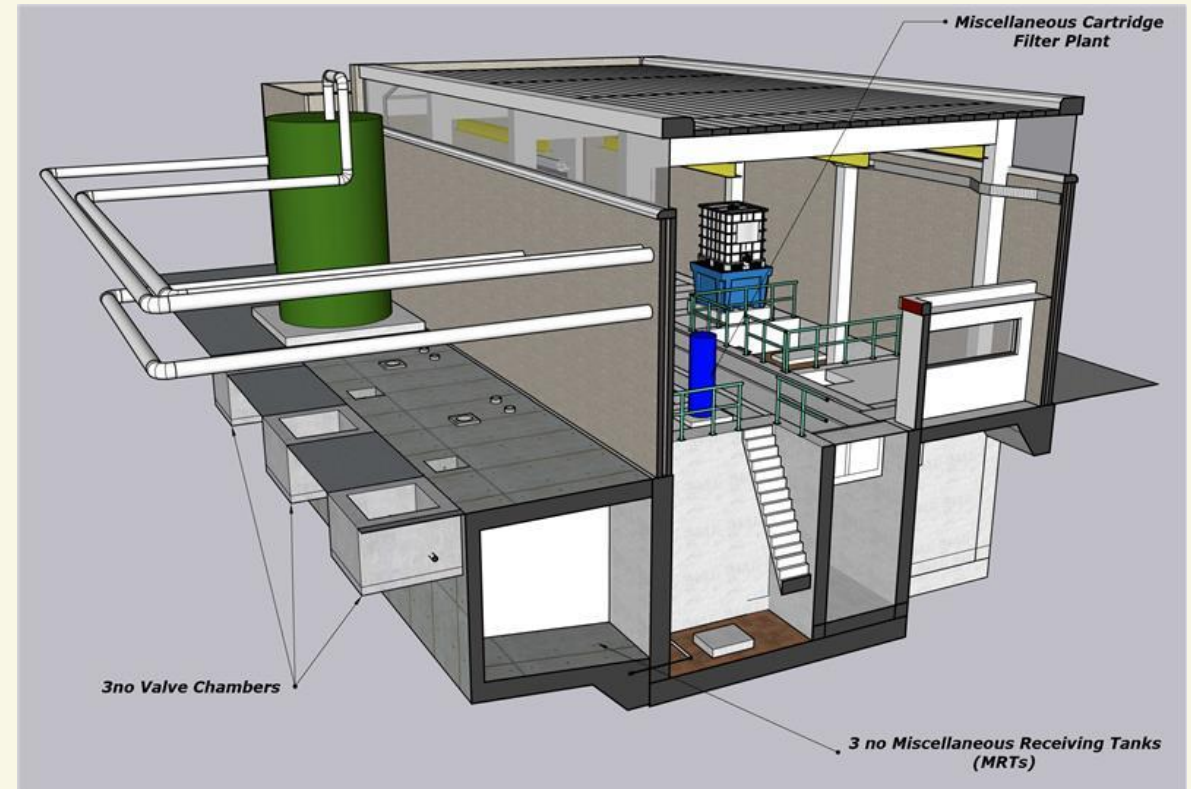
DAR2 – MRT Sludge Retrieval Concept Design

The Ponds team successfully achieved the Group Key Target of DAR2 at the end of last month, one week ahead of schedule.

This is a significant company-wide group key target and a major milestone for the Miscellaneous Receiving Tanks (MRTs) scope of work.

The accomplishment marks a pivotal step forward in the development of the concept design for sludge recovery operations associated with the MRTs located at the AETP external compound.

It provides a solid foundation for the next stages of design development and brings the programme closer to delivering safe, effective and compliant sludge recovery operations.

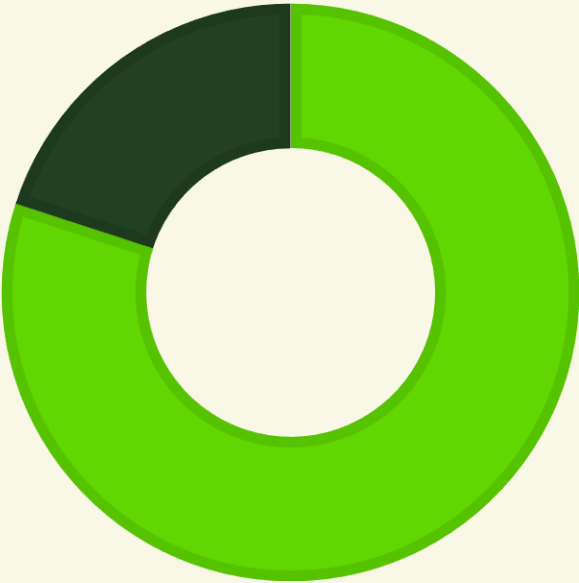


High active waste tracker

31/01/2026



Recovered HAW (tonnes)



Year to date – 50.8te

Target – 63.5te

Encapsulate drums and transfer to ILW store



Completed - 25

Target - 41

High Active Waste progress with fines removal

The SAWBR team are making great progress on their next challenge - to survey, inventory and process the remaining 'Orphan' wastes that we encountered and accumulated during bunker clearance.

The team has started to remove the fines dust from the Bunkers.

So far, the team has removed the fines from Bunkers 5-3.

Next, we will begin Bunker 2 fines removal. Once processed, we are hopeful that the Orphans can be consigned as LLW.



SAWBR team using the Big Brute

Low active waste tracker



Metallic Waste



**Completed –
9.82te**

Target – 5.5te

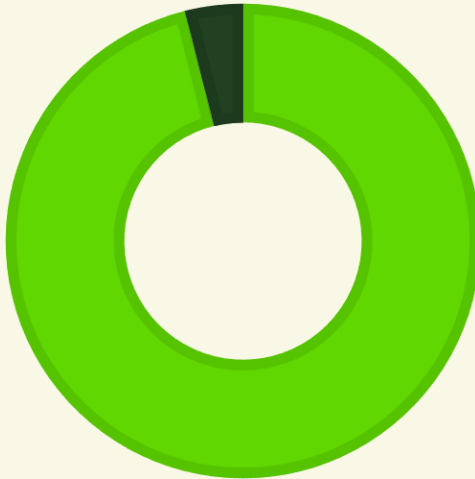
Consignments



**Year to
date - 3**

Target - 5

Legacy Waste m3



**Year to date –
19.69m3**

Target – 20.5m3

Plant and Structures

Cold Duct Cladding Removal

The team has recently restarted this asbestos-removal job that was put on hold last year.

The task involves licensed removal of asbestos from two cold duct elbows on Reactor 2, 4th floor.

This work will also help inform future demolition of the remaining horseshoe walls and design of new elbow supports.



Plant and Structures

Top Duct Spring Hangers

Spring hangers are devices used to support pipes and ducts throughout the site. The spring part of them provided constant support as the system expanded, contracted and moved during operation. We have around 700 devices on site.

In February, we put out a tender to bring in a temporary works designer. Their job will be to look at the reactor floor and roof steelwork, do the necessary calculations to confirm it can support an access scaffold, and set out a safe step-by-step plan for taking the spring hangers down.



Sustainability at Hunterston

Our site is committed to sustainability, investing in environmental improvements and strengthening its partnership with the local community. We will be launching our new site Sustainability Strategy which will capture the activities we are already doing at Hunterston to boost sustainability.

Sustainability – Responsible Decommissioning



Business

1. Proactively build a network of local suppliers within the Dynamic Purchasing System (DPS)
2. Develop and maintain a record of all site-based sustainability successes/improvements to recognise achievements and encourage others
3. Build a healthy cross-site working relationship between HNA and HNB to positively impact the wider nuclear estate



Environment

1. Promote the use and understanding of 'Circular Use of Resources' principles within G-003 (Designing for Sustainability) to construction and asset management personnel
2. Encourage insects and pollinating flowers e.g., liaise with Scottish Wildlife Trust's Ayrshire Nectar Network for seeding
3. Support the central team in delivery of Carbon Literacy workshops to project leads and relevant members of Engineering, Waste and EHSSQ.



Community

1. Encourage and support local communities to sign up to the neighbourly platform
2. Provide new employees with a holistic introduction to the site, its history, and its future mission as part of an enhanced site induction
3. Encourage early careers by supporting our STEM ambassador to deliver Educational Outreach (e.g., at Ayr Air Show)

Socio-economic update – West Kilbride Community Initiative

The £73,000 project recently benefitted from £37,000 from NRS to construct two new prefabricated craft studios, a storage shed and decking on land owned by WKCIL. This will expand Craft Town Scotland's existing network of nine successful studios.

The studios are intended to help WKCIL progress toward long-term self-sustainability by increasing visitors, boosting the local economy and attracting further creative enterprises.



Socio-economic update – Organic Growers of Fairlie

Through our good neighbour funding, we have supported five local groups with modest funds that make a big impact in their communities.

Organic Growers of Fairlie received £1,800 to build more raised beds, allowing members to continue to grow organic sustainable fruit and vegetables for themselves, family and friends and the community. The group also supports the Largs Food Larder, supplying them with organic healthy vegetables and fruits all grown by members in their beds and in community beds.

This project also has a strong social aspect - having your own bed implies learning new skills, sharing produce and making friendships, overcoming loneliness. The results so far have been really encouraging.



Any Questions?

