



Insights from Leaders in Nuclear Energy: Innovative Leadership

Rumina Velshi,
President and CEO of the Canadian
Nuclear Safety Commission

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Rumina Velshi, President and CEO of
the Canadian Nuclear Safety Commission,

*In conversation¹ with
William D. Magwood, IV, Director-General
Nuclear Energy Agency*

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The mission of the Canadian Nuclear Safety Commission (CNSC) is to regulate the use of nuclear energy and materials to protect health, safety, security and the environment; to implement Canada's international commitments on the peaceful use of nuclear energy; and to disseminate objective scientific, technical and regulatory information to the public.

William D. Magwood IV, Director-General of the Nuclear Energy Agency (NEA), sat down with Rumina Velshi, President and Chief Executive Officer of the CNSC, on 17 January 2020. Ms Velshi has extensive experience in the energy sector, including its technical, regulatory and adjudicatory aspects. She visited the NEA to attend briefings on key programmes and activities and to have an open discussion on issues related to leadership in today's nuclear energy sector. In a wide-ranging discussion, she shared her perspectives as a leader in nuclear safety, her long-standing involvement in nuclear energy regulation and her activities promoting careers in science, technology, engineering and mathematics (STEM). The conversation covered the important aspects of leadership, current issues affecting an organisation that promotes nuclear safety, preparation for future nuclear energy technologies and the achievement of a better gender balance in the workforce.

1. The original transcript has undergone minor editing to ensure that the text presented here is in a reader-friendly format.



Before their conversation, President Velshi spoke candidly to the NEA staff assembled and outlined her thoughts as a leader. She talked about how she is focusing on preparing for the coming events that will shape the future of nuclear power and how regulators must remain prepared for change. She also shared her views on the enthusiasm we are seeing for the future of small modular reactors (SMRs) and how Canada has developed a very comprehensive roadmap for their deployment.

She also highlighted how openness to new technologies will support the global effort to reduce carbon emissions and how important it is for regulators to build and maintain public trust. She ended her remarks by sharing her focus on the three areas for improvement in diversifying the workforce:

- building confidence among women;
- addressing systematic bias in hiring and promotions;
- turning apathy among men in the workforce into advocacy for gender balance.

Her presentation set the stage for her conversation with NEA DG Magwood, in which the two leaders explored perspectives in leadership in the nuclear energy sector.

DG William D. Magwood, IV: Let's begin with the issue of innovation. The last couple of times I visited Canada, I found a great deal of excitement about small and advanced reactors. Many people there refer to "Team Canada" as a source of pride in the country for its leadership in promoting the technological developments we hope to see in the coming years. One thing that was often mentioned is that the CNSC gives Canada a competitive advantage because of the flexible multi-phased, performance-based approach to regulation. Do you ever worry about a growing perception among the public that perhaps the Commission is getting too much into Team Canada? Could the CNSC be seen as too much a part of this innovation drive with the industry, rather than the distant, independent regulator that people often expect?

CNSC President Rumina Velshi: We are certainly mindful of that potential perception. As regulators, our job is not to promote nuclear. Our job is to be ready for – and open to – innovative solutions while never losing sight of our commitment to public safety. I can tell you that when Natural Resources Canada was developing the roadmap for SMRs, we were not part of the team. That's not our place.

DG Magwood: Along those lines, have you ever worried that people inside the Commission may be getting a little too enthusiastic about the new technology? Do you feel like there are things you need to do as a leader to continue reinforcing the message about the role of the regulator?

President Velshi: Let's be absolutely clear about the key role of a regulator: We exist to protect people from risk – but not from progress. We should never be the driving force behind new technology, but nor should we stand as an unnecessary barrier. You look at a disruptive technology like Uber and what you see in many places around the world are regulators who have not kept pace with the times. We need to stay current – and also stay vigilant. The regulator is accountable to and interacts with more people than just the licensees – including members of the public, elected officials, Indigenous groups and more). When we focus on advancing harmonisation of requirements globally and international collaboration, it's about making life easier for regulators. It's not about creating a competitive edge for industry. For example, the CNSC does not have the resources or funding to assess 12 different technologies. We want to make sure that we, the regulator, aren't an impediment to what is a very important process, that of introducing new technology.



Preparing for the future

“One of the things we’ve really tried to instil in our most senior experts is how critical knowledge transfer is and that it is the legacy they want to leave behind. In fact, it’s the only part that is going to stick around, and as human beings, we all want to leave something behind.”

-President Velshi

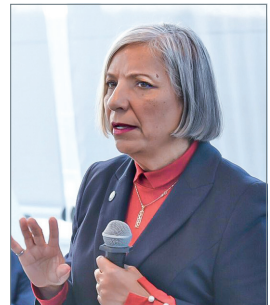
ing at the long term, what’s your strategy for building competency as you prepare for the future? What do you need to do as leader of the organisation to get ready for this future?

President Velshi: I am often asked, “What keeps you awake? What are your biggest concerns?” Competency is certainly an area of great concern to me. Will we have the right capacity and capability for the future of nuclear? None of the technologies we are looking at is heavywater based, so all of these technologies are at least somewhat new for all of us at the CNSC. At the same time, licensees are introducing novel and innovative ways to extend the lives of their existing fleet and run them more efficiently.

We put a real emphasis on our knowledge management policies, training programmes and alumni programmes. These are systematic and effective ways to build and maintain competency by making sure that knowledge is being shared and handed down by those who’ve been around the industry and the regulator for a long time. This is crucial. In the past, CNSC typically hired experts with years or decades of experience in the industry. Now, we’re hiring graduates who are smart and talented – but need to get up to speed. Helping them do so will be one of the great and enduring legacies of the senior experts on our team. As human beings, we all want to leave something behind.

Beyond developing the technical skills, we must also focus on building leadership within the organisation. We must ensure that our top people are adept not only at the technical part of the job but also at motivating, inspiring and responding to the people who work here.

DG Magwood: In your opening remarks, you mentioned that as you prepare for the future of innovation, you face the challenge of having a significant number of people reaching retirement age, which means you are evolving from an older workforce. While diversity is important, as you mentioned, the first and most important aspect is competency –making sure you have the capability to deal with these emerging technologies. Some of them are unlike any that regulators have had to deal with in the past, areas like artificial intelligence and new digital technologies, and things like cyber security, an area in which many regulators have identified a need for better proficiency. So look-



There's also a risk in getting too far ahead of the curve; you can build all this capability, and then nothing may happen and you're stuck. We've seen this in the past. Many regulators have done this, including the CNSC, then we've had this liability on our hands. One of our biggest challenges is trying to anticipate the future and be ready with the right people with the right skills at the right time. This is an ongoing effort and we're always looking for sharp minds to help us get it right.

Leadership to enhance the safety culture

“When I joined as President that was one of my first tasks. How do we ensure ours is an organisation where people not only feel comfortable but also feel it's their duty to raise safety issues and concerns and give fearless advice?”

-President Velshi

ties are those who become leaders in organisations. In regulatory organisations, you're rewarded by being methodical, organised and predictable. So there's a tendency to reward good managers as opposed to good leaders. I've found that some people don't even know the difference. We often talk about leadership for safety here at the NEA because you want to have people at the top driving the safety message for the organisation. You need to have the leadership at the top and make sure you have people throughout your organisation who are leading for safety as you go forward. How do you try to promote that kind culture within your organisation?

President Velshi: Let me approach this in a couple of ways. When it comes to safety culture, active and vocal leadership is an absolute prerequisite. The safety message has to come from the very top. I'll share a story with you: A number of years ago, an anonymous letter was sent to some of our Commission members. Allegations were made that staff were withholding relevant safety information from the Commission. That was a wake-up call for the CNSC. It led people to ask an important question: How strong and robust is the safety culture within our organisation, if people feel afraid

DG Magwood: You mentioned the “L” word – leadership. That's something that may not be an issue just in regulatory organisations. It has proven to be particularly challenging, because it is the nature of regulation to be so rigorous. It's not the kind of environment that easily lends itself to the challenges of and opportunities for creativity that are often important in developing and selecting leaders. By comparison, as you often see in the private sector, you have to have quick responses to new market developments, and you see that the people who capitalise on these opportunities



to raise issues and concerns because they fear retribution and My executive team and I have an open-door policy. We inform our staff. We hold town halls and we have roundtables. Also, I have established a private e-mail address where staff can reach me if they have a strong difference of opinion and want to raise it with me directly. I have been hearing concerns via this tool, which means people haven't felt comfortable raising their concerns using the established avenues. A couple of these have been are pretty significant. For example, I received one message concerning the issuance of an order, following non-compliance by a licensee. One year later, the licensee still hadn't complied with the regulatory requirements and we hadn't done anything about it. So I asked the employee who contacted me on this issue, if they had raised it with their direct manager, and they replied that they hadn't because they feared reprisal. This is most concerning.

We actually have an employee survey going out in the next couple of weeks where we'll ask things like: Have you raised any issues? Why haven't you raised any issues? Was it because of a fear of reprisal? Because it's only by asking and listening that we will know. For me, when it comes to safety culture and leadership, it is of critical importance that we know how to make sure people feel comfortable giving feedback and raising issues.

In terms of leadership more generally, we put a big focus on role modelling. We're hiring people not just based solely on their technical skills, but also based on their people skills. We also provide coaching and related training to support those being coached. We do 360-degree assessments so that people are getting feedback and help along the way. When it comes to safety culture, complacency is the biggest potential enemy of a regulator. We must always have our finger on the pulse of our industry and always seek feedback.

Reflections: Feedback from within the regulator on raising concerns

“We have a good feedback cycle that gives us insight into staff’s concerns. It’s one of those things where I don’t think we ever get to a destination; sustaining is just as hard as getting to the state we want to sustain.”

-President Velshi

DG Magwood: As you were talking about feedback, I was thinking about the experience the CNSC had a few years ago with issues being raised in anonymous e-mails going around the management chain. What's your current feeling about the state of things today at the Commission? Do you feel like people are more willing to use the processes to give feedback and differing opinions, or do you think people still feel they must send you secret e-mails? Alternatively, why do you think that has

changed? What was it that needed to change to get people more comfortable with using the CNSC's feedback processes?

President Velshi: I don't have any quantitative data, it's more anecdotal. But we have opened a new forum and started using an app where employees can ask questions, give feedback as well as provide a keyword to generate word clouds to describe collective responses. It's a quick way of getting feedback. I think things have improved a lot. And we're doing a more comprehensive safety culture assessment, either at the end of this year or early next year. The government has an annual public service employee survey that also gives us insight into what's on employees' minds and what their concerns are.

So we have a good feedback cycle that gives us insight into staff's concerns. I have also set up staff roundtables where I hear from them directly, and I hear from them that the atmosphere is improving. Are we there yet? No, we're not. It's one of those things where I don't think we ever get to a destination – but we do make important progress in our journey.

DG Magwood: One observation I would make is that it's not simply concern about reprisal from management; it's actually the whole organisation. I think that among many organisations and regulators, we're known as a very close community. If you step out of the community to make comments about things you believe aren't being done right, you're not just criticizing management, you're criticising everybody involved. That's a very uncomfortable place to be, because you want to be part of a team, right? Thus, it's a very difficult thing. I've had people, when I was at the US Nuclear Regulatory Commission (NRC), come to me with issues. I remember on one occasion, it was very unfortunate, a person on the staff essentially told me that after he raised his issue, he was planning to retire, because he felt that everyone looked at him as someone who betrayed them. So at best, it's really difficult to get people to step out of their comfort zones.

President Velshi: Difficult but essential. And it begins with changing the culture you describe. We want and need to create a culture that rewards those who raise important issues. Because that is what's going to make us a better regulator and positively impact our workplace.





DG Magwood: What do you as a leader and President of CNSC do personally to send this message to your organisation, and how do you get feedback? You mentioned this private account where someone gives feedback about something going on in the organisation; that is one thing. But giving you feedback on something that you are doing is something else. How does one do that? Are staff comfortable doing it?

President Velshi: This is very important to me. I want people to understand that I'm open to their views and their ideas. So, I put myself out there. I am reachable by anyone in our organisation. I hold regular Town Halls. And I sit down with groups of 12-15 employees a few times a month for what is almost always a very candid discussion. Sometimes, their feedback is very positive. Other times, it can be a bit of a gut punch. I can tell you, even in my private e-mail, I get a lot of, "You know I wasn't quite happy with how you said that!" Sometimes staff don't hold back with me – but I really appreciate their candour and I let them know that. Staff have to know that it is welcomed. I do say I will make mistakes and if there is any way I could do better, please let me know how. I appreciate that.

In our surveys, we specifically ask about the mechanism used to engage people, and how helpful or how comfortable they are raising issues. Also, we'll ask during roundtables, "In these roundtables, how effective are they?" We have been getting candid feedback. We do ask people to share bright ideas and propose other things, or tell us what they can do; we always welcome this information.





External feedback and licensee interaction

“During the first few meetings, we were in the proverbial honeymoon period, and I feel that they didn’t want to say anything.”

“Now I’m getting feedback on how well we’re doing. It helps us improve and ensure there are no surprises.”

-President Velshi

I am not going to discuss licensing issues with the CEOs during these meetings. But on other things, I’m now getting feedback on how well we’re doing. It helps us improve and ensure there are no surprises. We’ve also given licensees some feedback on important matters like their public communications.

So we started that dialogue and it includes different levels of the organisation. We are also meeting more regularly with members of the general public, civil society organisations and several communities near nuclear facilities as well.

DG Magwood: What about the licensees? Is there a mechanism for licensees to give feedback to the Commission?

President Velshi: Not necessarily to the Commission directly. I have been meeting with licensees and their boards on a regular basis, and I’ve asked for feedback. During the first few meetings, we were in the proverbial honeymoon period, and I feel that they didn’t want to say anything or change anything dramatically. Bill, you will recall from your NRC Commission days, there is always a fine balance between independence and isolation. I’ve now created a CEO forum. This is new.



DG Magwood: I know that the Commission in Canada is different than the Commission in the United States. One of the differences is that licensees often come to see commissioners to complain about things. It is not uncommon that they will visit individual commissioners to highlight what they deem unreasonable. Sometimes commissioners are sympathetic, and sometimes they are not. I personally learned a lot talking to licensees, especially during site visits. The things I learned informed my view on regulatory policy issues.

President Velshi: Our commissioners – we have four other commissioners besides me – do go out to our facilities and they never come back with any regulatory policy issues.

DG Magwood: Well Canadians are supposed to be especially nice...

President Velshi: Well, we'll find out at our upcoming NEA Country-Specific Safety Culture Forum.

DG Magwood: We're looking forward to that. That will be in October? Will that be in French and English?

President Velshi: Yes October. It will be in English, based on the attendees participating.

DG Magwood: The last one was in Finnish and the one before that was in Swedish, so this one is going to be a little easier.

Have you had an “aha!” moment that connects you with nuclear safety? Is there something that is your cornerstone or guiding post, or something really personal for you that ignited your focus on nuclear safety? Is it something that you think about?

President Velshi: I can't say that there's been an “aha!” moment – but maybe that's because my entire career has been in nuclear safety. More than three decades ago, I began as a design engineer for safety of the Darlington nuclear power plant. I have been a health physicist and in charge of radiation protection at nuclear power plants (NPPs). Safety has been the defining theme of my career. I've come to learn that good safety drives

good performance. It helps to build leadership and capability. And it leads to desirable outcomes. You may remember that there was a time when safety officers were solely responsible for safety and the line organisation wasn't. That didn't work so well. Now we understand that safety is the responsibility of every single individual in the organisation from top to bottom.

DG Magwood: Do you view your role as leader – and again there is a difference between leadership and management – as someone who's there not just to encourage people to do the right thing, but to really inspire them? Where do you get the inspiration?

President Velshi: People respond to competency and clarity. They respond to a vision – but only if that vision is communicated in a compelling way. I try to inspire people by removing barriers so that they have the opportunity to achieve their potential. I've had many good jobs in my life. The CNSC, in particular, is a fantastic place to work. I want to convey that this is not just a job but a calling – an opportunity to do something that advances the public good. I asked, as we sat around the roundtable, "Tell me what you like about working at the CNSC." No matter who I was speaking with and what part of the organisation they were in, the common thread in their responses was that they like the people within the CNSC. Moreover, they like the mandate of the CNSC and the opportunities that the CNSC provides for them to personally grow and personally contribute. That is what inspires people.

DG Magwood: So it's been a year and a half since you became President and CEO, do you have a favourite moment? Not outside, but inside the organisation, that made you feel like, "This is why I'm here!"

President Velshi: I take great pride every time I see or hear someone in our organisation speak or act in a way that shows their personal and professional commitment to safety and delivering on our mandate. I am heartened that they have internalised the safety message of the agency and perceive it as our primary responsibility.

DG Magwood: Let me ask this one last question, and maybe you covered this in part as you've already spoken about innovation and things you want to see happen. When you look at your tenure as President, what are the things that you absolutely want to have as part of your legacy?

President Velshi: It is the responsibility of a leader to set an organisation on a course for continued success – to make sure it is ready to face the future. We have done a critical assessment of our processes, programmes and competencies, and identified our opportunities to improve. I want to set a foundation to ensure the CNSC is well positioned to thrive no matter what the future holds.



On gender balance issues

“It is recognised through evidence that an organisation with a level of diversity in the workforce that reflects the public it serves is a more successful organisation.”

-President Velshi

exactly on this topic: “Why are we spending so much time and effort on the President’s pet project?” In other words, why should we care so much about advancing the presence of women in our field? And here’s how I respond. First, I make a point of emphasising that all relevant research shows that an organisation with a greater level of diversity in the workforce – a greater range of perspectives – is a more likely to be a successful organisation. That’s important. Second, I point out that we exist to serve Canadians – all Canadians – and we should reflect the public we serve. And third, our goal is to attract the best and the brightest. We do ourselves a disservice if we turn our backs on half of the population.

For our sector in particular, I want to share an image with you. Last year, we had a technical association conference where about 800 people came together. If you had attended a conference like this in the early part of this century, you could have counted on one hand the number of women present. This has changed. Now you will see many women. Last year was my first opportunity to speak at this event in my current role, and I was given carte blanche. So, I invited my counterparts from the UK and the US to join me. Our very presence, three women in leadership with different styles, showed that the industry perspective had changed. The industry reality had changed.



We still have a lot of work to do on gender balance. But we are making progress. This isn’t about taking opportunities away from one group and giving them to another. An analogy I like to use is that of the candle. If your candle is lit and you use it to light another candle, the original candle’s power is not less at all, but now you have twice as much light.

DG Magwood: So what is the current situation at the CNSC, specifically at the senior management level, with regard to gender balance? And also, what do you see across the industry?

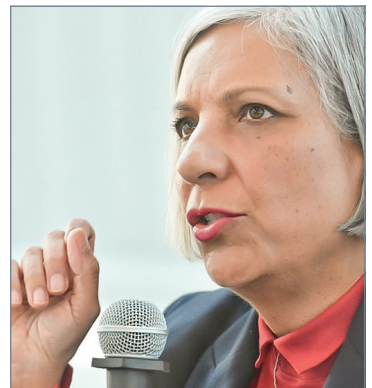
President Velshi: For the CNSC, if you look at the overall workforce, it's in the high 40percent range. At the senior leadership level, it's about 35 percent. In my view, that's not good enough. We are working to achieve parity, plain and simple. Now, if you look more broadly at the nuclear sector in Canada, the challenge is greater. I would say high twenties overall in terms of women in the workforce. If you look at senior management, it is abysmal. There is so much work to do. What heartens me and gives me hope is that I do see a greater awareness of the need to improve gender balance and focus on enhancing diversity. If you speak to the senior leadership in licensees now, they will say, for example, "In my succession plan, I've had to make sure at least one qualified woman is identified for every single position in this organisation. That is to say, if there are three people identified for a position, at least one of them is a woman." I believe the recognition, acceptance and commitment is there, and I'm optimistic.

DG Magwood: What do you think the biggest barrier is?

President Velshi: There isn't just one major barrier. If there were, it would be an easier problem to solve. The challenge begins in school – we need more girls to pursue an education in the STEM disciplines. We need to create more role models for them. We need to make this an industry that they find appealing and welcoming. These young women also need a support network. If you look at how some of the men have succeeded in our industry, they've normally had a sponsor that was looking out for opportunities for them, putting in a good word for them, and identifying a particular progression in their career, all contributing to building their confidence. Speaking generally, women tend to be more reserved and more likely to hold back. They are not as likely to come out and say, "Hey, you know, I'm really interested in that job. Can you put in a good word? Tell me what I need to get there." I think that by holding back, we women suffer a lot. This is not the only area in which there's a marked difference in how women pursue career advancements. Résumés (CVs) are another area where women operate differently. Our Ambassador to the OECD, who comes from a corporate environment, was telling me just this morning that CVs of senior women focus so much on describing their duties and responsibilities, and less so on their accomplishments. Women need to better present what they have to offer and what difference they want to make in the future. All of this relates back to confidence, and it's imperative to recognise what is necessary for women to be successful.

DG Magwood: So we have a few young women here. What's your advice to women who are looking at you and thinking, "How can I be the president of the nuclear safety commission in my country?"

President Velshi: My answer is simple: Go for it! Acquire and develop the technical and people skills you need to do the job. Find allies, gain sponsors and look for opportunities to demonstrate that you will succeed. Sometimes as women we are reluctant to put our hands up or seek the spotlight. Or maybe we minimise our contributions. I think we need to put ourselves out there and be willing to be front and centre. We should reach for the stars, because we have a lot to offer.



DG Magwood: Awesome. Thank you very much.

President Velshi then took questions from the NEA staff in attendance and shared insights from her experience. She highlighted the importance of having a risk-informed regulator and explained how this approach can help clarify safety goals. She noted that in the development of new technologies, it is important for regulators to accept the research done by licensees; however, regulators must have the expertise to verify that the research and its results are sound. Finally, President Velshi shared her closing thought that the nuclear sector can gain value by learning from challenges in other industries, such as aviation. She reinforced the fact that each country's nuclear regulator has to be accountable to its citizens. They must not simply rely on industry standards or other regulators that are perceived as more developed, as illustrated with the safety issues in the Boeing 737 MAX. ■





William D. Magwood, IV

Director-General, OECD Nuclear Energy Agency (NEA)

Mr Magwood took up his duties as Director-General of the Nuclear Energy Agency (NEA) on 1 September 2014. He has extensive experience in both the regulatory and developmental aspects of nuclear energy, including at the international level. From 2010 to 2014, he served as one of the five Commissioners appointed by the US President and confirmed by the US Senate to the US Nuclear Regulatory Commission (NRC). While a commissioner, he advocated the importance of nuclear regulatory independence and

the necessity of maintaining strong, credible and technically sound nuclear regulation in the United States and all countries that use nuclear power.

Previously, Mr Magwood was Director of the US Government's civilian nuclear energy programme at the US Department of Energy (DOE). During his tenure, he established the Idaho National Laboratory; created activities that reversed the decline of US nuclear technology education; and launched important initiatives such as the Generation IV International Forum (GIF) and the US "Nuclear Power 2010," which helped restart nuclear plant construction in the United States. He was also actively involved in the work of the NEA, serving as a Steering Committee Bureau member from 1999 to 2005, including a term as Chair of the Steering Committee from 2004 to 2005. Mr Magwood, a US national, holds Bachelor degrees in Physics and English from Carnegie Mellon University and a Master of Fine Arts from the University of Pittsburgh.



Rumina Velshi

President and Chief Executive Officer, Canadian Nuclear Safety Committee (CNSC)

Ms Velshi was appointed President and Chief Executive Officer (CEO) of the Canadian Nuclear Safety Commission (CNSC) for a five-year term beginning 22 August 2018. Ms Velshi has had a long association with the CNSC, being a Commission member since 2011.

Ms Velshi has extensive technical, regulatory and adjudication expertise in the area of energy. Throughout her career, she has worked in various capacities at the electrical utilities of Ontario Hydro and Ontario Power Generation. Ms Velshi also previously served as a Board member on the Ontario Energy Board, the economic regulator of the province of Ontario's electricity and natural gas sectors.

A key priority of Ms Velshi's is ensuring regulatory readiness for innovation, both in Canada and internationally. She is a champion of international collaboration to best navigate this era of innovation and accelerating technological change, and of harmonisation of regulatory requirements and reviews. Ms Velshi was recently nominated Chairperson of the International Atomic Energy Agency's Committee on Safety Standards for a four-year period.

Public trust is also a key priority for Ms Velshi, who is endeavouring to establish relationships based on mutual respect with Indigenous communities, civil society organisations and stakeholders to better understand issues of interest or concern.

Ms Velshi is a passionate advocate for diversity in the nuclear sector, and she actively promotes careers in science, technology, engineering and mathematics (STEM), especially for young women.

Ms Velshi holds a Bachelor of Applied Science (Civil Engineering), a Master of Engineering (Chemical Engineering) and a Master of Business Administration – all from the University of Toronto.



The Nuclear Energy Agency (NEA) is an intergovernmental agency established in 1958.

Its primary objective is to assist its member countries in maintaining and further developing, through international co-operation, the scientific, technological and legal bases required for a safe, environmentally sound and economical use of nuclear energy for peaceful purposes. It is a non-partisan, unbiased source of information, data and analyses, drawing on one of the best international networks of technical experts.

The NEA has 33 member countries: Argentina, Australia, Austria, Belgium, Canada, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, Norway, Poland, Portugal, Romania, Russia, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States. The NEA co-operates with a range of multilateral organisations, including the European Commission and the International Atomic Energy Agency.

Insights from Leaders in Nuclear Energy shares personal insights through a series of in-depth conversations between the OECD Nuclear Energy Agency Director-General and leading figures in the sector. Each conversation explores the current issues and offers new ways to address challenges and aim for excellence.

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