

[This page is detachable, for ease of reference]

ReuseR and NOW – Unseen material provided on examination day

Additional (unseen) information relating to the case is given on pages 20 to 25.
Read **all** of the additional material before you answer the question.

ANSWER THIS QUESTION

You are Franc de Loore, the Business Development Director at Shard.

You have been requested to write a report to the Board of Shard, following the recent Board meeting, concerning how Shard could secure the sources of recycled materials in the longer term.

Your report should cover the issues discussed at the Board meeting, as minuted in **Appendix 5** of the unseen material.

Note: The TOPCIMA Assessment Matrix, against which your script will be marked, is on the next page for your reference.
