

**BY-LAW NO. 1**

A by-law relating generally to the  
transaction of the business and  
affairs of

**CANADIAN NUCLEAR ASSOCIATION**

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BE IT ENACTED as a by-law of the Corporation as follows:

## SECTION ONE

### INTERPRETATION

**1.1 Definitions.** In the By-laws, unless the context otherwise requires:

“**Act**” means the *Canada Not-for-profit Corporations Act*, or any statute that may be substituted therefor, and the regulations to the Act, as from time to time amended.

“**Articles**” means the articles attached to the certificate of incorporation of the Corporation, as from time to time amended or restated.

“**Board**” means the board of directors of the Corporation.

“**By-laws**” means This By-law and all other by-laws of the Corporation from time to time in force and effect.

“**Corporation**” means the corporation continued under the Act by the said certificate to which the Articles are attached, and named “Canadian Nuclear Association”.

“**Meeting of Members**” includes an annual meeting of members and a special meeting of members.

“**Special Meeting of Members**” includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members.

“**This By-law**” means this By-law No. 1 of the Corporation.

Except as provided above, words and expressions defined in the Act have the same meanings when used in This By-law. Words importing the singular number include the plural and vice versa. Words importing a person include an individual, partnership, association, body corporate, trustee, executor, administrator and legal representative.

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## SECTION TWO

### AFFAIRS OF THE CORPORATION

**2.1 Registered Office.** The registered office of the Corporation shall be at such location as the Board may from time to time determine.

**2.2 Financial Year.** The financial year of the Corporation shall be on such day in each year as the Board determines from time to time.

**2.3 Execution of Instruments.** Deeds, transfers, assignments, contracts, obligations, certificates and other instruments may be signed on behalf of the Corporation by any two of the President or Corporate Secretary

**2.4 Banking Arrangements.** The banking business of the Corporation, including the borrowing of money and the giving of security therefor, shall be transacted with such banks, trust companies or other bodies corporate or organizations as may from time to time be designated by or under the authority of the Board. Such banking business or any part thereof shall be transacted under such agreements, instructions and delegations of powers as the Board may from time to time prescribe.

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## SECTION THREE

### DIRECTORS

**3.1 Number of Directors.** Until changed in accordance with the Act, the Board shall consist of not fewer than three directors and not more than the maximum number of directors provided in the Articles.

**3.2 Qualification.** No person shall be qualified for election as a director if such person is less than 18 years of age, is incapable and has been so declared by a court in Canada or elsewhere, is not an individual, or has the status of a bankrupt. A director must be from a voting Member or, if determined appropriate by the Board from time to time, an Honorary Member.

**3.3 Election and Term.** Any individual elected as a director who is on the Executive Committee shall have a three year term. All other individuals elected as a director shall have a one year term unless determined otherwise by the Board from time to time. Subject to the foregoing, the election of directors shall take place at each annual Meeting of Members and all applicable directors then in office shall retire but, if qualified, shall be eligible for re-election. The number of directors to be elected at any annual Meeting of Members shall be the number of directors then in office unless the directors otherwise determine. If the members adopt an amendment to the Articles to increase the number or maximum number of directors, the members may, at the Meeting of Members at which they adopt the amendment, elect the additional number of directors authorized by the amendment. The election shall be by ordinary resolution. If an election of directors is not held at the proper time, the incumbent directors shall continue in office until their successors are elected.

**3.4 Nominations and Elections Procedure.**

(a) Approximately two (2) months prior to the annual Meeting of Members, the staff of the Corporation, under the supervision of the President, shall

- (i) Confirm the number of directors to be elected from each applicable class of members at the next annual Meeting of Members, in order to comply with the composition of the Board set out in section 3.1 above;
  - (ii) seek, in writing, the names of eligible and qualified individuals to consider for nomination as Directors and shall submit a slate of proposed directors seeking election at a general meeting called for that purpose which slate shall be included in the notice of the annual Meeting of the Members be sent to the Members pursuant to Section 8.6 hereof.;
- (b) The voting members shall then elect the Directors from their respective classes at the annual meeting.

**3.5 Consent.** No person shall hold office as a director unless such person, if present at the Meeting of Members when the election took place, did not refuse to hold office as a director or, if absent at such Meeting of Members, consented to hold office in writing before the election or within 10 days after the election, or acted as a director after the election.

**3.6 Removal of Directors.** Subject to the Act, the voting members of a class may by ordinary resolution passed at a Special Meeting of Members remove any director that they voted in from office and the vacancy created by such removal may be filled at the same Meeting of Members, failing which it may be filled by the Board.

**3.7 Vacation of Office.** A director ceases to hold office on death, on removal from office by the applicable voting members, on becoming disqualified for election as a director, on receipt of a written resignation by the Corporation, or, if a time is specified in such resignation, at the time so specified, whichever is later. Subject to the Act, a quorum of the Board may appoint a qualified individual to fill a vacancy in the Board in accordance with these By-laws.

**3.8 Appointment of Additional Directors.** If the Articles so provide, the directors may, within the maximum number permitted by the Articles, appoint one or more additional directors, who shall hold office for a term expiring not later than the close of the next annual Meeting of Members, but the total number of directors so appointed may not exceed one third of the number of directors elected at the previous annual Meeting of Members.

**3.9 Action by the Board.** The Board shall manage, or supervise the management of, the activities and affairs of the Corporation. The powers of the Board may be exercised at a meeting at which a quorum is present or by resolution in writing signed by all the directors entitled to vote on that resolution at a meeting of the Board. If there is a vacancy in the Board, the remaining directors may exercise all the powers of the Board so long as a quorum remains in office. If the Corporation has a Board consisting of only one director, that director may constitute a meeting.

**3.10 Meeting by Means of Electronic Communication.** Subject to the Act, if all the directors of the Corporation consent generally or in respect of a particular meeting, a director may participate in a meeting of the Board or of a committee of the Board by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting, and a director participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be

effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the Board and of committees of the Board.

**3.11 Place of Meetings.** Meetings of the Board may be held at any place in or outside Canada.

**3.12 Calling of Meetings.** Meetings of the Board shall be held from time to time at such time and at such place as the President, or Secretary may determine.

**3.13 Notice of Meeting.** Notice of the time and place of each meeting of the Board shall be given in the manner provided in Section Nine to each director (a) not less than 7 days before the time when the meeting is to be held if the notice is mailed, or (b) not less than 48 hours before the time when the meeting is to be held if the notice is given personally, is delivered or is communicated by telephone, facsimile or other electronic means. A notice of a meeting of directors need not specify the purpose of or the business to be transacted at the meeting except where the Act requires such purpose or business to be specified, including, as required by the Act, any proposal to:

- (a) submit to the members any question or matter requiring approval of the members;
- (b) fill a vacancy among the directors or in the office of public accountant, or appoint additional directors;
- (c) issue debt obligations except as authorized by the Board;
- (d) approve any annual financial statements;
- (e) adopt, amend or repeal by-laws; or
- (f) establish contributions to be made or dues to be paid by members.

**3.14 First Meeting of New Board.** Provided a quorum of directors is present, each newly elected Board may without notice hold its first meeting immediately following the Meeting of Members at which such Board is elected.

**3.15 Adjourned Meeting.** Notice of an adjourned meeting of the Board is not required if the time and place of the adjourned meeting are announced at the original meeting.

**3.16 Regular Meetings.** The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular meetings shall be sent to each director immediately after being passed, but no other notice shall be required for any such regular meeting except where the Act requires the purpose of or the business to be transacted at such meeting to be specified.

**3.17 Quorum.** The quorum for the transaction of business at any meeting of the Board shall consist of one half of the directors or such greater number of directors as the Board may from time to time determine. No person shall act for an absent director at a meeting of the Board.

**3.18 Votes to Govern.** At all meetings of the Board every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes the chair of the meeting shall not be entitled to a second or casting vote, provided however that any appointed chair shall have a second or casting vote if such equality of votes relates to a vote regarding the appointment of new officers of the Corporation in which case such chair shall have a second or casting vote.

**3.19 Conflict of Interest.** A director of the Corporation shall disclose to the Corporation, in the manner and to the extent provided by the Act, any interest that such director has in a material contract or transaction, whether made or proposed, with the Corporation, if such director (a) is a party to the contract or transaction, (b) is a director or an officer, or an individual acting in a similar capacity, of a party to the contract or transaction, or (c) has a material interest in a party to the contract or transaction. Such director shall not vote on any resolution to approve the same except as provided by the Act.

**3.20 Remuneration and Expenses.** Directors shall serve without remuneration and no director shall directly or indirectly receive any profit from such position, provided that a director may be reimbursed for reasonable expenses incurred in the performance of the director's duties as such. A director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity.

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## SECTION FOUR

### COMMITTEES

**4.1 Committees of the Board.** The Board may establish such committees and advisory bodies as it deems necessary or appropriate to assist it in the administration of the Corporation's affairs and to assist it in the accomplishment of its purposes, which may include, but not be limited to, the Executive, Finance, Governance, Regulatory Affairs and Public Affairs committees. Furthermore, the Board may delegate to any such committee any of the powers of the Board except those which pertain to items which, under the Act, a committee has no authority to exercise.

**4.2 Executive Committee.** Subject to these By-laws and the Act, the Executive Committee shall perform those functions specifically assigned by the Board from time to time. The Executive Committee shall be composed of such individuals as chosen by the Board from time to time. Currently, the Executive Committee is composed of the following:

- (a) President and Chief Executive Officer;
- (b) Chair;
- (c) Vice-Chair;
- (d) Past-Chair;

- (e) Chair of Governance Committee;
- (f) Chair of Finance Committee;
- (g) Chair of Regulatory Affairs Committee;
- (h) Chair of Public Affairs Committee; and
- (i) Two directors at large

**4.3 Quorum and Procedure.** Unless otherwise determined by the Board, each committee and advisory body shall have power to fix its quorum at not less than a majority of its members, to elect its chair and to regulate its procedure.

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## SECTION FIVE

### OFFICERS

**5.1 Appointment.** The Board may from time to time appoint or elect a chair, a president, a chief executive officer, one or more vice-chairs (to which title may be added words indicating seniority or function), and such other officers as the Board may determine, including one or more assistants to any of the officers so appointed. One person may hold more than one office. The Board may specify the duties of and, in accordance with This By-law and subject to the Act, delegate to such officers powers to manage the activities and affairs of the Corporation, except those which pertain to items which, under the Act, an officer has no authority to exercise. An officer may but need not be a director with the exception of the chair, vice-chair and committee chairs, each of whom must each be a director. Notwithstanding the foregoing, unless determined otherwise by the Board the president cannot be a director.

**5.2 Chair of the Board.** If appointed, the Board may assign to the chair any of the powers and duties that are by any provisions of This By-law assigned to the president and chief executive officer. The chair shall have such other powers and duties as the Board may specify. Without limiting the foregoing, the chair shall, if present, preside at all meetings of the Corporation, of the Board of Directors, and of the Executive Committee.

**5.3 Vice-Chair.** The vice-chair shall assist the chair in the discharge of his or her responsibilities. If the chair is not present at any meeting of the Corporation, of the Board or of the Executive Committee or if the chair is not otherwise able to act, then the vice-chair shall act in place of the chair. The vice-chair shall also carry out such other duties and responsibilities that the chair may, from time to time, delegate or assign.

**5.4 Past-Chair.** Upon the chair completing his or her term, such chair shall become the past-chair. The past-chair shall attend meetings of the Board, be informed about the Corporation's purposes, policies and programs and carry out such duties and responsibilities as the Board may, from time to time, delegate or assign.

**5.5 President and Chief Executive Officer.** The president may also be the chief executive officer and, subject to the authority of the Board, shall have general supervision of the activities of the Corporation, including without limitation the hiring and supervision of officers and staff, and such other powers and duties as the Board may specify. Unless determined otherwise by the Board, the president shall not be appointed or elected from among the directors. The president shall, subject to the authority of the Board, attend and participate in meetings of the Board and committees, provided however that the president shall not be entitled to introduce any motions or cast any vote at such meetings.

**5.6 Secretary.** The secretary shall attend and be the secretary of all meetings of the Board, members and committees of the Board and shall enter or cause to be entered in records kept for that purpose minutes of all proceedings thereat. The secretary shall give or cause to be given, as and when instructed, all notices to members, directors, officers, public accountants and members of committees of the Board. The secretary shall be the custodian of all books, records and instruments belonging to the Corporation, except when some other officer or agent has been appointed for that purpose, and shall have such other powers and duties as may be specified by the Board.

**5.7 Powers and Duties of Officers.** The powers and duties of all officers shall be such as the terms of their engagement call for or as the Board may specify. The Board may, from time to time and subject to the provisions of the Act, vary, add to or limit the powers and duties of any officer. Any of the powers and duties of an officer to whom an assistant has been appointed may be exercised and performed by such assistant, unless the Board or the president otherwise directs.

**5.8 Term of Office.** Unless provided otherwise by the Board, and subject to the Act, the term of any officers who are members of the Executive Committee shall be for three (3) years. Currently, the chair, vice-chair, president and chief executive officer, chair of the Finance Committee, chair of the Governance Committee, chair of Regulatory Affairs and chair of Public Affairs are officers who are members of the Executive Committee. All other terms of office shall be for such period as determined by the Board from time to time. The Board, in its discretion, may remove any officer of the Corporation. Each officer appointed by the Board shall hold office until the end of his or her term, a successor is appointed, the officer resigns, or the Board removes the officer, whichever occurs first.

**5.9 Agents and Attorneys.** The Corporation, by or under the authority of the Board, shall have power from time to time to appoint agents or attorneys for the Corporation in or outside Canada with such powers (including the power to sub-delegate) of management, administration or otherwise as may be thought fit.

**5.10 Conflict of Interest.** An officer of the Corporation shall disclose to the Corporation, in the manner and to the extent provided by the Act, any interest that such officer has in a material contract or transaction, whether made or proposed, with the Corporation, if such officer (a) is a party to the contract or transaction, (b) is a director or an officer, or an individual acting in a similar capacity, of a party to the contract or transaction, or (c) has a material interest in a party

to the contract or transaction. Such officer shall not vote on any resolution to approve the same except as provided by the Act.

**5.11 Remuneration.** The officers shall be paid such reasonable remuneration for their services as the Board may from time to time determine.

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## SECTION SIX

### PROTECTION OF DIRECTORS, OFFICERS AND OTHERS

**6.1 Limitation of Liability.** All directors and officers of the Corporation in exercising their powers and discharging their duties shall act honestly and in good faith with a view to the best interests of the Corporation and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Subject to the foregoing, and without limiting any defences available to a director or an officer under the Act or otherwise, no director or officer shall be liable for:

- (a) the acts, omissions, failures, neglects or defaults of any other director, officer or employee;
- (b) any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired for or on behalf of the Corporation;
- (c) the insufficiency or deficiency of any security in or upon which any of the moneys of the Corporation shall be invested;
- (d) any loss, damage or expense arising from the bankruptcy, insolvency or tortious acts of any person with whom any of the moneys, securities or effects of the Corporation shall be deposited;
- (e) any loss, damage or expense arising from any error of judgment or oversight on the part of such director or officer; or
- (f) any other loss, damage or expense arising from the execution of the duties of office or in relation thereto;

provided that nothing in this Section shall relieve any director or officer from the duty to act in accordance with the Act or from liability for any breach of the Act.

**6.2 Indemnity.** Subject to the Act, the Corporation shall indemnify a director or officer, a former director or officer, or another individual who acts or acted at the Corporation's request as a director or officer or in a similar capacity of another entity, and their heirs and legal representatives, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil,

criminal, administrative, investigative or other proceeding in which the individual is involved because of that association with the Corporation or such other entity.

**6.3 Limitation.** The Corporation shall not indemnify an individual under Section 6.2 unless (a) the individual acted honestly and in good faith with a view to the best interests of the Corporation, or, as the case may be, to the best interests of the other entity for which the individual acted as director or officer or in a similar capacity at the Corporation's request, and (b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that the individual's conduct was lawful.

**6.4 Additional Circumstances.** The Corporation shall also indemnify an individual referred to in Section 6.2 in such other circumstances as the Act or law permits or requires. Nothing in This By-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of This By-law.

**6.5 Insurance.** Subject to the Act, the Corporation may purchase and maintain insurance for the benefit of an individual referred to in Section 6.2 as the Board may from time to time determine.

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## SECTION SEVEN

### MEMBERS

**7.1 Members.** Membership in the Corporation shall be available only to organizations or persons interested in furthering the Corporation's purposes, and who have applied for and been accepted as members of the Corporation by resolution of the Board or in such other manner as may be determined by the Board. Subject to the Articles, there shall be six (6) classes of voting members in the Corporation, namely, Class 1, Class 2, Class 3, Class 4 Class 5, and Class 6 and there shall be two classes of non-voting members in the Corporation, namely, Affiliate Members and Honorary Members. Eligibility for membership in the above categories shall be as follows:

(a) **Class 1 Members.** Organizations that are currently defined as energy utilities, major nuclear companies, mining and fuel cycle companies, reactor vendors, and multi-faceted or international suppliers shall be eligible to apply for and be considered for admittance as a Class 1 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class 1 Member. Each Class 1 Member shall be entitled to nominate one (1) individual from its organization for election to the Board.

(b) **Class 2 Members.** Organizations involved in or specializing in engineering and construction contracting shall be eligible to apply for and be considered for admittance as a Class 2 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class

2 Member. Furthermore, the Board may determine the number of seats available for election to the Board from among the Class 2 Members from time to time.

(c) **Class 3 Members.** Organizations involved in medical applications, research and development, testing related to nuclear applications and decommissioning shall be eligible to apply for and be considered for admittance as a Class 3 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class 3 Member. Furthermore, the Board may determine the number of seats available for election to the Board from among the Class 3 Members from time to time.

(d) **Class 4 Members.** Organizations involved in computer software, manufacturing or uranium development and exploration shall be eligible to apply for and be considered for admittance as a Class 4 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class 4 Member. Furthermore, the Board may determine the number of seats available for election to the Board from among the Class 4 Members from time to time.

(e) **Class 5 Members.** Organizations involved in industry consulting, insurance, as well as training, staffing, small service companies, and professional service providers shall be eligible to apply for and be considered for admittance as a Class 5 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class 5 Member. Furthermore, the Board may determine the number of seats available for election to the Board from among the Class 5 Members from time to time.

(f) **Class 6 Members.** Labour organizations with members working in the nuclear industry shall be eligible to apply for and be considered for admittance as a Class 6 Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as a Class 6 Member. Furthermore, the Board may determine the number of seats available for election to the Board from among the Class 6 Members from time to time.

(g) **Affiliate Members.** Organizations that are interested in furthering the Corporation's purposes but are not otherwise eligible to become a voting member shall be eligible to apply for and be considered for admittance as an Affiliate Member. The Board may establish further criteria and policies and procedures from time to time in connection with eligibility for admittance as an Affiliate Member. Subject to these By-laws and the Act, the Board may assign such obligations, rights and privileges to Affiliate Members and establish such policies as it sees fit from time to time.

(h) **Honorary Members.** The Board may grant Honorary Member status to an individual who, in its opinion, has performed outstanding work in furthering the importance of the nuclear industry in Canada or in furthering the aims of the Corporation.

The number of Honorary Members shall be limited to four (4) at one time or such other number as the Board may determine from time to time. So long as the Canadian Nuclear Society is an Affiliate Member of the Corporation, the President of the Canadian Nuclear Society shall automatically be an Honorary Member of the Corporation. Unless determined otherwise by the Board, Honorary Members are exempt from the payment of membership fees. Furthermore, unless determined otherwise by the Board, Honorary Members are eligible to be elected to the Board of Directors on terms and conditions to be established by the Board from time to time. Subject to these By-laws and the Act, the Board may assign such obligations, rights and privileges to Honorary Members and to establish such policies as it sees fit from time to time.

**7.2 Representative of Non-Individual Member.** Any individual authorized to this effect by a member corporation or other entity may represent the member at Meetings of Members, and may exercise on behalf of the member corporation or other entity all the powers of the member corporation or other entity in the Corporation.

**7.3 Transfer.** Membership in the Corporation is not transferable.

**7.4 Contributions and Dues.** The contributions and dues (if any) payable by members shall from time to time be fixed by resolution of the Board. A notice of contributions or dues payable at any time shall be sent to each member by the secretary promptly before the due date.

**7.5 Termination.** Membership is terminated when a member dies or resigns, ceases to fulfil the conditions of membership in such member's class, is expelled or is otherwise terminated as a member in accordance with the By-laws, when the term of membership expires or when the Corporation is liquidated and dissolved. The rights of a member, including any rights in the property of the Corporation, cease to exist on termination of membership.

**7.6 Resignation.** A member may resign at any time by notice in writing, addressed to the Corporation at its registered office, which shall be effective upon any date or time specified in such notice, provided such date or time is on or after receipt of such notice. A member shall remain liable for payment of any fee payable by the member prior to such member's resignation.

**7.7 Termination for Non-Payment.** If membership contributions or dues are levied by the Board, the membership of any member who is in arrears may be terminated by or under the authority of the Board if such contributions or dues are not paid within the time designated by the Board. If such arrears are not paid by such designated time, the Board may pass a resolution removing the defaulting member from the register of members of the Corporation, and such person shall immediately cease to be a member of the Corporation. Any member so removed may re-apply for membership.

**7.8 Discipline.** The Board shall have authority to suspend or expel any member from the Corporation for any one or more of the following grounds:

- (a) violating any provision of the By-laws or written policies of the Corporation;
- (b) carrying out any conduct which the Board determines in its sole discretion to be detrimental to the Corporation; or

- (c) for any other reason that the Board in its sole discretion considers to be reasonable, having regard to the purpose of the Corporation.

The circumstances and the manner in which the power of the Board to suspend or expel a member may be exercised are as follows. In the event that the Board determines that a member should be expelled or suspended from membership in the Corporation, the president, or such other officer as may be designated by the Board, shall provide 20 days notice of suspension or expulsion to the member and shall provide reasons for the proposed suspension or expulsion. The member may make written submissions to the president or such other designated officer in response to the notice received within such 20 day period. In the event that no written submissions are received by the president or such other designated officer, the president or such other designated officer may proceed to notify the member that the member is suspended or expelled from membership in the Corporation. If written submissions are received in accordance with this Section, the Board shall consider such submissions in arriving at a final decision and shall notify the member concerning such final decision within a further 20 days from the date of receipt of the submissions. The Board's decision shall be final and binding on the member, without any further right of appeal.

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## SECTION EIGHT

### MEETINGS OF MEMBERS

**8.1 Annual Meetings.** Subject to the Act, the Board shall call an annual Meeting of Members (a) not later than 18 months after the Corporation comes into existence, and (b) subsequently, not later than 15 months after holding the last preceding annual Meeting of Members but no later than six months after the end of the Corporation's preceding financial year. The annual Meeting of Members shall be held for the purpose of considering the financial statements and reports required by the Act to be placed before the annual Meeting of Members, electing directors, appointing a public accountant and for the transaction of such other business as may properly be brought before the Meeting of Members.

**8.2 Special Meetings.** The Board shall have power to call a Special Meeting of Members at any time.

**8.3 Place of Meetings.** Meetings of Members shall be held at the registered office of the Corporation or elsewhere in Canada if the Board shall so determine. A Meeting of Members may be held at a place outside Canada if the place is specified in the Articles or all the members entitled to vote at the Meeting of Members agree that the Meeting of Members is to be held at such place. A member who attends a Meeting of Members held outside Canada is deemed to have agreed to it being held outside Canada except when the member attends the Meeting of Members for the express purpose of objecting to the transaction of any business on the grounds that the Meeting of Members is not lawfully held.

**8.4 Participation in Meeting by Electronic Means.** Any person entitled to attend a Meeting of Members may participate and vote in the Meeting of Members, in accordance with the Act, by means of a telephonic, electronic or other communication facility, if the Corporation makes available such a communication facility, which facility permits all participants to communicate adequately with each other during the Meeting of Members, enables the votes to be gathered in a manner that permits their subsequent verification, and permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how each member votes. A person participating in a Meeting of Members by such means is deemed for the purposes of the Act to be present at the Meeting of Members.

**8.5 Meeting Held by Electronic Means.** If the directors or the members of a Corporation call a Meeting of Members pursuant to the Act, those directors or members, as the case may be, may determine that the Meeting of Members shall be held, in accordance with the Act, entirely by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the Meeting of Members.

**8.6 Notice of Meetings.** Notice in writing of the time and place of each Meeting of Members shall be given in the manner provided in Section Nine not less than 21 days before the date of the Meeting of Members to each director, to the public accountant, and to each member who at the close of business on the day immediately preceding the day on which notice is given is entered in the register of members of the Corporation. Notice of a Meeting of Members called for any purpose other than consideration of the financial statements and public accountant's report and Board's report, election of directors and reappointment of the incumbent public accountant shall state the general nature of the business to be transacted at it in sufficient detail to permit the members to form a reasoned judgment thereon and shall state the text of any special resolution to be submitted to the Meeting of Members. Notice of a Meeting of Members adjourned for less than 31 days is not required if the time and place of the adjourned Meeting of Members is announced at the original Meeting of Members.

**8.7 Meetings without Notice.** A Meeting of Members may be held without notice at any time and place permitted by the Act (a) if all the members entitled to vote thereat are present in person or duly represented or if those not present or represented waive notice of or otherwise consent to such Meeting of Members being held, and (b) if the public accountant and the directors are present and waive notice of or otherwise consent to such Meeting of Members being held. At such a Meeting of Members any business may be transacted which the Corporation may transact at a Meeting of Members. If the Meeting of Members is held at a place outside Canada, members not present or duly represented, but who have waived notice of or otherwise consented to such Meeting of Members, shall also be deemed to have consented to the Meeting of Members being held at such place.

**8.8 Chair, Secretary and Scrutineers.** The chair of any Meeting of Members shall be the first mentioned of such of the following officers as have been appointed and who is present at the Meeting of Members: chair of the Board, president, or a vice-president who is a member or represents a member. If no such officer is present within 15 minutes from the time fixed for holding the Meeting of Members, the persons present and entitled to vote shall choose one of their number to be chair. If the secretary of the Corporation is absent, the chair shall appoint some person, who need not be a member, to act as secretary of the Meeting of Members. If

desired, one or more scrutineers, who need not be members, may be appointed by a resolution or by the chair with the consent of the Meeting of Members.

**8.9 Persons Entitled to be Present.** The only persons entitled to be present at a Meeting of Members shall be those entitled to vote at such Meeting of Members, the directors, the public accountant of the Corporation and others who, although not entitled to vote, are entitled or required under any provision of the Act or the Articles or By-laws to be present at the Meeting of Members. Any other person may be admitted only on the invitation of the chair of the Meeting of Members or with consent of the Meeting of Members.

**8.10 Quorum.** The quorum for the transaction of business at any Meeting of Members shall be twenty percent (20%) of each class of the voting members present in person or a duly appointed proxyholder or representative of the voting member. If a quorum is present at the opening of any Meeting of Members, the members present may proceed with the business of the Meeting of Members notwithstanding that a quorum is not present throughout the Meeting of Members. If a quorum is not present at the opening of any Meeting of Members, the members present may adjourn the Meeting of Members to a fixed time and place but may not transact any other business.

**8.11 Right to Vote.** Subject to the Act and the Articles, at any Meeting of Members every person shall be entitled to vote who is at the time of the Meeting of Members entered in the books of the Corporation as a voting member.

**8.12 Proxies.** Subject to the right of non-individual members to be represented at a Meeting of Members, as set out in Section 7.2, at any Meeting of Members, members not in attendance may vote by appointing in writing a proxyholder, and one or more alternate proxyholders, who are not required to be members, to attend and act at the Meeting of Members in the manner and to the extent authorized by the proxy and with the authority conferred by it subject to the following requirements:

- (a) a proxy is valid only at the Meeting of Members in respect of which it is given or at a continuation of such Meeting of Members after an adjournment;
- (b) a member may revoke a proxy by depositing an instrument or act in writing executed:
  - (i) at the registered office of the Corporation no later than the last business day preceding the day of the Meeting of Members at which the proxy is to be used, or the day of the continuation of such Meeting of Members after an adjournment of such Meeting of Members; or
  - (ii) with the chair of the Meeting of Members on the day of the Meeting of Members or the day of the continuation of such Meeting of Members after an adjournment of such Meeting of Members; and
- (c) a proxyholder or an alternate proxyholder has the same rights as the member by whom they were appointed, including the right to speak at a Meeting of Members in respect of any matter, to vote by way of ballot at the Meeting of Members, to

demand a ballot at the Meeting of Members and, except where a proxyholder or an alternate proxyholder has conflicting instructions from more than one member, to vote at the Meeting of Members by way of a show of hands.

**8.13 Votes to Govern.** Unless the Act, the Articles or any By-law otherwise provide, at any Meeting of Members every question shall be determined by the majority of the votes duly cast on the question.

**8.14 Show of Hands.** Any question at a Meeting of Members shall be decided by a show of hands unless, after a show of hands, a ballot on such question is required or demanded as provided in Section 8.15. Upon a show of hands every person who is present and entitled to vote shall have one vote. Whenever a vote by show of hands shall have been taken upon a question, unless a ballot on such question is so required or demanded, a declaration by the chair of the Meeting of Members that the vote upon the question has been carried, carried by a particular majority or not carried and an entry to that effect in the minutes of the Meeting of Members shall be prima facie evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against any resolution or other proceeding in respect of such question, and the result of the vote so taken shall be the decision of the members upon such question.

**8.15 Ballots.** On any question proposed for consideration at a Meeting of Members, and whether or not a show of hands has been taken on such question, the chair may require, or any member who is present and are entitled to vote may demand, a ballot on such question. A ballot so required or demanded shall be taken in such manner as the chair shall direct. A demand for a ballot may be withdrawn at any time prior to the taking of the ballot. Upon a ballot each member present in person or represented by proxy and entitled to vote shall have one vote and the result of the ballot shall be the decision of the members upon such question.

**8.16 Casting Vote.** In case of an equality of votes at any Meeting of Members either upon a show of hands or upon a ballot, the chair of the Meeting of Members shall not be entitled to an additional or casting vote.

**8.17 Adjournment.** The chair at a Meeting of Members may, with the consent of the Meeting of Members and subject to such conditions as the Meeting of Members may decide, adjourn the Meeting of Members from time to time and from place to place.

**8.18 Action in Writing by Members.** A resolution in writing signed by all the members entitled to vote on that resolution at a Meeting of Members is as valid as if it had been passed at a Meeting of Members, unless a written statement with respect to the subject matter of the resolution is submitted by a director or the public accountant in accordance with the Act.

## SECTION NINE

### NOTICES

**9.1 Method of Giving Notices.** Any notice (which term includes any communication or document) to be given (which term includes sent, delivered or served) pursuant to the Act, the Articles, the By-laws or otherwise to a member, director, officer or member of a committee of the Board or to the public accountant shall be sufficiently given:

- (a) if delivered personally to the person to whom it is to be given (the “**Intended Recipient**”);
- (b) if delivered to the Intended Recipient’s recorded address, or in the case of notice to a director, to the latest address of such director as shown in the last notice that was sent by the Corporation in accordance with section 128 (Notice of directors) or 134 (Notice of change of directors) of the Act;
- (c) if mailed to the Intended Recipient’s recorded address by prepaid mail; or
- (d) if sent to the Intended Recipient by telephone, facsimile or other electronic means to the Intended Recipient’s recorded address for that purpose, provided that any notice given in the form of an electronic document shall be in accordance with Part 17 of the Act.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address in accordance with Section 9.1(a), (b) or (c). A notice so mailed shall be deemed to have been given when deposited in a post office or public letter box. A notice so sent by means of telephone, facsimile or other electronic means shall be deemed to have been given when transmitted, dispatched or delivered for dispatch. The secretary may change or cause to be changed the recorded address of any member, director, officer, public accountant or member of a committee of the Board in accordance with any information believed by the secretary to be reliable.

**9.2 Computation of Time.** In computing the date when notice must be given under any provision requiring a specified number of days-notice of any meeting or other event, the day of giving the notice shall be excluded and the day of the meeting or other event shall be included.

**9.3 Undelivered Notices.** If any notice given to a member pursuant to Section 9.1 is returned on two consecutive occasions because the member cannot be found, the Corporation shall not be required to give any further notices to such member until informed in writing by the member of a new address.

**9.4 Omissions and Errors.** The accidental omission to give any notice to any member, director, officer, public accountant or member of a committee of the Board or the non-receipt of any notice by any such person or any error in any notice not affecting the substance of the notice shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded on such notice.

**9.5 Waiver of Notice.** Any member, director, officer, public accountant or member of a committee of the Board, or any other person entitled to receive notice of a Meeting of Members or any other notice from the Corporation, may at any time waive any notice, or waive or abridge the time for any notice, required to be given to such person under the Act, the Articles, the By-laws or otherwise. Any such waiver or abridgement, whether given before or after the Meeting of Members or other event of which notice is required to be given, shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing except a waiver of notice of a Meeting of Members or of the Board or a committee of the Board which may be given in any manner.

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**SECTION TEN**

**EFFECTIVE DATE AND REPEAL**

**10.1 Effective Date.** This By-law shall come into force when made by the Board in accordance with the Act.

**10.2 Repeal.** All previous By-laws are repealed as of the coming into force of This By-law. Such repeal shall not affect the previous operation of any By-law so repealed, or affect the validity of any act done or right, privilege, obligation or liability acquired or incurred under, or the validity of any contract or agreement made pursuant to, or the validity of any articles (as defined in the Act) or predecessor charter documents of the Corporation obtained pursuant to, any such By-law prior to its repeal. All officers and persons acting under any By-law so repealed shall continue to act as if appointed under the provisions of This By-law and all resolutions of the members or the Board or a committee of the Board with continuing effect passed under any repealed By-law shall continue to be good and valid except to the extent inconsistent with This By-law and until amended or repealed.

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This By-law Number 1 was made by the directors of the Corporation on \_\_\_\_\_, 2014 and was confirmed without variation by the members of the Corporation on \_\_\_\_\_, 2014.

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Secretary

## **Executive Committee Terms of Reference**

### **Mandate**

The Executive Committee is responsible for overseeing on behalf of the Board of Directors all matters related to the operations of the Association and for advising and recommending to the Board as appropriate. It advises the President and CEO/CNA staff on matters affecting the health and performance of the organization, including retaining and expanding membership and setting the strategic objectives of the organization for its members. The Executive Committee advises on the ongoing improvement of the organization's business model to ensure maximum productivity and revenue including retaining and expanding memberships. The Committee also provides financial leadership by exercising oversight on budgets and monitoring long-term strategic plans.

### **Membership**

The Executive Committee shall include the Officers of the Association, the President and CEO and any other members of the Board of Directors as may be appointed by the Board. The Chair and Vice-Chair of the Executive Committee shall be, respectively, the Chair and Vice-Chair of the Association. Currently, the Chair, vice-Chair, President and CEO, chair of the Finance Committee, Chair of the Governance Committee are officers who are members of the Executive Committee. The remaining members of the Executive Committee are the Chair of Regulatory Affairs Committee, the Chair of Public Affairs Committee and two members at large. The Board may from time to time appoint or elect such other officers/members as the Board may determine. All but the President and CEO have voting rights on matters before the Executive Committee.

### **Appointment**

The Officers of the Association are elected or confirmed each year by the Membership of the Association at the Annual General Meeting. The Board of Directors shall elect any other members of the Board of Directors to the Executive Committee at the first meeting of the Board following the Annual General Meeting. All appointments are for a three-year term unless otherwise specified by the Board of Directors.

### **Meetings**

1. The Executive Committee shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.
2. Unless otherwise determined by the Board, each committee and advisory body shall have power to fix its quorum at not less than a majority of its members.
3. If the Chair is absent, the Vice Chair will serve in his/her role. If both are absent the Committee members will designate another member to temporarily serve in that role.
4. The Corporate Secretary will distribute the meeting materials to the Executive Committee two weeks prior to the meeting, which will include the draft agenda and the draft minutes of the previous meeting (for approval at the meeting).

### **Responsibilities**

The Executive Committee shall be responsible for overseeing, on behalf of the Board of Directors, all matters related to the operations of the Association, as follows:

1. The Executive Committee shall make recommendations to the Board of Directors on policy and strategy on all aspects of the Association.



2. The Executive Committee shall provide oversight and direction to the President and CEO of the CNA on the operations of the Association.
3. The Executive Committee shall coordinate the activities of the Standing and Advisory Committees of the Association.
4. The Executive Committee shall take on any actions or responsibilities as delegated to it by the Board of Directors.
5. The Executive Committee shall conduct its business and procedures in conformity with the By-Laws of the Association and the relevant Federal provisions/legislation pertaining to not-for-profit business associations.

### **Decision Making**

1. The Committee shall reach decisions where possible by consensus developed by the Chair.
2. Voting by proxy is not permitted.
3. Where consensus is not possible, the Committee shall refer the matter to the Board for resolution.
4. At the request of a mover of a motion, all votes can be recorded in the minutes.
5. The Corporate Secretary shall keep minutes of all meetings and decisions of the Executive Committee and is charged with the retention of such minutes.

### **Terms of Reference**

The Governance Committee shall ensure that written terms of reference are developed, formally approved by the Board and implemented to guide and govern the functioning of the Executive Committee. The Terms of Reference shall be reviewed annually by the Governance Committee at the first meeting of the calendar year or more frequently as the Committee deems necessary.

### **Orientation**

The Corporate Secretary shall ensure that every new member of the Executive Committee receives orientation training in relation to the Executive Committee, its purpose and functions and its Terms of Reference, before attending his/her first meeting. This shall include relevant federal and provincial regulations/legislation, such as the CNA's By-laws.

### **Confidentiality of Information**

Executive Committee members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of committee records. In order for the committee to function properly, all members of the Association must be confident and trust that no improper use will be made of the information received.

**Staff Resources:** Corporate Secretary

## Finance Committee Terms of Reference

### Mandate

The Finance Committee shall be responsible for oversight of the finances of the Canadian Nuclear Association. It is responsible for reviewing all financial statements and audits prior to submission to the Board of Directors or the Annual General Meeting. It is responsible for recommending all financial policy and investment strategy, fees or any other financial matters to the Board of Directors.

The Finance Committee will assist the Board in fulfilling its oversight responsibilities by reviewing:

- Financial information that will be provided to members, stakeholders and governmental institutions that require filing;
- Strategic financial plans and the annual operating and capital budgets;
- The systems of internal controls;
- Internal assurance processes and services; and
- Investment management activities.

### Membership

The Finance Committee shall include the Chair, the President and CEO, at least three and as many as five other members drawn from the Board of Directors. The President and CEO does not have a voting right on the Finance Committee.

### Appointment

The Board of Directors shall elect or confirm a Finance Committee Chair during the first meeting of the Board of Directors after the Annual General Meeting of the Association. Appointment to the Finance Committee Chair is for a three-year term. The Chair of the Finance Committee is an Officer of the Association, a full member of the Executive Committee and is therefore expected to serve on the Executive Committee and attend its meetings.

Vacancies in the membership of the Finance Committee shall be filled by the Board of Directors on the recommendation of the Governance Committee. All appointments are for a three-year term unless otherwise specified by the Board of Directors.

### Meetings

1. The Finance Committee shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.
2. Unless otherwise determined by the Board, each committee and advisory body shall have power to fix its quorum at not less than a majority of its members.
3. If the Chair is absent, the Committee members will designate another member to temporarily serve in that role.
4. The Corporate Secretary will distribute the meeting materials to the Finance Committee two weeks prior to the meeting, which will include the draft agenda and the draft minutes of the previous meeting (for approval at the meeting).



The Committee shall also meet with the CNA's independent auditors at least once each year to review the CNA's financial statements and the scope and results of such auditor's examinations, monitor the internal accounting controls and practices of the CNA, oversee the property and investment management of the CNA, and approve the appointment of auditors.

### **Responsibilities**

The Finance Committee shall be responsible for:

1. The Finance Committee shall make recommendations to the Board of Directors in respect to financial responsibility; accounting practices and policies; and financial, accounting and operational controls and safeguards pursued by the Association.
2. The Finance Committee shall review all financial statements and audit statements prior to issuance to the Board of Directors.

### **Decision Making**

1. The Committee shall reach decisions where possible by consensus developed by the Chair.
2. Voting by proxy is not permitted.
3. Where consensus is not possible, the Committee shall refer the matter to the Board for resolution.
4. At the request of a mover of a motion, all votes can be recorded.

### **Terms of Reference**

The Governance Committee shall ensure that written terms of reference are developed, formally approved by the Board and implemented to guide and govern the functioning of the Finance Committee. The Terms of Reference shall be reviewed annually by the Governance Committee at the first meeting of the calendar year or more frequently as the Committee deems necessary.

### **Orientation**

The Corporate Secretary shall ensure that every new member of the committee receives orientation training in relation to the committee, its purpose and functions and its Terms of Reference before attending his/her first meeting.

### **Confidentiality of Information**

Finance Committee members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of committee records. In order for the committee to function properly, all parties must be confident and trust that no improper use will be made of the information received.

**Staff Resources:** Corporate Secretary

**Canadian Nuclear Association**  
**Governance, Human Resources and Compensation Committee**  
**Terms of Reference**  
**FINAL June 2017**

**Mandate**

The Governance, Human Resources and Compensation (GHRC) Committee shall be responsible for matters related to continuity with respect to the Board of Directors of the Canadian Nuclear Association and the Officers of the Association, as well as matters related to the structure of the Board of Directors, the Executive Committee and the Standing and Advisory Committees. The GHRC Committee is responsible for the management of elections to the Board, for Officer Succession planning, and for the annual review, compensation and succession of the President and CEO.

The GHRC Committee is responsible for providing oversight and direction to the President and CEO regarding CNA Human Resources policies and practices. The GHRC Committee is also responsible for the CNA By-laws and for recommending any necessary or desired changes.

**Membership**

The GHRC Committee shall include the Chair, the President and CEO, at least three and as many as five other members drawn from the Board of Directors. The President and CEO does not have a voting right on the GHRC Committee.

**Appointment**

The Board of Directors shall elect or confirm a GHRC Committee Chair during the first meeting of the Board of Directors after the Annual General Meeting of the Association. Appointment to the GHRC Committee Chair is for a three-year term. The Chair of the GHRC Committee is an Officer of the Association, a full member of the Executive Committee and is therefore expected to serve on the Executive Committee and attend its meetings.

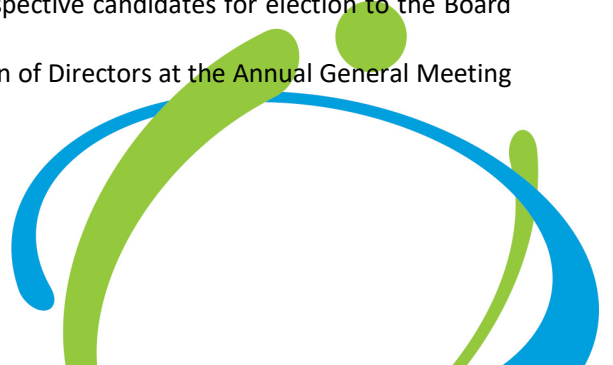
Vacancies in the membership of the GHRC Committee shall be filled by the Board of Directors on the recommendation of the GHRC Committee. All appointments are for a three-year term unless otherwise specified by the Board of Directors.

**Meetings**

1. The GHRC Committee shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.
2. Unless otherwise determined by the Board, each committee and advisory body shall have power to fix its quorum at not less than a majority of its members.
3. If the Chair is absent, the Committee members will designate another member to temporarily serve in that role.
4. The Corporate Secretary will distribute the meeting materials to the GHRC Committee two weeks prior to the meeting, which will include the draft agenda and the draft minutes of the previous meeting (for approval at the meeting).

**Responsibilities**

1. The GHRC Committee shall circulate notices for upcoming elections to the Members at least 30 days prior to the Annual General Meeting.
2. The GHRC Committee shall receive all nominations from prospective candidates for election to the Board of Directors.
3. The Corporate Secretary shall conduct the process for election of Directors at the Annual General Meeting in accord with directives from the GHRC Committee.



4. The GHRC Committee shall provide a written report to the Board of Directors on any actions taken or recommendations made by the GHRC Committee.
5. The GHRC Committee shall table recommendations to the Board of Directors regarding any desired or necessary changes to the By-laws of the Association.
6. The GHRC Committee shall conduct an annual review of performance of the CNA President and CEO and provide its findings and recommendations for compensation to the Executive Committee of the board. The Chair of the board shall communicate the compensation decisions to the President and CEO of the CNA.
7. The CNA President and CEO will inform the GHRC committee of any compensation changes for CNA staff annually.
8. Each year, the GHRC Committee will review and recommend to the Executive Committee for approval the parameters/limits for CNA staff compensation and consider such factors as inflation, market conditions, and financial capacity of the CNA.
9. The GHRC Committee shall conduct an annual review of CNA Human Resources policies and practices, including staff succession planning, and shall provide advice and direction to CNA President and CEO. It shall report to the Executive Committee any matters it deems appropriate.
10. The GHRC Committee shall review the Terms of Reference of the Association's Committees on a periodic basis, or as otherwise specified, to recommend to the Board updates to the terms as required and ensure conformity with the Association's by-laws.
11. The GHRC Committee shall recommend to the Board of Directors the appropriate fees to be levied by the various membership classes of the Association.
12. The GHRC Committee shall table recommendations to the Board of Directors regarding membership issues and structure.

### **Decision Making**

1. The GHRC Committee shall reach decisions where possible by consensus developed by the Chair.
2. Voting by proxy is not permitted.
3. Where consensus is not possible, the GHRC Committee shall decide by majority vote of the GHRC members in attendance.
4. At the request of a mover of a motion, all votes can be recorded in the minutes.

### **Terms of Reference**

The GHRC Committee shall ensure that written terms of reference are developed, formally approved by the Board and implemented to guide and govern the functioning of all Committees. The Terms of Reference shall be reviewed annually by the GHRC Committee at the first meeting of the calendar year or more frequently as the GHRC Committee deems necessary.

### **Orientation**

The Corporate Secretary shall ensure that every new member of the committee receives orientation training in relation to the committee, its purpose and functions and its Terms of Reference before attending his/her first meeting.

### **Confidentiality of Information**

GHRC Committee members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of committee records. In order for the committee to function properly, all parties must be confident and trust that no improper use will be made of the information received. **Staff Resources:** Corporate Secretary, Senior Disclosures Officer.<sup>1</sup>

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<sup>1</sup> A Senior Disclosures Officer is included in the CNA Handbook as a staff resource for addressing sensitive concerns and/or complaints (e.g., harassment). The CNA President, plus one additional senior staff member are to serve as Senior Disclosures Officers. The Senior Disclosure Officer is responsible for enlisting a neutral third party (e.g., a lawyer, a human resources specialist, or a health and safety practitioner, as appropriate) to investigate and document the complaint.

## **Public Affairs Advisory Committee Terms of Reference**

### **Mandate**

The Public Affairs Advisory Committee shall be responsible for advising the Board of Directors on Policy, Government Relations, Communications and related strategies to be pursued by the Association.

This mandate will be supported by achieving the following objectives:

Assist the CNA staff in identifying emerging issues of importance to the industry, and advising on the effectiveness of strategies developed to address those issues;

Advise and support CNA staff efforts to assure a systematic and coordinated flow of information, and exchange of effective policy, government relations and communications strategies and techniques, within the nuclear industry; and

Provide advice on projects being implemented by the Working Groups and related Task Forces of the Public Affairs Advisory Committee, which are comprised of members of the Association.

### **Membership**

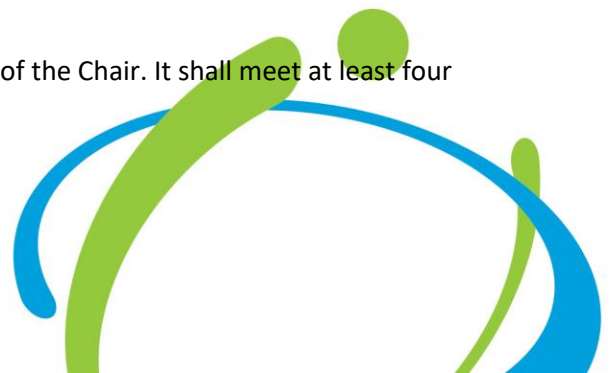
The Public Affairs Advisory Committee shall consist of no more than 10 members in total and include: a Chair appointed by the Board of Directors and CNA staff as appointed by the President. CNA staff are to support the Committee functions, but do not serve as members. All members of the Board of Directors are entitled to nominate a member of the Public Affairs Advisory Committee. The President may in addition name members of the Committee who are not employees of members of the Association, as advisors. Membership should reflect the diversity of the CNA and should include representatives of companies in the forefront of major communication issues, or challenges.

### **Appointment**

The Board of Directors shall appoint a Public Affairs Advisory Committee Chair during the first meeting of the Board of Directors after the Annual General Meeting of the Association. Appointment to the Policy and Communications Committee Chair is for a three-year term. Vacancies in the Chair of the Committee shall be filled by the Board of Directors with the consideration of recommendations from the Executive Committee. The Chair of the Public Affairs Advisory Committee is a member of the Executive Committee with full voting rights, and is therefore expected to serve on the Executive Committee and attend its meetings.

### **Meetings**

The Public Affairs Advisory Committee shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.



Quorum for the committee shall consist of one half of its members without substitution.

The Public Affairs Advisory Committee will periodically report on its activities to the Board of Directors and if appropriate, recommend actions to be taken by the nuclear industry.

### **Responsibilities**

The Public Affairs Advisory Committee shall advise the Association on emerging issues and associated strategies to address those issues based upon direction from the Board of Directors.

The Public Affairs Advisory Committee shall provide guidance on annual plans developed by the Association, as well as plans prepared by relevant Working Groups and Task Forces.

The Chair may establish additional working groups/task forces on particular topics. The working groups shall report to the Committee and meet the same reporting requirements as the Committee has to the Board of Directors. All working group reports shall be tabled with the Board of Directors along with Committee Reports.

The Public Affairs Advisory Committee shall advise the Board of Directors on areas within the Committee's competence, including public policy issues, communications policies of the CNA, and related strategies.

CNA staff shall keep minutes of all meetings of the Public Affairs Advisory Committee, and these minutes shall be tabled at the subsequent meeting of the Board of Directors.

CNA staff will be responsible for execution of any actions approved by the Committee.

The Chair of the Public Affairs Advisory Committee is a member of the Executive Committee with full voting rights and is therefore expected to serve on the Executive Committee and attend its meetings.

### **Decision Making**

The Committee shall reach decisions where possible by consensus developed by the Chair.

Where consensus is not possible, the Committee shall reach a decision by means of a majority vote upon a question.

The results of all votes shall be recorded in the minutes.

At the request of a mover of a motion, all votes can be recorded.

### **Orientation**

The CNA staff resources shall ensure that every new member of the Public Affairs Advisory Committee receives orientation training in relation to the Committee, its purpose and functions and its Terms of

Reference, before attending his/her first meeting. This shall include relevant federal and provincial regulations/legislation, such as the CNA's By-laws.

### **Confidentiality of Information**

Public Affairs Advisory Committee members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of Committee records. In order for the committee to function properly, all members of the Association must be confident and trust that no improper use will be made of the information received.

## Regulatory Affairs Advisory Committee Terms of Reference

### **Mandate**

The Regulatory Affairs Advisory Committee (RAAC) is responsible for advising the Board of Directors on regulatory affairs issues that are of concern to CNA members and to the nuclear industry in general; and for the strategies to be pursued by the Association in resolving those issues.

This mandate will be supported by achieving the following objectives:

- Identify and prioritize the regulatory affairs issues that are of concern to the industry and to provide guidance on their solution;
- Establish working groups and task forces to address specific issues and to develop an industry position on priority issues;
- Encourage broad participation by the CNA members in its Government and Regulatory Affairs Programs and;
- Facilitate the dissemination of the information to CNA member and governmental policy makers on regulatory affairs issues of concern to the nuclear industry.

### **Membership**

The Regulatory Affairs Advisory Committee (RAAC) shall include a Chair who is appointed by the Board of Directors. The Chair shall nominate CNA members to the Regulatory Affairs Committee. The Committee shall consist in total, including the Chair of no more than ten (10) members and shall be reviewed on an annual basis. The Board may from time to time appoint or elect such other members as the Board may determine. All but the President and CEO, and CNA staff have voting rights on matters before the Regulatory Affairs Advisory Committee (RAAC).

### **Appointment**

The Board of Directors shall appoint a Regulatory Affairs Committee Chair during the first meeting of the Board of Directors after the Annual General Meeting of the Association. Appointment to the Regulatory Affairs Committee Chair is for a three (3) year term. Vacancies in the Chair of the Committee shall be filled by the Board of Directors with the consideration of recommendations from the Executive Committee.



## Meetings

1. The Regulatory Affairs Advisory Committee (RAAC) shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.
2. Quorum for the Regulatory Affairs Advisory Committee (RAAC) shall consist of one half of its members without substitution.
3. The Regulatory Affairs Advisory Committee (RAAC) will periodically report on its activities to the Board of Directors and if appropriate, recommend actions to be taken by the nuclear industry.

## Notice of Meetings

Notice of meetings shall be provided at least 14 calendar days prior to the meeting of the Committee. Special meetings may also be called at the discretion of the Chair without regard to the requirement for notice period.

## Responsibilities

The Regulatory Affairs Advisory Committee (RAAC) shall be responsible for:

1. Providing the Association with guidance on the strategy for addressing regulatory affairs issues (policy and legislative) based upon direction from the Board of Directors.
2. Working to ensure consistency of approach or strategy in addressing regulatory affairs issues among the member organization of the Association.
3. Advising the Board of Directors on regulatory affairs issues and the strategy for addressing them.

The Chair may establish working groups within the Committee on topics. The working groups shall report to the Committee and meet the same reporting requirement as the Committee has to the Board of Directors. All working groups reports shall be tabled with the Board of Directors along with the Committee reports. CNA staff shall be responsible for the execution of any actions approved by the Committee. CNA staff shall keep records of all meetings of the Regulatory Affairs Advisory Committee and, these records shall be tabled at the subsequent meeting of the Board of Directors.

## Decision Making

1. The Committee shall reach decisions where possible by consensus developed by the Chair.
2. Voting by proxy is not permitted.
3. Where consensus is not possible, the Committee shall reach a decision by means of a majority vote.
4. The results of all votes shall be recorded in the minutes.
5. At the request of a mover of a motion, all votes can be recorded in the minutes.

## **Confidentiality of Information**

Regulatory Affairs Advisory Committee (RAAC) members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of committee records. For the committee to function properly, all members of the Association must be confident and trust that no improper use will be made of the information received.

## CNA Board of Directors – Role of the Director

### Introduction

The Canadian Nuclear Association (CNA) Board of Directors will hold directors accountable for fulfilling the expectations outlined in this role description.

A director must be a person with ability, experience, judgement and integrity consistent with the needs of the CNA. It is recognized that the needs of the CNA may change over time as the strategy and operations of the CNA change.

A director must ensure he/she is in compliance with all applicable requirements set by the board.

A director's duty is to work as part of the board of directors in protecting the assets of the CNA, honour the rights of the employees, stakeholders and creditors, and provide for the financial health of the CNA.

### Standard of Care

Every director, in discharging his or her duties, must exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. The determination of whether a director failed to meet the minimum standard of care will depend on the facts of each individual situation.

### Duties and Expectations

In discharging their duties, directors must:

- not delegate decisions or powers to management that should remain with directors;
- attend all board meetings and applicable board committee meetings (directors who do not attend meetings are deemed to have consented to the resolutions passed at those meetings unless notices of dissent are filed appropriately);
- prepare adequately for each board and committee meeting (this includes reading the material, analyzing the information and conducting independent research if necessary to better understand the material, whether the meeting is attended or not);
- make reasonable enquiries about information provided to them by management to gain assurance that the information provided is correct;
- stay informed of the business and regulatory environment in general and in particular the sector in which the CNA operates (this includes participating in industry events);
- read critical documents issued by the CNA to its stakeholders;
- contribute views and contribute to discussions on matters before the board;



- comply with the CNA's Conflict of Interest Policy, declare potential conflicts of interest and abstain from discussions and voting on the matter;
- identify conflict of interest issues whether they are their own or they are aware of the circumstances of another director that may pose a conflict of interest;
- keep confidential all information regarding the CNA, members, employees, strategies and the business which is gained in the fulfillment of their duties (this requirement survives the termination of the person as a director);
- educate themselves on governance practices;
- coach and counsel each other in their actions to assist each other in conducting themselves in a governing matter;
- be available, within reasonable expectations, as a resource to management, the board and board chair.
- advise the board chair prior to introducing significant and/or new information or material at a board or committee meeting;
- operate at a governing level and not encroach on management's area of responsibility;
- develop and maintain sound relations and work co-operatively and respectfully with fellow directors and management;
- participate in the processes of evaluation for the board, board committees, director peer review and the CEO; and
- participate on and contribute to at least one board committee.

### **Fiduciary Responsibilities**

The director, in discharging his or her duties, must act:

- honestly and in good faith;
- with a view of the best interests of the CNA;
- with the care, diligence and skill of a reasonably prudent person; and
- on behalf of, and for, the benefit of the CNA.

The director has a fiduciary duty to the CNA. This duty recognizes that directors are in a position of trust over the actions of the CNA and can engage in activities that can harm the CNA. The director is responsible to act for the CNA's benefit, rather than for him/herself. Directors therefore must not:



- Engage in activities that put their personal interest in conflict with the best interests of the CNA;
- engage in activities that would provide the director, or others, with a direct benefit that should have been earned by the CNA;
- fail to act in a situation where action would be in the best interests of the CNA;
- take an opportunity for personal profit that the CNA either could have obtained for itself or that it was actively seeking; or
- use information gained in the performance of their duties as a director for personal use or gain.

### **Authority**

As an individual director, the individual has no specific authority, but only has authority as a part of the board of directors. A director cannot unilaterally operate, give direction to management, or authorize transactions unless specific authority has been delegated by the board and is properly transacted. If a director has a request of management, these must be addressed to the CEO.

When a motion has been decided by the proper decision-making protocol of the board, every director is expected to support the decision. If the director is strongly opposed to the decision of the board and cannot agree to support the decision, the individual can pursue options through legal means or resign from the board.

### **Ongoing Learning**

Every director is required to invest time to pursue ongoing learning to better equip themselves in conducting their duties and making effective decisions for the CNA.



## CNA Board of Directors – Statement of Qualifications

The needs of the Canadian Nuclear Association (CNA) drive the qualifications and attributes expected of each director, and the skills needed to be represented by the collective of directors.

### Qualifications

CNA directors must:

- have nuclear industry-specific knowledge, sufficient to bring a perspective of business, legislative, regulatory and social issues impacting nuclear to board discussions;
- be a representative of a full member, in line with Article IV, S.2 of CNA by-laws;
- have a broad understanding of national and global issues and their impact on nuclear;
- have an understanding of the regulatory environment and requirements of the nuclear industry;
- be comfortable operating at a direction and strategic level, and not become involved in determining how directions will be actioned;
- have executive level experience;
- have the capacity to contribute to establishing policy, implementing strategy and achieving goals;
- have financial literacy, sufficient to read financial statements, grasp financial issues and offer suggestions on financial statements;
- have the ability to read and understand budgets and financial forecasts and to appreciate their underlying assumptions;
- have an understanding of sound business practice;
- have an understanding of governance structures and practices;
- have respect for the fiduciary duties, roles and responsibilities of the board as a whole;
- have the ability to ask probing questions and to respectfully challenge the executive, in order to provide due oversight of the executive and thereby ensure the health of the association; and
- have experience at a governance or senior management level in an organization, with complexity at least comparable to that of the association.



## Attributes

CNA directors must:

- possess sound business acumen;
- be able to identify vulnerabilities before they become critical issues;
- be keenly aware of both tangible and intangible benefits and costs;
- demonstrate appropriate risk taking, cost sensitivity and good business judgement;
- demonstrate an understanding of governance roles and responsibilities, as distinct from those of staff;
- be able to effectively and respectfully communicate with peers and staff;
- be able to deal diplomatically with the media and public;
- be able to listen and analyze; to think creatively and be decisive;
- be able to arrive at decisions that strike a balance between desirable objectives and sound risk management;
- understand and appreciate the association's vision, mission and values and its accountability to its stakeholders;
- demonstrate an understanding of teamwork and the ability to operate as a "team member" at the board level;
- demonstrate personal integrity and ethical standards of conduct;
- be free of undue influence and be able to operate with an independent mind in the best interests of the association;
- have the capacity to serve effectively, including committing time to prepare for, and attend, board and potentially board committee meetings; and
- be able to commit time for board activities, which arise from time to time.

## Skills and Knowledge

The CNA would like to have a set of skills and knowledge domains on its board, drawing from the combined experience of its individual members. This includes:



- regulated environment expertise;
- human resources expertise;
- public policy issue expertise;
- health and safety expertise (nuclear and conventional);
- government (federal/provincial/municipal) relations experience;
- environmental expertise;
- financial expertise; and
- legal expertise.



## CNA Board of Directors – Conflict of Interest Policy

### Definition

- 1.1 A “conflict of interest” is any situation where:
- (a) your personal interest; or
  - (b) those of a close friend, family member, business associate, corporation or partnership in which you hold a significant interest, or a person whom you owe an obligation could influence your decisions and impair your ability to:
    - (i) act in the Canadian Nuclear Association’s (CNA) best interests; or
    - (ii) represent the CNA fairly, impartially and without bias.

It is important to note that a “conflict of interest” exists if the decision could be or could appear to be influenced – it is not necessary that influence takes place.

### General Duties

- 2.1 Unless authorized by the board, or by a person the board designates, you may not:
- (a) act on behalf of the CNA, or deal with the CNA, in any matter where you are in a conflict of interest or appear to be in a conflict of interest; nor
  - (b) use your position, office or affiliation with the CNA to pursue or advance your personal interests or those of a person described in paragraph 1.1 (b).
- 2.2 The “appearance of a conflict of interest” occurs when a reasonably well-informed person properly could have a reasonable perception that you are making decisions on behalf of the CNA that promote your personal interests or those of a person described in paragraph 1.1 (b).
- 2.3 You must immediately disclose a conflict of interest to the board of directors either in writing or as minuted at a board of directors meeting. It is important to make the disclosure when the conflict first becomes known. If you do not become aware of the conflict until after a matter is concluded, you must still make the disclosure immediately.
- 2.4 If you are in doubt about whether you are or may be in a conflict of interest, you must request the advice of the board of directors or a person the board designates.
- 2.5 Unless otherwise directed, you must immediately take steps to resolve the conflict or remove the suspicion that it exists, by:
- promptly declaring to the board of directors any conflict of interest as defined by this policy and asking that such declaration be recorded in the minutes;



- excusing yourself from the portion of the meeting where the matter giving rise to the conflict of interest is being discussed;
- refraining from all discussion of the matter giving rise to the conflict of interest at any meeting of the board of directors; or elsewhere
- refraining from voting on the matter giving rise to the conflict of interest at any meeting of the board of directors.

### **More about Avoiding a Conflict of Interest**

#### 3.1 You must not:

- (a) use your relationship with the CNA to confer a benefit on a person described in paragraph 1.1 (b) (this duty does not prevent you or anyone else from conducting business with other people connected with the CNA);
- (b) personally benefit from any business activity involving the CNA except in unique situations, authorized by the board; or
- (c) indirectly benefit from any business activity involving the CNA except in unique situations, authorized by the board.

#### 3.2 An “indirect benefit” is:

- (a) a benefit derived by a close friend, family member, business associate, or a corporation or partnership in which you hold a significant interest; or
- (b) a benefit which advances or protects your interests although it may not be measurable in money.

### **Using the CNA Property and CNA Information**

#### 4.1 You must have authorization from the board, or from a person the board designates to:

- (a) use, for personal purposes, property owned by the CNA; or
- (b) purchase CNA property unless it is through channels of disposition equally available to the public (even then you may not purchase the property without authorization if you are involved in some aspect of the sale).

#### 4.2 You may not take personal advantage of an opportunity available to CNA unless:

- (a) it is clear that the CNA has irrevocably decided against pursuing the opportunity; and
- (b) the opportunity is equally available to members of the public.



- 4.3 You may not use your position with the CNA to solicit any CNA stakeholder for a personal business or one operated by a close friend, family member, business associate or a corporation or partnership in which you hold a significant interest. This duty does not prevent you or anyone else from transacting business with other people connected with the CNA.
- 4.4 “CNA information” is information that is acquired solely by reason of involvement with the CNA and which the CNA is under an obligation to keep confidential.
- 4.5 You may use CNA information only for CNA purposes.
- 4.6 You must not use CNA information for your personal benefit.
- 4.7 You must protect CNA information from improper disclosure.
- 4.8 You must report to the board, or to a person the board designates, any incident of abuse of CNA information.
- 4.9 You may divulge CNA information if:
  - (a) you are authorized by the board or by a person designated by the board to release it; and
  - (b) it is to a person who has a lawful right to the information.
- 4.10 If you are in doubt about whether CNA information may be released, you must request advice from the board or from a person the board designates.

#### **Rules about Gifts**

- 5.1 You may accept a gift made to you because of your involvement in the CNA if:
  - (a) the gift has no more than token value;
  - (b) it is the normal exchange of hospitality or a customary gesture of courtesy between persons doing business together;
  - (c) the exchange is lawful and in accordance with ethical practices and standards; and
  - (d) the gift could not be construed by an impartial observer as a bribe, pay off or improper or illegal payment.
- 5.2 You may not use the CNA property to make a gift, charitable donation or political contribution to anyone on behalf of the CNA. Any gift must have the authorization of the board of directors or a person the board designates.

On an annual basis, all board members shall be provided with a copy of this policy and required to complete and sign the acknowledgment and disclosure form below.



I have read the CNA's Board of Directors – Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service as a CNA board member.

Board member signature: \_\_\_\_\_

Board member name (please print): \_\_\_\_\_

Date: \_\_\_\_\_



## CNA SIGNING AUTHORITY POLICY

**Date of creation:** May 17, 2012  
**Revisions:** June 25, 2020

### POLICY

The purpose of this policy is to ensure that documents such as contracts, proposals and correspondence between the Canadian Nuclear Association (CNA), Clients, and their agents, consultants, suppliers, and/or trade contractors are prepared in a professional businesslike manner and are reviewed and executed only by those individuals authorized to perform these functions. In addition, this policy is intended to help manage the CNA's risk when actions taken by individuals commit it to business engagements and other obligations by assuring such actions are taken only by those CNA representatives expressly authorized to sign such documents. All approval limits are subject to the annually Board approved budget and the Board approved Strategic Plan under which management is carrying out its operations.

### DEFINITIONS

For the purposes of this policy, an Agreement is defined as a document that creates a legally binding commitment and includes, but is not limited to, revenue generating or expenditure contracts, memorandum of understanding, licenses, letters of agreement, letters of intent, purchase agreements, invoices, affiliation agreements, service contracts, and so forth ("Agreement").

The term "Management" as used in this policy refers to the directors/VPs and their respective sub parts – employees within or provided by CNA.

### PERSONNEL COMPETENCY

This policy has been established based on the premise that people assigned to named positions within the CNA are experienced and competent personnel, with sufficient CNA experience to effectively manage risk and execute the required duties associated with those positions. Management must recognize the varying levels of competence and/or experience their assigned personnel possess and take all appropriate steps to manage CNA's risks that may be inherent in having those persons signing documents.

### GOAL

The overall goal of this policy is to manage and minimize the risk that may be associated with having CNA employees and/or CNA representatives signing documents.



## RESPONSIBILITIES OF INDIVIDUALS

Individuals with signing authority, and/or who have entered into an Agreement on behalf of the CNA have the following responsibilities:

- They must have read the Agreement and be assured that the CNA is able to meet its obligations and commitments within the terms of the Agreement and that it is likely the other party(ies) meet their obligations.
- They must be assured that the Agreement complies with CNA policies.
- They must be assured that the appropriate approvals have been obtained for the Agreement and must have/or seek access to supporting documentation to obtain this assurance.
- Individuals only have authority to expend funds that are within their approved budget and within their delegation of authority.
- Individuals who exercise duly delegated signing authority are acting as part of CNA's administration and are responsible for applying shared prudent management control of CNA resources and information.
- All purchases must follow the procedures set out in the policy and procedures manual.
- The initiator of an Agreement is responsible to manage the Agreement through its term. If the initiator departs CNA, the initiator's supervisor acquires this responsibility until/unless this responsibility is assigned to another employee.

## LONG-TERM AGREEMENTS

Long-term agreements refer to any agreement that commits CNA to an ongoing financial obligation that exceeds one (1) year and has a total value greater than \$10,000.

- The President's office (President & CEO and Vice President) review and approval of a long-term agreement's terms and conditions is required prior to any CNA individual obligating CNA by signing a long-term agreement.
- All equipment leases (copy machine, furniture, etc.) are to be coordinated through the President & CEO or Vice President to assure that CNA's policies are adhered to.
- Any agreement that is greater than one (1) year in term but includes provisions for earlier termination of not greater than thirty (30) days is **not** considered a long-term agreement.

## CAPITAL EQUIPMENT PURCHASES

Capital Equipment Purchases are defined as any purchase of equipment costing more than \$500 which has a useful operating life functioning beyond one year.

- All equipment/furniture purchases are to be coordinated through the President & CEO or Vice President to assure the best terms of CNA's agreements are utilized whenever possible.

- Monies budgeted for specific equipment purchases are only to be spent for the purchase of the named equipment unless the originating entity and the original approving authority authorized it to be spent otherwise.
- Capital Equipment purchased within the department's approved budget will be signed by the Directors/VPs.
- When Capital Equipment to be purchased is not within the departments approved budget it will be signed by the President & CEO or Vice President.

## **MEMORANDUM OF UNDERSTANDING**

A Memorandum of Understanding ("MOU") is a document intended to provide strategic direction for the organization. All MOU's are to be reviewed and executed by the President & CEO.

## **CONSULTANTS/ SERVICES CONTRACTS / MASTER SERVICE AGREEMENT ("SERVICE CONTRACTS")**

All contractual obligations through consultant agreements, services contracts or Master Service Agreement (the "Service Contracts") that are intended to bind the Corporation are to be executed in accordance with the following procedures:

- The President & CEO or Vice President will review and approve all Service Contracts.
- Consideration is made regarding in-house capabilities to accomplish services before contracting for them.
- Written agreements clearly defining work to be performed are maintained for each Service Contract and shall be stored electronically as identified within this policy.
- The qualifications and reasonable charges for fees are considered in hiring consultants.
- All Service Contracts with consultants shall have clear and reasonable termination provisions (standard termination provisions should be no greater than thirty (30) days' notice, however, management may negotiate a longer termination period if deemed necessary).

Authorization of the Contracts shall be subject to the following limits:

- All contracts for services up to \$10,000 are to be signed by a Director, Vice President, or President & CEO.
- All contracts for services for an amount greater than \$10,000 but less than \$50,000 must be signed by the Vice President or President & CEO.
- Any contract for services between \$50,000 and \$100,000 must be supported with two quotations, provided, however, the President & CEO may sign off on a documented sole source rationale, which is to be provided periodically for review by the Finance Committee.
- Requests for proposals must be issued for any Contracts expected to exceed \$100,000, however, the President & CEO may sign off on a documented sole source rationale, which is to be provided periodically for review by the Finance Committee.

- For suppliers that have been identified through the RFP process, a Master Service Agreement or other agreement as negotiated between the parties must be completed and cannot exceed a term of more than three (3) years (also refer to the section on Long-Term Agreements).

## **SPONSORSHIPS**

CNA is regularly requested or will seek to identify sponsorship support for events or activities for the purpose of advancing the goals within its strategic plan. All sponsorships that are intended to bind the Corporation are subject to the following conditions:

- The sponsorship must be aligned with the strategic directions of the association.
- A sponsorship that is \$5,000 or less can be contracted directly by a Director / Vice President / President & CEO.
- A sponsorship that is greater than \$5,000 but less than \$20,000 must be approved by the Vice President or President & CEO.
- A sponsorship that is greater than \$20,000 but less than \$100,000 must be approved by the President.
- A sponsorship that is greater than \$100,000 must be approved by the Executive Committee.

Note that if the Corporation enters into a joint sponsorship with another party, for purposes of the above limits, the amount shall be the net commitment of CNA.

## **RECORD RETENTION**

The CNA sets the following guidelines applicable on the retention of records which are believed to meet the requirements of all applicable federal and provincial regulations.

- Financial records, supporting documents, statistical records, and all other records pertinent to an agreement shall be retained for a period of seven (7) years.
- The retention period starts from the date of the submission of the final expenditure report or for other agreements that are renewed annually, from the date of submission of the annual financial status report.
- Original records will be scanned and stored electronically in the CNA's shared drive.

## **SIGNATURE STAMPS AND ELECTRONIC SIGNATURES**

An electronic signature is an acceptable form of signature provided it is obtained through a secured method such as through the Adobe software. The electronic signature will only be accepted if it is originating from the actual individual providing said electronic signature.

Using rubber signature stamps (or other similar manual stamps) and scanned or electronic image signatures may be permitted on documents under this policy. Said signature types are subject to a clear trail of the signature being applied by the actual individual (i.e. email authorization from the authorizing person including emails with “approved” or similar language if it is clearly linked to a source document, invoice or payment).

## **PAYMENTS**

All contracting and procurement for products or services are to be secured based on the procedures as outlined above.

When an invoice for products or services is received, the following process is to be followed for approval and payment:

- The invoice is received by the accounting department where it is reviewed for accuracy and coded for both the account code and department for which it is to be allocated.
- The invoice is provided to the individual responsible for the procurement of the product or services to confirm that the goods or services were received and that the invoice is accepted for payment.
- If the individual responsible for the procurement of the product or services is not a director, vice president or president, the invoice is to be submitted to the appropriate director, the vice president or president for approval (**Note – all invoices in an amount in excess of \$10,000 are to be approved by the President & CEO or the Vice President**).
- Once the invoice has been approved, it is submitted to accounts payable for payment.

All payments (cheque or electronic payment) must have dual authorization to be considered valid. Authorization are any two of the President & CEO, Vice President, or the Chief Financial Officer. Payments that are processed through electronic banking may be originated by the accounting personnel and authorized by two of the President & CEO, Vice President, or the Chief Financial Officer.

## **SIGNING MATRIX**

See Appendix A for a summary of the Signing Matrix.

## **POLICY IMPLEMENTATION AND REVIEW**

The Finance Committee is to review this policy every second year from the date of its approval or sooner if warranted by internal or external events or changes. Changes to the policy are to be approved by the Finance Committee and recommended to the Executive Committee. The policy becomes effective upon approval by the Board of Directors.

## **RELATED POLICIES**

- Operational Reserve Fund Policy
- Investment Policy

## Appendix A

### CNA SIGNING AUTHORITY POLICY - SIGNING MATRIX

DOCUMENT TYPE	DOLLAR VALUE	AUTHORIZATION LEVEL
Long-term Agreements	< 1 Year and < \$10,000	Director
	> 1 Year and > \$10,000	President & CEO or Vice President
Capital Equipment	Within approved budget	Director or Vice President
	In excess of approved budget	President & CEO
MOU	All	President & CEO
Contracts	< \$10,000	Director
	> \$10,000 and > \$50,000	President & CEO or Vice President
	> \$50,000	President & CEO
Sponsorships	< \$5,000	Director or Vice President or President & CEO
	> \$5,000 and < \$20,000	Vice President or President & CEO
	> \$20,000 and < \$100,000	President & CEO
	> \$100,000	Executive Committee
Cheques	All	Two of President & CEO, Vice President, or Chief Financial Officer
Electronic Payment	All	Two of President & CEO, Vice President, or CFO

## OPERATING RESERVE FUND POLICY

### Canadian Nuclear Association

February 20, 2012

#### REVIEWED & INPUT BY:

Finance Committee Date: February 21, 2012

To be presented to  
Executive Committee Date: February 22, 2012

For review and input from  
Executive Committee by: Date: March 16, 2012

For Executive approval  
and recommendation to  
the Board by the on: Date: May 10, 2012

To be presented to  
Board of Directors Date: May 17, 2012

Last reviewed Date: May 17, 2017



## Operating Reserve Fund Policy

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**Policy** The purpose of the Canadian Nuclear Association (CNA) Operating Reserve Fund policy is to ensure the stability of the mission, programs, employment, and ongoing operations of the organization.

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**Definitions** The Operating Reserve Fund is a designated fund set aside by action of the Executive Committee of the Board of Directors.

The minimum amount to be designated as Operating Reserve will be in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months.

The Operating Reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

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**Goal** The target minimum Operating Reserve Fund is equal to 6 months of average operating costs.

The calculation of average monthly operating costs include all recurring, predictable expenses such as:

- salaries and benefits
  - occupancy
  - office
  - travel
  - program; and
  - on-going professional services
- } \*6 months = 950K
- } \*6 months = 450K
- Total: \$1,400M

\*NB: Taken from 2017 budget

Depreciation, in-kind, and other non-cash expenses are not included in the calculation. The calculation of average monthly expenses also excludes certain expenses such as pass-through programs or one-time or unusual capital purchases.

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**Rationale**

The Operating Reserve fund is intended to provide an internal source of funds for situations such as:

- a sudden increase in expenses;
- un-anticipated loss in funding; or
- un-insured losses; or
- other unanticipated risks such as legal challenges and
- In order to prevent such events from impinging on operations.

The Reserve may also be used for one-time, non-recurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure.

Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of the CNA for the Operating Reserves to be used and replenished within a reasonably short period of time and through normal budget processes. The Operating Reserves should be maintained at no less than 50% of the target minimum (see “Goal”) at all times.

The Operating Reserve policy will be implemented in concert with the other governance and financial policies of the CNA and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

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**Timing**

The amount of the Operating Reserve Fund target minimum will be set each year after approval of the annual budget; reported to the Finance Committee of the Board of Directors, and included in the regular financial reports.

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**Accounting for reserves**

The Operating Reserve Fund will be recorded in the financial records as Board-Designated Operating Reserve.

The Fund will be invested in cash or cash equivalent funds as provided for by CNA’s Investment Policy. The Reserves will be maintained in a segregated bank account or investment fund.

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**Procedure**

<b>STEP</b>	<b>ACTION</b>	<b>COMMENTS</b>
<b>1 Identification of appropriate use of reserve funds</b>	<ul style="list-style-type: none"> <li>• CEO and staff will identify the need for access to reserve funds.</li> <li>• Confirm that use of funds is consistent with the purpose of the reserves as described in this Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze the reason for the shortfall, the availability of any other sources of funds, before using reserves.</li> <li>• Evaluate the time period that the funds will be required and replenished.</li> </ul>
<b>2 Authority to use operating reserves</b>	<ul style="list-style-type: none"> <li>• The CEO will submit a request to use Operating Reserves to the Finance Committee of the Board of Directors.</li> <li>• The request will include the analysis and determination of the use of funds and plans for replenishment.</li> </ul>	<ul style="list-style-type: none"> <li>• The organization's goal is to replenish the funds used within twelve months to restore the Operating Reserve Fund to the target.</li> </ul>
<b>3 Reporting</b>	<ul style="list-style-type: none"> <li>• Upon approval for the use of Operating Reserve Funds, the CEO will maintain records of the use of funds and plan for replenishment.</li> <li>• He/she will provide regular reports to the Finance Committee/Board of Directors of progress to restore the fund to the target minimum amount.</li> </ul>	
<b>4 Responsibility</b>	<ul style="list-style-type: none"> <li>• The CEO is responsible for ensuring that the Operating Reserve Fund is maintained and used only as described in this Policy.</li> </ul>	

**Review of policy**

This Policy will be reviewed every other year, at minimum, by the Finance Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance Committee to the Board of Directors.

**Related policy**

- Investment Policy
- Signing Authority Policy
- Capitalization and Amortization of Assets Policy
- Signing Matrix Policy

**INVESTMENT POLICY**  
**Canadian Nuclear Association**

February 20, 2012

REVIEWED & INPUT BY:

Finance Committee                      Date: February 21, 2012

To be presented to  
Executive Committee                      Date: February 22, 2012

For review and input from  
Executive Committee by:                      Date: March 16, 2012

For Executive approval  
and recommendation to  
the Board by the on:                      Date: May 10, 2012

To be presented to  
Board of Directors                      Date: May 17, 2012

Last Reviewed                      Date: May 17, 2017



## Investment Policy

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### **Policy**

The purpose of this Investment Policy Statement is to establish a prudent framework for the management of the Canadian Nuclear Association (CNA) investment portfolio. It specifies specific investment objectives and sets standards for reporting and review.

A key element of the Canadian Nuclear Association (CNA) Investment Policy Statement is found in the Asset Allocation Guidelines section. Over time, our asset allocation among the primary asset classes (cash reserves, fixed income, equities and alternative investments) and across geographic regions (domestic and global) will have the greatest impact on the likelihood of achieving our objectives at a level of risk that is acceptable. Should there be a material change in our financial objectives, risk tolerance or financial circumstances, a review of this Investment Policy Statement would be required.

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### **Return Objectives**

The primary goal of the portfolio is preservation of capital. Funding is received from member firms on an annual basis and the portfolio is to be used to provide for the ongoing operations of the Canadian Nuclear Association. The secondary goal of the portfolio is to provide a return in excess of money market rates on any funds not required for periods of 6 months or longer. Should there be a material change in our financial objectives, risk tolerance or financial circumstances a review of this policy would be required.

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### **Investor Profile/Risk Tolerance**

Due to the primary focus on capital preservation, the portfolio can be characterized as having a low risk level. As a result, the portfolio is focused on income returns sufficient to keep the portfolio's value in pace with inflation. There is no equity exposure in the portfolio.

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### **Liquidity/Income Needs**

The CNA's cash flow needs from time to time could require withdrawal of income generated in any given year. The portfolio should be sufficiently flexible to accommodate such withdrawals.

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### **Legal and Regulatory Considerations**

There are no legal or regulatory issues or restrictions that affect this portfolio, income generated from the portfolio or the portfolio's beneficiaries.

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**Investment  
Solution – Asset  
Allocation**

The portfolio will be invested at all times. In absence of additional considerations, an asset allocation of 80% fixed income and 20% cash is recommended.

When the portfolio’s asset allocation reaches the lower or upper asset allocation ranges, a review of the asset allocation may occur to assess if rebalancing is necessary.

Fixed Income investments will be evaluated in relation to volatility, risk and potential return. Preference will be given to ensuring where possible investments are covered by CDIC insurance.

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	<b>LOWER</b>	<b>POLICY</b>	<b>UPPER</b>
<b>CASH</b>	0%	<b>20%</b>	35%
<b>FIXED INCOME</b>	65%	<b>80%</b>	100%
<b>EQUITY</b>	0%	<b>0%</b>	0%

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**Review of  
policy**

This Policy will be reviewed by the President & CEO and submitted to the Finance Committee every other year, at minimum, or sooner if warranted by internal or external events or changes. Changes to the Policy will be approved by the Finance Committee.

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**Related policies**

- Operational Reserve Fund Policy
  - Signing Authority Policy
-

**CAPITALIZATION AND AMORTIZATION  
OF ASSETS POLICY  
Canadian Nuclear Association**

April 26, 2013

REVIEWED & INPUT BY:

Finance Committee                      Date: November 5, 2013

To be presented to  
Executive Committee                      Date: December 6, 2013

For review and input from  
Executive Committee by:                      Date: February 26, 2014

For Executive approval  
and recommendation to  
the Board                                      Date: February 26, 2014

To be presented to  
Board of Directors                              Date: February 26, 2014

Approved                                      Date: February 26, 2014

Last reviewed:                                  Date: June 19, 2018



## Capitalization and Amortization of Asset Policy

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### Policy

This policy defines capital assets and establishes the accounting procedures associated with the recognition and accounting of these assets over their expected useful lives. This policy applies to all acquisitions made by the Association.

Expenditures for all items that fit in the definitions of capital asset and capital asset threshold will be capitalized. All capital assets will initially be recorded at cost, except donated assets that will be recorded as fair market value. Amortization will be recorded over the capital asset's useful life, using the straight-line method.

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### Definition

Amortization is the process of allocating the cost of an asset to the periods of benefit, over the useful life.

A capital asset is an item that possesses the following characteristics:

- has a life expectancy of more than one year under normal use
- is an original unit or system costing \$5,000 or more at date of purchase
- has an identity which does not change with use
- is usually repaired and not replaced, when damaged
- is not intended for sale in the ordinary course of business

A capital system possesses all of the above characteristics and consists of two or more accessories, components or attachments that:

- together, comprise a single purchase exceeding \$5,000 (subsequent add-ons less than \$5,000 are not included)
- normally do not function independently in their proper or full capacity
- are acquired for, and identified with, a specific system
- include bulk purchases of equipment, when acquired as an expansion to existing operations, and
- individually possess all the characteristics of a capital asset, except cost

Intangible items that lack physical substance, such as brand names, copyrights, franchises, licenses and patents, are not included in this policy.

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### Capital Asset Threshold

Items with a life expectancy exceeding one year and costing less than \$5,000 are recorded as an operating expenditure in the year acquired.

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### Expendable Equipment

Expendable equipment is capital in nature, but costs less than \$5,000.

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**Useful Life** The estimate of the period over which a capital asset is expected to be used by the Association. The life of a capital asset may extend beyond its useful life to the Association. The life of a capital asset, other than land, is finite, and is normally the shortest of the physical, technological, commercial or legal life.

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**Capital Asset Categories**

Equipment: Items that can be relocated and are not integral parts of buildings.

Leasehold Improvements: Costs of improvements to non-owned land or buildings.

Software: Any programs that run on a computer.

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**Regulation** This policy is governed by generally accepted accounting principles, standards and practices as detailed in the Canadian Institute of Chartered Accountants (CICA) Handbook.

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**Procedure – Amortization Method**

Under the straight-line method of amortization

- the cost of a capital asset will be recorded as an operating expense over its useful life
- amortization will be calculated on a monthly basis, using whole months and not the exact purchase date
- the month in which the asset is purchased will be included
- the month in which a capital asset is disposed of will not be included
- salvage value is assumed to be nil

**Capital Asset Categories**

Major asset categories for the association include site improvements, equipment and software.

For specific asset categories, amortization will be calculated in accordance with the following practices :

Site Improvements - Amortization does not begin until the full cost of the expenditure is completed.

Equipment and Software - The month of purchase will be the invoice month date.

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Expendable equipment purchases are operating expenses and chargeable to operating expenditures account codes. Acquisitions under \$5,000 that are added to a capital system after the initial acquisition of that system are also considered operating expenses.

**CASH MANAGEMENT POLICY**  
**Canadian Nuclear Association**

REVIEWED & INPUT BY:

Finance Committee	Date: August 7, 2014
To be presented to Executive Committee	Date: August 26, 2014
For review and input from Executive Committee by:	Date: August 26, 2014
For Executive approval and recommendation to the Board by the on:	Date: August 26, 2014
To be presented to Board of Directors	Date: August 26, 2014
Last reviewed:	Date: June 19, 2018



## Cash Management Policy

**Policy** The purpose of the Cash Management Policy is to establish a prudent framework for the management of the Canadian Nuclear Association (CNA) bank accounts and to provide clear guidance on the cash management functions. The policy is also established to ensure appropriate asset levels are maintained and assets remain accessible and retain liquidity to be used for the Association's expenses and initiatives.

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**Goal** The primary goal of this policy is to avoid carrying a large monthly bank balance and the preservation of capital. Funding is received from member firms on an annual basis and is to be used to provide for the ongoing operations of the Canadian Nuclear Association. The secondary goal is to provide a return in excess of money market rates on any funds not immediately required. Should there be a material change in our financial objectives or risk tolerance of financial circumstances a review of this policy would be required.

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**Account Balances & Forecasting** A monthly analysis of the Association's cash needs will be performed and will include estimating anticipated cash inflows against cash outflows to determine whether the Association has adequate cash to meet its obligation or has excess cash. If it is determined that the Association has excess cash, the funds will be transferred into short-term investments (such as money market mutual funds and/or certificates of deposits). Should the funds be required at a later date, a requisition will be completed and signed by President and Corporate Secretary so that the funds may be re-deposited into the operational bank account. Bank balance requirements may change during the year due to the expenses of the annual conference.

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**Liquidity/Income Needs** The CNA's cash flow needs from time to time could require withdrawal of income generated in any given year. Any money invested in short term investments during the year may be withdrawn with two signatories to cover the association's monthly operating costs. The portfolio should be sufficiently flexible to accommodate such withdrawals. The association's bank account should hold a minimum of 2 months operating costs at all times. A monthly review of the bank statement will ensure sufficient funds are available at all times. Any overage at the end of the year will be deposited in a longer-term Investment and/or in the reserve fund.

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**Review of policy** This Policy will be reviewed by the President & CEO and submitted to the Finance Committee every other year, at minimum, or sooner if warranted by internal or external events or changes. Changes to the Policy will be approved by the Finance Committee.

- Related policies**
- Investment Policy
  - Operational Reserve Fund Policy
  - Signing & Approval Matrix Policy
  - Capitalization and Amortization of Assets Policy
-

## Directors List CNA Board of Directors

(as at October 22, 2020)

Class	Director	Company	Committee
1	John MacQuarrie	BWXT	<b>Chair</b>
	Heather Ferguson	Ontario Power Generation	<b>Vice Chair</b>
	Alice Wong	Cameco	GRHC Chair
	Brett Plummer	NB Power	
	Eddie Saab	Westinghouse	
	Mike Marsh	SaskPower	
	Pat Dalzell	Bruce Power	Executive
	William Fox	Candu Energy Inc,	Executive
2	David Campbell	Veolia Nuclear Solutions	PAAC Chair
	Jim Sarvinis	HATCH Ltd.	Executive
	Pierre Tremblay	AECOM	GHRC
	Rory O'Sullivan	Moltex Energy	
	Sanjay Krishnan	Tetra Tech	Finance
	Spencer Fox	E.S. Fox	Finance
	Thomas Clochard	Aecon Industrial	
3	Joe McBrearty	Canadian Nuclear Laboratories	Executive
	Julie West	Kinectrics Inc.	RAAC Chair
	Katherine Moshonas Cole	X-Energy	
	Vik Tathe	Energy Solutions	Executive
4	Bradley Michell	IMI Critical Engineering	
	David Cates	Denison Mines	Finance Chair
	Howard Shearer	Hitachi Canada Limited	
	Michael Chatlani	L3 MAPPS Inc.	
	Narinder Bains	ATS Automation	
5	Azeem Qureshi	Grasshopper Energy	
	Doug Chambers	Arcadis Canada Inc.	
	Jeremy Rasmussen	PTAG	Executive
	Milton Caplan	MZ Consulting Inc.	
	Nigel Fonseca	Alithya	Executive Finance
6	Bob Walker	Power Workers' Union	
	Scott Travers	The Society of United Professionals	GHRC
7 - Honorary	Dr. Aman Usmani	Canadian Nuclear Society	
	Lisa McBride	Women in Nuclear	
	Matthew Mairinger	North American Young Generation Nuclear	
	Ross Galbraith	Canadian Nuclear Workers Council	

## **CNA Team**

(as at October 22, 2020)

**John Gorman**

President and CEO

**Tricia Weagant**

Vice President

**George Christidis**

Director of National and  
International Government Affairs

**Steve Coupland**

Director of Regulatory and Environmental  
Affairs

**John Stewart**

Director of Policy and Research

**Gehna Singh Kareckas**

Director of Communications

**Romeo St. Martin**

Communications Officer

**Emily James**

Communications Officer

**Jessica Clifford**

Membership and Project Manager

**Riley Found**

Project Manager, SMR Secretariat

**Tina Asdrubolini**

Corporate Secretary

**Sue Kavanagh**

Human Resources Consultant

**Chris St. Germain**

Chief Financial Officer

**Kurt Wendler**

Bookkeeper

**Ashley Anstey**

Administrative Assistant