

Board of Directors Meeting

Dec. 4, 2020
9:30 am - 11:00 am EST

By Videoconference
Zoom Meeting ID: 885 0599 3686 - Password: 858097

AGENDA

	AGENDA ITEM	TIME	SPEAKER(S)
D	1. Opening remarks by the chair 1.1 Adoption of the agenda* 1.2 Conflict of interest declaration 1.3 2020 board and committee work plan*	9:30-9:32	J. MacQuarrie
M	2. Consent agenda 2.1 Approval of minutes from previous meeting* 2.2 Approval of minutes of AGM minutes* 2.3 Membership applications* 2.4 2021 board and committee meeting dates*	9:32-9:35	J. MacQuarrie
D	3. CNA strategy and business plan 3.1 President's report* 3.1.1 CNA scorecard quarterly update	9:35-10:00	J. Gorman T. Weagant
	4. Committee reports 4.1 Advisory Committee (RAAC and PAAC)* 4.2 GHRC Committee* 4.2.1 HR policies (CNA employee handbook) 4.2.2 Board committee terms of reference 4.2.3 Governance policies 4.3 Finance Committee* 4.3.1 2020 third quarter financials 4.3.2 Financial policies 4.3.3 2021 budget M 4.4 Executive Committee	10:00-11:00	J. West D. Campbell A. Wong D. Cates J. MacQuarrie
	5. Adjournment		

LEGEND

M Motion required **D** For discussion
I Information * Items with attachments



Board and Standing Committee 2020 Work Plan

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

¹ Achieved, in part, via CNA president's report and program updates.

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

Topic/Item	Committee	Q1			Q2			Q3			Q4			When Performed		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annually	Every 3 years	As Required
2.8 Review portfolio performance	Finance				○					○			○	✓		✓
2.9 Review performance with investment managers	Finance												○	✓		
3. Governance and Compliance Oversight	Oversight of CNA's corporate governance framework and compliance with governing documents															
3.1 Review articles of incorporation and by-law	GHRC														✓	
3.2 Review governance policies and procedures	GHRC				○							○	●●	✓		✓
3.3 Review board and committee work plans	GHRC/All	○	●●											✓		
3.4 Review committee terms of reference	GHRC/All									○			●●			
3.5 Director nomination and election	GHRC				○		●			○	⊙			✓		✓
3.6 Select and appoint board officers and committee members	N/A									○	●				✓	✓
3.7 Evaluate and review the performance of the board, its committees, the chair and individual directors	GHRC											⊖	●●	✓		
3.8 Review and monitor compliance with statutory filings, reporting and internal governance policies	GHRC	○	●●										○	✓		
3.9 Review directors' and officers' liability coverage	GHRC									○	○●		⊖●		✓	
4. Compensation, Evaluation and Succession	Oversight of CNA policies and procedures related to appointment, compensation, performance evaluation and succession planning of CEO and other designated officers.															
4.1 Review succession planning processes for the board, CEO and other senior executives	GHRC									○			●●	✓		✓
4.2 Review performance expectations, corporate goals and objectives for CEO	GHRC				○									✓		✓

Topic/Item	Committee	Q1			Q2			Q3			Q4			When Performed		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annually	Every 3 years	As Required
5. People Management	Oversight of CNA policies, procedures and practices related to people management (HR policies, procedures and practices).															
5.1 Review HR policies, procedure and practices, including succession planning	GHRC									*		○	●●	✓		
5.2 Monitor compliance with HR policies and procedures	GHRC												●●	✓		
5.3 Review and approve annual parameters for CNA staff compensation	GHRC												*⊙●	✓		
6. Membership	Oversight of the process whereby organizations who have applied for CNA membership are accepted by resolution of the board.															
6.1 Review membership structure (categories and criteria) and the contributions and dues (if any) to be fixed by resolution of the board	GHRC & Exe.															✓
6.2 Review and accept applications for CNA membership	GHRC & Exe.	○	●●		○		●●			●●			●●			✓

Board of Directors Minutes

On Oct. 22, 2020 at 9:00 a.m.
By Videoconference

MEMBERS

J. MacQuarrie (Interim Chair)	M. Chatlani	J. Rasmussen
A. Wong	B. Michell	B. Fox
B. Plummer	B. Walker	D. Campbell
D. Cates	H. Shearer	H. Ferguson
J. Sarvinis	J. West	M. Caplan
M. Knaszak	N. Fonseca	P. Tremblay
R. Sexton	S. Krishnan	S. Travers
V. Tathe	M. Marsh	

HONORARY MEMBERS

A. Usmani	L. McBride	M. Mairinger
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GUESTS

P. Dalzell	L. Riccoboni (CNL)	F. Pineiro
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CNA

J. Gorman	President and CEO
T. Weagant	Vice President
C. St. Germaine	CFO
T. Asdrubolini	Corporate Secretary

ABSENT

S. Bambino	J. McBrearty	E. Saab
S. Fox	J. Jermark	J. Chou

1. OPENING REMARKS BY THE CHAIR

Documents Received: Oct. 22, 2020 CNA Quarterly Board of Directors Meeting Agenda (Sept. 15, 2020).

There being a quorum present, the meeting was called to order at 9:01 a.m. The agenda was adopted as presented. No conflicts of interest were declared.

2. CONSENT AGENDA

Documents Received: June 25, 2020 CNA Board Meeting (Oct. 8, 2020); CNA Membership Applications (Rotaflow, Grasshopper Energy, Nuclear Innovation Institute, R. Galbraith) (Oct. 15, 2020), Appointment of Director to Fill Vacancy (P. Dalzell) (Oct. 15, 2020), D&O liability insurance coverage (Oct. 15, 2020).



On motion duly made, seconded, and unanimously carried, it was resolved to approve the consent agenda in its entirety.

3. PRESIDENT'S REPORT

Documents Received: President's report (Oct. 15, 2020)

J. Gorman presented the President's report. Directors discussed the new 2021 date for the CNA conference and trade show and progress in relation to issues management and Management's newly established issues management working group.

The board received the President's report.

4. CNA REFURB STRATEGY AND BUSINESS PLAN

Documents Received: CNA refurb strategy and business plan executive summary (Oct. 15, 2020)

J. Gorman and T. Weagant presented the highlights of the CNA refurb strategy and business plan. This included a review of the scorecard, and the strategic approach and tactics that will be undertaken to achieve the scorecard objectives. Management further outlined the resource and financial implications associated with the plan and the consultation and engagement process.

J. Gorman thanked the board for their ongoing guidance and support and for their particular focus and attention through the development of the strategy and plan this year. He shared a compilation video of the accomplishments of nuclear over the past year.

D. Cates reported on the finance committee's consideration of the resource and financial implications associated with refurbishment strategy and business plan, including the overall financial prudence of the draft 2021 budget. He explained that the financial committee discussed strategies to mitigate financial risks associated with the proposed deficit budget, which included drawing on the organization's net assets to fund the necessary investment and considering an increase in CNA membership revenues on a graduated basis over the next three years or after 2021.

J. MacQuarrie noted that the executive committee received and queried Management's report at its Oct. 1, 2020 meeting and unanimously agreed to recommend the CNA scorecard and CNA refurb strategy and business plan for board approval.

Directors asked many questions of Management with discussion ensuing on the nature, scope and timelines associated with tactics related to media influencer relations and issues management pertaining to nuclear waste. The board accepted the scorecard and CNA refurb strategy and business plan.

5. COMMITTEE REPORTS

5.1 Governance, Human Resources and Compensation (GHRC) Committee

Documents Received: GHRC Committee Report to Executive Committee (Oct. 15, 2020).

A. Wong provided a report on the quarterly activities of the GHRC committee, including business related to human resources oversight, governance, and compliance.

The board accepted the GHRC committee report.

J. MacQuarrie commended the committee on its recommendation to extend the call for nominations to encourage more diversity. He noted that the CNA values the benefits that diversity can bring to its board, and that over the next year, the GHRC committee and board would be working on the development of a framework to promote diversity and inclusion in the medium to long-term.

5.2 Finance Committee

Documents Received: Finance Committee Report to Executive Committee (Oct.15, 2020)

D. Cates provided a report on the quarterly activities of the finance committee, including the second quarter financial results and review of financial policies.

The board accepted the finance committee report.

5.3 Executive Committee

J. MacQuarrie reported on the Oct. 1, 2020 executive committee meeting and highlighted that the committee received, queried and accepted the reports of the GHRC and finance committees, and Management's report on the refurb and strategic plan.

On motion duly made, seconded, and unanimously carried, it was resolved that the board of directors approve the 2020 Scorecard and CNA Refurb Strategy and Business Plan 2021-2023.

On motion duly made, seconded, and unanimously carried, it was resolved that the CNA's second quarter results for 2020 be approved by the board of directors.

J. MacQuarrie declared a conflict of interested and recused himself from chairing, moving, or voting on motions related to officer succession. A. Wong chaired this portion of the meeting.

On motion duly made, seconded, and unanimously carried, it was resolved that John MacQuarrie be appointed by the board to fill the vacancy in the office of board chair for the remainder of his predecessor's term.

On motion duly made, seconded and unanimously carried, it was resolved that Heather Ferguson be appointed by the board to fill the resulting vacancy in the office of board vice-chair for the remainder of her predecessor's term.

6. OTHER BUSINESS

Documents Received: Request for assistance (DAWN) (Oct.15, 2020).

As other business, the board received a briefing from A. Wong on the Driving Advancement of Women in Nuclear (DAWN) group. This included a review of DAWN's composition and mission, and its request for CNA assistance in achieving its third objective (i.e., to expand the number of male allies in the industry to promote gender equality and increase representation of women on nuclear industry boards and at public facing events to promote diversity and inclusion). The board expressed support for the work of the DAWN group and agreed to add to future board meetings to progress the request in a meaningful way.

7. ADJOURNMENT

There being no further business, the meeting ended at 10:35 a.m.

Vice-Chair

Secretary

Date

Date

CNA membership application

date

class

COMPANY NAME

legal

public

HEAD OFFICE ADDRESS

street

city

province

postal code

FACILITIES ADDRESSES

1) street

city

province

postal code

2) street

city

province

postal code

3) street

city

province

postal code

COMPANY WEBSITE

BRIEF DESCRIPTION OF YOUR COMPANY'S PRODUCTS AND SERVICES (50-100 WORDS)

COMPANY STATISTICS

number of employees in nuclear

number of contractors in nuclear

ANNUAL SALES FROM NUCLEAR

<\$1M CAD

\$1-10M CAD

\$10-25M CAD

\$25-50M CAD

\$50-100M CAD

>\$100M CAD

COMPANY CONTACTS

president name

telephone

email

president's executive assistant name

telephone

email

communications name

telephone

email

regulatory affairs name

telephone

email

government relations/public affairs name

telephone

email

accounts payable name

telephone

email

CNA membership application

WOULD YOU LIKE TO BE CONTACTED ABOUT PARTICIPATING IN CNA WORKING GROUPS?

- policy communications regulatory affairs

MEDIA MONITORING AND ANALYSIS

Provide the names and email addresses of those individuals that should receive media monitoring and analysis services.

Note: The number of recipients is determined by your membership class. ● CLASS 1 ● CLASS 2-3 ● CLASS 4-6 ● CLASS 7

● ● ● ●	_____	_____
name	email	
● ● ● ●	_____	_____
name	email	
● ● ● ○	_____	_____
name	email	
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name	email	
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name	email	
● ● ● ○	_____	_____
name	email	

AGREEMENT

_____	_____	_____
name	signature	date



Board of Directors Organization Meeting Minutes

**On Oct. 22, 2020 at 12:00 p.m.
By Videoconference**

MEMBERS

J. MacQuarrie (Chair)	D. Cates	J. West	R. O’Sullivan
A. Wong	D. Chambers	K. Moshonas Cole	S. Krishnan
B. Fox	E. Saab	M. Caplan	S. Travers
B. Plummer	H. Shearer	M. Chatlani	T. Clochard
B. Walker	J. Rasmussen	P. Dalzell	
D. Campbell	J. Sarvinis	P. Tremblay	

HONORARY MEMBERS

A. Usmani	M. Mairinger
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CNA

J. Gorman	President and CEO
T. Weagant	Vice President
C. St. Germaine	CFO
T. Asdrubolini	Corporate Secretary

ABSENT

A. Qureshi	N. Bains
B. Michell	N. Fonseca
H. Ferguson	R. Galbraith
J. McBrearty	S. Fox
L. McBride	V. Tathe
M. Marsh	

1. OPENING REMARKS BY THE CHAIR

Documents Received: Oct. 22, 2020 CNA Organization Board Meeting Agenda [Sept. 15, 2020].

There being a quorum present, the meeting was called to order at 12:13 p.m. The chair welcomed new directors to the CNA board, and noted that they would be receiving a board “starter kit”, which provides an orientation of the CNA from an organizational and governance perspective.

The agenda was adopted as presented. No conflicts of interest were declared.



2. APPOINTMENT OF BOARD COMMITTEE MEMBERS

On motion duly made, seconded, and unanimously carried, it was resolved that Pierre Tremblay be re-appointed to the GHRC committee for a three-year term.

On motion duly made, seconded, and unanimously carried, it was resolved that Spencer Fox and Sanjay Krishnan be re-appointed to the finance committee for a three-year term.

3. 2021 BOARD AND COMMITTEE MEETING DATES

The chair noted that the draft 2021 board and committee meeting scheduled would be circulated to directors and approved at the Dec. 4, 2020 meeting of the board.

The board received the President’s report.

4. ADJOURNMENT

There being no further business, the meeting ended at 12:20 p.m.

Chair

Secretary

Date

Date

Virtual Annual General Meeting of Members

**On Oct. 22, 2020 at 11:00 a.m.
By Videoconference**

J. MacQuarrie presided as chair of the virtual annual general meeting (AGM) and welcomed registered members and invited guests.

1. QUORUM VOTE TEST

Before the start of the meeting, the CNA's AGM partners from Data on the Spot (DOTS) and Simply Voting conducted a quorum test vote with qualified and eligible voters.

2. CALL TO ORDER

Documents Received: Notice of the CNA's 2020 Virtual AGM and Information Circular (Sept. 30, 2020); Oct. 22, 2020 AGM Agenda (Sept. 30, 2020).

With notice having been properly given and with quorum present, the meeting was duly called to order at 11:04 a.m. The agenda was adopted as presented.

3. TECHNICAL MEETING DETAILS

The chair reported that the designated official from each registered voting members would have received a unique and secure log-in email from vote@simplyvoting.com, which contains the link to the platform and a unique elector ID and password. He advised registered members to contact the DOTS team in the chat or at credentials@dataonthespot.com if they could not find the email. The elections manager, Brandon Nwendo from DOTS, explained how to participate in discussions and how to vote on resolutions during the meeting.

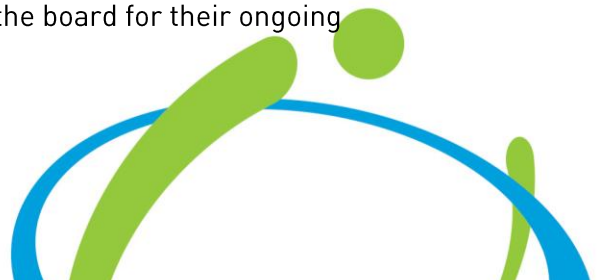
4. RECEIPT OF MINUTES OF THE 2019 AGM

Documents Received: June 25, 2019 CNA AGM Minutes (Sept. 30, 2020).

On motion duly made, seconded and unanimously carried, it was resolved that the reading of the minutes of the CNA's annual meeting held on June 25, 2019 be dispensed with and that the minutes be adopted as written.

5. REPORT OF THE BOARD CHAIR AND CNA PRESIDENT AND CEO

J. MacQuarrie and J. Gorman reported on the highlights of 2019 and 2020 to date, including the board's approval of a new CNA refurb strategy and business plan, and presented a compilation video of the incredible achievements for the nuclear industry and the CNA this past year. They expressed appreciation to members of the board for their ongoing



commitment and dedication; to the members of CNA advisory committees and working groups for their consistent and reliable insights, cooperation and feedback to the board; to the broader membership for continued support, interest and engagement; and to the CNA teams whose hard work and dedication contributed to another tremendous year.

J. MacQuarrie acknowledged the organization's former board chair, F. Saunders, who passed away in July; that this incredible person, connector, and champion of the nuclear industry, will be very missed.

6. FINANCE REPORT

Documents Received: Audited financial statements for the year ended December 31, 2019, and the report of the public accountant (May 29, 2020 and Sept. 30, 2020).

C. Germain, the CNA's Chief Financial Officer, reviewed the financial position of the CNA since the last annual general meeting.

On motion duly made, seconded and unanimously carried, it was resolved that the annual audited financial statements for the fiscal year ended December 31, 2019, together with the report of the Auditor, be accepted as presented.

7. APPOINTMENT OF PUBLIC ACCOUNTANT

Documents Received: Information Circular (Sept. 30, 2020).

On motion duly made, seconded and unanimously carried, it was resolved that KPMG LLP be appointed as the public accountant for the CNA for the year ending December 31, 2020 and that the directors be authorized to fix their remuneration.

8. ELECTION OF DIRECTORS

Documents Received: Information Circular (Sept. 30, 2020); 2020 Slate of Prospective Candidates Standing for Election to the CNA Board.

The chair reported that there were 21 director positions available by class for a term expiring at the close of the next annual general meeting, and that the slate of prospective candidates standing for election was sent to members in advance and posted to myCNA portal. He thanked all nominees that volunteered to stand for election this year.

The chair reviewed the electronic voting procedures and reported on a change in the election for membership class five resulting from a nominee's request to be removed from the ballot.

Results of Election:

On motion duly made, seconded and unanimously carried, it was resolved that the following list of persons be elected to the board of the CNA to hold office for a term expiring at the close of the next annual general meeting:

- **Class 1: Mike Marsh, Brett Plummer, Eddie Saab**
- **Class 2: Thomas Clochard, Spence Fox, Sanjay Krishnan, Rory O’Sullivan, Pierre Tremblay**
- **Class 3: Katherine Moshonas Cole**
- **Class 4: Narinder Bains, Michael Chatlani, Bradley Michell, Howard Shearer**
- **Class 5: Milton Caplan, Doug Chambers, Azeem Qureshi**
- **Class 6: Bob Walker**
- **Class 7: Ross Galbraith, Matthew Mairinger, Lisa McBride, Aman Usmani**

The chair welcomed new directors to the board and thanked outgoing board members for their commitment and service.

9. ADJOURNMENT

There being no further business, the meeting ended at 12:10 p.m.

Chair

Secretary

Date

Date

Management Report

CNA Membership Applications

Dec. 3, 2020 GHRC Committee | Dec. 4, 2020 BD

PURPOSE

That the following organizations and/or persons who have applied for membership in the Corporation be accepted and approved by the board:

- Centrus Energy Corporation | Class 2F

RATIONALE

Management has reviewed the applications and is satisfied that the eligibility conditions set out in CNA By-law No. 1 have been met.

Company	Membership Category		Class and Subclass	Annual Dues
	Voting	Non-Voting		
Centrus Energy Corporation	•		2F	\$2,500

APPENDICES

1. Centrus Energy Corporation membership application



2021 Board and Board Committee Meetings

Committee Meetings

Ad Hoc

Jan. 26	1:00 pm – 2:30	GHRC Committee	(Phase 2 Governance)
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First Quarter

Virtual Meetings

Feb. 23	1:00 pm – 3:00 pm	GHRC Committee	
Feb. 23	3:30 pm – 5:00 pm	Finance Committee	
March 9	3:00 pm – 4:45 pm	Executive Committee	

Ad Hoc

April 6	1:00 pm – 3:00 pm	GHRC Committee	(Phase 2 Governance)
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Second Quarter

Virtual Meetings

May 4	1:00 pm – 3:00 pm	GHRC Committee	
May 4	3:30 pm – 5:00 pm	Finance Committee	
May 25	3:00 pm – 4:45 pm	Executive Committee	

Third Quarter

Aug. 17	1:00 pm – 3:00 pm	GHRC Committee	Videoconference
Aug. 17	3:30 pm – 5:00 pm	Finance Committee	Videoconference
Sept. 15	8:30 am – 10:00 am	Executive Committee	Ottawa

Fourth Quarter

Nov. 9	1:00 pm – 3:00 pm	GHRC Committee	Videoconference
Nov. 9	3:30 pm – 5:00 pm	Finance Committee	Videoconference
Dec. 1	3:00 pm-4:45 pm	Executive Committee	Toronto

Board Meetings

First Quarter

March 25	9:00 am – 10:15 am 10:30 am – 12:00 pm	Director speaker series Board (Regular)	Videoconference
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Second Quarter

In conjunction with CNS Virtual Conference

June 8, 2021	8:30 am – 10:15 am 10:30 am – 11:30 am 11:30 pm – 12:00 pm	Board (Regular) Annual General Meeting of Members Board (Organization)	Location TBD
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Third Quarter

In conjunction with CNA Conference

Sept. 15, 2021	10:30 am – 12:00 pm 12:00 pm – 12:30 pm	Board (Regular) Lunch	Ottawa The Westin
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Fourth Quarter

Dec. 2	8:00 am – 9:00 pm 9:30 am – 12:00 pm	Board Breakfast Speaker Board (Regular)	Toronto
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President's Report

John Gorman

Dec. 4, 2020

PURPOSE

To highlight CNA scorecard progress (strategy and business plan) and operational developments that impact the association and its membership.

QUARTERLY SCORECARD REPORTING

We are tracking well against our scorecard objectives for July-December 2020. The stoplight quarterly report to track progress on the 2021-2021 is attached as **Appendix A**. Highlights include:

Media and Influencer Relations:

We had a very successful period in terms of positive nuclear press coverage in prominent national news outlets including the Globe & Mail, National Post and CBC. We leverage MRP, a communications industry standard, to measure the success of our programs. Over six months we had 38 million media impressions, made up of 169 contributed articles / bylines / op eds, # interviews, and # number of articles. While there is certainly oppositional nuclear coverage this is a strong step forward in balancing out the share of voice on nuclear in the Canadian media.

We are seeing and expect that there will continue to be a heightened focus on nuclear in the press with the imminent launch of the SMR action plan and Natural Resources Canada's consultation on radioactive waste. We will continue a concerted effort to balance out oppositional coverage with positive and neutral nuclear stories in the press and across our digital channels.

Member and stakeholder engagement:

There were several key meetings this quarter that contribute to our objectives around forming partnerships in new markets for nuclear.

The CNA continues to participate in the Hydrogen Industrial Association Forum and we have held CEO-to-CEO meetings with the Canadian Association of Petroleum Producers, the Canadian Oilsands Innovation Alliance, and the association heads for all of cement, steel and fertilizer. These are important discussions for brokering interest, awareness and engagement around SMRs and the role new nuclear can play in the decarbonization of a variety of sectors. Speaking engagements had us in front of the oil and gas industry at Ignite Talks, the flagship event of the World Petroleum Council and the Annual Alberta Power Symposium.

Our relationship with the heads of the other electricity associations, including renewables, continues to grow and prove valuable. In October, we participated together on a Canadian Club panel to discuss the importance of electricity in Canada's clean energy future, and we continue our
[Nov. 26, 2020]



weekly meetings, with plans for a joint research project and joint advocacy in the new year. This association is key for nuclear in meeting our broader goals. In keeping with this strategy, we recently met with the head of the Pembina Institute, an organization that has welcomed nuclear in the past, including at their flagship event earlier this year.

Government relations and regulatory affairs:

Our aggressive GR work continued in an effort to build supportive policymakers and drive commitments and collaboration around SMRs. Since we last met the executive committee and board, we have met with MPs Sean Fraser, Parliamentary Secretary to the Minister of Finance, Bryan May, Cambridge riding, and Greg McLean, critic for Natural Resources & Canadian Northern Economic Development Agency. Management also had a very positive and productive meeting with Erin O’Toole, leader of the Official Opposition of Canada and leader of the Conservative Party of Canada, as well as Ms. Annamie Paul, Leader of the Green Party of Canada and Mr. Richard Cannings, Deputy Critic for Natural Resources of the NDP.

There have also been developments in our international efforts, including important progress with our neighbours south of the border. In early November we held a joint workshop with NEI, a select group of political officials and member representatives in both Canada and the US to discuss barriers to U.S.-Canada bilateral cooperation, cooperation in third-country markets and consensus on a path forward for greater collaboration. We are developing a report coming out of this meeting and expect further dialogue and collaboration in the months ahead.

G4SR was highly anticipated event this month where CNA had the opportunity to facilitate a roundtable minister’s roundtable discussion. While many were disappointed that the SMR Action Plan launch was delayed, we have strong signals from the government that it will be released imminently and the timing was strategic to allow for climate-related announcements to be issued in advance (e.g. announcement of Net-Zero 2050 Legislation).

Industry alignment:

The Canadian Nuclear Industry SMR Secretariat (the Secretariat) coordinated our industry’s submissions to the national SMR Action Plan, including a chapter from CNA and a unified chapter from the CEOs’ SMR working group. With this work completed, the Secretariat has resumed its core work of documenting the status of, and identifying gaps in, all stakeholders’ actions toward implementing the 2018 SMR Roadmap. Access to the full text of the Action Plan will inform this core work. The Secretariat is also planning its work for 2021 with possible enhancements to its role.

There was also progress in our efforts to establish an international marketing alliance with OCNI and members focused on CANDU reactor and other sales. There appears to be interest from the US in funding refurb and new build projects in Romania and CNA is in early discussions with key stakeholders in how we might support this progress to build business for Canada’s supply chain. This builds on an ongoing effort to catalogue Canada’s decommissioning and waste management (DWM) knowledge and capabilities to showcase our technologies and the current high readiness of Canadian firms to take on projects. We look forward to making the catalogue public in early 2021.

CNA refurb

There has been a great amount of progress on the CNA refurb, including key elements of the governance modernization, including working our way through policy reviews and the introduction of new policies to align the organization with industry best practices. At the same time, we are on track to establish a vendor for our broader governance assessment in 2021.

In line with this governance work, we will soon embark on our assessment of our membership classes and value proposition. We have also assessed and identified target sectors for new member recruitment in 2021 and will be targeting some programming to mining companies and the legal sector in order to drive interest in CNA membership.

Enhancements to our human resources processes and standards are also on track for completion this year, including workforce planning and employee learning and development plans.

As part of our new office space search, management has progressed discussions with the Canadian Electricity Association (CEA) regarding co-location. The CEA has a newly renovated and spacious location close to Parliament Hill that would support both a hoteling and permanent office space set up to accommodate CNA staff preferences. There is ample boardroom and shared space to accommodate members and member events in the city as needed. The layout of the office space would also ensure a straightforward move and create definition between the two organizations while still enabling collaboration. Co-locating with the CEA would save the CNA costs and, according to staff feedback, accommodate better work-life balance. Next steps are the review of a sub-lease agreement and that would see CNA move into the CEA space in June 2021.

STRATEGIC PROGRAMS DEVELOPED TO MITIGATE POTENTIAL RISKS

Issues Management working group on nuclear materials and by-products:

The CNA-led issues management working group on nuclear materials and by-products completed its plan and presented to the Public Affairs Advisory Committee on November 20 for consultation and feedback. The plan, developed by senior communications leads appointed by the Radioactive Waste Leadership Forum (RWLF), articulates a path forward for aligned public, media and government relations and responses to industry consultations etc., beginning with a coordinated approach to Natural Resource Canada's radioactive waste policy review.

The plan is being presented to the RWLF on Friday, November 27 and can be shared / presented throughout the membership as requested. The key outcome is the establishment of a connected group of senior communicators on the file to help prepare for and respond to upcoming matters as it relates to materials and by-products as we enter a more challenging period of criticism as it relates to waste. This is central to reducing the impact of opposition on current and future projects, including SMRs.

New GR strategy to secure federal SMR funding:

While the nuclear industry is in good standing and in a strong position with the federal government, COVID-19 has presented new risks for the inclusion of SMRs in the federal budget. Of course, the 2020 budget was not presented given the pandemic, and while we are expecting a fiscal update on November 30th, there is much competition for dollars in this current environment. As such, we have re-examined our approach and strategy and are pivoting slightly, with the help of public affairs firm Earnscliffe, to execute on a full-court-press GR campaign to ensure the inclusion of the existing \$650 million ask for SMRs in the March 2021 Federal Budget. Budget reallocations needed to fund these efforts were reported to the finance committee at its Nov. 17 meeting.

The strategy is centred on weaving nuclear and SMRs into the many climate policy announcements coming out of the Federal government, including the November 19 announcement of net-zero legislation. This requires that we clearly associate SMRs and nuclear electricity generally with Canadian clean electricity, based on a diverse mix of hydro, nuclear, wind, biomass, solar, hydrogen, interprovincial transmission interties, CCS, offsets

We must also reinforce the importance of clean electricity as the essential foundation for emission reduction in other key sectors including energy and heavy industry, transportation, buildings and establish the role of clean electricity in meeting Canada Paris 2030 emission goals, possible net-zero electricity 2035 goal. Working through the SMR Secretariat, the CNA has commissioned modelling work to quantify the potential for GHG reductions through innovations in conventional reactors and the introduction of SMRs into the Canadian economy from 2030 through to 2050.

This campaign includes an aggressive meetings program with government, a twist on our public messaging across social media and into government and government influencers, efforts to secure media coverage where appropriate, and research to round out the narrative.

We will work with Earnscliffe on the program until December 31, 2020, at which point we will examine progress and map the path forward to budget 2021.

OPERATIONS

Risk Management: Business Continuity Planning

At the outset of the pandemic, the CNA reported that it had engaged a risk management professional to update the organization's business continuity plan (BCP). While the work was driven by the need for an updated pandemic plan (and one that could be shared as a template for some smaller members who may not have their own), management took the opportunity to review the BCP in its entirety.

Following interviews with staff to work through our processes, the BCP is now complete. It is a fulsome document that outlines the actions to be taken by the CNA in response to a major

disruption to its ability to do business in the normal manner. Disruption events include natural, environmental, infrastructure outages, human threats, biological events, pandemics, and cyber. It outlines authority to invoke and execute as well as responsibility for exercising and maintaining the BCP.

The plan will be reviewed twice annually, including a yearly training with staff, to ensure it's relevancy and accuracy in regards to vendors, facilities and/or CNA staffing. The plan is included in this package for your reference / feedback (**Appendix B**).

Membership:

99 percent of members have renewed their 2020 membership. Of the 91 members, our one unpaid member is still affected by the pandemic with full intentions to complete payment in due course. We are cautiously optimistic that this reflects overall positive health of the industry through the COVID-19 pandemic and into the new year. This past year, CNA has attracted eight new members including: Best Theratronics, Centrus Energy, Creative Fire, Grasshopper Energy, Holtec International, Rotaflow, Ultra Safe Nuclear Corporation and X-energy respectively. Membership invoicing will be completed via email before December 18, 2020 with an invoice payment deadline of January 20, 2021.

CNA Conference and Trade Show (CNA2021):

Planning is underway for CNA2021, which will be held September 15-17 instead of February, given risks posed by the pandemic.

We are planning for a fully in-person event, assuming a COVID-19 vaccine is widely available and travel restrictions have been lifted. That said, we are building contingency into all business decisions related to the conference, in the event we need to shift to a digital platform. That includes prioritizing the development of strong content where, in the past, the conference was predominantly a networking event. In keeping with this, the CNA will hold its first "Call for Speakers," seeking submissions from across the industry and beyond to build a stellar roster of speakers and presentations that are appealing whether in person or across a virtual platform.

We also remain committed to diversity on stage. We have come close to gender parity in the past and aim to maintain our commitment to a diverse line-up on stage for CNA2021 with the aim of hitting gender parity on stage by 2025, in line with DAWN objectives.

In lieu of the traditional February conference date, we plan to hold an industry touch point, to bring members together. We are currently exploring innovative ways of enabling a social event in a digital environment. More to come on our February event.

APPENDIX

- **Appendix A:** CNA Scorecard Progress Report- Q4
- **Appendix B:** BCP

Priorities

Outcomes

1. Nurture and protect existing refurb

1.1 Supportive and resilient public, stakeholders and policymakers

2. Foster opportunities for new builds in Canada

2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors

2.2 Interprovincial / federal / continental interest and collaboration around SMRs

3. Promote Canadian nuclear industry's interests nationally and internationally

3.1 Increased demand and support for nuclear broadly

3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets

3.3 New and influential champions and partners for the industry

4. Equip CNA to achieve priorities

4.1 Internal capacity and capability to support objectives in CNA's core competency areas

4.2 Refreshed and formalized membership structure and CNA value proposition

4.3. Matured organizational governance






4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations

1. Nurture and protect existing refurbis

Outcomes	Measure	Progress on 18m targets (July 2020-December 2021)
1.1 Supportive and resilient public, stakeholders and policymakers	1 Polling / perception audit (local and national)	1. Provincial utilities have been engaged. Baseline being produced in 2020. Aiming for spring 2021 national poll that uses up-to-date methodology, efficiently covers topics of common interest, and further builds our time series database on Canadian public attitudes to nuclear.
	2 Tone / content of press coverage	2. Very successful period in terms of positive nuclear press coverage, achieving 38 million impressions made up of 169 contributed articles / bylines / op eds, # interviews, and # number of articles. 2021 goals to maintain positive / neutral tone as opposition increases, increase media hits by 5%, and maintain 85% of total coverage including key messages.
	3 Tone / commentary of municipal / provincial / federal politicians / key business groups	3. Clear demonstrations of support in government including PM pro nuclear mentions at Chamber of Commerce,. Aggressive outreach to stakeholders continues. Messages balanced between showing the value of current nuclear energy production/ investment and leveraging the novelty of SMRs to integrate nuclear into the future-oriented clean energy discussion .













2. Foster opportunities for new builds in Canada

Outcomes	Measures	Progress on 18m targets (July 2020-December 2021)	
2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors	1. Status of development and deployment	1. NRCAN action plan to be published by end 2020, SMR secretariat established (including project manager hire), material support has been provided to industry's engagement in national SMR Action Plan, and aspects of SMR development and deployment that are under CNA's purview are progressing as planned	
	2. Sentiment of Secretariat Steering Committee and SMR CEO forum	2. Work planning for 2021 is commencing and incorporates feedback from steering committee members. Direct feedback on satisfaction with CNA performance and extension of funding beyond 2021 is trending positive.	
	3. Partnerships formed in new target markets	3. Advancement of dialogue and education with and support from key industries taking place, including cement, fertilizer, steel, wood pulp, aluminum, oil & gas, mining and first nations. Several successful speaking engagements, contributed articles, advertisements targeting same sectors and regions.	
2.2 Interprovincial / federal / continental interest and collaboration around SMRs	1. Tone / commentary of policy makers from all levels of government and other stakeholders	1. AB signaled signing onto MOU. In the absence of 2020 budget, re-strategizing for 2021 budget. Raised dialogue occurring with Indigenous groups including First Nations Power Authority and in additional provinces of AB, SK and NB. Supportive statements in Ontario budget. Inclusion of SMRs in Sask platform and in federal conservative leadership platform. Federal Government now includes nuclear/SMRs as part of climate change solution- Ministers Bains, Wilkinson, O'Regan and the PMO statements as well as SIF funding	
	2. Status of policy / regulatory framework for SMRs	2. Ongoing discussions and involvement in streamlining multi-year regulatory process through CEO forum. Conducted NEI / CNA Taskforce workshop with members to identify key areas of continental focus and developing policy paper for respective governments outreach.	

3. Promote Canadian nuclear industry's interests nationally and internationally

Outcomes	Measures	18m targets (July 2020-December 2021)	●
3.1. Increased demand and support for nuclear broadly	<ol style="list-style-type: none"> 1. Clarified articulation of nuclear and its role in policy docs, investment projects, etc. at federal / provincial level and amongst key international organizations. 	<ol style="list-style-type: none"> 1. Continued push for articulation of nuclear as “clean” or “non-emitting.” Clear inclusion in fed gov climate change policies and clean energy funding programs, including SIF, Canada Infrastructure Bank. Push with World Bank continues with international MOU partners. 	●
3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets	<ol style="list-style-type: none"> 1. Agreements with like-minded nations 2. Attendance at domestic and invitations to participate / lead in global dialogues. 3. New business leads for Canadian members 4. International narrative around nuclear in Canada 	<ol style="list-style-type: none"> 1. Entered MOUs with additional national nuclear associations from ally countries such as France and Japan, leading to joint events and presence including upcoming UK colloquium and NIA workshop. Draft MOUs with Foratam and Japan in progress and discussions with France ongoing. 2. Participated in all virtual events (CEM, IAEA). Progressing plans for 2021 events to demonstrate Canadian leadership and profile in relevant forums such as WNE, CEM, COP, IAEA, Globe and Global Nexus. Host global summit for the promotion of nuclear as clean energy in 2021. 3. Ongoing work to create an international marketing alliance with OCNI and members focused on CANDU reactor and other sale(s). Appearance of US interest in funding refurb and new build projects in Romania (to supplant the Chinese) has escalated this idea to CEO level among key supply chain firms. In process of cataloging Canada's decommissioning and waste management (DWM) knowledge and capabilities to showcase our technologies and the current high readiness of Canadian firms to take on projects. 4. Articles and interviews successfully placed with a series of international publications including Bloomberg, Sustainability Times, Nuclear Intelligence International, Environment Journal and World Nuclear news and several international speaking engagements. 	●
3.3 New and influential champions and partners for the industry	<ol style="list-style-type: none"> 1. Number of speaking engagements / contributed articles / interviews in new target verticals 2. Tone / content in new and trusted voices / channels 3. Attendance at our events from non-traditional players 4. Reception in new audience circles (renewables, ENGOs). 	<ol style="list-style-type: none"> 1. Progressed in 2020 with 4 speaking engagements in key business, Indigenous and oil & gas verticals. Secured 3 contributed articles in industry trade publications including Northern Prospector, Northern Mining, mining.com. Targeted push in 2021 to increase ratio of overall speaking engagements in mining, oil & gas and other industry segments. 2. Developed criteria for influencer work and launched grassroots program to build influential social media campaign and followership in preparation for two influencer partnerships in 2021. 3. Baseline from CNA2020 measured and CNA2021 event goals include targeting non-traditional attendees within themes and programming, with a specific focus on mining and legal sectors in 2021. 4. Participate in weekly calls with renewables and other associations and embarked on joint public ventures including Corporate Knights op-ed and Canadian Club roundtable event. Moving towards joint research project in 2021. Continue to target / sponsor events such as Pembina, Broadbent Institute, etc. 	●
			●
			●
			●

4. Equip CNA to achieve priorities

Outcomes	Measures	18m targets (July 2020-December 2021)	
4.1 Internal capacity and capability to support objectives in CNA's core competency areas	1. Status of workforce planning	1 On track to complete by December 31, 2020	
	2. Effectiveness of recruitment strategy	2 Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared and being assessed.	
	3. Status of learning / development plan	3 On track to establish for each staff member an 18-month learning / development plan with objectives and metrics.	
4.2 Refreshed and formalized membership structure and CNA value proposition	1. Member retention	1. Assessing qualified vendors to conduct membership structure and value proposition assessments to begin work in Q4 2020. Member retention for 2020 sits at 99%.	
	2. Member recruitment	2. Identified 2021 target member recruitment in mining and legal sectors. Programming to target sectors, including business sessions and conference programming, in development for 2021.	
4.3. Matured organizational governance	1. Status of existing board policies and practices review	1. On track to have review complete and changes approved by board by December 31, 2020. Existing board policies and board committee TOR are in process of being reviewed. New proposed policies include board charter/mandate and delegation of authority policy. Refining existing policies in board handbook (i.e., Role of Director; Statement of Qualifications; Conflict of Interest)	
	2. Tone / feedback of board evaluation	2. 2021 is benchmark year. The framework for the evaluation of the board and its committees to be executed in mid-December.	
	3. Status of board size and structure review	3. On track for 2021. Starting RFP process for third party governance firm in Dec. 2020.	
4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations and with members	1. Shared projects / initiatives / outputs	1. SMR Secretariat proven success as a CNA-COG collaboration and as a forum for dialog among CNA members. Collaboration with OCNI is regular and productive. Reactivating N8 a goal for 2021.	
	2. Messaging across industry	2. Several contributions and participation in industry announcements and events including member announcements. New collaborative partnerships in the issues management and media space with NAYGN and WIN, including joint key messaging. Working to clarify and formalize member committee meetings and reporting such as PAAC and RAAC to foster alignment and collaboration.	



Public Affairs Advisory Committee Annual Report

David Campbell, Advisory Committee Chair

Dec. 4, 2020

PURPOSE

To report on the activities of the Public Affairs Advisory Committee (PAAC) in 2020, including business progressed in relation to engaging with CNA's member organizations with respect to government relations, regulatory affairs, communications and policy.

HIGHLIGHTS

Queens Park Lobbying Day

PAAC served as a forum for preparing for CNA's December 2019 Queen's Park lobbying day and reception, which had strong participation from all sides (industry, legislature, and government) and was a big success. First time in many years the Ontario government is enthusiastic about nuclear energy and even opposition figures are supportive.

COVID-19 Response

As the pandemic situation was unfolding, PAAC held two extraordinary meetings during March. These allowed for:

- Briefings from the CNA President to members on the **CNA Situation Room** emergency management structure
- Alignment among members on our critical priorities in the pandemic
- Decisions on our approaches to government to both request and offer support
- Coordinating our industry's public communications and government relations during the height of the public health crisis.

PAAC's May and September meetings monitored the condition of the industry during the crisis – the collective view was we performed comparatively well – and our offerings/contributions to the pandemic fight (cash donations and PPE). We also shared information on the status of our requests re being included in an eventual economic stimulus or “build back better” package.

Year-End Activities

In the autumn the focus shifted toward:

- the timing and details of the federal government's announcement of the **SMR Action Plan** and associated fiscal support. Closely related to this is the provinces' **Feasibility Study on SMRs**, announcement of which was also expected close to year-end.
- increasing regulatory affairs activity related to various legislative/regulatory reforms, licence applications, and decommissioning activities.

[Nov. 26, 2020]



- CNA's development of an **Issues Management Team** and plan. The CNA VP briefed PAAC on the latter in detail at the November 20 meeting, and invited their input.

Revision of the PAAC's Terms of Reference is in progress and will be completed early in 2021.

APPENDIX

- **Appendix A:** PAAC List of Members

APPENDIX A

PAAC LIST OF COMMITTEE MEMBERS AS OF YEAR-END

David Campbell (Chair) (Veolia)	John Gorman (CNA President)
Agata Leskiewicz (Westinghouse)	Katherine Ward (SNCLavalin)
Pat Dalzell (Bruce Power)	Kevin Gaudet (Power Workers' Union)
Shannon Quinn (AECL)	Ryan Clarke/Jessica Gosbee (CNL)
Jonathan Lundy (BWXT)	Dale Austin (Cameco)
Gehna Singh Kareckas (CNA Staff)	Milt Caplan (MZ Consulting)
Jennifer Knox (OPG)	Justin Hannah (Babcock)
Tricia Weagant (CNA VP)	George Christidis (OPG/CNA staff)
John Stewart (Co-Chair) (CNA Staff)	Steve Coupland (Bruce Power/CNA staff)
Veronique Dault (NWMO)	Derek Vanstone (Hatch)



Regulatory Affairs Advisory Committee Report

Julie West, Advisory Committee Chair

Dec. 4, 2020

PURPOSE

To report on the activities of the Regulatory Affairs Advisory Committee (RAAC) in 2020, including business progressed in relation to CNSC REGDOCs and hearings as well government changes to policies, programs, regulations and legislation including the Impact Assessment Act, the Fisheries Act, the Species at Risk Act and the Canadian Environmental Protection Act.

HIGHLIGHTS

RAAC has met formally three times and 2020 was an extremely busy year with ongoing correspondence between CNA staff and members as well as several active working groups.

CNSC

- CNA continues to work closely with COG and our members to provide coordinated input into the CNSC's ongoing review of Regulatory Documents. This continually evolving process allows for earlier input from industry and resolves possible conflicts in a productive manner. On December 3, RAAC is hosting a workshop with CNSC staff to further improve the REGDOC process.
- CNA supported members in several licensing hearings through both written and oral submissions. These include BWXT's Toronto and Peterborough facilities, CNL's Douglas Point decommissioning application and Global First Power's EA application.
- An ongoing issue with the CNSC is the rapid increase in cost recovery fees. RAAC has been working (with little success thus far) to address this issue. It will continue to be a focus for RAAC in 2021.

Impact Assessment Act

- The CNA signed an MOU with the Impact Assessment Agency outlining a process to work together on the Implementation of the new Act. Two productive meetings have been held and while there are no nuclear projects subject to IAA at this time, this preliminary work will help smooth the process when a project moves forward.

Fisheries Act

- DFO has identified ten policy/program areas that it wants to review over the course of the next two years. They have outlined an extremely ambitious consultation process to do this. While RAAC believes DFO is unlikely to meet its timeline a working group has been formed to provide input into the consultation process. It is expected that this process will be a substantive piece of work going forward.

[Nov. 26, 2020]



Species at Risk Act (SARA)

- ECCC is undertaking a modernization of SARA policies and programs. It is not expected to involve legislative changes but is likely to be combined with nature and conservation to form a broader policy table. CNA will be looking to participate in this new table although it is not clear at this time if we will have a specific seat or be involved through committees.

Canadian Environmental Protection Act (CEPA)

- In the Throne Speech, the government committed to making legislative changes to CEPA. There are some potential changes that industry would support and will push for, however the ENGO community is pushing for several changes that could be challenging for industry.
- Of note is the push for the inclusion of a “right to a healthy environment” in the legislation. Both the Liberals and the NDP pledged to implement this in the last election. The initial thought was to include it in the preamble which would be acceptable but the ENGO community wanted it embedded in the legislation. This would effectively change CEPA from environmental legislation to judicial and have a major implication for industry.
- RAAC has set up a working group to provide input into possible changes and CNA has hired a consultant to assist us with this legislation. Legislative changes are expected in the new year and this Act will be a significant piece of work in 2021.

PCB Regulations

- The end of use requirement for PCBs is 2025. Currently there is no disposal pathway for the volume of PCBs in radioactive areas of our facilities. CNA and COG have been working with ECCC to propose amendments to the PCB regulations to allow PCBs to remain in use or stored until a safe disposal method is established. CNA’s submission to ECCC’s consultation paper is attached.

APPENDICES

- **Appendix A:** List of Members of Regulatory Affairs Advisory Committee
- **Appendix B:** CNA submission to ECC on PCBs

List of Members of RAAC

Julie West (Chair)	Kinectrics
Chris Heysel	McMaster
David Snopek	BWXT
Jack Vecchiarelli	OPG
Jason Nouwens	NB Power
Allan Webster	NWMO
Liam Mooney	Cameco
Maury Burton	Bruce Power
Shaun Cotnam	CNL



GHRC Committee Report

Alice Wong, Committee Chair

Dec. 3, 2020 EC | Dec. 4, 2020 BD

PURPOSE

To report on meetings of the governance, human resources, and compensation (GHRC) committee, and to seek executive committee recommendation and board approval of new and revised corporate governance documents.

HIGHLIGHTS

The committee met via videoconference on Nov. 9, 2020 and will convene again on Dec. 3rd to review and discuss committee business.

A. HR Oversight:

At its Nov. 9th meeting, the GHRC committee reviewed, queried and provided input into proposed changes to the **CNA employee handbook**, which contains policies and procedures related to hiring and employment practices, employment status, employee benefits, hours and wages, conflict of interest, confidentiality and related matters. Proposed changes are mostly minor; many recommended by third-party legal counsel to conform to current legislative and regulatory requirements. More significant changes include content to reflect the organization's effort to support diversity and inclusion (D&I); major rewording to workplace harassment provisions to conform to current legislation and regulatory requirements; and amendments to work from home guidelines to reflect a shift in practice and cultural changes. The proposed revised handbook (clean copy) is attached as **Appendix A** and is subject to change based on feedback provided by the GHRC committee at its Dec. 3 meeting.

At its Dec. 3rd meeting, the GHRC committee will consider and query Management's **quarterly HR report**, which includes a review of people and workforce management; COVID-19 measures to support CNA employees and consultant team members; evaluation and succession plans; employee benefits; and CNA actions to support the CNA's ongoing commitment to D&I. It will also discuss recommendations with respect to 2021 base salary parameters for CNA staff.

B. Governance and Compliance Oversight:

Board Committee Terms of Reference (TOR): At its Nov. 9th meeting, the GHRC committee reviewed and queried proposed amendments to board committee TOR based on leading and/or common governance practice and to implement actions identified in the first quarter of 2020 to elevate the quality of governance. These include changes to standardize the form across all



TOR, clarify committee operations and oversight of policies, and to remove maximum number membership restrictions. Proposed material amendments, related to the authority of committees, are set out below:

- **GHRC committee:** New delegated authority from the board to accept and approve eligible organizations/persons who have applied for membership. This delegation includes a reporting on membership acceptance at each regular board meeting.
- **Finance committee:** New responsibility to review principal financial risks to the organization's business and identify/implement systems or procedures to manage these risks. Consistent with this, the responsibility to make recommendations to the board on the appropriate fees to be levied by the various membership classes is moved from the GHRC committee to the finance committee.
- **Executive committee:** New "transactional" role for decision-making needed between scheduled board meetings: that subject to any limitations by the board, the executive committee may exercise all powers of the full board which may be lawfully delegated by the board and may approve, on behalf of the board all contractual and transactional matters. In determining whether to exercise such authority the executive committee must consider whether full board authorization is preferable having regard to the sensitivity, novelty, or materiality of the matter under consideration and the practicality of convening a full board meeting. This delegation includes a reporting on use of such delegations at each regular board meeting.¹

The revised terms of reference (clean copies) are attached as **Appendix B** and are subject to change based on additional feedback provided by the GHRC committee at its Dec. 3 meeting.

New governance policies: At its Nov. 9th meeting, the GHRC committee reviewed, queried and provided input on proposed new governance policies that address priority gaps and implement recommendations arising from Management's first quarter review of the organization's corporate governance practices. The new policies also consider common and/or leading governance practices and fit the size and complexity of the organization.

- **Draft Board of Directors Guidelines (New)** – The guidelines document the role and responsibilities of the board and related matters.
- **Draft Board of Directors Delegation of Authority Policy (New)** – The draft policy establishes and documents the authority reserved by the board and the authority delegated to the CEO. The GHRC committee notes that the proposed delegation of

¹ The following powers are not permitted by law to be delegated under any circumstances: submitting to the members any question or matter requiring the approval of members; filling a vacancy among the directors, filling a vacancy in the office of public accountant, or appointing additional directors; issuing debt obligations except as authorized by the directors; approving the annual financial statements; adopting, amending or repeal by-laws; or establishing contributions to be made, or dues to be paid, by members.

authority represents, in certain areas (e.g., public and regulatory affairs), a shift in the role of the board from past practice; and that this shift to an oversight role is, in Management's view, necessary to adapt to changes in the organization's operating environment and to effectively execute the board-approved strategy and business plan.

The proposed new governance policies are attached as **Appendix C and D** and are subject to change based on additional feedback provided by the GHRC committee at its Dec. 3 meeting.

CNA Board Handbook: At its Dec. 3rd meeting, the GHRC committee will review and provide input into proposed amendments to existing policies in the board of directors' handbook (i.e., role of a director, statement of qualifications and conflict of interest. The proposed amendments, which are based on common governance practice, seek to standardized sections across policies, emphasize the fiduciary and standard of care duties of directors; remove prescriptive language on desired qualifications of directors that may serve as a barrier to promoting D&I² on the board; update the description of conflict of interest based on the role of a director and their fiduciary duties; and amend the conflict of interest acknowledgement and disclosure form to include an area for a director to disclose any situation which may pose of conflict of interest and allow for completion/signature by electronic means.

The proposed revised policies (clean copy) are attached as **Appendices E-G**. Depending on the nature of input provided by the committee at the meeting, the policies may be tabled for executive committee recommendation and board approval on Dec. 3 and 4 (as presented or amended by the committee) or tabled in the first quarter of 2021.

Board performance and evaluation: The GHRC committee will discuss a process for an annual evaluation of the board and its committees at its Dec. 3rd meeting. The board will receive a verbal update at its Dec. 4 meetings.

Statutory filings and compliance: The GHRC committee will review the corporate secretary's report on CNA compliance with reporting and record keeping requirements under the *Canada Not-for-profit Corporations Act* and regulations and related compliance matters. The board will receive a verbal update at its Dec. 4 meeting.

Other Business:

Committee business and recommendations related to membership is reported separately under the consent agenda.

²The development of a framework to promote D&I in the medium-to-long term will be addressed by the GHRC committee and board as part of phase 2 of maturing organizational governance.

MOTIONS

A – HR Policies

That the executive committee recommend, and board approve, the revised CNA employee handbook as presented (or amended at the meeting), effective Dec. 4, 2020.

B – Corporate Governance Documents

1. Board Committee TOR:

That the executive committee recommend, and the board approve, amendments to the terms of reference noted below as presented (or amended at the meeting), effective Dec. 4, 2020:

- CNA Governance, Human Resources and Compensation Committee Terms of Reference
- CNA Finance Committee Terms of Reference
- CNA Executive Committee Terms of Reference.

2. New Board Policies:

That the following new corporate governance documents be recommended by the executive committee and approved by the board as presented (or amended at the meeting), effective Dec. 4, 2020:

- CNA Board of Directors Guidelines
- CNA Board of Directors Delegation of Authority Policy and consequential amendments to the CNA Signing Authority Policy to add “CNA Board of Directors Delegation of Authority Policy” under Related Policies.

3. Board Handbook Policies:

Verbal motion, if any, at meeting.

APPENDICES

- **Appendix A:** Revised CNA Employee Handbook (clean copy)
- **Appendix B:** Revised Board Committee TOR (clean copies)
- **Appendix C:** New CNA Board of Directors Guidelines
- **Appendix D:** New CNA Board of Directors Delegation of Authority Policy
- **Appendix E:** Revised CNA Board of Directors – Duties and Expectations of Directors (clean copy)
- **Appendix F:** Revised CNA Board of Directors – Statement of Qualifications (clean copy)
- **Appendix G:** Revised CNA Board of Directors – Conflict of Interest Policy (clean copy)

Governance, Human Resources and Compensation Committee Terms of Reference

1. Purpose

The Governance, Human Resources and Compensation Committee (the “committee”) is a standing committee of directors of the CNA Board of Directors (the “board”) that has been established for the purposes of:

- Developing and making recommendations to the board on CNA articles of incorporation, by-laws and corporate governance policies, guidelines and procedures; overseeing director nomination, election, orientation and succession; and approving processes for evaluation of the board.
- Assisting the board with respect to oversight of human resources, including President and Chief Executive Officer (“CEO”) recruitment, evaluation, compensation, and succession; and other significant workplace policies and talent strategies.
- Overseeing the process of membership acceptance and making recommendations to the board regarding membership issues and structure.

2. Membership

The committee will consist of three or more directors as the board may determine, one of whom will serve as the chair of the committee. The members of the committee will be appointed by the board on the recommendation of the chair of the board (after consultation with the chair of the committee). The chair of the board will be an ex officio voting member of the committee, and the CEO will be an ex officio non-voting member the committee.

All appointments are for a three-year term, unless a member resigns, is removed by the board, or ceases to be a director. The board may fill a vacancy that occurs in the committee at any time.

If a vacancy exists, the remaining committee members may exercise all powers of the committee so long as there is a quorum.

Chair of the Committee:

The board will designate one of the committee members to be the chair of the committee, considering any recommendations that may be made by the chair of the board (after consultation with the committee). The chair of the committee is an officer of the organization who serves on the executive committee of the board. Appointment of the chair of the committee is for a three-year term. Appointments takes place at the first meeting of the board following the annual meeting of members, or upon the occurrence of any vacancy in the position.



Non-Member Attendance:

The committee may, at its discretion, invite members of management and/or other guests to attend all or part of any meeting.

3. Responsibilities and Authority

The committee has the responsibilities set out in **Schedule A**, as well as any other matters that may be delegated to the committee by the board from time to time.

The chair of the committee or their designate will report to the board on matters arising at committee meetings and, where applicable, present the committee's recommendations to the board for its approval.

Delegation:

The committee has delegated authority to accept and approve eligible organizations and/or persons who have applied for membership in the Corporation. This delegation must include reporting on membership acceptance at each regular board meeting. The committee may, from time to time, delegate to its chair any powers or responsibilities of the committee itself. This delegation must include a reporting accountability back to the committee.

Access to Information and External Advisors:

The committee will have the authority to investigate any matter with full access to the books, records, facilities, and personnel that are relevant to carrying out the duties of the committee. With the consent of the chair of the board, the committee may retain such advisors, counsel, or other consultants as are reasonably required to assist the committee in fulfilling its duties and may determine the fees of any applicable engagements.

4. Committee Operations

Meetings and Records:

The committee will meet at least four times a year and minutes of their meetings must be kept and approved at the next meeting. To the extent possible, the agenda and meeting materials will be circulated to committee members at least five to seven days in advance of regular meeting dates.

If the chair of the committee is absent, committee members will designate another member to temporarily serve in that role.

Decision-Making:

At meetings of the committee, if the committee is unable to reach unanimous consent, each committee member will have one vote, and motions will be decided by a majority of votes.

Voting by proxy is not permitted. In case of an equality of votes, the chair of the meeting will not have a second or casting vote. The committee will refer the matter to the board for resolution.

Quorum:

A quorum at any meeting will be a majority of committee members entitled to vote, but not less than two. The powers of the committee may be exercised at any meeting where a quorum is present in person or by telephone or other electric means or by resolution in writing signed by all committee members entitled to vote on that resolution.

In Camera:

The committee may meet *in camera* with the CEO and as committee members only. The chair of the committee will determine other participants in any *in camera* sessions.

Assessment:

At least annually, the committee will assess its effectiveness in fulfilling its responsibilities and duties set out in these terms of reference.

Review

Annually the committee will review these terms of reference to assess whether they accurately describe the duties and responsibilities of the committee and will either confirm or recommend changes to the terms of reference to the board.

5. Oversight of Policies

The committee is responsible for overseeing and recommending changes to the executive committee and board in respect of the following policies and/or guidelines:

- a. CNA Board of Directors Guidelines
- b. CNA Board of Directors Delegation of Authority Policy
- c. CNA Board of Directors – Duties and Expectations of Directors
- d. CNA Board of Directors – Statement of Qualifications
- e. CNA Board of Directors – Conflict of Interest Policy
- f. Such other policies and guidelines as the committee may establish from time to time.

REVISION HISTORY

Date of creation: Dec. 8, 2014
Revisions: June 6, 2017
Dec. 4, 2020

GHRC Committee - Duties and Responsibilities

1. Governance and Compliance Oversight
a. At least every three years, review articles of incorporation and by-laws and make recommendations to the executive committee and board
b. Annually review governance policies and procedures and make recommendations to the executive committee and board
c. Develop and annually review corporate governance guidelines and recommend changes the committee considers appropriate
d. Oversee programs for new director orientation and ongoing director continuing education
e. Review board and committee work plans
f. Review committee terms of reference and make recommendations to the executive committee and board
g. Oversee director nomination and election procedures and practices and report to the executive committee and board
h. Select and recommend to the board the appointment of board officers and board committee members
i. Approve a process for an annual evaluation of the board and its committees and consider annually whether any changes should be made to that process
j. Review and monitor compliance with statutory filings, reporting and internal governance policies and report any instances of non-compliance to the board
k. Annually consider the adequacy of directors' and officers' liability coverage and make recommendations to the executive committee and board

GHRC Committee - Duties and Responsibilities

2. Human Resources Oversight

- a. Review HR policies, procedure and practices and make recommendations to the executive committee and board for changes, as required.
- b. Ensure that effective succession planning, talent planning and leadership development processes are in place and annually review and make recommendations to the executive committee and board as required
- c. Monitor compliance with HR policies and procedures and report any instances of non-compliance to the board, subject to legal and confidentiality restrictions.
- d. Together with the chair of the board, lead the annual performance and compensation review for the CEO.
- e. The chair of this committee and chair of the board will review CEO's self-assessment on annual performance objectives and will make decisions on compensation adjustments.
- f. Review and make recommendations to the executive committee and board on annual parameters for CNA staff compensation

3. Membership Oversight

- a. Review, accept and approve eligible organizations and/or persons who have applied for membership in the Corporation

Finance Committee Terms of Reference

1. Purpose

The Finance Committee (the “committee”) is a standing committee of directors of the CNA Board of Directors (the “board”) that has been established for the purposes of the board’s oversight of:

- The quality and integrity of the CNA’s financial reporting.
- The qualifications and performance of the external auditor.
- Additional financial matters as specified in these terms of reference.

2. Membership

The committee will consist of three or more directors as the board may determine, one of whom will serve as the chair of the committee. The members of the committee will be appointed by the board on the recommendation of the chair of the board (after consultation with the chair of the committee and the governance, human resources and compensation committee which reviews qualifications). The chair of the board will be an *ex officio* voting member of the committee, and the CEO will be an *ex officio* non-voting member the committee.

All appointments are for a three-year term, unless a member resigns, is removed by the board, or ceases to be a director. The board may fill a vacancy that occurs in the committee at any time.

If a vacancy exists, the remaining committee members may exercise all powers of the committee so long as there is a quorum.

Qualifications:

Each of the directors on the committee must possess applicable professional qualifications and/or relevant work experience that demonstrates a high level of financial literacy. Accordingly, each committee member must be able to comprehend the elements of the CNA’s financial statements, applicable accounting policies and judgments, internal controls and accounting procedures supporting the financial reporting process. Experience with budgeting and fiscal oversight are also an important element of the financial literacy required of committee members.

Chair of the Committee:

The board will designate one of the committee members to be the chair of the committee, considering any recommendations that may be made by the chair of the board (after consultation with the committee). The chair of the committee is an officer of the organization who serves on the executive committee of the board. Appointment of the chair of the committee

is for a three-year term. Appointments takes place at the first meeting of the board following the annual meeting of members, or upon the occurrence of any vacancy in the position.

Non-Member Attendance:

The committee may, at its discretion, invite members of management and/or other guests to attend all or part of any meeting.

3. Responsibilities and Authority

The committee has the duties and responsibilities set out in **Schedule A**, as well as any other matters that may be delegated to the committee by the board from time to time.

The chair of the committee or their designate will report to the board on matters arising at committee meetings and, where applicable, present the committee's recommendations to the board for its approval.

Delegation:

The committee may, from time to time, delegate to its chair any powers or responsibilities of the committee itself. This delegation must include a reporting accountability back to the committee.

Access to Information and External Advisors:

The committee has the authority to make such enquiries and investigations and require such explanations from management as it considers reasonably necessary, and to require management to promptly inform the committee and the external auditor of any material misstatement or error in the CNA's financial statements following the discovery of any such situation.

The committee will have full access to the books, records, facilities, and personnel that are relevant to carrying out the duties of the committee. With the consent of the chair of the board, the committee may retain such advisors, counsel, auditors or other consultants as are reasonably required to assist the committee in fulfilling its duties and may determine the fees of any applicable engagements.

4. Committee Operations

Meetings and Records:

The committee will meet at least four times a year and minutes of their meetings must be kept and approved at the next meeting. To the extent possible, the agenda and meeting materials will be circulated to committee members at least five to seven days in advance of regular meeting dates.

If the chair of the committee is absent, committee members will designate another member to temporarily serve in that role.

Decision-Making:

At meetings of the committee, if the committee is unable to reach unanimous consent, each committee member will have one vote, and motions will be decided by a majority of votes. Voting by proxy is not permitted. In case of an equality of votes, the chair of the meeting will not have a second or casting vote. The committee will refer the matter to the board for resolution.

Quorum:

A quorum at any meeting will be a majority of committee members entitled to vote, but not less than two. The powers of the committee may be exercised at any meeting where a quorum is present in person or by telephone or other electric means or by resolution in writing signed by all committee members entitled to vote on that resolution.

In Camera:

The committee may meet *in camera* with the CEO and as committee members only. The chair of the committee will determine other participants in any *in camera* sessions.

Assessment:

At least annually, the committee will assess its effectiveness in fulfilling its responsibilities and duties set out in these terms of reference.

Review:

Annually the committee will review these terms of reference to assess whether they accurately describe the duties and responsibilities of the committee and will either confirm or recommend changes to the terms of reference to the board.

5. Oversight of Policies

The committee is responsible for overseeing and recommending changes to the executive committee and board in respect of the following policies and/or guidelines:

- a. CNA Signing Authority Policy
- b. Net Asset Reserve Policy
- c. Investment Policy
- d. Cash Management Policy
- e. Capitalization and Amortization of Asset Policy
- f. Such other policies and guidelines as the committee may establish from time to time.

REVISION HISTORY

Date of creation: Dec. 8, 2014
Revisions: Dec. 4, 2020

Finance Committee Duties and Responsibilities

1. Quality and integrity of the CNA's financial reporting

- a. Review quarterly financial results and forecast and make recommendations to the executive committee and board
- b. Review audited financial statements and make recommendations to the executive committee and board
- c. Review financial policies, procedures and internal accounting controls and make recommendations to the executive committee and board

2. Qualifications and performance of the external auditor

- a. Make recommendations to the executive committee and board with respect to the appointment of the public accountant to hold office, including fixing compensation
- b. Maintain a direct line of communication with the external auditor and monitor the scope of the external auditor's audit activities and assess its performance
- c. Review with the external auditor the contents of its annual audit report

3. Additional Financial Matters and Oversight

- a. Review and make recommendations to the executive committee and board on the operating and capital budget for fiscal year ending December 31
- b. Receive the compliance certificate from the CFO quarterly and assess the appropriateness of remedial actions for any outstanding matters
- c. Review assessments by management of principal financial risks to business and identify systems and procedures to manage these risks
- d. Make recommendations to the executive committee and board on measures to manage financial risks, including appropriate fees to be levied by membership classes

Finance Committee Duties and Responsibilities

- e. Review the need for and extent of property management and insurance coverage
- f. Review portfolio performance and performance with investment managers
- g. Annually review committee terms of reference and make recommendations to GHRC committee
- h. Annually assess committee effectiveness in fulfilling its responsibilities and duties

Executive Committee Terms of Reference

1. Purpose

The Executive Committee (the “committee”) is a standing committee of directors of the CNA Board of Directors (the “board”) that has been established for the purposes of overseeing on behalf of the board all matters related to the operations of the organization and for advising and recommending to the board as appropriate.

The committee advises the President and Chief Executive Officer (the “CEO”) 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 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.

2. Membership

The membership of the committee will include the members prescribed in the by-law, namely:

- The following officers of the Corporation:
 - Chair of board
 - Vice-chair of board
 - President and Chief Executive Officer (the “CEO”)
 - Past chair
 - Chair of Governance, Human Resources and Compensation Committee
 - Chair of Finance Committee
 - Chair of Regulatory Affairs Advisory Committee
 - Chair of Public Affairs Advisory Committee
- A minimum two members of the board at large (the “MAL”)

The CEO is an *ex officio* non-voting member the committee.

The officers of the Corporation and the MAL are appointed or elected by the board at the first meeting of the board following the annual general meeting. All appointments are for a three-year term unless a member resigns, is removed by the board, or ceases to be a director. The board may fill a vacancy that occurs in the committee at any time.

If a vacancy exists, the remaining committee members may exercise all powers of the committee so long as there is a quorum.

Chair of the Committee:

The chair of the board will preside over all meetings of the committee. If the chair of the board is not present, then the vice-chair of the board will act in their place.

Non-Member Attendance:

The committee may, at its discretion, invite members of management and/or other guests to attend all or part of any meeting.

3. Responsibilities and Authority

The committee is responsible for overseeing, on behalf of the board, all matters related to the operations of the organization, as follows:

- a. The committee will make recommendations to the board on policy and strategy on all aspects of the organization.
- b. The committee will provide oversight and direction to the President and CEO on the operations of the organization.
- c. The committee will coordinate the activities of the standing and advisory committees of the organization.
- d. The committee will take on any actions or responsibilities as delegated to it by the board.

Subject to any limitations by the board, the committee may exercise all powers of the full board which may be lawfully delegated by the board and may approve, on behalf of the board all contractual and transactional matters. In determining whether to exercise such authority, the committee will consider whether full board authorization is preferable having regard to the sensitivity, novelty, or materiality of the matter under consideration and the practicality of convening a full board meeting.

The chair of the board or their designate will report to the board on matters arising at committee meetings and, where applicable, present the committee's recommendations to the board for its approval.

Access to Information and External Advisors:

The committee will have the authority to investigate any matter with full access to the books, records, facilities, and personnel that are relevant to carrying out the duties of the committee. The committee has the authority to engage external advisors, including counsel, consultants, and other experts as are reasonably required to review any matter under its responsibility and may determine the fees of any advisors so retained.

4. Committee Operations

Meetings and Records:

The committee will meet as needed between meetings of the full board. Minutes of committee meetings must be kept and approved at the next meeting. Once approved by the committee, copies of the minutes of the proceedings of the committee will be sent by the corporate secretary to all of the directors.

To the extent possible, the agenda and meeting materials will be circulated to committee members at least five to seven days in advance of regular meeting dates.

Decision-Making:

At meetings of the committee, if the committee is unable to reach unanimous consent, each committee member will have one vote, and motions will be decided by a majority of votes. Voting by proxy is not permitted. In case of an equality of votes, the chair of the board will not have a second or casting vote. The committee will refer the matter to the board for resolution.

Quorum:

A quorum at any meeting will be a majority of committee members entitled to vote. The powers of the committee may be exercised at any meeting where a quorum is present in person or by telephone or other electric means or by resolution in writing signed by all committee members entitled to vote on that resolution.

In Camera:

The committee may meet *in camera* with the CEO and as committee members only. The chair of the committee will determine other participants in any *in camera* sessions.

Assessment:

At least annually, the committee will assess its effectiveness in fulfilling its responsibilities and duties set out in these terms of reference.

Review

Annually the committee will review these terms of reference to assess whether they accurately describe the duties and responsibilities of the committee and will either confirm or recommend changes to the terms of reference to the board.

REVISION HISTORY

Date of creation: Dec. 8, 2014
Revisions: Dec. 4, 2020



Board of Directors Guidelines

Date of creation: Dec. 4, 2020

Revisions:

1. Purpose

The board of directors (the “board”) of the Canadian Nuclear Association (the “organization”) has adopted the following guidelines to ensure that the board has a shared understanding of its governance role and to create a framework for the effective governance of the organization.

2. Roles and Responsibilities of the Board

The board is accountable to the members. It is responsible for the stewardship of the organization and for supervising the management of its business and affairs. In carrying out its responsibilities, the board has the power to delegate its authority and duties to committees of the board or to senior management as it determines appropriate, subject to any applicable laws. The duties, functions and responsibilities of the board and its committees are subject to the *Canada Not-for-profit Corporations Act* (the “Act”) and its regulations and other applicable legislation, and the organization’s by-law.

In fulfilling its duties, the board is, among other things, responsible for the following:

- Reviewing, approving, and updating as necessary the purpose of the organization.
- Satisfying itself that the business of the organization is conducted ethically and that the CEO and other senior management promote a culture of integrity throughout the organization.
- Overseeing the appointment and dismissal of the CEO, processes for CEO evaluation and compensation, and succession planning for the board and CEO.
- Reviewing and approving the organization’s strategic and business plan and monitoring their implementation and effectiveness.
- Establishing measures of organizational performance and utilizing those measures to ensure senior management accountability.
- Ensuring processes are in place to identify and manage the principal risks to the organization’s business.



- Protecting the assets of the organization and providing financial oversight, including approving annual budgets and annual audited financial statements (as recommended by the finance committee) and reviewing financial controls.
- Ensuring the organization appropriately communicates with members in a manner consistent with accountability to members.
- Overseeing the organization’s compliance with relevant laws and regulations and reviewing by-laws and significant policies and practices to ensure compliance.
- Designing governance structures, policies, and practices to position the board to fulfill its duties effectively and efficiently, and making changes as needed.
- Performing such other functions as the board believes appropriate or necessary.

3. Director Qualifications

The organization seeks as directors committed individuals who have the highest ethical standards, sound judgment and an interest in the long-term best interests of the organization, its members, and other stakeholders. Director qualifications are set out in the CNA Board – Statement of Qualifications.

4. Role of the Director

The general expectations for, and duties of, individual directors of the organization are set out in the CNA Board – Role of the Director policy.

5. Chair of the Board – Role and Qualifications

In addition to the duties of every director of the board, the chair of the board is responsible for the effective functioning of the board and its role in governing the organization. This includes ensuring the integrity and effectiveness of the board’s governance role and processes; presiding at meetings of the board and members; and maintaining effective relationships with board members, committee chairs, management and stakeholder groups. On a functional level, the chair contributes to and approves the agenda; ensures appropriate time is allocated to agenda items; reviews draft minutes; calls meetings; rules on procedural matters during meetings; and represents the board to internal and external shareholders.

Qualifications include:

- A successful leadership track record
- A visionary – looking forward to the future, on behalf of the organization, and inspiring the board towards a vision for the organization

- A commitment to, and clear understanding of, the organization's purpose and objectives
- Political acuity
- Ability to act impartially and without bias and display tact and diplomacy
- Effective communicator and strong interpersonal skills
- Strong strategic, facilitation and consensus-building skills
- Skills in coaching and providing constructive feedback
- Knowledge of meeting procedures and organization's governance policies and by-law

6. Board Size and Structure

The board will periodically review whether its current size and committee structure are appropriate. The size of the board will, in any case, be within the minimum and maximum number provided in the articles of the organization (3 to 50).

7. Access to Information and Advisors

In carrying out its duties, the board and each of its committees will have full access to all of the books, records, facilities and personnel of the organization that are relevant in respect of the duties of the board. In carrying out its duties, the board may, with the consent of the chair of the board, retain an outside advisor at the organization's expense and determine the advisor's fees. Those advisors may include counsel, auditors, and other professionals, as appropriate.

8. Orientation and Continuing Education of Directors

Each new director will receive an orientation from the chair of the board and the CEO, or designates, including an overview of the role of the board, the committees and each individual director, the nature and operation of the organization's business and the contribution and time commitment the new director is expected to make. The board will consider appropriate continuing education for directors, which may include presentations from management and industry experts. Each director is also expected to maintain the necessary level of expertise to perform their responsibilities as a director.

9. Organizational Policies

The board has implemented a number of policies of the organization, which are maintained by the corporate secretary. The board will review such policies regularly and consider whether any changes to such policies should be made (taking into consideration any recommendations that may be made by the committee delegated oversight over the policies) and whether any new policies should be implemented.

10. Review

These guidelines will be annually review by the board and will be considered in effect, unless revoked by resolution of the board.

11. Related Information

- The *Canada Not-for-profit Corporations Act*
- CNA By-law No. 1
- CNA Board of Directors Delegation of Authority Policy
- CNA Board of Directors – Duties and Expectations of Directors
- CNA Board of Directors – Statement of Qualifications
- CNA Board of Directors – Conflict of Interest Policy
- GHRC, Finance and Executive Committees' TOR
- Public Affair Advisory Committee and Regulatory Affairs Advisory Committee TOR



Board of Directors Delegation of Authority Policy

Date of creation: Dec. 4, 2020

Revisions:

1. Purpose

The delegation of authority policy establishes and documents the authority reserved by the board of directors (the “board”) and the authority delegated to the President and Chief Executive Officer (the “CEO”). The board is responsible under the *Canada Not-for-profit Corporations Act* (the “Act”) to manage or supervise the activities and affairs of the organization. It does so through governance and oversight of management, and by delegating to the CEO decision-making authority consistent with the organization’s approved strategy, business plan and budget and that are reasonably required for the effective and efficient operation of the organization in accordance with this policy.

2. Board-Reserved Authority

In addition to matters expressly required by the Act and by-law, and those set out in board policies, guidelines and committee terms of reference (“TOR”), powers specially reserved for the board include:

- Matters involving financial amounts above a certain limit
- Employee hires outside of the approved overall budget
- Disposal of assets above a certain limit
- Changes to bank accounts and signatories (roles of CEO, VP and CFO)
- The acquisition, establishment, disposal or cessation of any significant business of the organization

3. Delegated Authority

The board explicitly delegates to the CEO all operational and transactional authorities necessary to execute the organization’s approved strategy, business plan and budget that are not by by-law, or by resolution of the board specifically reserved to be done by the chair, the board or a board committee or advisory committee.

The CEO may sub-delegate where necessary but will remain responsible for such decision-making.

Approved delegations to the CEO by category are set in **Schedule 1**.

4. Accountability and Reporting

The CEO is accountable for the effective execution of this policy and is required to provide adequate and timely reporting to the board concerning the authority exercised. Reporting must cover categories of authority set out in Schedule 1.

5. Review

The governance, human resources and compensation (GHRC) committee will review this policy one year after approval and every two years thereafter to ensure the policy remains relevant and inline with governance best practices. The GHRC committee will recommend changes to the policy to the board. This delegation of authority will be considered in effect, unless revoked by resolution of the board.

6. Related Information

- The *Canada Not-for-profit Corporations Act*
- CNA By-law No. 1
- Board of Directors Guidelines
- GHRC, Finance and Executive Committees' TOR
- Public Affair Advisory Committee and Regulatory Affairs Advisory Committee TOR
- CNA Signing Authority Policy
- CNA Net Asset Reserve Policy

Schedule 1

Category	Authority Delegated to CEO
Financial	
Operating and capital expenditures (budgeted) (Use of total operating budget within and between different operating, program and project areas)	Full authority subject to CNA signing authority policy CEO has authority to allocate budget funds within on-going operations with reporting reallocations to the finance committee (FC) in a transparent manner
Operating and capital expenditures (unbudgeted)	Proposed expenditures in excess of \$50,000 to be reviewed by FC and approved by executive committee
Changes to bank accounts and signatories (roles of CEO, VP, CFO)	Subject to board approval
Disposal of assets in excess of \$10,000	Subject to board approval
Establishment of any new debt funding or borrowing ¹ arrangements	Subject to board approval
Governance and Related	
The acquisition, establishment, disposal or cessation of any significant business of the organization	Subject to board approval
Creation of management-level working groups or committees of members and stakeholders	Full authority with reporting to the board in a transparent manner
CNA responses, submissions, reports or letters to regulators or government bodies	Full authority with reporting to the board in a transparent manner
Public statements, publications, and membership newsletters, speeches	Full authority
Human Resources	
Hiring employees	Full authority in accordance with approved overall budget

¹ Includes establishing lines of credit, loans facilities and all other debt instruments.



Category	Authority Delegated to CEO
Termination of employee relationships	Full authority with reporting to the GHRC committee in a transparent manner
New positions	Full authority if part of the overall board approved budget Board approval required if the new position is not part of overall board approved budget
Replacing existing positions	Full authority
Employee remuneration	Full authority in accordance with board approved budget and parameters



CNA Board of Directors – Duties and Expectations of Directors

Date of creation: Dec. 4. 2020

Revisions:

1. Purpose

This policy describes the duties and expectations of directors of the Canadian Nuclear Association's (the "organization") Board of Directors (the "board").

2. Duties and Expectations

As a member of the board, and in contributing to the collective achievement of the role of the board, each director is responsible for the following:

Fiduciary Duty and Standard of Care

Every director in exercising their powers and discharging their duties must act honestly and in good faith with a view to the best interests of the organization; and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Every director must comply with the *Canada Not-for-profit Corporations Act* and regulations, and the organization's articles and by-laws. Fulfilling these statutory duties requires every director to:

- Make informed decisions in good faith, without self-interest, and in the best interest of the organization.
- Act solely in the best interest of the organization and refrain from deriving personal gain to the organization's detriment.
- Declare and avoid any conflicts of interests.
- Take active steps to inform themselves about all material information and review such information with care.
- Maintain the confidentiality of information acquired by virtue of their position. This requirement survives the termination of the person as a director.
- Not usurp a corporate opportunity for their own personal gain.
- Not delegate decisions or powers to management that should remain with the board.

- Act always within the scope of their authority under applicable laws and regulations and the organization's articles and by-law.

Accountability

A director's fiduciary duties are owed to the organization. The director is not solely accountable to any special group or interest and must act and make decisions that are in the best interest of the organization, as a whole. A director must be knowledgeable of the stakeholders to whom the organization is accountable and must appropriately take into account the interests of such stakeholders when making decisions as a director, but must not prefer the interests of any one group if to do so would not be in the best interests of the organization.

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.

Time and Commitment

Each director is expected to commit the time required to perform board and committee duties, including attending all board meetings, the organization's annual general meeting of members, and all meetings of the committees to which they are appointed. Directors are expected to be available, within reasonable expectations, as a resource to management, the board and the board chair.

Contributions to Governance

Directors are expected to make contributions to the governance role of the board through:

- Preparing for and participating in 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).
- Offering constructive contributions to board and committee discussions.
- Respecting the views of other members of the board.

- Voicing conflicting opinions during board and committee meeting but supporting governance decisions once made.
- Respecting the role of the chair. This includes advising the board chair prior to introducing significant and/or new information or material at a board or committee meeting.
- Respecting the role and responsibilities of board committees.
- Operating at a governing level and not encroaching on management's area of responsibility.
- Participating in the processes of evaluation for the board, board committees and the CEO.
- Developing and maintaining sound relations and working co-operatively and respectfully with fellow directors and management.

Orientation and Continuing Education of Directors

Directors should be knowledgeable about the operations of the organization. New directors will participate in a board orientation session, orientation to committees (if applicable) and board continuing education sessions. 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 organization. A director must receive and act upon the results of board evaluations in a positive and constructive manner.

3. Review

The GHRC committee will review this policy every second year from the date of its approval or sooner if warranted and will recommend changes to the policy, if any, to the board. This policy is considered in effect, unless revoked by resolution of the board.

4. Related Information

- The *Canada Not-for-profit Corporations Act*
- CNA By-law No. 1
- CNA Board of Directors Guidelines
- CNA Board of Directors Delegation of Authority Policy



CNA Board of Directors – Statement of Qualifications

Date of creation: Dec. 4. 2020

Revisions:

1. Purpose

This statement sets out required and desired qualifications for persons being considered for election or appointment to the board of directors (the “board”) of the Canadian Nuclear Association (the “organization”).

2. Required Qualifications to be a Director

To qualify to serve on the board, a person must:

- Be at least 18 years of age
- Not have been declared incapable under the laws of Canada or elsewhere
- Be an individual (that is, a corporation cannot be a director)
- Not be in bankrupt status
- Be a representative from a voting or honorary member of the organization

3. Desired Qualifications

The organization values the benefits that diversity can bring to its board. Diversity includes business experience, geography, age, gender, visible minorities, Indigenous peoples, persons with disabilities, sexual orientation and other personal characteristics. The board benefits from a diversity of directors with nuclear industry experience, and skills and expertise in specific functional areas.

Skills, Experience and Qualities

The organization seeks persons who possess a mix of the following skills, experience, and qualities:

- Visionary and future-focused, possessing an entrepreneurial mindset and critical thinking
- Strategic decision-makers
- Effective communicators who present opinions clearly, constructively, and persuasively
- Openness to new ideas and responsiveness to change



- Nuclear industry-specific knowledge, sufficient to bring a perspective of business, legislative, regulatory, and social issues impacting nuclear to board discussions
- An appreciation of the strength that diversity and inclusion bring to deliberation and decision-making
- Executive-level experience
- Financial literacy, appropriate for the organization's scope of activities (to understand terminology, read financial statements and ask appropriate questions)
- An understanding of a director's role and fiduciary duties, and the role of the board.
- Personal qualities of integrity, loyalty, honesty, credibility, and a passion for the CNA's vision and purpose
- Willingness to devote the time and effort required to be an effective board member, including attendance at board orientation, board meetings, committee meetings and organizations events

Skills and Knowledge Domains

The board, collectively, requires a balanced set of skills and knowledge domains drawing from the combined experience of its individual directors in the following categories:

- Finance
- Business management
- Human resources management
- Political acumen
- Legal
- Strategic planning
- Risk management
- Information technology
- Accounting
- Research
- Labour relations
- Board and governance
- Public affairs and communications
- Advocacy
- Diversity issues
- Regulatory affairs
- Public policy issue
- Health and safety (nuclear and conventional)
- Government (federal/provincial/municipal)
- Environmental expertise

4. Review

The GHRC committee will review this policy every second year from the date of its approval or sooner if warranted and recommend changes to the policy, if any, to the board. This policy is considered in effect, unless revoked by resolution of the board.

5. Related Information

- The *Canada Not-for-profit Corporations Act*
- CNA By-law No. 1
- CNA Board of Directors Guidelines
- CNA Board of Directors – Duties and Expectations of Directors



CNA Board of Directors – Conflict of Interest Policy

Date of creation: Dec. 4. 2020

Revisions:

1. Purpose

The purpose of this policy is to help directors of the Canadian Nuclear Association's (the "organization") board of directors (the "board") to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to ensure the integrity of decision-making involving the board.

2. Description of Conflict of Interest

A conflict of interest arises in any situation where a director's duty to act in the best interests of the organization and to adhere to their fiduciary duties is compromised or impeded by any other interest, relationship or duty of the director. A conflict of interest also includes circumstances where the director's duties to the organization are in conflict with other duties owed by the director such that the director is not able to fully discharge the fiduciary duties owed to the organization.

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.

3. General Duties

- 3.1 Every director and officer must disclose to the organization, in the manner and to the extent provided by the *Canada Not-for-profit Corporations Act* (the "Act"), any interest that such director has in a material contract or transaction, whether made or proposed with the organization, if such director is a party to the contract or transaction; is a director or an officer, or an individual acting in a similar capacity, of a party to the contract or transaction; or has a material interest in a party to the contract or transaction. Such director must not vote on any resolution to approve the same except as provided by the Act.
- 3.2 Unless authorized by the board, or by a person the board designates, a director may not:
 - a. Act on behalf of the organization, or deal with the organization, in any matter where they are in a conflict of interest or appear to be in a conflict of interest; nor



- b. Use their position, office or affiliation with the organization to pursue or advance their personal interests or those of a close friend, family member, business associate, or a corporation or partnership in which they hold a significant interest.
- 3.3 The “appearance of a conflict of interest” occurs when a reasonably well-informed person properly could have a reasonable perception that a director is making decisions on behalf of the organization that promote their personal interests or those of a close friend, family member, business associate, or a corporation or partnership in which they hold a significant interest.
- 3.4 Every director must immediately disclose a conflict of interest to the board either in writing or at a meeting of the board or its committees. It is important to make the disclosure when the conflict first becomes known. If a director does not become aware of the conflict until after a matter is concluded, the director must still make the disclosure immediately.
- 3.5 If a director is in doubt about whether they are or may be in a conflict of interest, they must request the advice of the board of directors or a person the board designates.
- 3.6 Unless otherwise directed, every director must immediately take steps to resolve the conflict or remove the suspicion that it exists, by:
 - Promptly declaring to the board any conflict of interest as described by this policy and asking that such declaration be recorded in the minutes.
 - Recusing themselves 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, its committees; or elsewhere
 - Refraining from voting on the matter giving rise to the conflict of interest at any meeting of the board of directors, or its committees; or elsewhere.

4. More about Avoiding a Conflict of Interest

- 4.1 A director must not:
 - a. Use their relationship with the organization to confer a benefit on a close friend, family member, business associate, or a corporation or partnership in which they hold a significant interest. This duty does not prevent a director or anyone else from conducting business with other people connected with the organization.
 - b. Benefit personally from any business activity involving the organization except in unique situations, authorized by the board; or
 - c. Indirectly benefit from any business activity involving the organization except in unique situations, authorized by the board.

- 4.2 An “indirect benefit” is a benefit derived by a close friend, family member, business associate, or a corporation or partnership in which the director holds a significant interest; or a benefit which advances or protects a director’s interests although it may not be measurable in money.

5. Use of Property and Information

- 5.1 A director must have authorization from the board, or from a person the board designates to:
- a. Use, for personal purposes, property owned by the organization; or
 - b. Purchase property owned by the organization unless it is through channels of disposition equally available to the public (even then such director may not purchase the property without authorization if such director is involved in some aspect of the sale).
- 5.2 A director may not take personal advantage of an opportunity available to organization unless:
- a. It is clear that the organization has irrevocably decided against pursuing the opportunity; and
 - b. The opportunity is equally available to members of the public.
- 5.3 A director may not use their position with the organization to solicit any stakeholder of the organization for a personal business or one operated by a close friend, family member, business associate or a corporation or partnership in which such directors holds a significant interest. This duty does not prevent a director or anyone else from transacting business with other people connected with the organization.
- 5.4 “CNA information” is information that is acquired solely by reason of involvement with the organization and which the organization is under an obligation to keep confidential.
- 5.5 A director must:
- a. Not use CNA information for personal benefit.
 - b. Protect CNA information from improper disclosure.
 - c. Report to the board, or to a person the board designates, any incident of abuse of CNA information.
- 5.6 A director may divulge CNA information if:
- (a) They 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.
- 5.7 If a director is in doubt about whether CNA information may be released, they must request advice from the board or from a person the board designates.

6. Rules about Gifts

- 6.1 A director may accept a gift made to them because of their involvement in the organization if:
- The gift has no more than token value.
 - It is the normal exchange of hospitality or a customary gesture of courtesy between persons doing business together.
 - The exchange is lawful and in accordance with ethical practices and standards.
 - The gift could not be construed by an impartial observer as a bribe, pay off or improper or illegal payment.
- 6.2 A director may not use the property of the organization to make a gift, charitable donation or political contribution to anyone on behalf of the organization. Any gift must have the authorization of the board or a person the board designates.

7. Annual Statements

Each director must complete the attached conflict of interest acknowledgement and disclosure form annually, and on change of circumstances; and submit to the form to the corporate secretary for reviewed by the governance, human resources and compensation committee (GHRC committee).

8. Review

The GHRC committee will review this policy every second year from the date of its approval or sooner if warranted and will recommend changes to the policy, if any, to the board. This policy is considered in effect, unless revoked by resolution of the board.

9. Related Information

- The *Canada Not-for-profit Corporations Act*
- CNA By-law No. 1
- CNA Board of Directors – Duties and Expectations of Directors



Conflict of Interest Acknowledgement and Disclosure Form

The CNA Board of Directors Conflict of Interest Policy (the “policy”) requires that directors identify, disclose and manage actual, potential or perceived conflicts of interest in order to ensure the integrity of decision-making involving the board.

Acknowledgement

By signing below, I affirm that:

1. I have received and read a copy of the policy.
2. I agree to comply fully with the terms and conditions of the policy during my service as a CNA board director.
3. I have no actual, potential or perceived conflicts as described by the policy or if I have, I have previously disclosed them as required by the policy or am disclosing them below.

Disclosure

Disclose here, to the best of your knowledge, any situation which may pose of conflict of interest:

Signature (please type your last name and first name)

I acknowledge and agree that completion of the following fields constitutes my electronic signature which is legally binding.

Last Name:

First Name:

Date:

(yyyy/mm/dd)

Finance Committee Quarterly Report

David Cates, Committee Chair

Dec. 3, 2020 EC | Dec. 4, 2020 BD

PURPOSE

To provide an update on the CNA financial position as of Sept. 30, 2020 and other financial business, and to seek executive committee recommendation and board approval of:

- The organization's third quarter financial results for 2020;
- A new net asset reserve policy (to replace the existing operating reserve policy); and
- The 2021 operating and capital budget for 2021.

CONTEXT/RATIONALE

The committee met via videoconference on Nov. 17 to review and discuss committee matters for the organization. All committee members were in attendance with the exception of N. Fonseca. Representatives from Management were also in attendance.

A. 2020 – Third Quarter Financial Results

C. St. Germain presented the CFO report with the financial results for the third quarter of 2020 as well as an update on the forecast for the remainder of 2020, focusing on certain highlights – including:

- The third quarter resulted in a deficit of \$476,185 as compared to a budgeted deficit for the quarter of \$694,484 – a positive variance of \$218,299.
- Within the positive variance for the quarter, there are timing differences of \$87,500 of which \$12,500 will be incurred in Q4 and \$75,000 has been moved to the 2021 budget.
- Management is now forecasting a deficit of \$35,387 for the year, compared to a deficit of \$532,439 per the approved budget.
- Management believes that the organization is eligible for the Canada Emergency Wage Subsidy (“CEWS”) and has engaged KPMG LLP to provide an opinion to confirm eligibility.
- If the Association is eligible for CEWS, it is projected that it will provide additional funding of \$120,000 to \$170,000. This funding is not included in the above projections for 2020.

The committee reviewed and queried elements of the CFO report, the association's quarterly financial statements for the three months Sept. 30, 2020, and the associated analysis presented by Management. The committee accepted the CFO's report and expressed support for additional

expenditures planned for the fourth quarter of 2020 related to the positioning of SMRs within the broader Canadian electricity and energy transition strategy.

The CNA's third quarter financial results for 2020 are attached as **Appendix A**.

B. Review of Financial Policies

The committee was presented with the net assets reserve policy, which was developed to replace the operational reserve policy. The purpose of the new policy is to ensure the CNA retains sufficient net assets that would allow for an orderly windup of the association should that be the desire of the membership.

From the review of the policy, the committee requested the following changes:

- Including a contingency allowance in the schedule of liabilities.
- Providing a schedule of liabilities for illustrative purposes.
- To not adopt a formal "reserve fund" approach, but to document the intention of the committee and the board to manage the association's finances in a way that respects the net asset reserve policy, thus requiring the removal of the discussion around the accounting treatment of a formal reserve fund.

The committee approved the proposed new net asset reserve policy, subject to the above changes, for executive committee recommendation and board approval (**Appendix B**).

The committee will be considering changes to the organization's cash management, investment, and capitalization and amortization policies at its Dec. meeting and will verbally report on plans, if any, for amendments.

C. 2021 CNA Operating Budget:

The committee considered and queried Management's proposed 2021 budget and provided input on the implementation of membership fees increases to fund the new base level of spending of expenditures over revenues thereafter. Management's budget report (including its forecast model) is attached and as **Appendix C**.

- The budget was developed based on the approved strategic plan.
- The proposed budget for 2021 is a deficit of \$749,000 and the annualized projected excess of expenditures over revenues for subsequent year is \$413,000.
- The budget includes \$90,000 in one-time expenditures that were planned in 2020 that have been delayed until 2021.
- Management presented two options for the membership fee increases to address the annualized excess of expenditures over revenues in fiscal years following 2021. Based on the two options, the revised deficit for 2021 is \$645,430 or \$686,830.

The finance committee agreed to approve the 2021 budget for executive committee recommendation and board approval.

The committee also considered and queried options presented by Management regarding annual increases in membership fees to fund the new base level of spending of expenditures over revenues to execute the 2021-2023 CNA refurb strategy and business plan. Having considered the benefits and risks, the committee expressed a preference for an annual increase of five percent for the next five years, starting in 2021, which results in a budgeted deficit of \$645,430.

D. Other Business

The finance committee reviewed its revised terms of reference, which are being presented for approval by the GHRC committee in Dec. 2020.

MOTIONS

A - Third Quarter Financial Results

Resolved that the CNA's third quarter financial results for 2020 be recommended by the CNA Executive Committee and approved by the CNA Board of Directors.

B – Review of Financial Policies

That the CNA Executive Committee recommend, and the CNA Board of Directors approve the following motions:

- Resolved to repeal the CNA Operating Reserve Fund Policy, effective Dec. 4, 2020; and to approve the new CNA Net Asset Reserve Policy and consequential amendments to the CNA Signing Authority Policy (i.e. to replace "Operating Reserve" with Net Asset Reserve" policy), effective Dec. 4, 2020.

C – 2021 Budget

Resolved that 2021 operating budget be recommended by the CNA Executive Committee for approval by the CNA Board of Directors

APPENDICES

- **Appendix A:** Third Quarter Financial Results
- **Appendix B:** CNA Net Asset Reserve Policy
- **Appendix C:** Management Report – 2021 Operating Budget

CANADIAN NUCLEAR ASSOCIATION
STATEMENT OF OPERATIONS
ACTUAL RESULTS FOR QUARTER 3

	QUARTER 3					VARIANCE	Notes
	JULY	AUGUST	SEPTEMBER	TOTAL	BUDGET		
Revenue							
Membership Fees	\$ 1,042	\$ -	\$ -	\$ 1,042	\$ -	1,042	
Annual Conference	-	-	-	-	-	-	
Investment Income	24,152	488	1,093	25,733	9,000	16,733	1
Other Income	4,703	4,600	6,480	15,783	15,081	702	
Special Projects Funding							
Ontario Nuclear Advantage	51,589	5,127	12,105	68,821	28,491	40,330	2
SMR Secretariat	15,246	14,111	34,789	64,146	56,442	7,704	2
Clean Energy / Electrification	-	-	-	-	45,000	(45,000)	3
	96,732	24,326	54,467	175,525	154,014	21,511	
Operating Expenses							
Salaries and Benefits	83,205	86,298	89,856	259,359	297,357	37,998	4
Professional Fees	14,727	14,520	19,675	48,922	53,555	4,633	
Office Rent and Insurance	14,394	14,394	14,394	43,182	43,701	519	
Telecommunications	945	1,075	4,936	6,956	4,365	(2,591)	
Office Expense	8,860	7,096	7,200	23,156	27,048	3,892	
Bad Debts	-	-	5,000	5,000	-	(5,000)	5
Board Meetings	-	-	-	-	-	-	
Travel and Conferences	-	838	414	1,252	34,400	33,148	6
Membership	-	-	1,755	1,755	5,390	3,635	
	122,131	124,221	143,230	389,582	465,816	76,234	
Program Expenses							
Communications	15,371	40,598	21,379	77,348	77,249	(99)	
Stakeholder Engagement	5,000	5,125	5,000	15,125	37,500	22,375	7
Policy & Research	151	-	-	151	75,000	74,849	8
Regulatory	2,500	5,500	5,895	13,895	27,000	13,105	9
Government Relations	2,642	2,500	2,500	7,642	21,000	13,358	10
Strategic Projects	5,000	5,000	5,000	15,000	15,000	-	
	30,664	58,723	39,774	129,161	252,749	123,588	
Special Projects							
Ontario Nuclear Advantage	51,589	5,127	12,105	68,821	28,491	(40,330)	2
SMR Secretariat	15,246	14,111	34,789	64,146	56,442	(7,704)	2
Clean Energy / Electrification	-	-	-	-	45,000	45,000	3
SMR Research	-	-	-	-	-	-	
	66,835	19,238	46,894	132,967	129,933	(3,034)	
	(122,898)	(177,856)	(175,431)	(476,185)	(694,484)	218,299	

**CANADIAN NUCLEAR ASSOCIATION
STATEMENT OF OPERATIONS
NOTES TO ACTUAL RESULTS FOR QUARTER 3**

- 1 Higher than budgeted revenue due to an adjustment from the prior quarter results.
- 2 Revenue for special projects is based on actual expenditures incurred.
- 3 Management continues its efforts to secure funding for the Clean Energy / Electrification special project.
- 4 The budget included an allocation of personnel working on the ONA project who has transitioned to being a full time employee with Bruce Nuclear. It also included adjustments for certain personnel. The adjustments have been deferred to 2021.
- 5 One member has cancelled their membership due to the financial impact from COVID-19.
- 6 Most travel was cancelled due to COVID-19 restrictions.
- 7 Sponsorships were cancelled due to cancellation of conferences. Some of the expenses have been pushed to Q4.
- 8 The Clean Energy / Electrification research project has been delayed as the association works with the renewables industry and the statement of work. The expenditure is being moved to the 2021 budget.
- 9 Lower than budgeted use of consultant allowance.
- 10 Lower than budgeted use of consultant allowance.

**CANADIAN NUCLEAR ASSOCIATION
STATEMENT OF FINANCIAL POSITION
SEPTEMBER 30, 2020**

	2020-09-30	2019-09-30	2020-12-31
ASSETS			
Current			
Cash	\$ 568,706	\$ 1,330,129	\$ 1,150,188
Marketable securities	2,972,924	2,006,396	2,010,798
Accounts receivable	131,652	772,133	2,462,843
HST receivable	28,667	-	-
Prepaid expenses	15,855	3,905	73,308
	3,717,804	4,112,563	5,697,137
Net Fixed Assets	39,962	31,517	32,422
	3,757,766	4,144,080	5,729,559
LIABILITIES AND NET ASSETS			
Current			
Accounts payable and accruals	207,981	164,851	276,171
Government remittances payable	12,862	11,142	202,114
HST tax payable	-	10,760	-
Canadian Nuclear Worker's Council program	25,948	26,046	8,644
Deferred revenue	342,544	540,571	2,833,405
	589,335	753,370	3,320,334
Net Assets			
Invested in property and equipment - internally restricted	39,962	23,872	32,422
Unrestricted	3,128,469	3,366,838	2,376,803
	3,168,431	3,390,710	2,409,225
	3,757,766	4,144,080	5,729,559



Net Asset Reserve Policy

Date of creation: Dec. 4, 2020

Revisions:

Purpose

The purpose of the Canadian Nuclear Association (CNA) Net Asset Reserve policy is to ensure the organization has sufficient reserves to allow for the orderly windup of the operations.

Definitions

The Net Asset Reserve is a designated fund (the “Fund”) set aside by action of the executive committee of the board of directors.

The minimum amount to be designated as the Fund will be in an amount sufficient to provide for an orderly windup of the operations including payment of all liabilities and obligations.

The Net Asset Reserve policy serves a dynamic role, and the Fund will be reviewed and adjusted on an annual basis.

Goal

The target minimum Fund is equal to all outstanding liabilities (as detailed below) plus three (3) months of average operating costs.

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

- salaries and benefits
 - occupancy
 - office
 - travel
 - program; and
 - on-going professional services
- } *3 months
- } *3 months

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.

The outstanding liabilities include the remaining term of any outstanding leases such as office space and equipment, statutory severance or contractual termination costs for employees, termination cost per notice provisions for any professional consultants notwithstanding that

management will provide notice effective the decision date of windup and a contingency amount. A schedule of said liabilities will be updated on a regular basis and at a minimum not less than annually during the budget approval process. For illustrative purposes an example of the schedule is included as Schedule A.

Rationale

The CNA is a member supported organization with most of its revenue derived from membership fees. The operations are contingent on the continued support of the members. If the membership determines that it is not in their best interest to continue supporting the organization, then the board may determine that it must wind up the operations.

The Fund under the Net Asset Reserve policy is intended to provide sufficient funding to allow for an orderly wind up of the operations and the discharging of all outstanding liabilities.

The Net Asset 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.

Timing

The amount of the Net Asset Reserve fund target minimum will be set each year during the annual budget approval process; reported to the finance committee of the board of directors and included in the regular financial reports.

The Fund will be invested in cash or cash equivalent funds as provided for by CNA's Investment Policy.

Procedure

Access to the Fund shall be by special resolution of the board of directors authorizing the wind-up of the operations of the CNA or other usage of the net assets notionally reserved for funding a wind-up.

To ensure the net assets are maintained at a balance sufficient to support this policy, the CEO or CFO shall provide regular reporting to the finance committee to track any draw down of the net assets against the annually approved schedule of wind-up liabilities and termination costs to support a board resolution for a wind-up or usage of the net assets.

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

Canadian Nuclear Association
Net Asset Reserve Policy
Schedule of Liabilities

Monthly operating costs @ 3 months	\$	350,000	
Program costs @ 3 months		150,000	
Calculation of severance costs (including contractual termination costs)		330,000	
Occupancy Lease (remaining months multiplied by lease payments)		205,000	Excluding winddown period
Equipment leases (remaining months multiplied by lease payments)		10,000	Excluding winddown period
Long-term contractual operating costs (remaining months multiplied by agreement payments)		-	None
Consultants contractual termination costs		-	Included in winddown period
Regular operational liabilities		-	Included in winddwon period
Contingency		55,000	
		<u>\$ 1,100,000</u>	



CFO Report to the Finance Committee

2021 Operating Budget

Nov.17, 2020

PURPOSE

To provide directors with details of the 2021 operating budget based on feedback received at the last finance committee, executive committee, and board meetings and to ask the finance committee to recommend the 2021 budget to the executive committee for board approval.

OVERVIEW

Management was given a mandate to make substantial investments to increase the profile of the organization and place nuclear at the forefront of the public and the Federal and Provincial governments. The strategic plan to accomplish these goals was approved by the board in September. The 2021 budget and forecast for future years includes the necessary expenditures to meet the goals.

Management presented a draft 2021 operating budget and a future forecast for discussion at the September 17, 2020 finance committee meeting. Based on the discussions, the committee had several recommendations for changes to the budget. There was also a discussion on generating additional membership revenue. The membership revenue topic was further discussed at both the executive committee and the board of directors.

The recommendations from the committee and board members were as follows:

- Adjust the revenue projections for the annual conference to represent a decrease in revenue by 20%;
- Develop modeling that will allow management and the committee to assess the impact of implementing an increase in membership fees; and,
- Develop modeling that will allow management and the committee to assess the impact on the net assets over a five-year period.

The budget has been updated to reflect a planned decrease of 20% of net contribution from the annual conference. Also, one-time expenditures of \$90,000 that were planned for 2020 were moved to the 2021 budget. There were a few other minor changes to the budget based on additional information from the various members of the management team. These changes to the budget now reflect a planned deficit of approximately \$749,000. Attached as Scheudle 1 is a copy of the budget. Note that it does not include any adjustment to membership fees.



Excluding any adjustment for inflation or additional membership revenues but addressing items in the 2021 budget that are either one-time expenses or planned changes for 2022, the revised ongoing annual excess of expenditures over revenue is projected to be \$413,000. Management also revised the projected net assets to reflect the forecasted surplus of \$85,000 as discussed in the report on the Q3 financial results and Q4 forecast. The projected opening net assets for fiscal 2021 is \$2,461,500. It will be necessary to bring the operations to a break even point over the next several years to ensure the net assets do not fall below the threshold level as determined by the Net Asset Reserve Policy.

Management developed a model that forecasts the financial results factoring an annual change to the membership revenues and including an annual inflation factor for operating expenses. The model assumes the base annual excess of expenditures over revenue is \$413,000 without any adjustment for inflation. An annual inflation factor of 2% is being used for modelling purposes.

In preparing the analysis, management took into consideration the fact that membership fees have not increased since 2012 in which year they decreased.

Based on management's analysis and using an annual expenditure inflation factor of 2% per annum, two alternatives for membership fee increases were identified for consideration by the committee.

One alternative is to have annual increases of five percent (5%) for the next five years beginning in 2021. Under this alternative, the organization is projected to be at a breakeven level by 2026 and still have net assets of \$1.24 million. The benefits to this alternative are:

- The increase is not significant, so it does not lead to "sticker shock" and potential member attrition which might shift greater burden to existing membership base.
- It is at a level that is not likely to give rise to attention (i.e. pre-evaluation of membership status) during budget review by organizations.
- It will allow members to plan for a modest and consistent annual increase.

The concerns for this alternative are the annual increase is marginally above inflation and continues for a period of five years.

The second alternative is to implement an annual inflationary increase along with a one-time large increase in 2022. Under this scenario, the annual inflationary increase would be only slightly above the expense inflation factor (i.e. 3% fee increase versus a 2% expense inflation factor). The one-time large increase would be 15%. The modelling indicates that the organization would be at a break-even budget by 2026, however, it would preserve its net asset balance to be approximately \$1.6 million at the end of that year.

The advantages to the second alternative are:

- Outside of the 2022 fee adjustment, the annual increases are closer to expected inflation levels.
- By presenting the planned increase early, businesses can prepare for the increase in their budget but also be able to explain that it is a one-time adjustment and that future increases are expected to be in line with annual inflation.
- The net asset balance is higher and provides the organization with the opportunity to address future one-time matters.

Clearly the concern with this option is that it does have the “sticker shock” and may raise concerns within organizations as they review expenditures in their budgeting process.

Management is seeking the committees input on the implementation of the membership fee increase. Under the first alternative, the budgeted deficit for fiscal 2021 would be \$645,430. Under the second alternative, the 2021 budget would be a deficit of \$686,830. Subject to the committee’s decision, management is seeking a motion for recommendation of the budget as outlined below.

MOTION

That the finance committee approve the 2021 operating budget for recommendation by the executive committee and approval by the board of directors.

APPENDICES

- **Schedule – 2021 Operating Budget**

CANADIAN NUCLEAR ASSOCIATION
OPERATING BUDGET
FOR FISCAL YEAR 2021

	Q1	Q2	Q3	Q4	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Revenue					
Membership Fees	\$ 2,070,000	\$ -	\$ -	\$ -	\$ 2,070,000
Annual Conference	-	-	515,534	-	515,534
Investment Income	9,000	9,000	9,000	9,000	36,000
Other Income	14,775	15,975	14,835	18,408	63,993
Special Projects Funding					
Ontario Nuclear Advantage	15,255	15,255	40,255	90,255	161,020
SMR Secretariat	53,076	66,276	53,736	93,033	266,121
Clean Energy / Electrification	-	-	-	-	-
	2,162,106	106,506	633,360	210,696	3,112,668
Operating Expenses					
Salaries and Benefits	340,509	340,509	340,509	440,109	1,461,636
Professional Fees	41,700	40,800	39,300	54,720	176,520
Office Rent and Insurance	47,536	44,736	21,450	21,450	135,172
Telecommunications	4,110	4,110	4,110	4,110	16,440
Office Expense	38,682	29,427	32,047	27,927	128,083
Bad Debts	-	-	-	-	-
Board Meetings	10,450	9,450	10,450	10,450	40,800
Travel and Conferences	36,899	50,699	56,799	85,699	230,096
	519,886	519,731	504,665	644,465	2,188,747
Program Expenses					
Media and Influencer Relations	75,249	90,249	91,749	106,749	363,996
Member & Stakeholder Engagement	82,792	41,892	46,890	73,890	245,464
Gov't Relations & Reg. Affairs	87,775	107,275	68,100	100,100	363,250
Industry Alignment	90,000	15,000	15,000	15,000	135,000
Refurbishment	47,500	35,500	40,000	15,000	138,000
	383,316	289,916	261,739	310,739	1,245,710
Special Projects					
Ontario Nuclear Advantage	15,255	15,255	40,255	90,255	161,020
SMR Secretariat	53,076	66,276	53,736	93,033	266,121
Clean Energy / Electrification	-	-	-	-	-
SMR Research	-	-	-	-	-
	68,331	81,531	93,991	183,288	427,141
	1,190,573	(784,672)	(227,035)	(927,796)	(748,930)



Business Continuity Plan Canadian Nuclear Association

July 2020

*****IN THE EVENT OF AN INCIDENT, GO DIRECTLY TO PAGE 5 OF THIS DOCUMENT*****

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Purpose

This Business Continuity Plan (BCP) outlines the actions to be taken by the CNA in response to a major disruption to its ability to do business in the normal manner.

Scope

This BCP is intended to address a broad spectrum of major disruptive events, such as:

- *Natural* events, e.g., windstorm, earthquake, flood
- *Environmental* events, e.g., fire, chemical spill
- *Infrastructure outages*, e.g. telecommunications, electricity, water
- *Human threats*, e.g., bomb threats, terrorism
- *Biological events*, e.g., the release of an infectious agent or toxic substance, pandemic (a Pandemic Plan is provided in *Appendix G: Pandemic Plan*).
- *Cyber events*, e.g., major system outage, disclosure of sensitive information, denial of service¹

A more detailed list of events addressed is provided in *Appendix H: High Level Risk Assessment*.

Authority to invoke: This BCP can be invoked in part (any part) or in its entirety, as warranted by the circumstances. Authority to invoke rests with the Vice President and President and CEO.

Plan execution: Except where otherwise indicated, the Membership & Project Manager is responsible for providing advice on the invocation and timing of responses and for coordinating their execution.

Guiding Principles

During a major disruptive incident, the high-level order of priorities is:

1. Ensure the safety of employees (and any non-employees on premises).
2. Minimize the impact on the CNA's operations and assets:
 - a) Continue carrying out Critical Activities, listed in *Appendix A: Critical Activities and Resources Required to Perform Them*, at an acceptable level of performance.
 - b) Continue carrying out as many other activities as appropriate in the circumstances.
 - c) Resume all disrupted activities in an orderly and timely manner.

During a disruption, any portion of this BCP could be superseded by directives from a government entity, e.g., municipal/provincial/federal government, emergency services (police, fire ...).

All CNA policies not superseded by this BCP remain in effect during its execution.

Plan Availability

CNA staff must ensure that both electronic and paper versions of this Plan are available to them at all times (including at home).

Exercising and Maintenance

Responsibility for exercising and maintaining this BCP rests with the Membership & Project Manager.

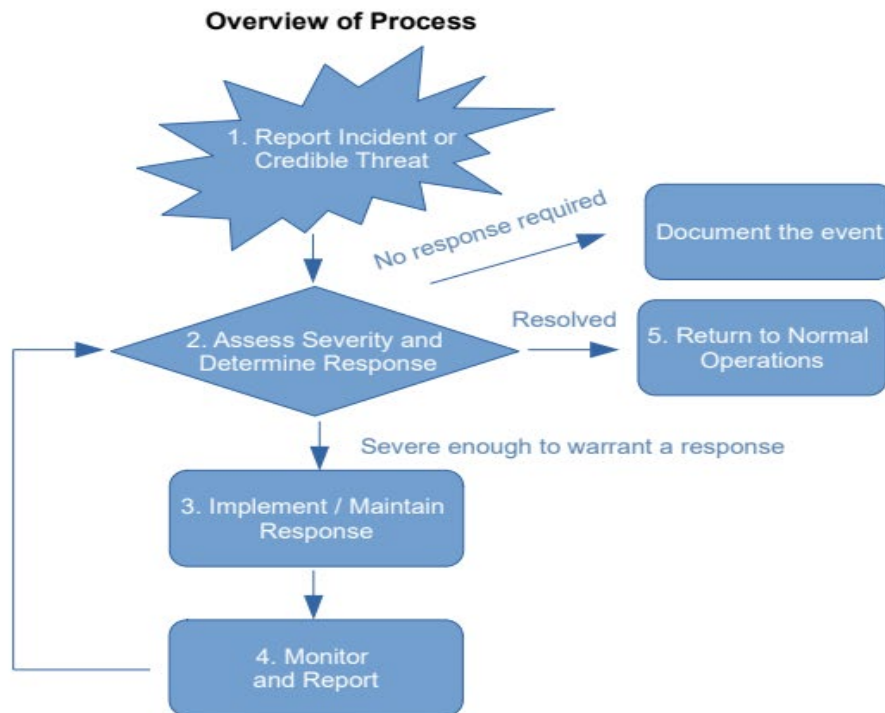
¹This BCP addresses responding to cyber events at a high level. Specific responses to various cyber events are outside of the Plan.

The BCP is to be exercised annually, at a minimum, and reviewed and updated whenever:

- It is executed or exercised, in order to reflect lessons learned.
- There is a significant change in circumstances which may invalidate any part of it.

Responding to a Major Disruptive Incident

The diagram below provides an overview of the process for responding to a major disruptive incident or credible threat of such an incident. The table that follows provides further details on the steps involved.



Process for Responding to a Major Disruptive Event

#	Step	Description and Responsibilities
1	Report incident or credible threat	<p>A major disruptive incident occurs, or something happens indicating that one will definitely occur or has a high likelihood of occurring in the near term.</p> <p>All staff are responsible for immediately reporting any major disruptive incident or threat thereof to the Membership & Project Manager - see <i>Appendix B: CNA Staff Contact Information and Call Tree</i> for contact information.</p> <p>Notes:</p> <ol style="list-style-type: none"> <i>Evacuation procedures</i> are provided in <i>Appendix F: Evacuation Procedures</i>. Selected personal safety procedures, e.g., what to do in the case of an earthquake, are provided in <i>Appendix I: Personal Safety Procedures</i>.
2	Assess severity and determine response	<p>Membership & Project Manager:</p> <ol style="list-style-type: none"> Assess the situation using the guideline in <i>Appendix C: Situation Assessment</i> and determine whether to escalate to the Vice President. <p style="margin-left: 40px;"><i>Note:</i> If the situation does <i>not</i> call for any business continuity responses, document the event and why no response was required.</p> If the decision is to escalate, do so (notify the Vice President) and begin preparing for the Vice President recommendations as to what responses, as per the list below, to invoke (if any) and when they should be invoked. Begin documenting decisions made and actions taken. Continue logging these until resumption of normal operations. <p>Vice President: Convene a meeting, videoconference, or teleconference of the Leadership Team, to brief the Team and decide:</p> <ol style="list-style-type: none"> Which response(s) to invoke and when they are to be invoked. Focus on Critical Activities as per <i>Appendix A</i>. How often the Leadership Team will meet for updates and decision making and whether meetings will be held in person, videoconference, teleconference, or a combination thereof. Which stakeholders, if any, will be notified of the situation, the key messages to be communicated to them and the communication channels to be used. <i>Appendix D: Communication Plan</i> sets out channels and responsibilities for communicating with stakeholders.
3	Implement / maintain response	<p>Membership & Project Manager: Coordinate the implementation and maintaining of invoked responses and stakeholder communications.</p>
4	Monitor and report	<p>Vice President: In consultation with the Leadership Team, determine how frequently (e.g., at fixed intervals, or only when there is a material change):</p> <ol style="list-style-type: none"> The Membership & Project Manager is to provide updates to the Vice President or Leadership Team and how they will be provided, e.g., via email, in-person meeting, videoconference, teleconference, or a combination thereof.

Process for Responding to a Major Disruptive Event		
#	Step	Description and Responsibilities
		<p>2. Updates will be provided to other stakeholders (may differ by category of stakeholder).</p> <p>Membership & Project Manager: Prepare and deliver updates to the Vice President/Leadership Team.</p> <p>Communications Officer: Prepare updates for stakeholders, in consultation with the Vice President and staff who will be sending the updates to stakeholders (Stakeholder Liaison persons, as per <i>Appendix D</i>).</p> <p>Stakeholder Liaison persons: Send updates to stakeholders.</p>
Back to 2	Re-assess severity and response	<p>Membership & Project Manager:</p> <ol style="list-style-type: none"> 1. Reassess the situation and actions taken and recommend any appropriate changes (e.g., invocation of additional responses or phasing out of current responses), and timing for these changes, to the Vice President. 2. Plan ahead - proposed next steps for the future - to the extent possible. <p>Vice President: Decide what changes will be made (if any) and their timing, in consultation with the Leadership Team.</p> <p>Membership & Project Manager: Coordinate the implementation of changes.</p>
5	Return to normal operations	<p>Membership & Project Manager: Once the situation is back to or approaching normal, prepare, in consultation with other staff as appropriate, a proposed plan for a return to normal operations, for the Vice President's consideration. See <i>Appendix E: Return to Normal Operations</i> for considerations when developing a plan.</p> <p>Vice President: Finalize a plan for returning to normal operations, in consultation with the Leadership Team.</p> <p>Membership & Project Manager: Coordinate the execution of the plan for returning to normal operations.</p>

Potential Responses

1. Remote Access

All staff performing Critical Activities have the capability to perform them remotely – essentially anywhere with a secure high speed Internet connection - provided they have the required equipment and other resources with/available to them (e.g., VPN access). They can access required documents/data/information and collaborate (e.g., to obtain approvals) via email, instant messaging (Microsoft Teams), telephone, teleconference, and videoconference (Microsoft Teams or Zoom). This continuity strategy could be used indefinitely. It has been successfully used for weeks during the Covid-19 outbreak, and prior to that various staff regularly or occasionally worked from home.

2. Use of Alternates/Other Staff

Several Critical Activities can be performed by at least one other staff member if the primary staff member(s) responsible for the Activity is unavailable (see Human Resources table in

Appendix A)². Also, staff performing activities not on the list of Critical Activities could be temporarily reassigned to assist with Critical Activities.

These strategies could be used for up to one month, depending on the Activity. After that, staff would need to return to their normal duties.

3. *Alternate Sites*

Should the CNA offices become inaccessible, arrangements potentially could be made for at least some staff to work at a vendor (e.g., Gridway Computing Corporation) or member (e.g., Bruce Power, Ontario Power Generation) location in Ottawa. Alternatively, some staff potentially could work out of a staff member's home.

Arrangements could probably quickly be made for CNA staff to make CNA web site updates on the website hosting vendor's premises.

These strategies could be used for up to two weeks.

4. *Use of Third Parties:*

CNA website updates could be made by the website hosting vendor. Updates could be sent in writing or provided over the telephone. These strategies could be used indefinitely, as long as the vendor was available.

5. *Additional strategies applicable to pandemic scenarios, and potentially others involving a significant absence of staff, are set out in the Potential Responses section of Appendix G Pandemic Plan.*

Appendix A: Critical Activities and Resources Required to Perform Them

CRITICAL ACTIVITIES

The following table lists activities that are deemed Critical Activities because either they:

1. Would be required in order to deal with a major disruption, or
2. Have a Maximum allowance downtime (MAD) of 24 hrs - if they were unavailable for more than 24 hours, members might begin questioning the CNA's resilience and the value of CNA membership, which would be an unacceptable reputational impact.

Also indicated are interdependencies between Critical Activities.

Critical Activities generally³ should be maintained or recovered first, in the order of priority set out below. Remaining activities, listed in *Appendix B Other Activities*, generally⁴ should be recovered subsequently, as soon as time permits.

#	Critical Activity	Interdependencies ⁵ (Critical Activity #)
1	Human Resource Management - benefit administration, general support to staff (e.g., assisting and monitoring any injured staff or staff requiring help).	None
2	Regular contact and collaboration with the Executive Committee and Board of Directors.	None
3	Maintaining the CNA website and social media accounts (Twitter, LinkedIn, Instagram, Facebook) as means of communication regarding the disruption and any other priorities at the time.	None
4	News briefings and press releases regarding the major disruption and any other priorities at the time (e.g., nuclear event in Canada or elsewhere in the world).	2
5	Media monitoring of local, national, and international nuclear-related news, for members.	None
6	Regular contact and collaboration with relevant government departments (federal, provincial/territorial, municipal).	2

³These are guidelines. Some circumstances may call for a different prioritization. Also, in some cases it may be possible to recover multiple Critical Activities concurrently.

⁴Again, these are guidelines. Some circumstances may call for one or more of these activities to be given a higher priority (potentially even to be considered a Critical Activity).

⁵Other Critical Activities that must be performed in order for this Critical Activity to be performed.

#	Critical Activity	Interdependencies ⁵ (Critical Activity #)
7	Industry coordination and alignment, e.g., with/for Our Nuclear Advantage, Organization of Canadian Nuclear Industries (OCNI), CANDU Owners Group (COG) and Small Modular Reactor (SMR) Roadmap.	2
8	Coordination of BC Plan execution.	1
9	Finance/Accounting – payroll, membership invoicing, issuing of payments.	None

RESOURCES REQUIRED

Human Resources

#	Critical Activity	Primary Individual(s) Performing Activity ⁶	Alternate(s) ⁷	Any Third Parties Who Could Perform? ⁸
1	Human Resource Management	Sue Kavanagh	Tricia Weagant	There are multiple options. JG/TW to source and hire Syncworks – A. Graham Business Sherpa Group
2	Regular contact and collaboration with Executive Committee and Board of Directors	Tina Asdrubolini Consultant – Governance Corporate Secretary	Tricia Weagant John Gorman	No
3	Maintain CNA website, social media accounts	Comms Team: Romeo St. Martin Ashley Anstey	Jessica Clifford	External Partner
4	News briefings and press releases	Comms Team: Romeo St. Martin	Gehna Singh Kareckas	Emma Capombassis, Communications Consultant

⁶Including any third parties (e.g., vendor, contractor) who normally perform the Critical Activity or some portion of it.

⁷Alternates have the required skills, knowledge, training, access to the required documents/data/information/anything else they would need and would not be occupied performing a higher priority activity.

⁸Any third parties who do not normally perform the Critical Activity but could as a last resort. They have the required skills, knowledge, training, access to the required documents/data/information/anything else they would need.

#	Critical Activity	Primary Individual(s) Performing Activity ⁶	Alternate(s) ⁷	Any Third Parties Who Could Perform? ⁸
5	Media monitoring	Comms Team: Romeo St. Marin Gehna Singh Kareckas	Jessica Clifford Ashley Anstey	No
6	Regular contact with government departments	George Christidis Steve Coupland John Gorman	CRM GR Officer	Consultants
7	Industry coordination and alignment	Tricia Weagant John Gorman	George Christidis Steve Coupland John Stewart	Consultants
8	Coordination of BC Plan execution	Tricia Weagant	Jessica Clifford	Patrick Hart
9	Finance/Accounting – payroll, payments	Chris St.Germain Kurt Wendler	External outsource partner	Consultants

Other Resources and Key Vendors: Facilities, Equipment, Documentation/Data/Information, IT Systems and Associated RTOs and RPOs, Software/Applications

The following resources are required for all Critical Activities, except where otherwise indicated.

Resource	Description	Key Vendor(s)	Alternate Vendor(s)/ Contingency Option
<i>Facilities</i>	Office space or equivalent with sufficient room for required equipment.	1. Metcalfe Realty (landlord, 130 Albert Street) 2. Proveras, Alan Doak	None
<i>Equipment</i>	Cell phone, chair, desk/table, laptop with video capabilities. In some cases: printer, scanner.	1. Gridway Computing Corporation 2. Telus 3. Rogers 4. LBC Capital	Personal cell phones or land lines could be used.
<i>Documentation/Data/Information</i>	All available on the shared drive or CNA website. Hard copies of some documents are	1. Gridway Computing Corporation 2. Selectrum 3. Microsoft	SharePoint

Resource	Description	Key Vendor(s)	Alternate Vendor(s)/ Contingency Option
	available at the CNA offices.		
<i>IT Systems</i>	<p>Reliable high-speed Internet connection, VPN, email, shared drive, videoconferencing, teleconferencing.</p> <p>In order to support the MAD of 24 hrs for Critical Activities, these systems need to be recovered within 24 hours of the beginning of any outage, i.e., their RTO = 24 hours.</p> <p>Up to 24 hours of data loss would be acceptable, i.e., RPO = 24 hours.</p>	<ol style="list-style-type: none"> 1. Gridway Computing Corporation 2. Telus 3. Zoom 4. Microsoft Teams 	Personal email accounts could be used.
<i>Software/applications</i>	Microsoft Word, Excel, Outlook SharePoint, PowerPoint, Teams; Adobe Acrobat, Illustrator, InDesign; Mailchimp, Campaign Monitor, CRM	<ol style="list-style-type: none"> 1. Gridway Computing Corporation 2. Campaign Monitor 3. Mail Chimp 	Send Personally

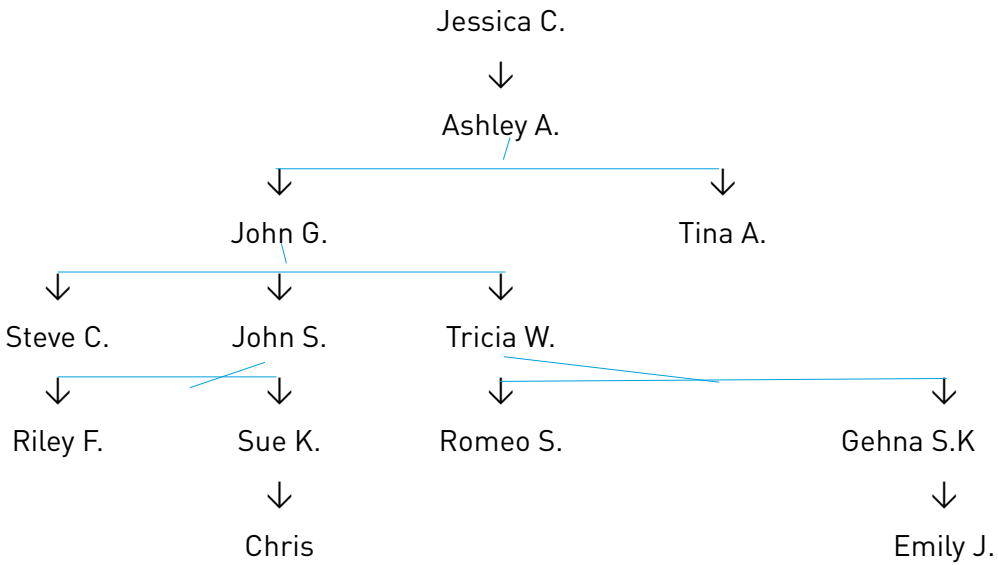
Appendix B: CNA Staff and Key Vendor Contact Information and Call Tree

In situations where time is of the essence, the “call tree” indicated under “Responsible for Calling” should be used. Otherwise, the Human Resources Consultant is responsible for contacting staff.

	Phone	Personal Email	Responsible for Calling – see Call Tree below
Ashley Anstey	613-720-1048	ashleyanstey@live.com	Jessica
George Christidis	613-293-5242		Steve
Jessica Clifford	+44 (0)7367 880 811 613-701-8972	jclif099@gmail.com	Ashley
Steve Coupland	519-386-0704		John Gorman
John Gorman	613-790-5697	johnarthurgorman@gmail.com	Ashley
Emily James	613-852-8222	e.james@live.ca	Gehna
Romeo St. Martin	613-293-9599		Tricia
John Stewart	613-986-4262		John Gorman
Tricia Weagant	613-806-5168	taweagant@gmail.com	John Gorman
Chris St. Germain	613-878-7352	chrisstgermain@outlook.com	Sue
Tina Asdrubolini	613-809-1790		Ashley
Riley Found	416-557-6955		John Stewart
Kurt Wendler	613-222-0029		Chris

	Phone	Personal Email	Responsible for Calling – see Call Tree below
Gehna Singh Kareckas	(613) 979-4272		Tricia
Sue Kavanagh	613-523-5827	sue.kavanagh@cleahrstrat.ca	John Stewart

Call Tree



Conference call information:

Primary Number (Ashley's Conference Line): 1-844-511-2074

Moderator Code: 924-314-403

Participant Code: 973-071-828

Alternate Number:

Each staff member has an assigned conference call number with Moderator and Participant codes.

Key Vendors

Vendor	Contact	Phone	Email	CNA Liaison ⁹
Metcalfe Realty		613-563-4442	metcalfe@metcalfe.ca	Tricia
Proveras	Alan Doak			Sue
Gridway Computing Corporation	Nancy Powers	(613) 266-5260	npower@gridway.net	Sue
Telus	Chamath Harischandra	416-660-4776	chamath.harischandra@apexwireless.ca	Ashley
Rogers	Sarika Sharma	855-278-5607 Ext: 56092	SBPremiumsupport17@rci.rogers.com	Ashley
LBC Capital				Ashley
Selectrum	Mathieu Page	819-777-4555	mpage@selectrum.com	Ashley
Microsoft				Ashley
Zoom				Ashley
Ketchum	Emma Capombassis	416 317 3540	emmacapombassis@outlook.com	Tricia
Mail Chimp	Helpdesk			Jessica
Earnscliffe Strategy Group	Rick Anderson	613-854-6449	rick@earnsccliffe.ca	John G.
Kim Rudd		905.373.3542	kimruddpersonal@gmail.com	Tricia
Utilia Amaral		416-802-8041	utilia.amaral@gmail.com	Tricia

⁹The person responsible for notifying and communication with the vendor during a disruptive event.

Appendix C: Situation Assessment

The following set of questions is provided as guidance on what to address in situation assessments / reports. It should be augmented/customized if called for in the circumstances.

General questions to be answered:

- What happened?
- How bad is the situation?
- What is being done, by whom?
- What is the potential for things to get worse?
- How long is the situation expected to/could it last?

What happened?

1. Assess available information – how reliable is it?

How bad is the situation?

- *People:*
 - Has anyone been hurt or is anyone in danger?
 - Is any other urgent assistance required?
 - How are staff reacting to the situation and how is morale in general?
- *Critical Activities*
 - Have any Critical Activities been impacted? If so, in what way?
- *Premises:*
 - Has there been any damage to CNA premises? Are they available and usable?
 - Are there any security threats or issues (e.g., relating to access control)?
- *IT Systems/Technology:*
 - Have any of our IT systems been impacted and if so, what is the extent of the damage?
 - Is the shared drive accessible?
 - Is the CNA web site up?
 - Are smart phones operational?
- *External Stakeholders:*
 - Has there been an impact on external stakeholders and if so, what is the impact?
- *Reputation:*
 - What has been said about our situation by staff, the Board of Directors, members, the media, or other stakeholders?
 - Is there any potential for negative reaction towards us (harm to our reputation)?

What is already being done, by whom?

- *People:*
 - If there are injured people, are they being properly taken care of?
 - If there is potential danger to people, is everyone out of harm's way (including people being protected from any distressing sights to the extent possible and appropriate)?

- If necessary, have arrangements been made to accommodate family members of staff who contact the CNA or come on site?
- If other assistance is required, is it being provided?
- *Business Continuity Strategies:*
 - Have any business continuity strategies been invoked and if so, which ones and what is their status?
- *Premises:*
 - If appropriate, has a physical damage assessment been conducted and if so, what were the results and what actions are being taken?
- *IT Systems:*
 - If appropriate, have vendors been notified that their assistance is/will/may be needed?
 - Have any systems been shut down and business continuity or disaster recovery strategies invoked and if so, which ones and what is their status?
- *Impact on External Stakeholders:*
 - Have steps been taken to minimize impact on external stakeholders and if so, what are they and what is their status?
- *Reputation:*
 - Has an assessment of potential reputational impact been made and if so, what was the result, what action is being taken and what is the status?

What is the potential for things to get worse?

- Could the situation or its after-effects “spin out of control” and if so, why/how, what is being done to stop this from happening and what is the status of those actions?

How long is the situation expected to/could it last??

- Should we simply “ride it out”?
- For how long might we need to have business continuity responses in place?

Appendix D: Communication Plan

The purpose of this Communication Plan is to provide a calm and informed approach to managing communications and liaison with stakeholders during a major business disruption.

The Communications Officer will monitor communications, media reports and directives from local and national governmental organizations; as well as

Objectives

1. Identify who should be informed of the situation
2. Communicate facts about the situation
3. Minimize rumours and correct any miscommunication/misinformation
4. Maintain confidence in the CNA and its members
5. Compare and align strategy with partners such as members

Questions for which answers should be available include:

1. What happened?
2. How has the nuclear industry been impacted (if at all)?
3. How are the industry and CNA responding?

Communications should be open and transparent, with sources credible and current, and be in full cooperation and coordination with key stakeholders.

All written notifications and updates are to be prepared by the Communications Officer, for approval by the Vice President.

Communication Channels

Channel	Primary Product Used	Backup Option(s)
Cell Phone	Telus	<ul style="list-style-type: none"> • Telus Business Connect • WhatsApp • Skype Call • Microsoft Teams
Email	Outlook	<ul style="list-style-type: none"> • Personal email accounts
Conference Call / Videoconference	Telus	<ul style="list-style-type: none"> • Microsoft Teams • Zoom • Telus Business Conferencing

Who Communicates with Whom

The following individuals are responsible for issuing notices and updates to, and maintaining ongoing communication with (e.g., answering inquiries), the stakeholders indicated:

Stakeholder	Responsible (Stakeholder Liaison)	Communication Channel(s)
CNA staff	Primary: Human Resources Consultant Alternate: Vice President	<ul style="list-style-type: none"> • Word of mouth/informal meetings • Weekly staff meetings

Stakeholder	Responsible (Stakeholder Liaison)	Communication Channel(s)
		<ul style="list-style-type: none"> • CNA Operations Tracking Document • Email Backup options: <ul style="list-style-type: none"> • WhatsApp • Facebook Messenger
Board of Directors	Primary: President and CEO Alternate: Vice President	<ul style="list-style-type: none"> • Message from the President and CEO via email • Conference call/video conference
CNA Committees	i. Regulatory Affairs Advisory Committee Primary: Steve Coupland Alternate: Administrative Assistant ii. Public Affairs Advisory Committee Primary: Steve Coupland Alternate: Administrative Assistant	<ul style="list-style-type: none"> • Email • Conference call/video conference
CNA Members	Primary: Romeo St. Martin, Comms Officer Alternate: Membership and Project Manager	<ul style="list-style-type: none"> • Member web site • Email • Member e-newsletter
Media	Primary: Vice President Alternate: President and CEO	<ul style="list-style-type: none"> • Email • In person interview • Phone interview
General Public	Primary: Vice President Alternate: Communications Officer	<ul style="list-style-type: none"> • CNA web site • Social media • Public newsletter
Vendors	See Appendix B.	

Key Messages (to be adjusted as appropriate)

CNA Staff

- The situation is under control and being monitored.
- There is an approved strategy being followed.
- Staff will be kept informed on the status of the situation.

Board of Directors, Committees and Members

- The CNA's services are operational.
- We are prepared to escalate our response if necessary, in accordance with our Business Continuity Plan.
- We are monitoring the situation closely, with particular attention to potential impacts to the nuclear industry.

Media and General Public

- The nuclear industry is well prepared for this situation.
- The CNA's services are operational.

- We are prepared to escalate our response if necessary, in accordance with our Business Continuity Plan.
- We are monitoring the situation closely, with particular attention to potential impacts to the nuclear industry.

Contact Information

Stakeholder Category	Contact	Phone	Email
CNA staff	See Appendix B: CNA Staff Contact Information and Call Tree		
Board of Directors	Tina Asdrubolini	See above	asdrubolinit@cna.ca
CNA Committees	John Stewart Steve Coupland	See above	stewartj@cna.ca couplands@cna.ca
CNA Members	Jessica Clifford	See above	cliffordj@cna.ca
Media	Tricia Weagant	See above	weagantt@cna.ca
Vendors	See Appendix B.		

Appendix E: Return to Normal Operations

Guidelines and Considerations in Developing a Plan to Return to Normal Operations

1. Critical Activities are to be restored first; concurrently where possible, and otherwise in the order indicated in *Appendix A: Critical Activities and Resources Required to Perform Them*. Other activities – see Appendix J: Other Activities - are to be restored as time permits.
2. If appropriate, issue post-disruption e-mails and/or hold staff meetings to:
 - a) Explain why it is now safe to return to work and promote confidence in the workplace.
 - b) Address any remaining disruption-related issues, e.g., recognition of any injuries among staff; explanation of steps taken to help prevent a similar disruption.
2. Once an activity has been restored, notify *all* stakeholders affected by the disruption of the return to normal operations. If it will take time before an activity is fully restored, stakeholders should be so advised and kept apprised of progress.
3. Consider rewarding any employees who worked through the disruption or made outstanding work contributions.
4. Facilitate development and implementation of any required post incident communication strategy as appropriate, with emphasis on stakeholder communication.
5. Upon return to normal operations, document lessons noted. Ask all staff to do the same and consolidate input into a post incident report.
6. Plan a full review, evaluation and revision of the BC Plan.

Procedure for Planning a Return to the Office

1. Identify who will do what in ensuring the office is ready for staff's return and during the actual transition back to the office.
2. Determine timing (e.g. over a weekend) and the elapsed time that will be required for the transition.
3. Identify and make arrangements with any business partners whose assistance will be required, e.g., telecommunications, IT support, etc.
4. Identify parallel processing issues:
 - a) Determine if running in parallel at the office and remotely for a time is appropriate.
 - b) Determine timing and procedures for any data synchronization required (e.g., if staff have been working "offline").
 - c) Determine testing required to ensure premises are operational.
5. Develop migration plan (including testing to ensure readiness for the transition); establish a transition schedule.
 - a) Coordinate with other parties – landlord, business partners, etc.
 - b) Schedule required internal resources.

6. Ensure staff, stakeholders and vendors receive the appropriate communications regarding plans and status.
7. Carry out the transition and resume normal operations.

Appendix F: Evacuation Procedures

1. If the fire alarm is sounding or you are instructed to evacuate, leave immediately.

Use the stairs - NOT the elevator. Watch your step – look out for debris etc.

Note: If there is any question as to whether there should be an evacuation and a decision is made not to evacuate, you will be notified by Ashley Anstey, Administrative Assistant. Any time you feel at risk and want to evacuate, you may do so, recognizing, however, that this will be at your own risk and that there may be circumstances under which you will not be allowed back into the building.

2. **If you see someone needing help in evacuating, help them or get someone else to do so.**

If the person is seriously injured, call 911. Don't assume someone else has already called.

3. **Assembly – go to** World Exchange, Shoppers Drug Mart (outside door) at the corner of Albert and Lyon.

If this location is not an option, go to the Public Library at the corner of Laurier Street.:

Once you get to the assembly location, **assemble with other CNA staff**. There will be a roll call and *you need to be accounted for*.

4. ***Vice President or the next most senior staff member in attendance:*** conduct a roll call.

Assign someone to return close to 130 Albert Street (at a safe distance), monitor the situation and advise staff at the assembly location when they can reenter the building. If anyone is missing, have that person advise first responders (e.g., Fire or Police Services) of the missing person(s).

5. **Wait for further instructions (e.g., when you can reenter CNA premises).**

Appendix G: Pandemic Plan

Purpose and Objectives

This Pandemic Plan, which forms part of the CNA's overall Business Continuity Plan, is designed to provide guidelines for managing the risk associated with a pandemic¹⁰. It is intended to:

1. Reduce the risk of staff becoming ill and of spreading the virus among staff.
2. Educate staff as to how they can protect themselves and their loved ones.
3. Put the CNA in a state of readiness to assist any staff who become ill by knowing what to do and being prepared to react in a timely manner.
4. Mitigate the impact of a pandemic on CNA operations.

Potential Impacts of a Pandemic

Individual employers should consider their workforces and their particular circumstances; however, most organizations should plan for 25- 50% staff absences for periods of about two weeks at the peak of a severe pandemic, and lower levels of staff absence for a few weeks either side of the peak. Staff could be absent for a number of reasons, including:

- They are ill.
- They need to take care of loved ones who are ill.
- They need to take care of children whose schools or day care centres have been closed.
- They have been quarantined.
- Public transit has been shut down and they have not found an alternative way to get to work.
- They want to volunteer to help people in their community.
- They are afraid to come to work, especially if using public transit and if working in heavily populated office towers.

As the impact of a pandemic may be widespread, little outside assistance may be available.

Restrictions on movement of people from region to region could be imposed.

Shortages could occur because of disruptions in transportation systems or inability of suppliers or contractors to meet demands because of their own staff shortages.

During a pandemic there could be restrictions at ports, airports, bus and train stations. Persons leaving an area affected by the pandemic might be screened for signs and symptoms of pandemic-related influenza.

The general public may be advised to avoid crowded situations and to stay home as much as possible.

Pandemic Plan

Government directives: The CNA will follow directives and guidelines issued by governmental agencies such as the Public Health Agency of Canada, the Province of Ontario and the City of Ottawa. Should

¹⁰The Plan, or portions of it, also could be used for other scenarios involving a significant absence of staff.

any conflicts arise between government directives/guidelines and this Plan, the government directives/guidelines will be followed.

Flexibility of Plan: as it is not feasible to identify all potential pandemic scenarios, this Plan is presented as a set of guidelines that can be applied as is or modified to fit the specific circumstances, to allow flexibility in dealing with the pandemic and various personal situations with which staff may be faced.

Guidelines – Responses and Timing of Responses

The following guidelines will be used to help determine the timing of responses to a pandemic.

Application of these guidelines will necessarily involve judgment as to whether they are appropriate in the current circumstances.

Authority to invoke: Authority to invoke the responses set out in this plan, and the timing of their implementation, rests with the Vice President and President and CEO.

Responsibility for advising and plan execution: The Human Resources Consultant is responsible for providing advice on the invocation and timing of responses and for coordinating their execution.

Factors to Consider

Severity of the disease, e.g., is it considered:

- Similar to seasonal flu, with few hospitalizations and deaths?
- Worse than seasonal flu, with increasing hospitalizations and deaths?
- Severe, with many, widespread hospitalizations and deaths?

Proximity of the nearest outbreaks to Ottawa and the CNA's offices, e.g.:

- Have there been outbreak(s) in or close to (e.g., within 100 km of) Ottawa?
- Are there any confirmed case(s) among CNA staff or their families?

Impact to the CNA, e.g.:

- Absenteeism - is it higher than to the norm, including during the regular flu season?
- Effect on day-to-day operations.
- General anxiety level of employees, e.g., have there been any hospitalizations or deaths among staff, their families, or extended communities?

Potential Responses

<p align="center">Potential Initial Responses - “Awareness and Monitoring Stage”</p> <p>E.g., Severity is similar to the seasonal flu, no outbreaks within 100 km of Ottawa, no material impact to the CNA.</p>	
1.	Hold staff briefings and issue/post communications on: <ol style="list-style-type: none"> a) The symptoms of the pandemic. b) What the CNA is doing to protect staff. c) What staff can do to protect themselves and their loved ones and where they can obtain additional reliable information – see Attachment A for basic guidelines, and the References section below for sources of information.
2.	Monitor the situation closely (research status on at least a weekly basis). Advise staff of any change.
3.	Make alcohol-based hand cleanser available on CNA premises, e.g., at entrances, and provide to each staff member.
4.	Assess whether there is appropriate distancing between work spaces (at least two metres, in the absence of a physical barrier to transmission of the virus).
5.	Where possible, confirm or put in place arrangements for backup persons to assume Critical Activities (see <i>Appendix A: Critical Activities and Resources Required to Perform Them</i>) in the event that those performing them become ill. Ensure key processes are highlighted and documented.
6.	Ensure a minimum one month’s supply of critical office supplies, e.g., cleaning and disinfecting supplies, paper, toner cartridges, batteries ...
7.	Where possible, confirm or put in place alternate arrangements for any critical suppliers/contractors (e.g., IT support).
8.	Ensure that equipment/systems/software enabling staff to work from home are functional – test anything that has not been tested or used recently. Complete additional training sessions to confirm employee’s ability to access the training.
<p align="center">Potential Additional Responses if Situation Escalates</p>	
9.	Monitor the situation closely (research status three times weekly, or daily). Advise staff of any change.
10.	Make cleaner for disinfecting hard surfaces available to all employees.
11.	Implement a procedure for screening and dealing with potential pandemic-related influenza cases – see Attachment B.
12.	Prohibit business travel to countries for which the Government of Canada has issued travel advisories or implement a full travel ban.
13.	Consider developing and implementing policies regarding: <ol style="list-style-type: none"> a) Absence from work – how will absences for the various potential reasons noted above (and potentially others) be treated? b) Return to work – when is it considered safe to return? c) Media contact - who is authorized to interact with the media and to whom media requests should be referred?

<ul style="list-style-type: none"> d) Workplace cleaning – the frequency with which common areas and personal workspaces must be cleaned with disinfectant e) Handling of packages received from external sources - e.g., require the use of gloves and masks f) “Physical distancing”, e.g.: eliminating or minimizing in-person meetings, staff attendance at business events such as conferences, meetings and other mass gatherings; refraining from hand shaking; and closing lunchroom and meeting rooms.
14. Post a notice at entry points to CNA premises advising staff and visitors not to enter if they have pandemic-related influenza symptoms and who to call.
15. Consider implementing split operations – requiring that staff work from different locations (e.g., some at home) so that an outbreak in one location does not affect all/many staff.
16. Be prepared to assist any staff who are traveling if they become ill while traveling or become stranded due to border closures or other issues.

Communication

For each step taken, there is a need to consider:

- Who should be notified
- What information should be provided
- What medium should be used and how frequently updates should be provided
- *Appendix D: Communication Plan* sets out responsibilities for communicating with the various stakeholders.

Return to Business as Usual

Once pandemic-related influenza activity has decreased to levels normally seen for seasonal influenza:

1. Maintain vigilance and close monitoring of the situation, remaining prepared for a potential resurgence.
2. Issue post pandemic emails and/or hold staff meetings to:
 - a) Explain why it is safe to return to work and promote confidence in the workplace.
 - b) Address any remaining pandemic-related issues such as recognition of illnesses and deaths among staff and their loved ones.
3. Identify at what points restrictions should be relaxed and removed.
4. Consider rewarding employees who worked through the pandemic or made outstanding work contributions during the pandemic.

Maintenance of Plan and Frequency of Review

The Human Resources Consultant is responsible for maintaining this plan, which is to be reviewed at least annually and at the end of a specific pandemic crisis to include updates from a lessons learned discussion with all staff.

References

Additional information may be obtained from the following sources of information referenced in developing this Plan:

World Health Organization

Centers for Disease Control and Prevention

ATTACHMENT A: STEPS TO PROTECT YOURSELF

Taking these steps may help reduce exposure to the virus and protect health:

- Wash your hands often with soap and water (for a minimum of 20 seconds) or alcohol-based hand sanitizer.
- Sneeze and cough into your sleeve or a tissue. Dispose of tissue immediately and wash your hands.
- Avoid touching your eyes, nose or mouth.
- Avoid contact with people who are sick.
- Do not visit hospitalized patients or residents of retirement homes or long-term care homes if you are experiencing flu-like symptoms. Stay home if you are sick.

ATTACHMENT B: IDENTIFYING AND RESPONDING TO POTENTIAL PANDEMIC-RELATED INFLUENZA CASES

If you encounter staff or visitors who you consider may be displaying symptoms of pandemic-related influenza (listed below), these procedures are to be followed:

Ask the person if they have any of the following symptoms and potential indicators:

- Fever
- Cough or difficulty breathing
- They recently have been to a location where there has been an outbreak
- They have been in contact with someone diagnosed with pandemic-related influenza

If the person is considered to potentially have the disease:

- Provide them with a surgical mask (if available) and ask them to leave work immediately. Send them home by taxi, at the CNA's expense, advising them to call their doctor or a clinic to advise that they have a suspected case of pandemic-related influenza.
- Reassure the employee that they will continue to be paid.

Appendix H: High Level Risk Assessment

Introduction

This high-level risk assessment lists the risk events to be addressed, at least at a high level, within the Canadian Nuclear Association's (CNA) Business Continuity Plan. These are events having a realistic chance of occurring that would cause major disruptions to the carrying out of CNA activities.

List of Risk Events to be Addressed¹¹

1. Major loss of staff, e.g., due to epidemic/pandemic
2. Loss of premises, e.g., due to fire, water disruption, explosion, air quality, civil disorder, lockdown ...
3. Cyber attack
 - a) Social Engineering
 - b) Phishing
 - c) Ransomware
 - d) Malware
 - e) Web site - defacing/corruption of information, Denial of service
 - f) Data corruption
4. Loss of key member funding
5. Failure of key supplier
6. Theft (insider or external threat, vital information, or material)
7. Data corruption (accidental)
8. Misconfiguration of technology (accidental)
9. Sabotage (insider or external threat)
10. Earthquake
11. Tornado or other major storm
12. Blizzard
13. Ice storm
14. Power outage
15. Natural gas outage
16. Water outage - supply interruption (e.g., drought, equipment failure)
17. Telecom outage
18. IT outage
19. Large scale contamination – food, water, air ...
20. Terrorism
21. Geopolitical (e.g., nuclear event in another country)
22. Active shooter
23. Hazardous material (e.g., spill on Queensway)

¹¹There is overlap between some of these risk events.

References

- City of Ottawa Long-Term Risk Prevention & Mitigation Plan
- Algonquin College Emergency Procedures
- Hazard Identification and Risk Assessment, Emergency Management Ontario
- Public Safety Canada All Hazards Risk Assessment Methodology Guidelines

Appendix I: Personal Safety Procedures

What to do during a **Fire**

- If your clothes catch on fire, you should:
- Stop, drop, and roll - until the fire is extinguished. Running only makes the fire burn faster.
- To escape a fire, you should:
- Check closed doors for heat before you open them. If you are escaping through a closed door, use the back of your hand to feel the top of the door, the doorknob, and the crack between the door and door frame before you open it. Never use the palm of your hand or fingers to test for heat - burning those areas could impair your ability to escape a fire (i.e., ladders and crawling).

Hot Door	Cool Door
Do not open.	Open slowly and ensure fire and/or smoke is not blocking your escape route. If your escape route is blocked, shut the door immediately and use an alternate escape route. If clear, leave immediately through the door and close it behind you. Be prepared to crawl. Smoke and heat rise. The air is clearer and cooler near the floor.

- Crawl low under any smoke to your exit - heavy smoke and poisonous gases collect first along the ceiling.
- Close doors behind you as you escape to delay the spread of the fire.
- Stay out once you are safely out. Do not reenter. Call 9-1-1.

What to do during an **Earthquake**

- Be aware that some earthquakes are actually foreshocks and a larger earthquake might occur. Minimize your movements to a few steps to a nearby safe place and if you are indoors, stay there until the shaking has stopped and you are sure exiting is safe.

If indoors

- **DROP** to the ground; take **COVER** by getting under a sturdy table or other piece of furniture; and **HOLD ON** until the shaking stops. If there isn't a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- Use a doorway for shelter only if it is in close proximity to you and if you know it is a strongly supported, load bearing doorway.
- Stay inside until the shaking stops and it is safe to go outside. Research has shown that most injuries occur when people inside buildings attempt to move to a different location inside the building or try to leave.
- Be aware that the electricity may go out or the sprinkler systems or fire alarms may turn on.
- **DO NOT** use the elevators.

If outdoors

- Stay there.
- Move away from buildings, streetlights, and utility wires.
- Once in the open, stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits and alongside exterior walls. Ground movement during an earthquake is seldom the direct cause of death or injury. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects.

If trapped under debris

- Do not light a match.
- Do not move about or kick up dust.
- Cover your mouth with a handkerchief or clothing.
- Tap on a pipe or wall so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.

What to do during a Tornado

- If you are under a tornado WARNING, seek shelter immediately!

If you are in:	Then:
A structure (e.g. residence, small building, school, nursing home, hospital, factory, shopping center, high-rise building)	<ul style="list-style-type: none"> • Go to a pre-designated shelter area such as a safe room, basement, storm cellar, or the lowest building level. If there is no basement, go to the center of an interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. Put as many walls as possible between you and the outside. Get under a sturdy table and use your arms to protect your head and neck. Do not open windows.
A vehicle, trailer, or mobile home	<ul style="list-style-type: none"> • Get out immediately and go to the lowest floor of a sturdy, nearby building or a storm shelter. Mobile homes, even if tied down, offer little protection from tornadoes.
The outside with no shelter	<ul style="list-style-type: none"> • Lie flat in a nearby ditch or depression and cover your head with your hands. Be aware of the potential for flooding. • Do not get under an overpass or bridge. You are safer in a low, flat location. • Never try to outrun a tornado in urban or congested areas in a car or truck. Instead, leave the vehicle immediately for safe shelter. • Watch out for flying debris. Flying debris from tornadoes causes most fatalities and injuries.

What to do if there is an Active Shooter

- An active shooter is an armed person who has used deadly physical force on other persons and continues to do so while having unrestricted access to additional victims.
- Once people are aware that there is an active shooter in their area, they need to follow these guidelines:
- Have an escape route and plan in mind.
- Evacuate regardless of whether others agree to follow.
- Leave all belongings behind and help others escape, if possible.
- Prevent others from entering an area where the active shooter may be present.

Hide out if you cannot evacuate

- Lock the door and blockade it with heavy furniture.
- Silence all cell phones and turn off any sources of noise in the room, such as a television or radio.
- Remain calm.
- Hide in a place out of the active shooter's view with optimal movement that provides protection if shots are fired.
- Do not hide in a place that will restrict options for movement.
- Dial 911, if possible, to alert police to the active shooter's location. If speaking is not an option, then leave the phone line open to allow the dispatcher to listen.

Take action as a last resort

- As a last resort, and only when death is imminent, attempt to disrupt or incapacitate the active shooter by throwing items and improvising weapons, yelling, or acting as aggressively as possible against him or her. Ensure to commit to the actions.
- Escape if possible. If the shooter is in close range and people cannot flee, their chance of survival is much greater if they try to incapacitate the shooter.

When law enforcement arrives

- Remain calm and follow the police officer's instructions.
- Place any carried items on the ground, raise both hands and spread all fingers.
- Keep hands visible at all times, and avoid making quick movements toward officers, such as attempting to hold onto them for safety.
- Avoid pointing, screaming, or yelling.
- Do not stop to ask officers for help or direction when evacuating. Just proceed in the direction from which officers are entering the premises.

After evacuation is complete

- Provide details about the active shooter to law enforcement personnel. Members should provide the following information: location and number of shooters, physical description of shooters, number and type of weapons used and number and location of potential victims.

Appendix J: Other Activities

Remaining activities should be recovered (as soon as time permits) in the following order, to the extent possible:

1. Member support as required (e.g., member inquiries).
2. Committee and working group support.
3. Regulatory interventions and submissions to the Canadian Nuclear Safety Commission.
4. Regular contact and collaboration with indigenous communities, international contacts and like-minded nuclear associations and groups not mentioned within the list of Critical Activities.
5. Public education and awareness material, e.g., on the CNA website, TalkNuclear Blog, Teach Nuclear website, CNA Factbook.
6. CNA Conference and Trade show.
7. Representation on provincial, national and international committees/initiatives (e.g., ONA Steering Committee, Canadian Nuclear Isotopes Council).
8. Other news briefings and press releases.
9. Polling data and other opinion research.
10. Industry contact point for public inquiries.
11. Selling and processing of membership applications.



Environment and Climate Change Canada

Submission of Comments on the Discussion Document on Potential Amendments to the PCB Regulations

I am writing on behalf of the Canadian Nuclear Association (CNA) to provide our comments on the Discussion Document on Potential Amendments to the PCB Regulations. First, let me begin by thanking you for undertaking a review of these regulations.

As the discussion document correctly points out, there are two issues unique to the nuclear industry that provide challenges to complying with the regulations as currently written:

- 1) Some lighting ballasts containing PCBs are in highly radioactive areas and removal of PCBs from those areas prior to 2025 would expose workers to unnecessary radiation dose.
- 2) There currently is no disposal pathway for radioactively contaminated PCBs.

Therefore, the CNA and its members would request that Environment and Climate Change Canada (ECCC) amend the regulations:

- 1) To authorize the continued use of PCBs within the containment and confinement areas of a nuclear facility beyond the existing 2025 deadline.
 - As noted in the discussion paper, there is equipment containing PCBs in the containment and confinement areas of nuclear facilities. These areas are designed to prevent the release of radioactive material to the environment, but - also have high radiation fields. Removal of these ballasts will require specialized removal plans leading to significantly increased radiation dose to employees. Since many of the PCB-containing ballasts are sealed units - located in areas of the facility that are designed to prevent releases to the environment, - they should remain there until it is radiologically safe to remove them.
 - Permitting the use of PCBs beyond 2025 within the containment and confinement areas would allow nuclear facilities to replace the PCB-containing materials - during routine maintenance outages to minimize dose to workers.
 - To be clear, the critical issue here is worker safety. Our members support removing PCB-containing equipment, but we oppose doing so in timeline that would expose our workers to unnecessary radiation dose.



- 2) To authorize the safe storage of radioactive PCBs on site until a feasible disposal pathway is available rather than the existing one-year storage deadline.
 - Currently, there is no proven disposal pathway for the inventory of radioactively contaminated PCB waste. It is not possible to export PCBs to countries other than the US and currently the United States will not accept PCB waste. Therefore, an extension to the maximum storage period for all radioactive PCB waste is required until a suitable disposal path can be developed and tested.
- 3) Allow ECC's request for an inventory of PCB-containing equipment to be based on an estimate.
 - The nuclear industry understands the rationale for ECCC's request for an inventory of PCB containing equipment. However, we ask - that for nuclear facilities this inventory be based on an estimate for equipment in containment and confinement areas as a detailed physical inventory would expose our workers to unnecessary radiation dose. A detailed inventory could be completed over time as part of regularly planned maintenance outages.

In conclusion, CNA would like to thank ECCC for issuing this discussion paper and we request that ECCC continue to engage with the nuclear industry as amendments are prepared. We would be pleased to meet with ECCC to discuss any proposed amendments.

If you have any questions or require further information, please do not hesitate to contact me at 519-386-0704 ©.

Sincerely,



Steve Coupland
Director of Regulatory and Environmental Affairs
Canadian Nuclear Association





Employee Handbook

Revisions:

- June, 2014
- Nov. 13, 2017
- Dec. 4, 2020

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PURPOSE

This Employee Handbook ("Handbook") has been prepared to acquaint you with the CNA's policies, procedures, and philosophy. This handbook is intended to provide you with information about the CNA's employment practices, benefits and other general information. Please understand that the policies and procedures found in this handbook may change from time to time at the CNA's sole discretion. The organization reserves the right to amend, supplement, or rescind any or all provisions contained in this handbook at any time.

Changes may occur based on legislation, organizational demands, funding requirements, or any other identified need. Changes to this Handbook will be communicated, in writing, prior to implementation. Employees are expected to review and comply with the CNA's current policies and practices. Employees are encouraged to ask questions and seek support to ensure compliance.

The CNA complies with the following Provincial (Ontario) legislation related to employment practices: [Employment Standards Act, 2000](#), [Human Rights Code](#), [Occupational Health and Safety Act](#), and the [Pay Equity Act](#). Throughout the handbook, references to these pieces of legislation are underlined and highlighted, indicating that we have embedded links directly to that piece of legislation. If the referenced legislation offers a greater benefit or protection to employees than that provided for in this handbook, the CNA will meet the statutory requirements and provide the greater benefit or protection. Employees are encouraged to bring forward any discrepancies between our practices and the identified employment legislation.

INTRODUCTION

OUR HISTORY

Founded in 1960, the Canadian Nuclear Association (CNA) has played a prominent role in supporting the nuclear industry's development and promotion in Canada and abroad. We have more than 100 members and affiliates from across North America, including but not limited to manufacturers, engineering design companies, electric utilities, radioisotope and nuclear medicine producers, uranium mining companies, and universities, as well as other associations and organizations with whom we share common goals.

The CNA was established to:

- Create and foster a political environment and reasonable regulatory framework for advancing the nuclear industry in Canada;
- Encourage co-operation between various industries, utilities, educational institutions, government departments and agencies, and other authoritative bodies, which have a common interest in the development of economic uses for nuclear power and radioisotopes;
- Provide a forum for the discussion and resolution of problems of concern to members, to industry, or to the Canadian public; and
- Encourage co-operation with other associations with similar objectives and purposes.

The CNA moved its main office from Toronto to Ottawa in 2000 to advance the Canadian nuclear industry's goals with Canadian government leaders and officials. In particular, this move was to promote the sale of Canadian nuclear technologies at home and in export markets and to put forward nuclear industry views on regulatory and government policy issues.

The CNA has been the national voice of the Canadian nuclear industry since 1960. Working with our members and all communities of interest, the CNA promotes the industry nationally and internationally, works with governments on policies affecting the sector and endeavours to increase awareness and understanding of the value nuclear technology brings to the environment, economy and daily lives of Canadians. Currently, we have these principal messages to convey through our work:

1. The nuclear industry's importance to Canada's economic and commercial well-being, particularly the major contribution the nuclear industry makes to Canada's export, energy, and environmental interests.
2. Nuclear power is safe, proven, reliable, cost-competitive, and environmentally beneficial, and is making a vital contribution to Canada's climate change and clean air goals.
3. The nuclear industry must have a fair, stable, predictable, and efficient regulatory regime that works in harmony (and avoids overlap) with provincial government regulations to ensure the future secure operation of Canada's nuclear facilities and capabilities.

OUR MISSION AND VISION

The MISSION of the CNA is to demonstrate Canada's nuclear expertise, to promote domestic and international acceptance of Canadian nuclear technologies, and to create a positive public, political and regulatory environment for advancing the nuclear industry in Canada and in global markets.

The VISION of the CNA is to have a strong, vibrant and expanding nuclear-based industry, benefiting our members, stakeholders and all Canadians.

CORPORATE OFFICERS

The CNA's Board of Directors are volunteers entrusted to direct the organization's activities in the interests of the constituents rather than their own interests or that of any specific group.

VOLUNTARISM

Recognizing the importance of voluntarism, the CNA encourages all employees to participate where possible in a volunteer capacity within their community or as part of a professional affiliation. At the discretion of the President & CEO, the CNA may share in an opportunity for an employee to participate in volunteer activities.

CHARITABLE ORGANIZATIONS

The CNA is committed to working with recognized charitable organizations to assist the needy, support social causes, develop, or strengthen relationships, and create partnerships throughout the community. Our current charity policy supports both local and national charities and/or organizations. Registered charities are required to meet

legal and regulatory standards and requirements, ensuring that all donations made are used for appropriate purposes. The CNA will not provide support to any unregistered charitable organization.

The CNA can only support a few charities a year. The CNA charitable committee will be responsible for determining which charities would be supported and what types of support the CNA will provide.

Forms of Charitable Support

The CNA may provide charitable support in several ways:

- Charitable contributions in the form of monetary donations;
- Participation in fundraising and/or awareness events; and/or
- Services, such as employee support and voluntarism.

Applications for Consideration of Charitable Support

With respect to participating in a fundraising and/or awareness event, all applications must be addressed and directed to the CNA charitable committee for review, at least four (4) weeks prior to the event. Decisions will be made on a case by case basis.

With respect to all forms of charitable support, including participation in a fundraising and/or awareness event, applications should include the following information:

- Full name of the charitable organization and their charitable tax registration number;
- Mailing address and contact information, including telephone number and email address, of the charitable organization;
- Contact information, including the name, title, phone number and email address, of the designated contact person for the charitable organization;
- An explanation of what the donation will be used for, and the benefits provided to the recipient(s);
- Information pertaining to the advertisement of (Company Name); and
- A proposal for a report on the impact of (Company Name) donation(s).

DIVERSITY AND INCLUSION

The CNA seeks to deepen diversity and inclusion in the organization and its activities to foster:

- safe, welcoming, and opportunity-rich workplaces.
- fair and equitable opportunities.
- harmonization with Canadian and global society.
- improved creativity and innovation.
- increased productivity and performance.

Links between diversity and inclusion and organizational performance are well understood and documented, including via the [World Economic Forum](#) and research by [McKinsey & Company](#).

To this end, the CNA has formed a Diversity and Inclusion (D&I) Working Group, which has the following draft mandate:

- to foster real organizational / industry change by establishing a dedicated focus on diversity and inclusion priorities, and manage the D&I program
- to consider diversity in all its dimensions, including but not limited to gender, sexual orientation, ethnicity, abilities, race and colour, culture and language, religion, age, economic status, education, skills, geographic origin, residency and disabilities
- to build our own diversity within CNA and its Board of Directors and measure our progress over time
- to promote diversity and inclusion as a CNA strategic goal to the membership and aid in disseminating its importance within the nuclear industry
- to build connections with other organizations working in the field of diversity and inclusion, such as those supporting Indigenous people, women, youth and newcomers to Canada as workers and executives in the nuclear industry
- Share information and resources to build a foundation of understanding around diversity and inclusion issues, so that we can speak clearly to its importance

HIRING AND EMPLOYMENT PRACTICES

HUMAN RIGHTS CODE

The CNA acknowledges that every person has the right to be treated without discrimination while applying for employment and during the course of their employment, pursuant to the following grounds as specified in the *Human Rights Code*: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status, or disability (the "Prohibited Grounds").

EQUAL OPPORTUNITY EMPLOYER

The CNA is an equal opportunity employer. Our policy is to recruit, hire, promote and compensate in a non-discriminatory matter and without regard to the Prohibited Grounds enunciated in the Human Rights Code (as noted above). Employment opportunities within the CNA are open to all applicants and will be offered to the person with the necessary skills, competencies and required experience to perform the duties of the position.

EQUAL PAY/ PAY EQUITY

The CNA is committed to offering salaries to its employees that are competitive with wages paid by similar employers and to pay its employees in jobs of comparable value on an equitable basis, without regard to gender. The CNA will comply with the equal pay requirements under the *Employment Standards Act, 2000* along with the *Pay Equity Act*, and shall take factors of skill, effort, responsibility, and working conditions into consideration when determining whether the work is equal, or of equal value. Documentation will be maintained throughout the process to ensure the appropriate implementation of this commitment.

The value of positions will be assessed under the four factors used by the Pay Equity Commission, namely skill, effort, responsibility and working conditions:

- **Skill:** A required general factor to be considered in developing a gender-neutral comparison system that measures the degree or amount of knowledge, education, experience, or special skill needed to perform the job.
- **Effort:** A required general factor to be considered in developing a gender-neutral comparison system that measures the physical or mental exertion needed to perform a job.
- **Responsibility:** A required general factor to be considered in developing a gender-neutral comparison system that measures the number and nature of a worker's job

obligations, the degree of accountability, and the degree of authority required to perform a job.

- **Working conditions:** A required general factor to be considered in developing a gender-neutral comparison system that measures such things as exposure to the elements, health and safety hazards, workplace environment, hours of work and any other terms or conditions of employment.

Exceptions

The CNA recognizes that the *Pay Equity Act* as well as the *Employment Standards Act, 2000* permit differences in pay based on seniority, merit, piecework or differences not related to gender. If the CNA determines that there is a difference in pay only due to one or more of these accepted exceptions, no pay adjustments will be applied.

Job Reviews

Each position within the CNA will be evaluated on a regular basis [every 3 years] or when significant changes occur within the company or a new role is introduced/created. The positions will be evaluated using the CNA's job evaluation scale that is a gender-neutral factor comparison system that utilizes the four factors identified by the Ontario Pay Equity Commission.

PROMOTION

Advancement at the CNA will be based upon an individual's ability, past performance, and potential. The organization is committed to filling job vacancies by the promotion of qualified employees who have demonstrated their abilities in their present positions. The CNA believes that promoting from within has been, and will continue to be, a critical factor in its continued growth and success. During the quarterly performance review process, career interests and focus is an ongoing conversation to set an employee up for success, with clear and transparent feedback to ensure employees know that strengths they have, and competency/skill areas they need to enhance.

JOB POSTINGS

Job postings will always be posted internally and externally. An employee can apply for any job posting with the organization at any time with the assurance that their qualifications will be considered and reviewed in a fair and consistent manner. Employees should share their intention to apply with their current supervisor/manager. Career discussions are included in the quarterly check-in process and supervisors may be able to support the preparation to apply by confirming current competency strengths and areas for further growth and development.

A job posting will outline the job title, qualifications, skills, and education requirements needed for the position. To be considered for any job posting, a current CNA employee must

have the necessary qualifications and be performing satisfactorily in their current position. Any employee can apply for a job posting regardless of how long they have been in their current position.

WORKPLACE HARASSMENT AND VIOLENCE POLICIES

The CNA is committed to the prevention of harassment and violence in the workplace. The CNA is also committed to providing a work environment where all individuals (including employees, secondees, volunteers, members, and clients) are treated with respect and dignity. The CNA does not condone and will not tolerate acts of violence, workplace harassment, sexual harassment, or harassment of any kind and will take whatever steps are reasonable and practical to provide a harassment-free workplace and to protect its workers (as that term is defined below) from all acts of violence from all sources.

Applicability

These policies protect CNA employees, secondees, consultants and volunteers ("workers" for purposes of these policies) from workplace harassment and violence, whether occasioned by colleagues or by other individuals with whom they may have contact in the course of their job duties, including members, clients and suppliers of goods and services to the CNA.

These policies apply to all workers and to all activities that occur while on CNA premises or while engaging in CNA-related activities, travel, or social events outside of CNA's office, including work-related conferences or training sessions.

Everyone is expected to uphold these policies and to work together to prevent workplace harassment and violence.

Violations

If it is determined that an individual is found in violation of either our Workplace Harassment Policy or our Workplace Violence Policy, immediate action will be taken and may result in the following:

- Removal from CNA property;
- Stopping or discontinuing service and/or membership;
- Disciplinary action up to and including termination for just cause (for employees); and/or
- Police involvement.

All physical assaults involving an employee or occurring on CNA premises will be reported to the police. Threats of physical violence will be reported to the authorities as appropriate.

The CNA is committed to providing a safe work environment for all its employees.

WORKPLACE HARASSMENT POLICY

Definition

The *Occupational Health and Safety Act* ("OHSA") defines workplace harassment as "engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome." Vexatious behavior is unwarranted and is known to likely cause distress or embarrassment to the person who is subject to the harassment. Workplace harassment, as defined in this policy and in the *OHSA*, includes sexual harassment.

The *OHSA* defines sexual harassment as:

- a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

All of the above will collectively be referred to as "harassment".

To constitute harassment, the comments or conduct typically happen more than once; however, certain actions or behaviour may be of a such a serious nature that one such action or behaviour could constitute harassment. The acts could occur over a relatively short period of time (for example, during the course of one day) or over a longer period of time (such as weeks, months, or years).

Harassment can involve unwelcome words or actions that are known or should be known to be offensive, embarrassing, humiliating, or demeaning to a worker or group of workers. Harassment can also include behaviour that intimidates, isolates, or even discriminates, against the targeted individual(s).

Examples of Prohibited Behaviour

Harassment is unacceptable and will not be tolerated from any person in the workplace. Some examples of prohibited behaviour include, but are not limited to:

- Words, gestures, or actions that constitute discrimination or harassment under the *Human Rights Code*;
- Sexual solicitations or advances;
- Reprisals or a threat of reprisal for the rejection of a sexual solicitation or advance;
- Bullying;
- Intimidating or offensive slurs, jokes, graffiti, literature or innuendos;

- The display, circulation, or electronic transmission of pornographic, racist, or otherwise offensive or derogatory pictures or materials;
- Comments or actions that create an intimidating, hostile or poisoned work environment;
- Offensive or intimidating phone calls; and
- Rumours or gossip.

Employees who feel that they are being subjected to harassment should bring the matter to the attention of the alleged harasser and make their objection clearly known to that person, and request that the harassment stop. If the employee does not feel comfortable doing so, the employee should report the behaviour immediately to management.

An employee who is the victim of harassment should make a complaint in writing to the Supervisor/Manager. In the event the employee's complaint is against or involves the Supervisor/Manager, the complaint should be submitted to the President & CEO or Vice-President. If the complaint involves the President & CEO or the Vice-President, then the complaint can be submitted to the Chair of Board. When a complaint of harassment is made, it will be investigated pursuant to the Policy on Investigations (set out below).

What Does Not Constitute Workplace Harassment

This policy for the prevention of workplace harassment is not intended to limit or constrain the reasonable exercise of management functions in the workplace. Specifically, this policy does not prohibit management staff from carrying out functions that fall within their rights and responsibilities, provided this is done in an appropriate, professional manner that does not constitute an abuse of power. Such functions include, but are not limited to, conducting performance appraisals; addressing performance, conduct and dress issues; delegating work assignments, and determining work locations and schedules for staff.

WORKPLACE VIOLENCE POLICY

Definition

The *Occupational Health and Safety Act* defines workplace violence as:

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; and
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

A person who has a personal relationship with a worker – such as a current or former spouse or partner – may attempt or threaten to physically harm that worker or the worker's colleagues at work. In such a situation, domestic violence is considered to be workplace violence and is covered under this policy. If the CNA is aware of a domestic violence situation that could expose a worker to physical injury, it will take every precaution reasonable in the circumstances for the protection of the worker and his or her colleagues.

Examples of Prohibited Behaviour

Violent behaviour in our workplace is unacceptable and will not be tolerated from anyone. Some examples of prohibited behaviour include, but are not limited to:

- Verbally threatening to attack;
- Leaving threatening notes or sending threatening electronic messages, whether by e-mail, text or on social media;
- Shaking a fist;
- Wielding a weapon at work;
- Hitting or trying to hit;
- Throwing an object at another;
- Acts of restraint or confinement (such as blocking a person's path or locking them in a room)
- Grabbing or shaking another; and
- Sexual violence.

Sources of Workplace Violence

Workplace violence can happen at any time and in any place. Management, employees, secondees, members, and volunteers, must be vigilant to various types and sources of violence in order protect our workplace and each other. Sources may include but are not limited to:

Source	Definition
External	Involves a person with no relationship to the workplace who commits a violent act (e.g. theft, hostage taking/kidnapping, physical assault).
Public	A member of the public with willful intent to cause harm to an employee, secondee, or volunteer.
Internal/Employee Related	Violence occasioned by a co-worker, including management.

Source	Definition
Domestic/Personal Relationship	Relationship violence that occurs at the workplace (e.g. family member who commits a violent act against an employee within the workplace).

Summoning Immediate Assistance

If you experience or witness violence in the workplace, summon immediate assistance:

- Call 911 or the police.
- Yell for help.
- Call Building security (if applicable in new premises)
- If you are in your vehicle, honk the horn repeatedly, turn on your hazards and lock all of your doors. Use your car keys to activate your car's emergency alarm.
- Immediately go to a safe location.
- Contact the President & CEO, and/or Vice President who will notify the Administrative Assistant for support in the notifications.

Reporting Incidents or Concerns

If an employee, volunteer, secondee, or consultant feels he or she is a victim of violence in the workplace, it is recommended that the employee file a complaint in writing with the President & CEO or the Vice President. Filing a complaint will allow the organization to undertake an immediate investigation of the complaint, take whatever action is necessary up to and including termination of the offending person's employment. No disciplinary action will be taken against any employee filing a legitimate complaint.

If the action of corporate wrongdoing is believed to be affecting the CEO, or Vice-President, the action should be reported to the Chair of the Board.

See the Policy on Investigations below for further information.

POLICY ON INVESTIGATIONS

This policy applies to investigations of workplace violence, harassment, and discrimination.

Employees, volunteers, secondees, or consultants who believe they have been the subject of workplace harassment, violence or discrimination are encouraged to make a complaint without fear of reprisal. While the CNA will accept verbal complaints, it is always preferable to make the complaint in writing. A complaint should identify the alleged inappropriate behaviour(s) and the alleged perpetrator(s) and include date(s) of the incident(s), the location(s) of the incident(s), and the details of the incident(s).

In addition, a complainant should prepare for the investigation by doing the following:

- a) Prepare and maintain a written record of the dates, times, and nature of the conduct in question;
- b) Record the names of any witnesses; and
- c) Refrain from discussing the matter broadly until the investigation is complete.

The Respondent has a right to know who is making allegations against him or her and as part of the investigation process will be provided with a copy of any written complaint for a response.

The CNA will immediately investigate the complaint. We will also limit the disclosure of the complaint, the details of the complaint and any information learned during the investigation, except for the purposes of carrying out the investigation, taking corrective action and respecting the law. All employees involved in such an investigation are expected to maintain confidentiality. Effective temporary measures may be implemented to protect the complainant.

If necessary, an investigation may include the retention of a neutral third-party investigator. In some cases, especially for allegations of workplace violence, it may be necessary to wait for the police to finalize its investigation.

The investigator will carry out the following steps:

- a) Interview the complainant;
- b) Interview the alleged perpetrator(s); and as part of the investigation process will provide a copy of the complaint
- c) Attempt to interview all witnesses as listed by the complainant and alleged perpetrator(s); and
- d) Provide management with a written decision setting out the investigator's findings.

Confidentiality will be maintained at all times, except where the disclosure of information learned during an investigation is necessary for the purpose of investigating the complaint, when taking any action in relation to the complaint, or where disclosure is required by law.

Upon completion of the investigation, if the allegations are substantiated against a CNA employee, disciplinary action may be taken, up to and including termination of employment

for just cause, which will be documented on the perpetrator's file. Other corrective action may also be taken, if necessary, to prevent further incidents of inappropriate workplace conduct.

If upon completion of the investigation, the allegations are found to be without merit, no documentation will be placed in the alleged perpetrator's file.

Within 30 days of investigation, the investigator will provide management with his or her findings, the complainant and respondent will be advised in writing of the results of the investigation, and any corrective action taken.

Nothing in this policy prevents or discourages an employee from filing an application with the Human Rights Tribunal on a matter related to the *Human Rights Code*. An employee also retains the right to exercise any other legal avenues that may be available.

WHISTLEBLOWING

The CNA is creating a Code of Conduct to advance the current conflict of interest policy to ensure that its directors, officers and employees are aware of and adhere to standards of conduct that ensure that the CNA performs and is represented in an honest and responsible manner.

Whistleblowing occurs when an employee reveals corporate wrongdoing, usually in their workplace. Employees who reasonably believe that they have information that could show that a wrongdoing has been committed or is about to be committed can make a disclosure to a lawful authority or to their supervisor at the CNA. The CNA provides protection for and will not take a reprisal against an employee who, in good faith, has made such a disclosure or has sought advice about making a disclosure.

If the action of corporate wrongdoing is believed to be affecting the CEO, or Vice-President, the action should be reported to the Chair of the Board.

ATTENDANCE AND ABSENTEEISM

The CNA operates in a collaborative and consultative environment. Consistent attendance and punctuality are deemed important ingredients in the CNA's daily operations, and therefore an integral part of each employee's performance standards. Poor, uncertain, or irregular attendance produces disruptive results for the office and lowers overall productivity and continuity of work, and disengagement from colleagues. Absenteeism without an excuse for same will not be tolerated and may lead to disciplinary action, up to and including termination for just cause.

There will, of course, be occasions when employees are forced to be away due to illness or for personal reasons. For a sickness of short, but unknown, duration, employees should

notify both their supervisor/manager and the Administrative Assistant, on a daily basis, of his/her status. The same applies for special leave taken to provide care for a sick member of the employee's family.

If it is necessary for an employee to take time off for health-related appointments for himself or herself, the employee should advise the supervisor/manager as far in advance as possible, informing him or her of the reason for the absence, and adjusting the outlook schedule to show that they will be out of the office.

Where possible, an approved application for leave of absence (excused leave) should be completed and approved by your supervisor/manager and provided to the Administrative Assistant. Please review information on CNA's Sick Leave benefits for additional information.

The CNA will respect all leaves of absence mandated by the *Employment Standards Act, 2000* and will also respect its obligations under the *Human Rights Code*.

CHANGES IN PERSONAL STATUS

The HR Consultant must be notified immediately of any change in name, address, electronic address, telephone number, bank account number and beneficiary or dependent status, in order for employment, payroll, benefits and other personnel records to be accurately processed and maintained.

CONFIDENTIALITY STATEMENT

As an employee of the CNA, it is understood that all client and employee information and terms of employment are confidential and should not be discussed with any person or persons inside or outside the organization, except in a professional capacity. Copying, removing, allowing unauthorized access to organization or client documents, files or mailing lists and any form of distribution of client information is not allowed. Should an employee purposely breach this confidentiality requirement, employment with the CNA will be immediately terminated for just cause.

The CNA requires all employees to sign the Confidentiality Agreement attached as Appendix C to his handbook prior to commencing employment with the CNA.

MEDIA CONTACT

All media inquiries must be directed to the Director of Communications. Speaking to the media requires a special expertise and training to ensure support of the CNA brand and strategic initiatives.

In the event a member of the media makes contact, employees should politely request the name, telephone number, email address and the organization represented and immediately provide the information to the Director of Communications for follow-up. In the event the

Director of Communications is not immediately available, this information should instead be immediately provided to the Vice-President, or the President & CEO.

OUTSIDE EMPLOYMENT

While employed with the CNA, full-time employees are to devote their full time and attention to their responsibilities with the organization. That said, the CNA understands that under certain circumstances and for various reasons, a full-time employee may need to hold a second job (including through self-employment) (collectively referred to as "other work").

In such a case, the employee must first seek express written approval from the President & CEO or Vice President prior to engaging in other work, whether remunerated or not. When requesting such approval, the employee must include a summary of responsibilities or duties that he or she will/would perform as part of the other work.

The President & CEO or Vice President have the right to agree to or deny any express written approval request for a second job. Also, in the event the President & CEO or Vice President approves work outside of the employee's CNA responsibilities, this approval may be rescinded at any time in CNA's sole discretion.

Employees must not engage in any work (employment or self-employment) or other outside activities that could give rise to a real, potential, or perceived conflict of interest with the business of proposed business of the CNA.

TRAVEL & EXPENSES

The CNA recognizes that business travel is an essential component of creating a successful global enterprise. We also recognize that it involves personal sacrifice. Our objective is to balance the needs of the business with the needs of CNA travelers in a cost-effective manner.

The traveler is responsible for complying with the CNA's Travel & Expense Policy while the approver is responsible for accurately reviewing expense reports for compliance. The organization will reimburse employees for all reasonable and necessary expenses while traveling on authorized company business. The company assumes no obligation to reimburse employees for expenses that are not in compliance with CNA's Travel & Expense Policy. To learn more about our requirements, please see the Travel & Expense Policy document.

EMPLOYMENT STATUS

EMPLOYEE STATUS

For purposes of salary administration, eligibility for overtime payments and employee benefits, the CNA classifies its employees as follows:

- **Full-time employees:** Employees hired to work the CNA's normal, full-time, 35-hour workweek on a regular basis. Full-time regular employees are eligible for the CNA's benefit plans.
- **Part-time employees:** Employees hired to work less than CNA's normal, full-time, 35-hour workweek on a regular basis. Part-time regular employees are eligible for the CNA's benefit plans if working a minimum of 20 hours a week.
- **Term employees:** Employees hired to work the CNA's normal, full-time, 35-hour workweek on a regular basis but for a specified term period. Term employees with a contract period greater than 12 months are eligible for the CNA's modified benefit plan for term employees.
- **Secondees:** These are individuals who are employed by another organization but provide on-site services and support to the CNA. Secondees are expected to follow and abide by the policies and procedures of the CNA when performing duties, services, and/or when acting on behalf of the CNA. Secondees are not eligible for any version of the CNA's compensation and/or benefit plans.

ACCESS TO PERSONNEL FILES

Employees' personnel files contain confidential information which must be maintained. This information will not be disclosed to outside sources without first obtaining the employee's written consent. Personnel files are kept electronically with only certain documents retained in original format.

Employees have the right to review their personnel files, at any time. Employees who wish to review their files must provide a written request to the Vice-President for doing so. The file will be reviewed at a mutually convenient time between the Vice President and the employee.

Any former employee of the CNA who requests access to their personal file(s) must first provide photo identification and submit a request in writing to the Vice-President for this access.

PERFORMANCE EVALUATION

Performance reviews are conducted after three (3) months of employment with the CNA and on a quarterly basis thereafter.

The purpose of the CNA's performance evaluation process is to help each employee achieve his or her maximum performance, productivity, and growth and to ensure that each employee is performing their job-related responsibilities at an acceptable level.

Evaluations provide summarized details that accurately reflect the employee's performance and give employees the opportunity for a one-on-one discussion with their supervisor. Important feedback will be given to each employee to ensure that the employee clearly understands their job, the duties and responsibilities associated with their position, in addition to their role and contribution to the organization.

JOB DESCRIPTIONS AND JOB EVALUATIONS

To keep salaries relative to job responsibilities, it is important that all positions have complete, accurate and up-to-date job descriptions. Job descriptions will be reviewed annually during performance evaluations. Any revisions will be submitted for review to the HR Consultant and then provided to the President & CEO and/or the Vice-President for approval. Participation by all employees in developing and revising job descriptions is encouraged and will ensure accuracy and a clear understanding of job duties.

The CNA reserves the right to make changes to its organizational structure at any time to meet the deliverables of the strategic plan. In the event that a proposed revision is made which would result in significant changes to the job description, the employee that holds that position on a full-time basis, if applicable, may be asked to provide input prior to the revision being implemented. Any significant revision to a job description may prompt a salary review for that position by the President & CEO and, if required, the responsible Senior Officer, to determine if a salary adjustment for that position is required. This is in alignment with the CNA's commitment to paying fairly and our pay equity review.

SALARY REVIEW

It is the President & CEO's responsibility to ensure that an annual salary planning meeting is conducted near the end of the calendar year.

A salary increase based on market conditions which may include a cost of living increase, a review of accomplishments tied to the strategic plan, and job performance, will typically be considered at the time of the end of year performance evaluation. Employees are not guaranteed any annual increase regardless of market conditions.

For new employees or for those on leave from the CNA, with the exception of employees on a certified medical leave, an assessment of their contribution is made on their active working period in the previous calendar year.

Employees who join the CNA in the last quarter of the calendar year should not anticipate receiving any increase to their base salary until at least fifteen (15) months after they join the CNA.

PERFORMANCE RECOGNITION PROGRAM (BONUS)

Only full-time, permanent employees working for the CNA will be entitled to participate in its annual performance recognition program (bonus). This bonus is a discretionary bonus that will be based on the achievement of goals set out at the beginning of the calendar year in alignment with CNA's strategic plan for that year. There is no guarantee that an employee will receive a bonus every year, or in any given year. The CNA reserves the right to discontinue or amend performance bonus entitlement and/or eligibility at any time with appropriate advance notice.

All bonus amounts will be subject to applicable statutory deductions. For those employees whose employment commenced part way through the calendar year, bonuses will be allocated on a prorated basis. The bonus is deemed earned as of January 1 for the previous calendar year and bonus payments are typically paid out in December of each year.

In order to be eligible for this annual performance bonus, the employee must remain actively employed with the CNA at the time the bonus is earned. In the event the CNA terminated the employee's employment without cause, "active employment" will include only their statutory notice period as set out in the *Employment Standards Act, 2000*. The terms of this paragraph will continue to apply even if the employee is deemed by a court or tribunal of competent jurisdiction to have been wrongfully or constructively dismissed.

EMPLOYEE BENEFITS

COMPENSATION AND BENEFITS

Your compensation includes more than your pay cheque; it also includes a comprehensive benefits package. One of the important ways the CNA recognizes your efforts and participation in its growth and success is with its range of employee benefits. Yours benefits include the following:

- Annual leave (Vacation days)
- Public holidays (Stat holidays)
- Sick leave
- Special leave
- Bereavement leave
- Moving day
- Jury and witness duty leave
- Leave without pay
- Pregnancy/parental leave
- Professional development
- Medical Insurance
- Dental Insurance
- Pension Plan
- Life insurance
- Long-term disability benefits
- Performance recognition program / bonus system
- Other benefits as determined by the President & CEO and as required under the *Employment Standards Act, 2000*

VACATION

Vacation time is given by the CNA to all permanent and term employees in recognition of their services. This time is intended to provide an employee with an opportunity to rest and relax away from the job with no loss of income. Therefore, salary is not available in lieu of vacation time off.

All vacation time must be taken each year. A maximum of one week's (5 days) vacation time can be carried over from one calendar year to the next with the pre-approval of the employee's Director. Any vacation time carried over must be used by no later than March 31 of the following calendar year. Should it not be possible to use the carried over vacation time by March 31, only the President & CEO or Vice-President can approve an extension to use those days.

Employees are not entitled to accrue vacation pay during unpaid leaves of absence or recognized *Employment Standards Act, 2000* leaves, such as Pregnancy and Parental

Leave. During recognized leaves, employees will continue to accrue vacation time only. Vacation pay is based on a percentage of earnings.

The employee's contract and length of service with the CNA determine the amount of vacation time. Vacation time is generally calculated from an employee's date of hire until December 31. In subsequent years, vacation time is based on the calendar year. General guidelines are as follows but are also subject to provisions as outlined in an employee's contract or agreement.

Employees	Years of Service	Vacation Days	Vacation Pay
Full-time Employees	to end of 1 st year	1 ¼ days/month	6%
	1 year to less than 10	15 days annually	6%
	10 years to less than 15	20 days annually	8%
	15 years to less than 20	22 days annually	8.8%
	20 years and over	25 days annually	10%
Full-time Management & Executive Employees	to end of 1 st year	1 2/3 days/month	8%
	1 year to less than 10	20 days annually	8%
	10 years to less than 15	25 days annually	10%
	15 years to less than 20	27 days annually	10.8%
	20 years and over	30 days annually	12%

Part-time employees will be eligible for the same amount of vacation days on a pro-rated basis depending on the percentage of time work. Vacation for term employees will be specified in their specific employment contract.

Vacation pay is paid on the basis of base salary alone, except as otherwise required by statute.

The President & CEO, Vice-President or your immediate supervisor must pre-approve all requests for vacation time. A copy of the 'Request for Vacation Time' (refer to [Appendix E](#)) must then be given to the Administrative Assistant. If a temporary employee will be required while an eligible employee is on vacation, the employee's immediate supervisor must notify the Office Manager as soon as possible in order to process the request.

New employees may only be eligible to take vacation during their probationary period with prior approval by the Vice-President or President & CEO.

Cases of conflicting vacation will be resolved by the Vice-President and/or President & CEO based on organizational demands, work commitments, seniority, date requested and any other relevant factors.

If during an employee's vacation, the employee should become ill or suffer an injury and the illness or injury is substantiated by a physician's report, the absence during which the employee was ill will not normally be considered as part of the vacation leave.

If during an employee's vacation there should occur a death in the family, bereavement leave will apply. The days attributed to bereavement leave will not normally be considered as part of the vacation leave.

Vacation leave with pay will not be converted into cash payments other than in exceptional circumstances and only subject to the pre-approval of the President & CEO; however, unused vacation leave will be paid out if an employee's employment is terminated. If an employee takes vacation time before it is earned, the CNA may deduct the overpayment from any amounts owing to the employee when their employment ends. To learn more about our payroll requirements, please see the Accounting and Operational Procedures Manual.

HOLIDAYS

The CNA recognizes the following eleven (11) days as paid holidays:

<u>Holiday:</u>	<u>Date:</u>
New Year's Day	January 1
Family Day	3 rd Monday in February
Good Friday	Friday preceding Easter Sunday
Easter Monday	Monday following Easter Sunday
Victoria Day	Monday closest to May 24
Canada Day	July 1
Civic Holiday (Ontario only)	1 st Monday in August
Labour Day	1 st Monday in September
Thanksgiving Day	2 nd Monday in October
Christmas Day	December 25
Boxing Day	December 26

ADDITIONAL HOLIDAYS/RELIGIOUS ACCOMMODATION

The CNA's office is typically closed for a seasonal shutdown between Christmas and New Year's Day ("Seasonal Shutdown"). Employees will be paid during this time. In rare situations, employees may be required to perform work or attend meetings during the Seasonal Shutdown based on project or client demands: these employees will not be provided additional vacation time off in recognition of any time worked, unless the time impacts their statutory holiday entitlement.

Should an employee wish to take time off for reasons related to their faith or personal beliefs, the employee may either use their vacation time for this purpose without supervisor approval, so long as notice of not less than one (1) week is provided, or they may request time off without pay.

PAID SICK LEAVE

All employees accrue sick leave, with pay, on the basis of one (1) working day (7 hours) of sick leave per month, so long as they have earned at least ten (10) days of regular pay during that month. Employees can accrue a maximum of 12 paid sick days per calendar year. Unused paid sick days have no cash value and cannot be carried over into the next calendar year or paid out.

Sick leave is only to be utilized when employees are unable to perform their duties because of illness or injury.

To be eligible for paid sick leave, an employee must notify their supervisor by telephone immediately upon commencement of illness or injury. If the employee's absence exceeds three (3) business days, employees may be required to supply a written statement from their Medical Doctor confirming that the employee is under their care, the date the employee was seen, the employee's inability to attend and perform work, and the estimated date of return to work.

PAID FAMILY RESPONSIBILITY LEAVE

Full-time employees are entitled to a maximum of five (5) working days of family responsibility leave, with pay, per calendar year

Special leave is for family-related responsibilities and consists of providing care for a sick member of the employee's immediate family who is not capable or able to care for themselves, medical and dental appointments for members of employee's immediate family who requires the assistance or support of the employee; personal appointments with outside services other than health related.

Immediate family aligns to the Family Responsibility Leave under the ESA and includes:

- the employee's spouse (including common-law relationship).
- A parent, stepparent or foster parent of the employee or the employee's spouse.
- a child, stepchild or foster child of the employee or the employee's spouse.
- a grandparent, step-grandparent, grandchild, or step-grandchild of the employee or of the employee's spouse.
- The spouse of a child of the employee.
- The employee's sister and brother including stepsister and stepbrother
- The employee's brother-in-law or sister-in-law.
- A relative of the employee who is dependent on the employee for care or assistance. 2018, c. 14, Sched. 1, s. 19.
- Legal guardian or ward of the employee.

PAID BEREAVEMENT LEAVE

Full-time, part-time and term employees are entitled to a maximum of five (5) consecutive working days, with pay, as a result of a death in their immediate family. Up to three (3)

additional paid working days may be granted for the purposes of travel related to the loss following the employee's request for same.

In this section, "immediate family" aligns to the Family Responsibility Leave under the ESA and is listed under the Family Responsibility Leave section.

In rare situations, the CNA may grant bereavement leave to an employee for the death of an individual who is not listed above. Such a request must be made to the President & CEO or Vice-President in writing, and in advance of taking the leave.

MOVING DAY

After having completed one (1) year of continuous employment with the CNA, full-time employees are entitled to a maximum of one (1) business day, with pay, per calendar year for purposes of moving from one residence to another.

JURY AND WITNESS DUTY LEAVE

The CNA recognizes and respects the necessary civic duty of Jury Duty and shall make accommodations for employees that have been selected to perform it. Employees selected for jury duty must provide the CNA with as much advance notice as is possible. Advance notice must be submitted to the President & CEO and/or Administrative Assistant and shall be accompanied by a copy of the summons for jury duty for documentation purposes.

Full-time employees shall receive a paid leave of absence to perform jury duty for a period of up to ten (10) days. The amount of compensation the employee receives for their jury duty shall be deducted from their rate of pay for the duration of their jury duty leave of absence. Part-time or term employees shall be granted leave without pay to perform their duty as a juror.

In the event that the jury duty requirement lasts for only part of a day, the employee shall either begin their work day prior to attending to jury or return to work for the remainder of the day following jury duty, whenever possible.

Any employee who is required to appear in a court of law as a plaintiff, defendant, or witness shall not be eligible for a paid leave of absence. In these instances, the employee may use vacation time, or request an unpaid leave of absence.

LEAVE WITHOUT PAY

The CNA may grant a leave of absence without pay for special reasons and for a period not to exceed three (3) months in any given calendar year. Applications for a leave of absence without pay must be submitted in writing to the President & CEO for approval and will be at the complete discretion of the CNA, and will include considerations of the circumstances and merits of each case and specific requirements of insurance

companies. To be eligible for a leave without pay, the employee must have been employed with the CNA for at least one continuous year.

Should this leave without pay be granted, it shall be confirmed to the employee in writing, and the employee will need to expressly acknowledge and agree (by way of signature) that the CNA will not be providing that employee with job protection or a job guarantee during the leave without pay period. However, the CNA commits to making every reasonable effort to find the employee a comparable job upon their return from a leave without pay, should one exist and should it not already be staffed.

PREGNANCY/ PARENTAL LEAVE

The CNA will comply with the requirements and its obligations as listed within the *Employment Standards Act, 2000*.

PROFESSIONAL DEVELOPMENT

The CNA encourages the professional development of all employees in skills and knowledge related to their position or to the growth of the CNA. At the discretion of the President & CEO or Vice-President, an employee may be reimbursed for registration fees and may be provided time off during the CNA's core business hours to complete professional development or training, up to a maximum value of 3% of their base salary, excluding bonuses or extra payments.

Allotted professional dollars are intended to encourage the growth and development of the CNA staff and cannot be:

- provided to another employee;
- carried over to the following calendar year; or
- result in a payment for unused dollars.

Generally speaking, the following two criteria will be considered when examining programs for approval:

1. Does a legitimate, registered educational institution offer the program?
2. Is the program relevant to the present and/or future work needs of the employee and the CNA?

Each situation will be reviewed on an individual basis and a decision regarding eligibility will be made accordingly.

For approved courses, 100 per cent of the cost will be refunded after the course has been successfully completed. In order to be provided with this refund, the employee must first apply for refund eligibility with his/her Supervisor, in writing, prior to the beginning date of the course.

Once approved, the original application for refund eligibility form will be placed in the employee's local personnel file and a copy given to the employee.

When the approved course has been successfully completed, the employee must fill out an Expense Form. Receipts covering the cost of the course and text book(s), if applicable, and a certificate giving proof of successful completion (or copies of same) must be attached to the original Expense Form and copy of the form and be submitted to the Supervisor. This must then be forwarded to the Bookkeeper for payment of the refund.

SEMINARS, CONFERENCES AND WORKSHOPS

Seminars designed to develop personal, administrative, technical and management skills for employees may be recommended by supervisors or employees may request an opportunity to attend such sessions.

The CNA will pay for registration fees and related expenses (i.e. parking, meals, taxis, travel, and accommodation), upon being provided with copies of relevant receipts and/or proof of payment and/or enrollment.

All such sessions must be approved in advance by the President & CEO and/or the employee's Supervisor.

GROUP BENEFITS PROGRAM

The CNA offers a group benefit program to eligible employees. Benefits can only be waived if the employee provides confirmation that they are covered under another plan.

Eligible employees must complete a group insurance application form before benefits can start. The application is subject to final approval by the employer's group insurance company and may be subject to a 90-day waiting period before coverage commences. To determine eligibility, employees should direct their inquiries to the HR Consultant.

Currently, the organization's group insurance plan for permanent employees includes life insurance, long-term disability (LTD) benefits, health care, dental care, and access to the employee assistance program. Term employees are covered with a limited life insurance, health care, dental care, and access to the employee assistance program. The CNA reserves the right to amend, supplement or rescind any or all provisions of this group benefit program as it deems appropriate at any time at its sole and absolute discretion. Details and guidelines concerning current coverage are outlined in the benefits information booklet provided to each eligible employee.

The CNA currently pays all group benefit insurance premiums on behalf of eligible employees with the exception of long-term disability and life insurance, which will be automatically deducted from each eligible employee's pay.

All decisions with respect to benefits entitlement are at the sole discretion of the third-party provider(s). The CNA is only required to pay its portion of the premiums and will have no further obligation to its employees regarding benefits eligibility or entitlement. Any disagreement or claim an employee may have with respect to benefit eligibility or

entitlement shall be resolved solely with the third-party provider(s); the employee shall have no claim against the CNA.

All employees are eligible to contribute to the Group RRSP program. Details and guidelines outlining current coverage are outlined in the Group RRSP benefits information booklet provided to each eligible employee.

HOURS AND WAGES

HOURS OF OPERATION

The CNA office is open for business from 9:00 a.m. to 5:00 p.m. Monday through Friday, including a one-hour unpaid lunch break. The CNA has a standard thirty-five (35) hour work week, although it reserves the right to alter its standard work week in order to accommodate changing operational requirements.

Due to the nature of their responsibilities and the requirement to occasionally work outside of the CNA's core business hours, it is understood that Senior Officers/Directors, as per the Employee Status Policy, are not required to adhere to the office hours as noted above but must maintain a minimum thirty-five (35) hour work week.

The CNA offers the flexibility to work from home as required. Please refer to the Working from Home guidelines in APPENDIX E.

The CNA offices may be closed under special circumstances such as;

- Extreme weather conditions i.e., heavy snowfall, freezing rain
- Unforeseen circumstances i.e. Power outage, heater malfunction
- Pandemic
- Office relocation

The decision to close the office shall be at the discretion of the President & CEO. Should the office close due to special circumstances, employees are nevertheless required to be available and on call during regular work hours in order to avoid any reductions in pay or vacation or sick leave credits, or being deemed to be on a leave without pay. For this reason, employees must ensure that the CNA always has their updated contact information.

OVERTIME

Generally, the CNA discourages the use of overtime for employees. Employees should make every effort to complete their work assignments during their normal working hours. That said, prior to working any overtime hours, employees must first obtain written authorization for doing so from the Vice President and/or the President. Employees cannot approve their own overtime hours.

Management employees acknowledge that they are not entitled to any overtime pay. Non-managerial employees who are pre-authorized to work in excess of 35 hours in one week will be paid straight time for all hours worked in a week up to 44 hours and will only be entitled to overtime pay, paid at the rate of one and a half times the employee's regular pay, for those hours worked in excess of 44 hours in a week.

During company events or its annual conference, it is possible that time in lieu of overtime pay will accrue. Employees must first obtain written authorization from the Vice President

for this in lieu time and track their hours in writing accordingly. Once the event or conference is over, the employee should make arrangements with the Vice-President to take the time in lieu to recharge.

Paid leave (holiday, vacation, or sick time) may not be used towards overtime. Additional hours worked at the employee's discretion, or without pre-approval (for example working through lunch or breaks, arriving early or staying late), will not count towards an employee's entitlement to overtime pay and may not be used towards lieu time.

PAYDAY

All employees are paid on a bi-weekly basis on every second Friday and receive twenty-six (26) paychecks a year. If a payday falls on a holiday, the employees will be paid on the preceding workday.

Employees will be paid for hours worked. Pay will be deducted for absences unless eligible for pay as outlined in the Employee Benefits section of this Employee Handbook, or unless otherwise required by the *Employment Standards Act, 2000*. Employees will be advised of their annualized salary and matching hourly rate at time of hire.

PAY ADVANCES

The CNA normally does not facilitate pay advances. If you require an advance, you may approach the President & CEO or Vice-President, and a pay advance may be provided in exceptional circumstances only, at the company's sole and complete discretion. Should an employee be terminated prior to earning all portions of their pay advance, they agree that any amounts not yet earned can be deducted from amounts owing to them by virtue of their termination and any amounts left owing to the company thereafter will be paid to the company within thirty (30) days.

STANDARDS WE LIVE BY

GOOD HOUSEKEEPING

All CNA employees are expected to do their part in keeping our facilities clean, neat, and as organized as possible. We all spend a great deal of time here. A neat and clean workplace is a safer, more attractive place to work. All employees are responsible for keeping their desks and work areas clean as well as cleaning up after themselves in the common areas such as the kitchen and the boardroom.

SMOKING

Smoking is not permitted on the CNA premises. Non-smokers can enjoy a smoke-free environment in all areas within the office.

LANGUAGE

Offensive language is never appropriate in the workplace. Employees should show their fellow employees the same type of consideration they would like to be shown.

DRESS CODE

The CNA strives to maintain a professional work environment. The company counts on all employees to use good judgment and taste in matters of personal grooming and dress. Employees are also asked to refrain from using strongly scented grooming products and perfumes.

We provide full discretion to employees to be able to judge the appropriate attire for the meetings they are required to attend. Some of our client meetings require more formal business attire, and some are business casual. Very casual dress is not appropriate apparel at any time (including items such as torn jeans, flip flips, or shirts with non-CNA printed logos or pictures).

TECHNOLOGY AND CNA EQUIPMENT POLICY

The CNA recognizes that employees need appropriate equipment and technology to perform their work efficiently and effectively. We are committed to providing you with these tools while ensuring a safe and productive work environment.

The CNA's telephone, e-mail and internet services must be used in an appropriate, ethical, and lawful manner. The CNA retains the absolute right and discretion to monitor employees' Internet and e-mail use to ensure compliance with this policy. The CNA may, in its sole discretion, block access to certain websites or prohibit employees from visiting Facebook or other social media sites while at work. Employees have only a limited expectation of privacy regarding information created, sent, or received via the e-mail system or through their use of the Internet.

Use of the CNA's systems for illegal purposes or to gain access to inappropriate materials is prohibited, and any such use may be grounds for discipline up to and including termination for just cause. As examples of prohibited activities, employees may not use the CNA's telephone, computer, Internet, or e-mail systems for any of the following uses:

- Downloading or distributing pirated software or data;
- Downloading any unauthorized software without the prior written approval of the System Administrator;
- Operating a business or soliciting money for personal gain;
- Making offensive, discriminatory, or harassing statements;
- Sending or soliciting sexually oriented messages or images;
- Visiting sites featuring pornography, terrorism, drugs or any illegal activities;
- "Snooping" in other employees' e-mail messages or computer files;
- Engaging in any activity in violation of local, provincial, or federal laws;
- Unethical activities or content that could damage the CNA's professional reputation; and
- Gambling.

SOCIAL MEDIA POLICY

Employees' use of personal social media at any time, including during non-business hours, must not contravene any of the CNA's policies or this handbook, including those dealing with confidentiality, non-discrimination and workplace violence and harassment. Employees are prohibited from disseminating any CNA-related information or making negative comments regarding CNA, its employees, or its members via social media sites. The CNA expects social media to be used in a lawful manner. By way of example, the CNA expects that its employees:

- Do not in any way refer to current, former and/or potential clients, partners, employees, and competitors without the express consent of the CNA;
- Do not post any financial, confidential, sensitive, or proprietary information about the CNA or any of our clients.
- Beware of comments that could reflect poorly on you and the CNA. Social media sites are not the forum for venting personal complaints about supervisors, co-workers, or the company.
- As a CNA employee, be aware that you are responsible for the content you post, and that information remains in cyberspace forever.

When an employee associates him or herself with the CNA on a social media site, all materials associated with the employee's page may reflect on the CNA. Inappropriate comment, photographs, links, etc. must therefore be avoided.

When using social media applications, employees should take reasonable steps to protect their personal information and should use available and appropriate privacy settings. An employee who becomes aware of any negative or disparaging post that violates this policy should inform management immediately.

For purposes of this policy, "social media" includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal website, social networking or affinity website, web bulletin board or a chat room, whether or not associated or affiliated with the CNA, as well as any other form of electronic communication.

Failure to comply with this policy or use of social media that reflects poorly on the CNA or in any way prejudices the CNA, whether because you directly referred to the CNA or whether you are a known CNA employee, may be subject to disciplinary action up to and including termination of employment for just cause.

Please see the CNA's [Acceptable Use Policy](#) (Appendix A) for further details and policies (signed separately by all staff).

ALCOHOL AND DRUG USE POLICY

The CNA has zero-tolerance for impairment in the workplace caused by alcohol, illicit drugs, and recreational drug use (including cannabis/marijuana regardless of its legal status). This policy applies to employees, secondees and volunteers, and references to employees shall be interpreted to include secondees and volunteers.

In cases where an employee is prescribed a drug (including cannabis/marijuana) by a healthcare practitioner that causes, or may cause, impairment during work hours, the employee shall disclose the situation to the CNA so that it can be determined whether accommodation of the impairment in the workplace is manageable.

In this Policy, "impairment" means, but is not limited to, the following:

- a. deficits in cognitive functioning;
- b. reduced ability to produce quality work product;
- c. reduced ability to complete tasks within time limits; and
- d. reduced ability to communicate and interact professionally with colleagues and those outside of CNA.

"Workplace" includes during lunch and/or rest periods during a working day, while on the CNA premises, while conducting CNA business and while attending work functions.

Employees are not permitted to consume illicit or recreational drugs, including cannabis/marijuana, in the workplace. Employees shall not bring illicit or recreational drugs onto CNA premises under any circumstances, unless required for health-related reasons in accordance with this policy.

Exceptions to this policy may be made on an ad hoc basis only with respect to consumption of alcohol at CNA sanctioned events, even if hosted by others. On these occasions,

employees are expected to drink moderately and always ensure they remain able to behave in a professional manner, taking into account that they are representing the CNA.

The CNA has a particular concern with respect to drinking and driving, especially given the CNA's and the overall nuclear industry's very safety-conscious culture. At any work-related event at which alcohol is being served, there will also be a selection of non-alcoholic beverages. While employees are expected to drink alcohol only in moderation, the CNA will cover the reasonable cost of a taxi/uber to an employee's residence (or out of town accommodation if attending a conference) to avoid having to drive after having consumed alcohol. If the CNA determines that an employee should not operate a motor vehicle, a CNA representative may ask the employee to surrender his or her keys, and a failure to do so may result in the CNA notifying authorities.

Employees are expected to understand that being impaired in the workplace (including at work functions) may result in poor quality work, may result in the CNA being unable to fulfil its mandate or suffering reputational damage and may result in legal liability for the CNA. As a result, any breach of this policy will result in disciplinary action, up to and including termination of employment for just cause. A breach of this policy may also lead the CNA to calling the appropriate authorities, as needed.

APPENDIX A

ACCEPTABLE USE POLICY

(IT and Related Equipment, Network Access)

The purpose of this policy is to establish what is acceptable use of electronic devices and network resources at the Canadian Nuclear Association (CNA). This policy defines standards for connecting to the CNA's network from remote computing devices. These standards are designed to minimize the potential exposure to the CNA from damages which may result from unauthorized use of CNA's Information Technology (IT) resources. Damages include the loss of sensitive or confidential data, loss of intellectual property, damage to public image, and damage to critical CNA internal systems and/or computer property.

At the present time, the CNA has an on-premise file server and a client-server network in place. All on-site computers are connected to the file server over the CNA's private internal Local Area Network (LAN). Access to files and information is controlled through security policies enabled on the server. These same security policies are in place when an employee accesses the server remotely through a secure Virtual Private Network (VPN).

The corporate server located at the CNA's office is backed up over the Internet on a daily basis to a data centre operated by its IT Provider (GridWay Computing Corporation). All data is encrypted while in transit and is safely stored in GridWay's data center facility in Kanata, Ontario.

The CNA provides computer devices and a network as well as other electronic information systems to meet corporate objectives and initiatives and must manage them responsibly to maintain the confidentiality, integrity, and availability of its information assets. This policy requires the users of information assets to comply with company policies to protect the company against damages.

Policy Details

1.0 Access to Corporate Documents: VPN

Remote access privileges are provided to employees who are entitled to work from home in accordance with the CNA's Working from Home Guidelines. Employees must use laptops provided by the CNA when working outside the office, including but not limited to when working from home.

Access is granted to the corporate server via a VPN solution. All data is encrypted during transit for maximum security. The VPN works in conjunction with the corporate firewall and is the only authorized method used to connect to the server. Any CNA loaner laptops

will be configured with the VPN agent and users will be provided with the necessary log-in credentials.

When used from home, no family members or friends are permitted to use the company laptops. Employees are expected to make all reasonable efforts to maintain the laptop and protect it from theft, loss, and damage while in their possession. While connected through the VPN to the corporate network, employees must restrict the use of the Internet to corporate use only.

1.1 Data Backup

At the present time, all employees are required to store all data and information on the corporate server. It is only the server that is backed up on a daily basis. Data stored locally on desktops and laptops is not backed up, therefore no information is to be stored on these devices.

1.2 Portable Drives

No external storage device or portable drive is to be used to transport corporate data unless express, written permission has first been granted from Management. If a portable drive such as a USB memory stick or other storage device is used, all data must be deleted from the device when it is no longer needed.

1.3 Access to Email

Corporate email is hosted by GridWay and is accessible from any computing device with access to the Internet. All corporate communication must be transmitted through employees' CNA email accounts. Personal email accounts are not to be used for CNA related communication or for sending attachments containing CNA's information assets.

1.4 Use of Third-Party Storage Solutions (e.g. Dropbox, OneDrive, Google Drive)

All CNA employees are restricted from using any third-party cloud storage services including but not limited to Dropbox, OneDrive, or Google Drive. All information must be stored on CNA's corporate server only and/or the use of SharePoint.

In the event large files need to be transferred to a trusted partner of CNA's, an exemption may apply. Employees must have prior, written permission from the CNA Management to use a partner's storage solution such as the approved solution WeTransfer.

We will perform regular audits of all CNA issued technology to ensure compliance with this policy. The audits will take place semi-annually and will ensure only CNA licensed software and peripherals are installed. We will also run updates of the computers at these times.

Consequences of Non-compliance

Compliance with this policy is mandatory. The CNA Management will ensure all users comply with this policy and will periodically perform a review to validate compliance. Any instances of non-compliance will be reported to the Vice-President and/or to the President and CEO.

A violation of, or failure to comply with, this policy may result in disciplinary action, which may include:

- Verbal or written warning/caution;
- Suspension;
- Termination; and/or termination with just cause
- Legal proceedings.

Employee Declaration and Signature

I declare having read and my understanding of the contents of the CNA Acceptable Use Policy and agree to abide by the policy throughout my employment with the CNA.

Employee Signature

Date Signed

Employee name (printed)

APPENDIX B

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 to whom you owe an obligation could influence your decision(s) and/or impair your ability to:
 - (i) act in the Canadian Nuclear Association's best interests, or
 - (ii) represent the Canadian Nuclear Association (CNA) fairly, impartially and without bias.

It is important to note that a "conflict of interest" exists even 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 President, or by a person designated by the Board, 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, or
 - (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 any conflict of interest, or potential conflict of interest, to the President in writing. It is important to make the disclosure when the (potential) conflict first becomes known. If you do not become aware of the (potential) 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 situation, you must request the advice of the Board of Directors or a person designated by the Board.

- 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 President any conflict of interest as defined by this policy and asking that such declaration be recorded in the Board Minutes; and
 - Refraining from all discussion of the matter giving rise to the conflict of interest, including with other staff, or elsewhere.

Avoiding a Conflict of Interest – Continued

- 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 in writing, and in advance, by the Board.
 - (c) indirectly benefit from any business activity involving the CNA except in unique situations, authorized in writing, and in advance, 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.
- 3.3 You may not take personal advantage of an opportunity available to the 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.
- 3.4 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.
- 3.5 "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.
- 3.6 You may use CNA information only for CNA purposes.
- 3.7 You must not use CNA information for your personal benefit.
- 3.8 You must protect CNA information from improper disclosure.

- 3.9 You must report to the President, or to a person designated by the Board, any incident of abuse or disclosure of CNA information as soon as you become aware of the incident.

Rules about Gifts

- 4.1 You may accept a gift made to you because of your involvement in the CNA only in the following circumstances:
- (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.
- 4.2 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 President or a person designated by the Board.

Employee Declaration and Signature

I declare having read and my understanding of the contents of the CNA Conflict of Interest Policy and agree to abide by the policy throughout my employment with the CNA.

Employee Signature

Date Signed

Employee name (printed)

APPENDIX C

CONFIDENTIALITY AGREEMENT

I _____, understand and agree to handle any and all sensitive information regarding confidential materials, transactions, partnerships, research and reports gained through the course of my regular job duties in a confidential and appropriate manner.

I agree that if confidential information is not effectively protected, the reputation of the CNA may be threatened, and may suffer irreparably. I agree to keep all confidential information and relevant knowledge regarding the CNA confidential both during and after my term of employment. I understand that these practices have been adopted as they have been deemed essential to the protection of the CNA.

In working for the CNA, I agree not to divulge, disclose, provide or disseminate confidential information to any third party not employed by the CNA at any time, unless the CNA gives prior, written authorization for doing so. Furthermore, I agree that confidential information will not be used for any purpose other than its reasonable use in the normal performance of my employment duties for the CNA.

I understand and agree that I am not an official spokesperson for the CNA and cannot, under any circumstance(s) (including on a "no-names" or "off the record" basis), respond to inquiries from the community, the public, or the media, unless specifically asked to do so by an official CNA spokesperson. I agree to forward all inquiries to the Communications Directors and President & CEO for response.

I agree that any work I have created, or assisted in the creation of, at the behest of the CNA including but not limited to, reports, articles, manuals, training materials, and any written or visual work constitute works made for hire, and that the CNA therefore holds the copyright to said works.

I agree that I cannot reproduce or publish these copyrighted works, unless it is necessary to comply with normal CNA employment duties or if I have been given prior, written authorization by the CNA.

I agree upon ending employment with the CNA, I shall promptly return (without duplicating or summarizing), any and all material pertaining to the CNA in their possession including, but not limited to: all client lists, physical property, documents, keys, electronic information storage media, reports, research materials, manuals, letters and notes.

Employee's Signature

Date Signed

Witness's Signature

Date Signed

APPENDIX D

ACKNOWLEDGEMENT OF RECEIPT OF EMPLOYEE HANDBOOK & AGREEMENT TO CONDITIONS OF EMPLOYMENT

This is to acknowledge that I have received a copy of the CNA Employee Handbook. I understand that it is intended to give me important information about the main features of the employment policies, benefits, and certain other general information about the CNA, but does not necessarily represent all CNA policies in force.

I acknowledge that I have read the CNA Employee Handbook, have been given the opportunity to ask questions about anything contained in the handbook and fully understand the rules governing my employment with the CNA under the conditions explained.

I understand that the CNA has the sole and absolute discretion to amend, supplement, or rescind any provision of the handbook, as it deems appropriate.

I acknowledge having fully and completely read the CNA Employee Handbook. By signing below, I confirm that I fully understand its content and agree to be bound by its terms and by the conditions specified in the handbook throughout my employment with the CNA, in addition to being bound by any other rules, practices, or procedures that the organization may adopt from time to time.

Employee's Signature

Date Signed

Witness's Signature

Date Signed

(File signed original in employee's personnel file; provide employee with a copy)

APPENDIX E

WORK FROM HOME GUIDELINES

The Canadian Nuclear Association understands that some employees may benefit from the option to work from home on occasion. These guidelines outline the process used and expectations for employees working from home on a regular basis.

Guidelines

These guidelines do not alter or replace the terms of an existing employment contract. Employees must comply with all company rules, policies, practices, and instructions that would apply if the employee were working at the regular company worksite. Working from home is completely voluntary; Canadian Nuclear Association will not require an employee to work from home.

Work hours, compensation, and leave scheduling will continue to conform to applicable policies and agreements. Requests to work overtime or use leave time must be approved by the employee's supervisor in the same manner as described earlier in the handbook.

Approval Process

Employees are eligible to work from home with approval from their supervisor. If at any time the arrangement no longer meets business or productivity goals, the CNA reserves the right to revoke the agreement.

Performance Management

Working from home should not affect an employee's ability to complete day-to-day functions, including communicating with colleagues, management, customers, and so on. Employees must stay updated on department and work events. Employees must keep supervisors informed on the progress of assignments and reach out for support if needed. If an employee's presence is required for a meeting at the worksite, reasonable notice will be provided.

Use of Company Property

Employees must use company-provided devices when working from home to ensure that the appropriate software and programs are being used while maintaining data security and confidentiality. All completed and working copies of documents must be saved on the CAN server with limited access so that information is available to those who may require its use from the company worksite. Failure to use company-

approved devices may leave company data vulnerable to a security breach and may result in disciplinary action up to and including termination.

Company-owned resources may only be used for business purposes. Employees must take reasonable steps to protect any company property from theft, damage, or misuse. Depending on the circumstances, the employee may be responsible for any damage to or loss of company property.

The employee is responsible for providing adequate workspace and furnishings while working from home.

Use of Company Property

The CNA is committed to ensuring that the alternate worksite is safe and ergonomic. The company may make on-site visits to the employee's work site at a mutually agreed upon time to ensure that the designated workspace is safe and free from hazards, and that data is kept secure. If the workspace is unsafe and cannot be made safe, the CNA reserves the right to refuse or revoke the employee's work from home arrangement.

The employee remains liable for injuries to third parties that occur on the employee's premises. It is important that employees confirm with their insurance company of any requirements they need to have in place to ensure they are properly covered.

APPENDIX F

REQUEST FOR VACATION TIME

Name of Employee: _____ Date: _____	
<u>Date(s) of Vacation</u>	<u>Number of Days:</u>
Signature of Employee: _____	
Approved by: _____ Date: _____	

(Please return approved form to the **Administrative Assistant**)

