

## Board and Standing Committee 2020 Work Plan

Topic/Item	Committee	Q1			Q2			Q3			Q4			When Performed		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annually	Every 3 years	As Required
<b>1. Strategic Planning</b>	Oversight of strategic planning process and the implementation and effectiveness of the strategic plan															
1.1 Review and approve 2020 priorities	Executive	○	○●											✓		
1.2 Review and approve CNA refurbishment strategy and business plan	Executive	✱	✱		✱		○●				○●				✓	✓
1.3 Review strategic financial plans	Exe. & Fin.				○		●				○	○	○●		✓	✓
1.4 Review targets and progress against priorities and business plan <sup>1</sup>	Executive	○	○●		○●		○●			○●			○●	✓		
<b>2. Financial Oversight</b>	Oversight of financial matters, including financial reporting and disclosures															
2.1 Quarterly financial results and forecast	Finance	○	●		○		●			○●			○●	✓		
2.2 Operating budget for Q3 and Q4, 2020	Finance						○●									✓
2.3 Operating and capital budget for fiscal year ending December 31	Finance									○		○	○●	✓		
2.4 Annual audited financial statements	Finance	○	● <sup>2</sup>											✓		
2.5 Selection and appointment of public accountant to hold office, including fixing compensation of auditor	Finance	○					○●				⊙			✓		✓
2.6 Review financial policies, procedures and internal accounting controls	Finance	○	○●				○●			○		○	○●		●	✓
2.7 Review property management and insurance coverage	Finance												○	✓		

<sup>1</sup> Achieved, in part, via CNA president's report and program updates.

<sup>2</sup> Approval must be evidenced by the manual signature of one or more directors or a facsimile of the signatures reproduced in the statements (NFP Act, s. 178(1)).

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2.8 Review portfolio performance	Finance				○					○			○	✓		✓
2.9 Review performance with investment managers	Finance												○	✓		
<b>3. Governance and Compliance Oversight</b>	Oversight of CNA's corporate governance framework and compliance with governing documents															
3.1 Review articles of incorporation and by-law	GHRC														✓	
3.2 Review governance policies and procedures	GHRC				○							○	●●	✓		✓
3.3 Review board and committee work plans	GHRC/All	○	●●											✓		
3.4 Review committee terms of reference	GHRC/All									○			●●			
3.5 Director nomination and election	GHRC				○		●			○	⊙			✓		✓
3.6 Select and appoint board officers and committee members	N/A									○	●				✓	✓
3.7 Evaluate and review the performance of the board, its committees, the chair and individual directors	GHRC											○	●●	✓		
3.8 Review and monitor compliance with statutory filings, reporting and internal governance policies	GHRC	○	●●											✓		
3.9 Review directors' and officers' liability coverage	GHRC									○			●●		✓	
<b>4. Compensation, Evaluation and Succession</b>	Oversight of CNA policies and procedures related to appointment, compensation, performance evaluation and succession planning of CEO and other designated officers.															
4.1 Review succession planning processes for the board, CEO and other senior executives	GHRC									○			●●	✓		✓
4.2 Review performance expectations, corporate goals and objectives for CEO	GHRC				○									✓		✓

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<b>5. People Management</b>	Oversight of CNA policies, procedures and practices related to people management (HR policies, procedures and practices).															
5.1 Review HR policies, procedure and practices, including succession planning	GHRC									*		○	●●	✓		
5.2 Monitor compliance with HR policies and procedures	GHRC												●●	✓		
5.3 Review and approve annual parameters for CNA staff compensation	GHRC												●●	✓		
<b>6. Membership</b>	Oversight of the process whereby organizations who have applied for CNA membership are accepted by resolution of the board.															
6.1 Review membership structure (categories and criteria) and the contributions and dues (if any) to be fixed by resolution of the board	GHRC & Exe.															✓
6.2 Review and accept applications for CNA membership	GHRC & Exe.	○	●●		○		●●			●●			●●			✓