



Candidate brief for the position of Chair of the Nuclear Decommissioning Authority

July 2023



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Welcome Message



Dear Candidates,

Thank you for your interest in the role of the Chair of the Nuclear Decommissioning Authority (NDA).

The work of the NDA is critical to the country, for this and future generations.

Its mission is to tackle legacies dating back to the UK's first forays into nuclear technology and reduce risks, which were previously considered so complex and dangerous it wasn't clear how they might be overcome.

The nuclear legacy is the UK's single largest liability, and every day the group's 17,000 people tackle it with world leading innovation and ingenuity. The NDA and its subsidiaries are home to a number of the UK's most challenging technical problems and some of its greatest engineering prowess.

The significance of the NDA's 120-year mission, however, goes beyond restoring its 17 sites. Its work to create long-term safe and secure storage for current and future nuclear waste is essential to the future of nuclear power in the UK. By extension, the NDA is an enabler of the UK's transition to greener and sustainable energy and plays a central role in the development and success of the UK nuclear sector.

The NDA Chair role is a unique opportunity to make a nationally significant contribution, and government is looking for an experienced and capable leader who can provide the NDA with the leadership to strengthen its culture, build its capabilities, and deliver on its mission safely. The NDA is mindful of the value that diversity brings to the Board and to the organisation as a whole. We are actively searching for a diverse range of candidates and particularly welcome applicants from under-represented groups.

If you believe you have the experience and qualities that we are seeking to provide strong direction and governance to lead this important organisation, we very much look forward to hearing from you.

Grant Shapps, Secretary of State for Energy Security and Net Zero

The Nuclear Decommissioning Authority

The Nuclear Decommissioning Authority (NDA) is charged, on behalf of government, with the mission to clean-up the UK's earliest nuclear sites safely, securely and cost effectively, one of the most important environmental programmes in the world. It is committed to overcoming the challenges of nuclear clean-up and decommissioning, leaving the 17 nuclear sites ready for their next use. It does this work with care for its people, communities and the environment, with safety its number one priority.

What the NDA does

As owner of one of the largest nuclear decommissioning and remediation programmes in Europe, the NDA's main priority is to lead the work across the NDA group and develop the strategy for how it should be carried out. It also plays an important role in supporting the government's aspiration for the UK to be a global leader in the civil nuclear sector.

Its strategy is continually evolving and is updated every five years. The strategy can be downloaded at the link [here](#).

The NDA strives to deliver best value for the UK taxpayer by focusing on reducing the highest hazards and risks, while ensuring safe, secure, and environmentally responsible operations at its sites. The NDA seeks ways to reduce the level of public funding from government by generating revenue through its commercial activities.



How the NDA is set up

The NDA is a non-departmental public body created by the Energy Act 2004 to lead the clean-up and decommissioning work at its 17 sites on behalf of government. It is sponsored and funded by the Department for Energy, Security and Net Zero (DESNZ). Its plans for cleaning up the sites are approved by DESNZ and Scottish ministers, who provide a framework for the NDA. The NDA has offices across the UK, in Cumbria, Warrington, Dounreay, Harwell and London.

As a non-departmental public body, the NDA supports a wide range of government policy developments such as the Nuclear Sector Deal and the Ten Point Plan for a Green Industrial Revolution with intellectual thought, physical assets and research and development.

The NDA's sites

The UK's nuclear landscape began to take shape in the post-war period and has evolved over many decades. The focus during the Cold War arms race was on producing material for Britain's nuclear deterrent. When the nation's priorities shifted, facilities were turned into nuclear power stations, and, from 1956 onwards, the UK's first nuclear power stations began generating electricity for homes and businesses. Fuel fabrication and reprocessing plants were built from the 1970s to 1990s.

The NDA's 17 sites reflect this legacy and include the first fleet of nuclear power stations, research centres, fuel-related facilities, and Sellafield, which has the largest radioactive inventory and the most complex facilities to decommission. Current plans indicate it will take more than 100 years to complete the NDA's core mission of nuclear clean-up and waste management. The goal is to achieve the end state at all sites by 2333.



The NDA group

Decommissioning the UK's nuclear legacy is a complex undertaking and relies on the full range of expertise and skills within the NDA group. Over the last few years, the NDA has brought together the organisations involved in delivering its mission to decommission the UK's legacy sites and facilities into one group, as NDA subsidiary operating companies. It has also taken steps to join some of its subsidiary operating companies, reducing the number of organisations and boards. The NDA group is now made up of the NDA and its four key component parts:

- Sellafield
- Magnox with Dounreay
- Nuclear Waste Services
- Nuclear Transport Solutions

The NDA's other subsidiaries include Rutherford Indemnity, NDA Archives, NDA Properties and Energus.

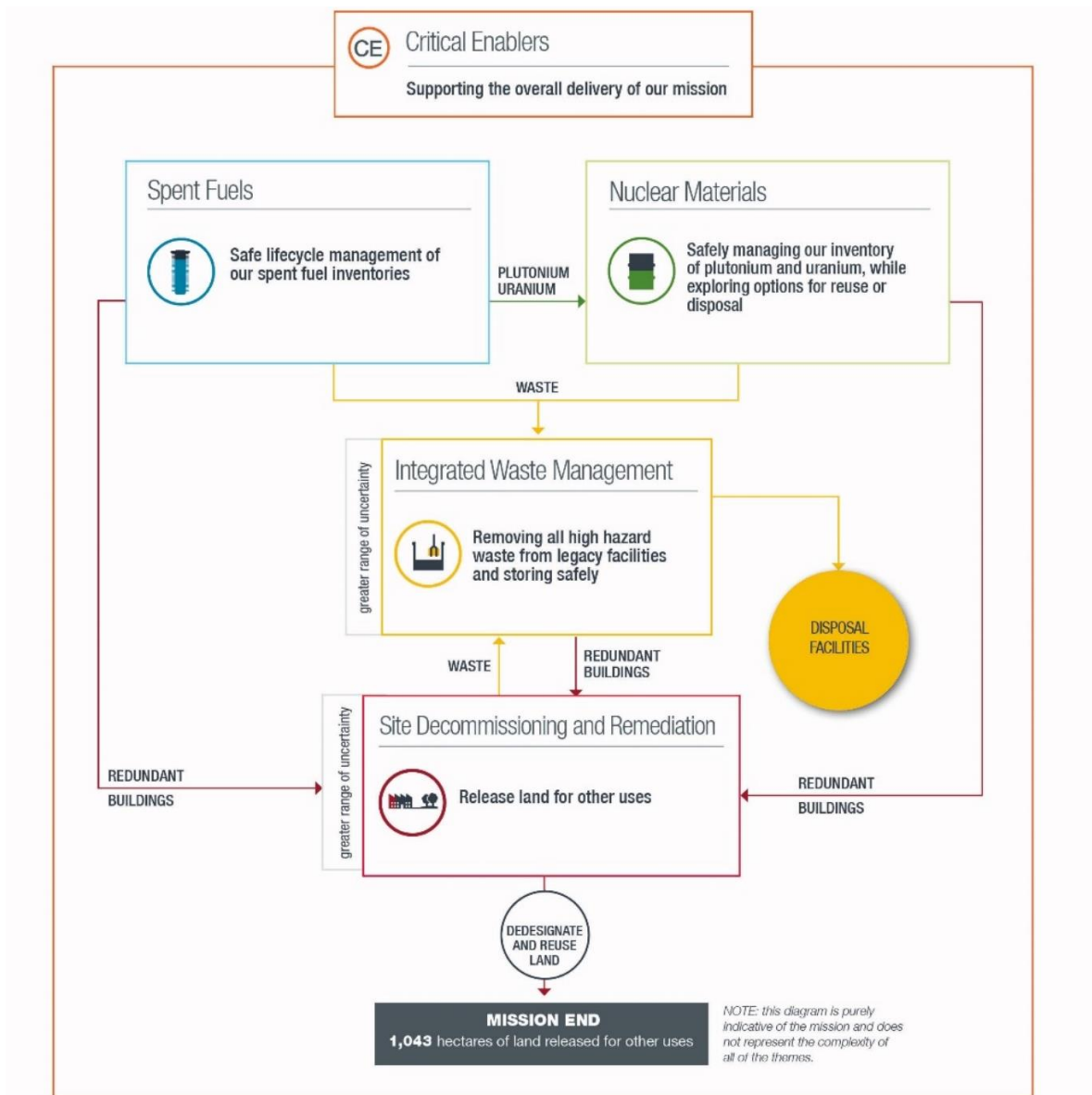
The NDA group had an annual budget in 2021/22 of £3.6 billion and a workforce of 17,000 highly skilled people.

The scope of the NDA group is set to grow, following arrangements agreed by the UK Government and EDF for decommissioning Britain's seven advanced gas-cooled reactors (AGRs). The AGRs will reach the end of their operational lives over the next 10 years and as they come offline their ownership will transfer to the NDA for decommissioning, utilising the expertise of the group and significantly Magnox's experience in decommissioning the older Magnox stations.



NDA's strategic approach and themes

The NDA uses five strategic themes to describe all the activities needed to deliver the NDA's mission. The first four strategic themes: Spent Fuels, Nuclear Materials, Integrated Waste Management and Site Decommissioning & Remediation relate directly to the NDA's clean-up and decommissioning work and are known as driving themes. The fifth theme describes the important activities needed to support the delivery of the NDA's mission and is known as Critical Enablers.



The NDA’s driving themes and strategic outcomes

Across the NDA’s four driving themes, it breaks its mission down into 47 strategic outcomes. These outcomes represent the significant pieces of work that must be achieved to deliver the NDA’s mission. The NDA is building an increasingly accurate picture of the work that has been completed across its 47 outcomes and what is still left to do. See below for a more in-depth look at how it is performing against these strategic outcomes:

Spent Fuels	Nuclear Materials	Integrated Waste Management	Site Decommissioning and Remediation
SPENT MAGNOX FUEL 2022	PLUTONIUM 2022	LOW LEVEL WASTE 2022	OPERATIONAL AND PLANNED 2022
1 All sites defueled 100%	16 All plutonium produced 97%	26 All LLW produced 7%	40 All planned new buildings operational TBD
2 All legacy Magnox fuel retrieved 25%	17 All plutonium consolidated 100%	27 All LLW treated - to enable diversion or reuse 9%	41 All buildings primary function completed 38%
3 All Magnox fuel reprocessing completed 96%	18 A: All plutonium repacked in long-term storage 0% B: All cans not suitable for extended storage repackaged 35%	28 All waste suitable for disposal in NDA facilities 15%	DECOMMISSIONING AND DEMOLITION
4 All remaining Magnox fuel in interim storage 25%	19 All plutonium in interim storage 0%	29 All waste suitable for permitted landfill disposed 4%	42 All buildings decommissioned 21%
5 All remaining Magnox fuel disposed 0%	20 All plutonium reused or disposed 0%	INTERMEDIATE LEVEL WASTE	43 All buildings demolished or reused 19%
SPENT OXIDE FUEL	URANIUM	30 All ILW produced 33%	SITES
6 All EDFE oxide fuel received 60%	21 All uranium produced 94%	31 All legacy waste retrieved 9%	44 All land delicensed or relicensed 9%
7 All legacy oxide fuel retrieved 100%	22 All uranium consolidated 80%	32 All ILW treated 10%	45 All land in End State - all planned physical work complete 43%
8 All oxide fuel reprocessing completed 100%	23 All uranium treated 4%	33 All ILW in interim storage 15%	46 All land demonstrated as suitable for reuse 9%
9 All remaining oxide fuel in interim storage 56%	24 All uranium in interim storage 61%	34 All ILW disposed 0%	47 All land de-designated or reused 9%
10 All remaining oxide fuel disposed 0%	25 All uranium reused or disposed 3%	HIGH LEVEL WASTE	950 hectares of land still to be released for other uses
SPENT EXOTIC FUEL		35 All HLW produced 71%	
11 All exotic fuel defueled 73%		36 All HLW treated 74%	
12 All exotic fuel consolidated 62%		37 All HLW waste in interim storage 83%	
13 All exotic fuel reprocessing completed 93%		38 All overseas HLW exported 11%	
14 All remaining exotic fuel in interim storage 84%		39 All HLW disposed 0%	
15 All remaining exotic fuel disposed 0%			

Equality, Diversity, and Inclusion

The NDA has well developed strategies for Equality, Diversity, and Inclusion. It is committed to creating great places to work, ensuring that everyone is respected and included so that they can perform at their best. The NDA has a strong focus on employee health and wellbeing.

The Role

The Chair of the NDA is a critical and highly visible role of national importance, providing effective leadership and direction to the Board, offering appropriate and robust challenge in shaping the organisation's strategy. Appointed by the Secretary of State for the Department of Energy Security and Net Zero in consultation with Scottish ministers, the Chair will lead the NDA, maintaining effective relationships with stakeholders and representing the NDA externally.

Responsibilities include:

- Lead the Board effectively, drawing out the skills and experience of other Non-Executive Board Members (NEDs) and working collaboratively with the Executive. Ensure the optimal balance between support and challenge, particularly between the Non-Executive and Executive Board Members, both through setting the best example, as well as leading and guiding Board discussions and decisions. Ensure that the Board is effective in providing direction and holding the executive to account.
- Develop the Board as a whole, increasing its breadth of skills and overall effectiveness ensuring its continuing progress and its composition, assessing skills against requirements. Work with government to play a leading role in attracting and identifying new NEDs as existing terms expire to take the organisation forward, ensuring they have the support and induction they need to be effective. Uphold the highest standards of integrity and probity of the Board.
- Establish a close and effective working relationship with the CEO and the Group Leadership Team and be available to provide them with advice and support as required. Constructively manage relationships with leaders across the NDA group, particularly with subsidiary Boards and Chairs. Work with the Board to consider the appropriateness of group governance structures, with a view to strengthening collaboration in line with the OneNDA vision.
- Ensuring the Board's strategy for delivering the NDA's statutory functions and satisfying its statutory duties and that it takes into account all relevant Government policy and guidance. Ensure the Board and the wider governance structure effects appropriate authority in its engagement with the Executive, informed with the right information and analysis. Promote the highest standards of corporate governance and ensure that the NDA complies with all governance requirements.
- Play a leading role in the NDA's engagement with its key stakeholders, both with Parliament and the UK Government – including Ministers and officials in the Department for Energy Security and Net Zero (DESNZ), UK Government Investments (UKGI), HM Treasury (HMT), and the Scottish Government – and externally, such as with the Office for Nuclear Regulation (ONR), local stakeholder groups, and the NDA supply chain. Do so as an influencer and working in conjunction/partnership with the CEO and other senior Executives, as well as the NDA's subsidiaries within the wider NDA group to ensure that the NDA understands, and has the right profile with, its stakeholders.

Person Specification

The NDA is a priority function for Government and as a non-departmental public body, the Board is critical to the organisation's success. We are seeking candidates with the right skills and abilities to take forward the NDA as it evolves. The new Chair will need to both be adept at engaging with stakeholders at all levels and have a genuine flair for managing complex stakeholder relationships. They will possess a good appreciation of the role of Chair and will understand and be committed to the pivotal role that the board plays in the effective and efficient delivery of NDA's mission. The successful applicant must be able to demonstrate:

All of the following are considered essential requirements for the role:

- Notable experience at Board-level as a Chair, Committee Chair, or Non-Executive of a large complex organisation in a group context;
- A track record of delivering organisational and cultural improvements; evidence of a strong personal commitment to fostering a positive corporate culture;
- A track record of building effective relationships with internal and external stakeholders, communicating with impact and demonstrating emotional intelligence, collaboration, and leadership skills;
- Experience of infrastructure or other capital intensive and/or safety critical industries;
- An ability to work with Government on topics including Board composition and mission delivery; and
- UK based and a British national with an ability to obtain Developed Vetting security clearance.

Some or all of the following would be desirable:

- Experience of major projects and programme management;
- Experience of operating in a regulated industry;
- Experience of working with or close to the public sector.

The NDA is mindful of the value that diversity brings to the Board and to the organisation as a whole. We welcome candidates from all backgrounds who match the essential requirements of the role.

Terms of Appointment

- The expected time commitment is two and a half days per week, including ten board meetings per annum.
- The Chair will be appointed for a period of three years. Any extension or renewal will be subject to satisfactory performance appraisals and approval from the Secretary of State.
- The Chair will need to travel around the UK, recognising the NDA has offices in Cumbria, Warrington, Dounreay, Harwell and London as well as 17 sites.
- Reasonable travel expenses are paid, in line with NDA's policies.
- This role is remunerated at a rate of £187,500 per annum.
- Developed Vetting security clearance is required.



Appointment Process

This appointment is being conducted in accordance with the Government's Governance Code on Public Appointments, which sets out the regulatory framework for public appointments processes. The Code is based on eight principles of public appointment – you can view the Governance Code on Public Appointments [online](#).

All appointments follow a recruitment process regulated by the Commissioner for Public Appointments (OCPA). This is based on a written application, followed by interviews (if candidates are successful at sift stage).

Assessment Panel

In line with the Governance Code, the campaign will involve the formation of an Advisory Assessment Panel (AAP). The role of the panel is to ensure that appointments are made in accordance with the Governance Code. They also act on behalf of the Secretary of State for Energy Security and Net Zero as the appointing Minister.

The AAP will comprise of:

- Clive Maxwell, Second Permanent Secretary to the Department of Energy Security and Net Zero (panel Chair).
- Charles Donald, Chief Executive, UK Government Investments (UKGI).
- Irene Dorner, NED and former Chair, Taylor Wimpey (Senior Independent Panel Member).

Biography of Clive Maxwell

Clive Maxwell is Second Permanent Secretary for the Department for Energy Security and Net Zero (DESNZ). He was previously the Second Permanent Secretary for the Department for Business, Energy and Industrial Strategy (BEIS) from November 2022 to February 2023.

Clive has worked across government in a range of senior roles. He was Director General, High Speed Rail Group in the Department for Transport (DfT) from 2017 to 2022. Clive led work on changes to energy policy from 2014 to 2017, overseeing a number of major projects and policy reforms as a Director General in the Department of Energy and Climate Change and then in the Department for Business, Energy and Industrial Strategy.

Clive held a number of senior roles at the Office of Fair Trading (OFT) from 2009 to 2014, including Chief Executive from 2012 to 2014. Prior to OFT, he worked for HM Treasury from 1992 to 2009, including responding to the financial crisis from 2007 to 2009 as Director, Financial Stability.

Biography of Charles Donald

Charles was appointed Chief Executive of UK Government Investments in March 2020, having joined in May 2018 as Head of the Financial Institutions Group.

Prior to that, he spent his career in investment banking. From 2006, he held a number of senior management positions in corporate advisory after 14 years in equity research and five years in financing. Charles is the Head of the Government's Corporate Finance Profession.

Charles currently holds a number of additional roles including as Non-Executive Director of the UK Infrastructure Bank, the Chair of the Working Party on State Ownership and Privatisation Practices at the OECD, and as a Trustee of Help for Heroes, the charity that helps the Armed Forces community live well after service.

Biography of Irene Dorner

Irene was Chair of Taylor Wimpey plc from February 2020 to April 2023 and remains a non-executive director. She is Chair of Control Risks Ltd and of the board of trustees of Hampstead Theatre. She is Trustee of the South East Asia Rainforest Research Partnership and an Honorary Fellow of St. Anne's College, Oxford.

Irene has held a number of senior positions at HSBC including CEO of HSBC Malaysia, CEO and President of HSBC in the United States, Group Managing Director of HSBC Holdings and member of the Group Management Board. Irene was Chairman of Virgin Money (UK) plc for seven months prior to its acquisition in 2018 and was also a Non-Executive Director of AXA SA and Rolls-Royce Holdings plc.

Assessment Process

Once the competition closes, the panel will assess the applications to select those demonstrating the best fit with the role by considering the evidence you have provided against the essential criteria in the Person Specification. Failure to address any or all of these may affect your application. The Panel will identify a subset of candidates who best match the criteria for an initial interview with Odgers Berndtson to further explore their skills and experience with reference to all the criteria in the person specification.

For those candidates selected for preliminary interview, as part of the due diligence process, Odgers Berndtson will require the completion of a Declaration of Interest form and may request details of referees to take references from.

The panel will then have a further meeting to review interview reports on these candidates alongside CVs and statements of suitability in order to select the shortlist. At this stage they may choose to take into account the desirable criteria. Shortlisted candidates will be advised of the outcome as soon as possible thereafter.

If you are shortlisted, you will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence. This could be in relation to any of the criteria set out in the vacancy description, key responsibilities and accountabilities and person specification.

Prior to interview, you may have the opportunity for informal conversations with key personnel in order to improve your understanding of the organisation. Full details of the assessment process will be made available to shortlisted candidates.

The panel will identify which candidates are appointable before a final decision on who to appoint is made by the Secretary of State in consultation with the Scottish Government. Prior to this decision, candidates may be asked to meet with Ministers.

Conduct and Probity

We must ensure that any individual appointed is committed to the principles and values of public service. The Seven Principles of Public Life are: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership and are set out in the Code of Conduct for Board Members of Public Bodies most recently updated in July 2019 ([here](#)).

Recruitment Timetable

The following dates are indicative and may change. Candidates will be advised of the dates as they are confirmed.

ACTIVITY	INDICATIVE COMPLETION DATE
Applications open	12 th July 2023
Applications close	2300hrs Sunday 20th August 2023
Preliminary interviews with Odgers Berndtson	September 2023
Shortlist meeting	w/c 25 September 2023
Due diligence/referencing	October 2023
Final panel interviews	w/c 30 October 2023
Ministerial meetings and approval	By December 2023

During the period following appointment the successful candidate will be required to undertake familiarisation and orientation activities. Subject to obtaining all necessary approvals and completing security checks, the successful candidate is likely to take up the post by January 2024.



How to Apply

The application deadline is 2300hrs Sunday 20th August 2023.

The preferred method of application is online: please visit www.odgers.com/89031

If you are unable to apply online, please email: simon.havers@odgersberndtson.com

How to apply: application stage

In order to apply you will need to provide:

1. A **Curriculum Vitae** which provides your contact details, details of your education and qualifications, employment history, directorships, membership of professional bodies and details of any relevant publications or awards.
2. A **Supporting Statement** (no longer than two pages) setting out your motivation for applying and how you meet the criteria for appointment, as set out in the person specification for the role. Please note that the Supporting Statement is an important part of your application and is as much the means by which you will be assessed as your CV.
3. **Diversity monitoring information** which you will receive an email prompt to complete during the application process. This allows us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes that we could make to encourage a more diverse field to apply. You can select "prefer not to say" to any question you do not wish to answer. The information you provide will not be used as part of the selection process and will not be seen by the interview panel. Applications will not be considered complete until this monitoring information has been provided.
4. **Disability Confident.** If you wish to be considered for the Disability Confident scheme, then please state this at the beginning of your Supporting Statement.

DESNZ and NDA are accredited users of the Disability Confident symbol, which signifies organisations with a positive attitude towards disabled applicants. All Disability Confident Employers will offer interviews to disabled candidates who meet the minimum requirements for a job or role. It is not necessary to state the nature of your disability. Whether you choose to apply under the Disability Confident scheme or not, you can still ask us to make particular adjustments for you

Completed applications should be submitted online on the [Odgers Berndtson website](http://www.odgersberndtson.com). **You will receive an automated acknowledgement once your application has been received.** If you do not receive this receipt email, then your application will not have been successfully submitted. If you do not receive the acknowledgement email, please resend your application or contact us separately as soon as possible at the above email address.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

Equality of Opportunity

The Department for Energy Security and Net Zero and the NDA are committed to providing equality of opportunity for all candidates during the selection process, so that appointments are selected from the widest pool of talent available.

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include, for example, ensuring that information is provided in an accessible format.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance. If you wish to receive a hard copy of the information, or in an alternative format then please contact: simon.havers@odgersberndtson.com.

Application guidance

Please ensure your CV includes:

- Your full name, title, contact number and your personal email address.
- Maximum two sides A4, minimum 11 Arial black font, setting out your career history in chronological order, and including the dates you occupied these roles.
- Does not include any information that can identify children or any of your Sensitive Personal Data.

Guidance on Supporting Statement Format:

- The supporting statement is your opportunity to demonstrate to the Advisory Assessment Panel how you can demonstrate the skills and experience outlined above.
- Please provide subheading and separate paragraphs in relation to how you meet each criterion.
- Write all acronyms in full when first used.
- Ensure your full name and the title of the post are clearly noted at the top of your Supporting Statement.
- The maximum page limit for your Supporting Statement is two sides A4, minimum 11 Arial black font.
- Does not include any information that can identify children or any of your Sensitive Personal Data.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember not to mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

This process is being run in conjunction with UK Government Investments (UKGI). Candidates are asked to read the UKGI data privacy notice prior to applying to understand how your data will be treated by UKGI, available [here](#).

Accessibility

Government departments are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so.

Some examples of common changes are:

- ensuring that application forms are available in different or accessible formats;
- making adaptations to interview locations;
- allowing candidates to present their skills and experience in a different way;
- giving detailed information on the process in advance to allow candidates time to prepare themselves;
- allowing support workers, for example sign language interpreters;
- making provision for support animals to attend.

When you apply you will have the opportunity to request reasonable adjustments to the application process.

Conflicts of Interest and Due Diligence

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest that might be material and relevant to the work of the body concerned should be declared. It is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media. The panel may explore issues with you before they make a recommendation on the appointment.

Please note that due diligence searches will be undertaken on shortlisted candidates and references may be taken up prior to interview or prior to any advice being put to Ministers. As part of due diligence checks, we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. You should note that any declared political activity, conflict of interest as well as information from references and due diligence searches may be made available to the panel, and they may wish to explore issues with you, should you be invited to interview.

Complaints Procedure

If you feel you have reason to complain you should direct your concerns in the first instance to Odgers Berndtson who will make every effort to deal with these and respond to you as soon as possible.

This competition is regulated by the Commissioner for Public Appointments. The Commissioner for Public Appointments is the independent regulator of public appointments. The Commissioner's primary role is to provide independent assurance that public appointments are made in accordance with the Governance Code on Public Appointments. The Commissioner also investigates complaints and may conduct an inquiry into the policies and practices followed in relation to appointments processes which he regulates. The Commissioner will not investigate complaints relating to non-selection unless it appears that the appointments process has breached the Governance Code on Public Appointments.

You can contact the Commissioner by email at publicappointments@csc.gov.uk. Further information on the role of the Commissioner or the appointments process is available [here](#).

Contacts

For a conversation in confidence, please contact: simon.havers@odgersberndtson.com.



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