

Norwegian Nuclear Commission – Market Consultation Response

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Amentum's Nuclear Pedigree

Amentum brings over 70 years of experience and a workforce of more than 6,000 nuclear professionals, part of our 53,000-strong global team, dedicated to sharing knowledge and delivering high-impact solutions across the global energy sector. Our track record reflects a sustained commitment to safety, innovation, pragmatism and focusing on client success.

Comprehensive Lifecycle Delivery: We provide fully integrated research and development, engineering, technical, testing, commissioning, and programme management services spanning the entire nuclear lifecycle from fuel enrichment and fabrication, through licensing and deployment, to operations, decommissioning, and environmental clean-up. Our experience spans both Giga Watt (GW) and Mega Watt (MW) scale developments, supporting conventional NPPs and advanced reactor concepts, including fusion technologies, with increased focus now on growing sectors adjacent to Nuclear such as Multi-Purpose Reactors, Space, Data Centres, Industrial Applications and Hydrogen.

Outcome-Focused: We deploy multi-technology expertise to help clients such as Governments, Investors, and Nuclear DevCos identify and implement reactor technologies best aligned with their national strategies, financing and delivery models, and policy priorities. Our technology evaluation services are supported by deep familiarity with a wide spectrum of global reactor technologies, underpinned with our own world-leading modelling tools.

Trusted by Global Clients: Our client base includes government bodies, nuclear delivery bodies, nuclear developers, regulators, national laboratories and waste management and disposal organisations, including Norway. We carry out early-stage support such as financial evaluation and capital cost estimation, backed by robust engineering, project controls, and delivery capabilities, underpinned by research and development.

Enabling National Programmes: We recognise that new nuclear programmes require not only plant construction but also development of enabling infrastructure, fuel cycle routes, waste disposal pathways, competent operating organisations and expanded regulators. Our experience working across complex international supply chains and diverse stakeholder environments positions us to be an effective partner in programme development and delivery of the projects with added social value.

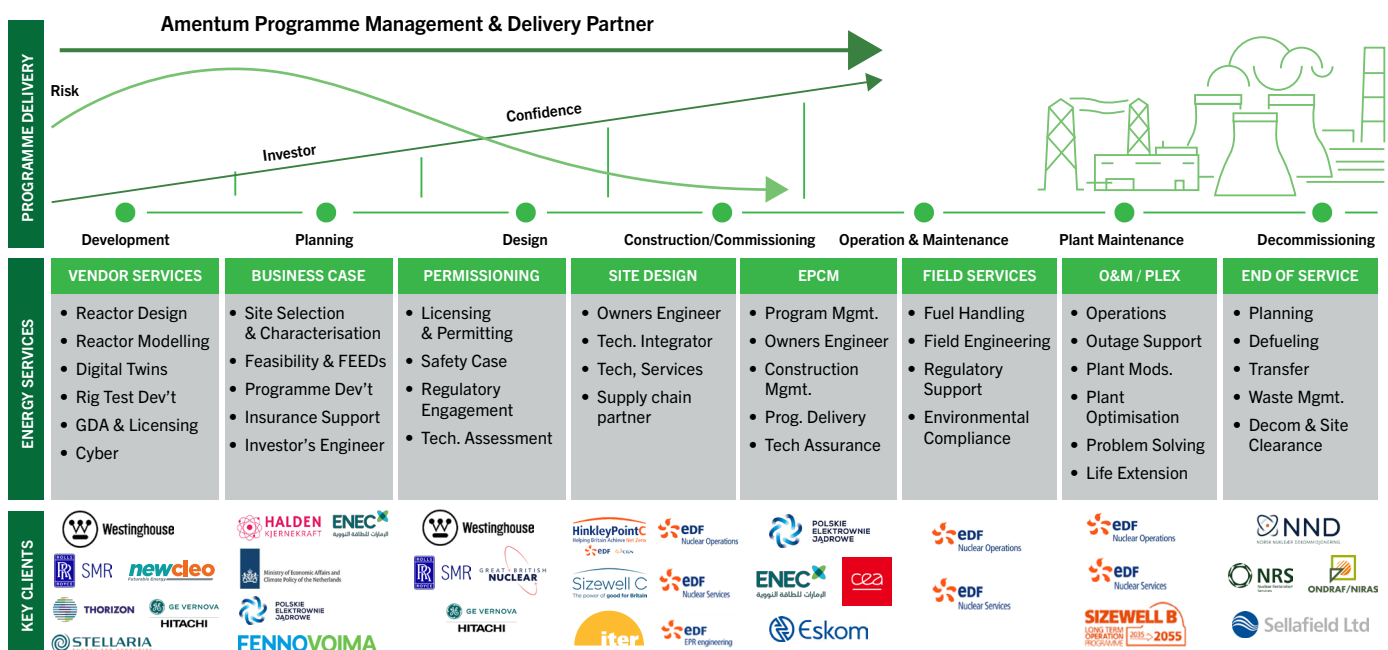


Figure 1 – Amentum Nuclear Lifecycle Capability

Amentum traces its heritage back to the inception of the nuclear industry and remains at the forefront of science and technology that creates new nuclear solutions. Amentum's nuclear pedigree spans 70 years – beginning with the design, construction and commissioning of the UK's original Magnox reactor fleet. This has culminated in a lifetime strategic partnership with EDF – recognising the unwavering support provided to their Advanced Gas Reactor (AGR) fleet. Our reputation is founded on the very best technical expertise and our unique experiences of bringing outcome certainty to major global infrastructure projects. From fission and fusion reactor design, to remediation and geological disposal we work across the lifecycle, delivering large-scale nuclear new build projects and providing support to existing fleet programmes.



Figure 2 – Amentum's Nuclear Pedigree

Proven experience supporting nations exploring nuclear energy development

Amentum provides governments and industry partners with trusted expertise across the full nuclear lifecycle. Our services are shaped by experience and grounded in a desire to share lessons learned, mitigate risks, and support national ambitions for safe, secure, and efficient nuclear deployment.

Strategic Advisory & Market Development: We advise on future national nuclear strategies, leveraging experience in UK, US, France, Netherlands, Poland, Czechia and the Middle East. Our services also include conducting market analysis and feasibility assessments for government bodies.

Operator Development & Delivery Partnership: Amentum supports the creation of new nuclear operating entities. We have directly enabled operator development at Barakah (UAE), supported PEJ in Poland, and at Sizewell C (UK) where we serve as sole Programme and Project Delivery Partner, embedding robust governance, technical leadership, and delivery oversight.

Technology Assessment & Procurement Structuring: We bring extensive experience in technology evaluation and procurement, having supported structured vendor engagement and technology selection in the Netherlands and Poland. Our technology neutral, client-centric approach ensures alignment with national policy and financing needs.

Technical Risk Management & Infrastructure Readiness: We mitigate technical risks at early stages of project development by acting as owner's engineer or architect engineer in support of the programme's leadership, development companies and licence holders. In the UK, we operate radiological and testing laboratories and qualification centres, and operate an Approved Dosimetry Service for radiation protection. We are well-positioned to support the set-up and development of new national nuclear infrastructure.

Regulatory & Legal Support: Amentum supports establishment or enhancement of regulatory frameworks, drawing from our role as a nuclear Technical Support Organisation (TSO) to UK regulators, Office for Nuclear Regulation (ONR) and Defence Nuclear Safety Regulator (DNSR) and active participation in the European Technical Safety Organisations Network (ETSON). We offer licensing, engineering, and compliance support for diverse technologies, including localisation strategies. We also provide a full licensing service integrated with engineering, safety, security, safeguards and environment through other delivery centres with independent management. We have experts on design code and standards committees, and support professional bodies like the Institute of Mechanical Engineers (IMechE), the International Organization for Standardization (ISO) and the American Society of Mechanical Engineers (ASME). Our experts are often called upon to assist missions to assess readiness of international nuclear programmes.

Political & Social Risk Mitigation: We help navigate complex stakeholder environments through proven approaches to regulatory engagement, planning dialogue, and mobilisation strategies. Our emphasis on social value is delivered through partnerships with academic institutions and skills bodies, Non-Governmental Organisations (NGOs), and community organisations, as well as large, medium-sized and small enterprises.

Commitment to Safety Excellence: We set the gold standard in safety and wellbeing, earning ten highly prestigious awards from the United Kingdom's Royal Society for the Prevention of Accidents (RoSPA) in recognition of our 2024 performance, demonstrating an unwavering commitment to safety.

Nuclear Safety and Cybersecurity Culture: Our staff bring mindset and behaviour which protect our clients' organisations, creating an environment where nuclear safety and security is everyone's responsibility, contributing to positive, safe and secure culture, leading by example for others to follow so safety and security becomes a second nature.

Full Lifecycle Capability: Our expertise spans from early programme planning, fuel cycle modelling, through to radioactive waste management, decommissioning, and final disposal, ensuring continuity, safety, and sustainability throughout the nuclear lifecycle. Our technology neutral ANSWERS radiation modelling software is used globally, and could be deployed in academia and in commercial settings in Norway.

Radioactive Waste Strategy & Integration Amentum: Offers world-class expertise in radioactive waste characterisation, planning, and strategic integration, covering a range of technologies including GW-scale reactors, SMRs, and AMRs from multiple vendors. We have a deep understanding of waste volumes, arisings, and scheduling, and how these vary across technologies and fuel cycles. Our ongoing work supporting Norwegian Nuclear Decommissioning (NND) gives us valuable insight into the country's current radioactive waste infrastructure and challenges. This dual perspective allows us to provide a comprehensive and integrated view of how waste from future nuclear power developments could be effectively managed within the Norwegian context, ensuring alignment with national waste policy, technical capacity, and long-term sustainability goals.

Partnering with Norway for a Nuclear Future

Amentum recognises Norway's forward-looking commitment to clean energy and long-term environmental responsibility. We believe consideration of nuclear power can play a vital role in strengthening energy security, supporting industrial electrification and decarbonisation, helping grid systems be resilient, and meeting national climate goals.

Current Engagement & Future Intent: Our existing and emerging activities in Norway, including those linked to potential nuclear reactor deployment and waste management and decommissioning, reflect our ambition to be a long-term contributor to the country's nuclear development. We see this as a mutually beneficial journey that aligns our global capability and knowledge with Norway's national energy objectives. Our ambition is to become Norway's reliable, committed and enduring stakeholder.

Sustainable, Localised Presence: We are actively working on viable options to establish an enduring presence in Norway. This includes the formation of a local legal entity, partnerships with Norwegian universities and industry, and participation in national supply chains. We are also assessing ways to maximise localisation, such as employment of Norwegian personnel, skills development initiatives, and support to regional economic regeneration, especially in areas undergoing decommissioning or industrial transition. In Poland for example, we are working with several universities to develop a capacity building programme meeting specific skills needs, supported by our local presence, including providing our reactor modelling codes and developing skills by providing opportunities for Polish nuclear engineers to work in the UK and France.

Support for Education: Amentum provides volunteer tutors and resources to support pupils' learning, demonstrating a commitment to education and youth development. We provide lecturers for academic courses and have visiting lecturers, and support engineering and science professional bodies. We are supporting several universities with radiation protection services, nuclear software development, and robotics.

Social Value & Community Regeneration: Amentum understands the central role of social value in Norwegian infrastructure programmes. Our approach prioritises inclusive growth, local empowerment, and long-term socio-economic benefits. We bring global best practice in designing and delivering community engagement strategies that build trust, transparency, and support for nuclear development. At Hinkley Point C and Sizewell C (UK), we learnt that stakeholder engagement and qualitative assessments are crucial when evaluating social value. Amentum won an award in 2024 for delivery of Social Value, highlighting the significant impact of our social value program in West Cumbria, UK around the Sellafield waste management site.

Proven New Market Integration: Our entry into the Japanese and Polish nuclear markets, through successful establishment of businesses and local entities, demonstrates our ability to scale operations, forge local partnerships, and align with regional expectations and regulatory frameworks. We strongly support development of local businesses, underlined by having other international offices in France, Czechia, Slovakia, and South Africa. This experience is directly transferrable to our approach in Norway.

A Long-Term Strategic Partner: Amentum views Norway not only as a key location for near-term projects, but as a country where we want to contribute to a broader nuclear renaissance, providing our expertise in the evolution of regulatory development, pragmatic and safe delivery, effective operations, decommissioning, as well as nuclear research and development. Skills, experience and lessons we have learned in the UK will aid Norway's national ambitions for safe, sustainable, and socially integrated nuclear energy.

Bringing world-class nuclear expertise to Norway

Services: Amentum delivers a comprehensive suite of services to support new nuclear development projects across the full lifecycle. These include regulatory and technical support to develop frameworks and perform assessments, programme management to guide early vendor engagement and integration, land use planning, environmental, and resource management services.

While our services can be predominantly self-performed to ensure accountability and continuity, we have deep experience partnering with global, regional, and local supply chains to successfully deliver client outcomes and strategic programme goals.

We work with trusted local and international partners to provide strategic financial advice, including access to export credit. We work together to deliver secure, modern IT infrastructure tailored to the nuclear sector. Our technical portfolio spans early site design, feasibility and enabling works, general engineering design, and construction planning. Amentum has a strong track record of forming effective partnerships and joint ventures to deliver nuclear programmes globally.

Roles: As an Owner's Engineer, Amentum helps new licensees become intelligent clients and users of advanced technologies. We also serve as a Programme Delivery Partner, offering integrated project delivery, commercial, procurement, and PMO services throughout the lifecycle. Additionally, we support Reactor Technology Vendors with the design, licensing, manufacturing, installation, and commissioning of GW/SMR/AMR solutions. We support local context needs by addressing regulations, standards, localisation and social value, whilst maintaining reference design conformity.

Role	Work Description
Regulatory body TSO	Develop regulations, guidance, resources, and detailed regulatory assessments
Programme Management Office (PMO)	Manage early reactor vendor contracts and integrate additional scope and procurements
Land Management Services Partner	Provide land, resource, environmental, and property management services for the Developer's site
Planning Services	Deliver land use planning services in line with environmental and regulatory (EIA) requirements
Financial Advisory	Design and implement investment strategy
Corporate Services	Develop a secure, modern IT solution to enhance operational efficiency and meet nuclear cybersecurity requirements
Early Site Design & Feasibility Partner	Provide feasibility studies, off-site infrastructure design, enabling works, and initial construction planning
Owner's Engineer (OE)	Supply multi-skilled safety, licensing, and engineering support to help new licensees become intelligent clients
Licensing Services	Deliver nuclear licensing support through technical advice, documentation, regulatory liaison, and compliance management, including addressing localisation issues
Reactor Technology Partner	Deliver GW/SMR/AMR technology—including design, manufacturing, installation, commissioning, and equipment qualification and testing
Programme Delivery Partner (PDP)	Offer integrated project delivery and management (technical integration, procurement, PMO, change control, etc.) across all sub-projects (phased contracts)
Development Company (DevCo)	Provide project development leadership, with strategic planning, stakeholder coordination, financing, regulatory liaison and risk management for successful nuclear project execution

Integration with the Norwegian Supply Chain

Integration and Global knowledge sharing in the Norway context: Amentum recognises that successful deployment of nuclear power in Norway, which is under review at Government level, must be built upon close integration with the local industrial base, and sharing global lessons learned. We have initiated an investigation into the Norwegian supply chain in relation to SMRs and, in 2025, delivered a preliminary assessment on this subject to a Norwegian company. Our approach focuses on maximising domestic value creation while ensuring world-class safety and performance standards.

Supply Chain Capabilities, Scalability, Qualification Training: A successful Norwegian Supply Chain Development Strategy begins with a comprehensive capability assessment of Norway's existing industrial landscape, leveraging deep experience from oil and gas, maritime, mining, heavy industry, and engineering sectors, to identify supply chain strengths and transferable skills. This is followed by a targeted gap analysis and structured capacity-building programme to elevate key suppliers to nuclear-grade quality through training, equipment qualification support, and knowledge transfer initiatives.

We see particular promise in Norway's maritime and offshore sectors, where expertise in pressure vessel fabrication, subsea technology, and high-specification engineering aligns well with nuclear reactor system requirements. These strengths provide a foundation for developing indigenous manufacturing capability for non-nuclear island components, civil works, balance-of-plant systems, and instrumentation and control. We will work with Norwegian partners to support achievement of nuclear certifications (e.g., ISO 19443, ASME NQA-1) and help develop supply chain qualification mechanisms aligned with IAEA/WENRA/ENSREG expectations.

Sustainability in New Nuclear: For us, sustainability goes beyond just carbon metrics and encompasses a commitment to lifecycle stewardship and the minimization of environmental impact from construction to decommissioning. We promote resource efficiency through the use of modular designs to reduce material use and waste.

Amentum's sustainability goals are linked to social license to operate, thus building Norway's public trust through transparency, ethical governance, and community engagement. In Norway, we will apply this experience to facilitate joint delivery models between Norwegian companies and our international reactor vendors and delivery partners. This includes providing structured skills development and knowledge-sharing pathways to enable long-term localisation. Our integration planning includes robust engagement with Norwegian small-medium enterprises, regional industry clusters, and academic institutions like NTNU, and national laboratories like IFE Halden, to support innovation, research and development, and workforce development. We have a strong record of supporting equipment qualification and validation to support deployment of new products and services. We have played a leading role in the European Network for Inspection Qualification (ENIQ) for many years, and we are working in the EU SMR Industrial Alliance.

Supply Chain Development: Ultimately, our model supports not only the delivery of new nuclear capacity in Norway but also the development of an export-capable nuclear supply chain. By embedding local content through meaningful industrial collaboration, technology transfer, and sustained investment, Amentum aims to enhance the economically viable, resilient, competitive Norwegian supply chain that supports national decarbonisation goals and delivers long-term socio-economic benefits.

Strong Safety Culture: Amentum is committed to a transparent safety culture that encourages continuous learning and innovation, drives ethical decision-making from the boardroom to operations throughout the supply chain, and maintains public trust.

By sharing knowledge and delivering high-impact solutions, Amentum is ready to contribute to Norway's aim of achieving a balanced energy system that will ensure reliable power distribution, long-term reliability and availability.



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