



TERMS OF REFERENCE – ENVIRONMENTAL STEWARDSHIP COUNCIL

1. SCOPE

The management of Canadian Nuclear Laboratories (CNL) values and respects the communities' interests in and expectations of the operational activities of the Chalk River Laboratories. In this regard, and in keeping with our Public Information Program of transparent information sharing, CNL has established an Environmental Stewardship Council (ESC) for the Chalk River Laboratories (CRL) site. As a local engagement method, the ESC will focus on activities pertaining primarily to the local community surrounding the CRL site.

The ESC will provide more opportunities for face-to-face meetings and will build an enhanced relationship through effective two-way dialogue. ESC Members will be informed about and updated on activities that could have an impact on their communities. ESC Members will voice their opinions to CNL management on these activities and will be kept apprised of the company's proposed actions on issues that are raised.

This document defines the objectives and mandate of the Environmental Stewardship ESC, the responsibilities of its members, and the process for performing their duties.

The document includes the list of members and recognized observers (Appendices A and B, respectively) and will be updated, as required, by the CNL Secretary.

2. OBJECTIVE

The objective of the Environmental Stewardship Council is to build and maintain a working relationship and create opportunities for open dialogue between community interest-holders and CNL Chalk River Laboratories, in order that decisions taken by site management consider a wide range of community viewpoints.

3. MANDATE

The Environmental Stewardship Council aims to work cooperatively to:

- a) Maintain an ongoing method for consistent two-way interactions with community interest-holders to discuss CNL's business as it relates to environmental protection, as well as health and safety, economics and social effects, as applicable.
- b) Build an open, productive and positive working relationship.
- c) Create opportunities for dialogue and feedback.
- d) Openly discuss a broad range of topics of mutual interest to both CNL and the community.
- e) Provide perspectives and opinions in the interest of supporting viable solutions to improve CNL's environmental and operational performance.
- f) Recognize, respect and consider the interests of all members.
- g) Ensure a safe and effective ongoing dialogue process in alignment with the core values and Code of Conduct in Appendix C.



UNRESTRICTED

- h) Facilitate community access to accurate and timely information about CNL's business and the ESC's undertakings so interest-holders are better informed.
- i) Foster the sharing of information with the public.

4. LIMITATIONS OF SCOPE

The ESC is not a decision-making body, and the members do not speak with one voice. ESC members will not be required or asked to take a common stance on any issue as a united group. For this reason, the ESC is not an appropriate body for the CNL or guest speakers to engage in formal consultation, solicit advice or gather recommendations from the group, although it is acceptable for CNL or guest organizations to ask for opinions from ESC members. The ESC does not vote, but members will at times be asked for individual member opinions, perspectives, and ideas.

5. MEETING PROCESS

5.1 Third-party facilitation

To ensure that the interests of the ESC are served without bias, CNL will contract the services of an experienced facilitator to coordinate and advise on matters brought forward to the Environmental Stewardship Council. CNL will provide administrative personnel to support this process.

5.2 Attendance

Consistency is important to discussion. If repeated absence occurs, and the ability of the group to successfully meet its mandate is impacted, CNL may ask a Member or Official observer to reassign a representative to the ESC, or to withdraw. See sections 6.3 and 6.4 for information on roles and responsibilities of ESC Members and Official observers.

5.3 Alternate members and official observers

Members and Official observers are encouraged to nominate and designate a standing alternate representative who can be contacted if the representative is not available or is not able to respond.

5.4 Frequency and location of meetings

The Environmental Stewardship Council will be expected to meet a minimum of three (3) times per year. Additional meetings will be held on an as needed basis.

The intention is that one of those three meetings will be on site at the Chalk River location, if deemed appropriate by CNL. Where possible, the location of the meetings will be held at a site central to the majority of the members (usually Pembroke), based on availability. Ad. Hoc meetings beyond the three per year may be held as deemed necessary by CNL.

5.5 Cancellation

Regular ESC meetings are important to CNL. Under most circumstances, cancellation or postponement will be a last resort and will only be considered in extenuating circumstances. CNL

UNRESTRICTED

retains the right to reschedule or postpone meetings if there is insufficient attendance for a scheduled meeting.

5.6 Meeting materials

CNL will provide copies of approved meeting materials during the session. Due to preparation and approval timelines, it is not possible to guarantee these materials can be available in advance of the session.

CNL reserves the right to redact any information deemed classified or inappropriate for dissemination. The intention of the meeting materials is to provide members with copies of the content, to assist them to communicate information to their members. These meeting materials are intended for review during meetings. The presentations at the meetings provide important context to accompany the meeting materials. Because of this, the meeting materials are for the benefit of members and observers who are present, who are then able to relay both context and content to the organizations or groups that they represent, should they choose to do so.

Please see section 8 for details on member and observer responsibilities related to the sharing of CNL meeting materials.

5.7 Meeting notes and recording of meeting discussion

In keeping with the mandate of the ESC outlined in section 3, meeting notes are intended to be a record of the topics discussed between members and CNL.

The meeting notes will be a simple record of the discussion topics and questions discussed and will not include content summaries or detailed annotation of the conversation.

The rationale for this decision is because the answers are often highly nuanced and can easily be inadvertently misinterpreted out of context. For this reason, all presentation materials with approved content and information will be provided during the meetings.

As mentioned in section 5.6, to ensure accurate information, CNL provides approved presentation materials for every topic during the session. The content within these materials is thoroughly reviewed and approved by CNL for accuracy and appropriateness for a public audience.

Comments or recorded questions posed during discussion will not be attributed to a particular person or group.

If a written approved response to a particular question is required by a member, ESC members are invited to request a follow-up action during a meeting, contact the ESC Secretary, or speak with the subject matter expert at the session.



UNRESTRICTED

Meeting notes will be maintained by the ESC Secretary and will be validated by the ESC at the next meeting. Once validated for accuracy, the meeting notes will be approved by CNL and made public via CNL's external website.

The attendee list for each meeting will be included in the meeting notes and will be published and made public online on the external facing CNL website.

5.8 Agenda topic identification

The agenda will be developed through a combination of standing items, and topics that are identified during previous meetings. Topics for presentations are predominantly chosen through ESC discussion, dependent on expressions of interest from ESC members.

During a meeting, new topics may arise. If an idea for a new topic is raised, it will be identified as an action, and the action will be tracked until the action is considered closed to the satisfaction of the ESC members. If members are unsatisfied with the closing of an action, they may request further discussion or may be asked to reframe the topic/action. In the rare event that a topic cannot be addressed due to it being out of scope or subject to security limitations, CNL will clearly explain the rationale to the ESC.

Standing items may (but not always) include:

- a) A general CNL business update,
- b) An environmental performance Report,
- c) An Environmental Remediation Management (ERM) report,
- d) Updates on environmental projects and initiatives, and
- e) Science and technology projects underway at the Chalk River Laboratories.

5.9 Responsibility for agenda development

Agenda development is the responsibility of the CNL Secretary, who will assemble the subject matter experts necessary to respond to actions that are identified as outlined in section 5.8. The timing of a response to an action is subject to the availability of the subject matter experts.

CNL will be solely responsible for agenda development and decision. While ESC members can have an influence on topic identification, the ESC does not have a formal role for the timing of topic delivery, or decision making. The reasons for this are twofold. First, because the ESC does not speak with one voice or vote on the agenda. Second, because the opportunity for ESC members to influence the agenda is during meetings. ESC members are encouraged to use the meetings as the opportunity to request actions and timelines, and the CNL will do its best to respond in a timely way, dependent upon on scheduling and availability of subject matter experts.

If a topic idea arises in between meetings that an ESC member feels is of high urgency, the member may make a written request directly to the CNL Secretary who will bring it to the attention of the Director of Corporate Communications or relevant authority for decision. The Secretary will then



UNRESTRICTED

relay the decision to the member with rationale. If a topic cannot be added to an agenda, ESC members are encouraged to voice such requests during the next ESC meetings. Opportunity will be created at the end of each ESC meeting for identification of topics and new actions.

6. ROLES AND RESPONSIBILITIES

6.1 CNL role

CNL will:

- Provide operating and scientific expertise from internal resources to support the work of the ESC.
- Provide all aspects of administrative and secretariat support to the ESC, including the development of agendas as identified in sections 5.7 and 5.8.
- Participate in discussions to meet the objectives of the ESC and to consider ESC inputs and proposed agenda items and actions.
- Ensure all representatives of the organization will work within the Code of Conduct while with the ESC.
- Develop and distribute feedback forms at the beginning of each meeting to solicit comments from the ESC on the tone, objectivity and content of communications and to evaluate the effectiveness of the meetings.
- Provide feedback on progress and decisions taken.
- Pay for the contractual expenses for the Facilitator and ESC meetings.
- Ensure all questions raised by ESC Members are appropriately reflected in the meeting notes
- Maintain a current action list.
- Post, at minimum, the last three years ESC meeting agendas and meeting notes on CNL's external facing website.

On occasions when the concerns, opinions, or information requests of ESC members are not feasible or within scope of the ESC, CNL will provide the ESC members with a clear rationale and explanation for decisions.

6.2 Facilitator role

The Facilitator will:

- Facilitate all meetings.
- Work with the ESC to ensure all meeting proceedings are conducted in keeping with the Code of Conduct.
- Contact ESC Members as needed.
- Provide assistance to presenters in order that presentation materials are understandable, free of industry jargon and in line with the needs of the members.
- Ensure discussion and questions are appropriately reflected in the meeting notes.



UNRESTRICTED

- Work with the ESC and CNL to maintain a plan. Key priorities and actions should be identified, and a timeline given for each issue proposed for discussion; and
- Provide a “wrap-up” statement of accomplishment and action review at the end of each meeting.

6.3 Member role

All members of the Environmental Stewardship ESC will be considered equals. Members will be expected to be active participants to ensure that the position of the organization they represent is understood.

The Members will:

- Attend the session regularly, and agree to work within the Code of Conduct for the ESC;
- Regularly pose relevant questions pertaining to the operations of CNL.
- Share opinions, perspectives and offer advice to encourage healthy dialogue.
- Represent their respective areas of expertise and/or roles in the community as it relates to the mandate outlined in Section 3.
- Regularly communicate any relevant information to their communities that they deem appropriate. Note: Member representatives are expected to relay information in their own words to their respective memberships. See sections 5.6 and 5.7 for details on the provision of approved information and meeting notes.

6.4 Official observer role

Generally, the role of an official observer is to observe the proceedings of the ESC. Official observers often choose this role if they perceive their questions would be in conflict of interest with CNL, or if they wish to be perceived as neutral in the public domain.

Official observers will:

- Attend the session regularly and agree to participate within the Code of Conduct for the ESC.
- Regularly communicate any relevant information to their communities.

Official observers may pose occasional questions pertaining to the operations of CNL, but if their participation becomes more involved or frequent, they will be encouraged to change their status to member.

7. EXPENSE REIMBURSEMENT

ESC membership is voluntary; members will not be reimbursed for time spent working on ESC activities. However, CNL will provide travel allowance for those ESC members travelling greater than 100 KM one-way to attend scheduled meetings of the ESC. This expense will be paid in accordance with CNL's mileage guidelines.



UNRESTRICTED

8. SHARING OF INFORMATION

As mentioned in section 5.6, for each meeting, CNL will approve and make available meeting materials in the form of an information package. The information packages should be considered reference information and are used to support more detailed discussions within meeting proceedings.

While ESC members, observers, or alternate designates are welcome to share this information within their representative organizations, to ensure that the necessary context is provided with the information, ESC members are not permitted to post the information packages in a location which is publicly accessible (e.g. web sites, social media platforms, unsecured online file storage, duplication or copying of printed materials for dissemination at public meetings, etc.). If members or observers choose to copy the materials or share the materials electronically with their membership, they hold the responsibility to communicate that this material is not to be shared beyond the membership, without the permission of CNL.

Should individuals beyond the ESC representative organizations or groups request a copy of meeting materials, whether in electronic or printed form, members and observers are asked to forward that request to CNL via the Secretary for a response and permission.

9. CONFLICT MANAGEMENT

9.1. Conflict of interest

Members are required to identify all issues with which they may have a conflict of interest. CNL will then have responsibility for reviewing these issues and deciding whether a conflict exists, and the member should be excused from the discussion.

9.2 Conflict resolution

All ESC participants are asked to read and consider the scope, mandate and objectives of the ESC above, and the Code of Conduct in Appendix C. During a session, should any ESC member be exhibiting behaviours that are not in alignment with the Code of Conduct, the facilitator will intervene.

Members and observers are invited to confidentially bring concerns related to the Code of Conduct to the attention of the facilitator or the ESC Secretary (during the session at breaks, or by email or phone outside of sessions). If necessary, the facilitator will reach out individually to the relevant members to explore the concerns and confidentially address those concerns the named party. If both parties consent, a joint conversation can be held to come up with collaborative solutions.

In the unlikely event that Code of Conduct is repeatedly disregarded by an ESC member representative or observer, after three such attempts at resolutions, CNL reserves the right to ask for a member representative replacement, or dismissal from the ESC.



10. MEMBERS AND OBSERVERS

10.1 Member definition

A member is defined as the organization, community or group, not the individual representing the organization, community or group. Observers are defined in section 10.6 below.

10.2 Membership scope

Members will be drawn from local communities and may include local environmental organizations. To ensure that the ESC is representative of community opinion, membership will be as broad as possible, within the limits set by ESC effectiveness.

See *Appendix A* for the list of official members.

10.3 Membership eligibility and approval

Factors considered by CNL when assessing new members for acceptance into the ESC are:

- The degree to which the geographic distance from Chalk River Laboratories constitutes 'local.'
- The degree to which a member is a recognized organization, community, or group of good standing.
- The degree to which the rationale for participation supplied by the applying organization, community or group matches the mandate of the ESC, in other words, a clear interest in environmental stewardship.

Based on their desire to participate, the membership of the ESC includes those noted in *Appendix B*. This list will change as agreed by the members.

When making the decision, CNL will adhere to the principle ensuring membership is as broad as possible, within the limits set by ESC effectiveness.

10.4 Changes in membership

A general review of membership will be conducted by the ESC, as required. Changes in membership will be approved by CNL. CNL will announce membership and observer applications and consider opinions and perspectives of members in its decision making for acceptance of new members and observers.

10.5 New member / observer application

New communities, groups or organizations wishing to join the ESC as members or observers must submit a letter of request to CNL stating why they wish to join, and in which capacity (member or observer). The letter should state the name of the organization, community, or group that the



UNRESTRICTED

observer represents, as well as the interests of the organization, community or group wishing to join.

The letter must be signed by an authorizing signatory of the community, group or organization wishing to apply. In all cases, the member is the group seeking participation, not the individual representative of the group. The letter should identify a primary representative, and an alternate delegate, should the primary be unavailable to attend.

As the administrator and secretariat for the ESC, CNL will remain the decision maker for acceptance of new members and observers, but will seek perspectives from the ESC on the application, and consider ESC member opinion in its decision. New members should expect their application letter to be provided to the ESC by the CNL. A minimum of three weeks will be required to gather feedback from the ESC about applications.

The exception to this application and selection process is that CNL retains the right to change the CNL membership and representation and will notify the ESC of their decision at a subsequent meeting following the decision.

10.6 **Observer definition**

There are three types of observers that are involved with the Environmental Stewardship ESC: official observers, alternative delegates, and members of the public. The purpose of the observer status is to enable organizations, communities or groups that wish to learn about CNL activities to maintain impartial participation and public neutrality. Observer status also allows the CNL secretariate to plan face-to-face meetings and support logistics management for each meeting (room size, catering, etc.).

10.7 **Official observers**

See Appendix B for the list of official observers.

New official observers can apply for inclusion in the ESC in the same manner as new members (see section 10.5). However, official observers can at any time request in writing, to switch their status to full ESC member since they have already been vetted and approved for regular attendance by CNL. Official observers that do so, accept that this will be made public on the ESC pages of the CNL website.

10.8 **Members of the public observers**

Representatives of public groups may apply to the ESC to attend a meeting as temporary public observer. Application is by letter (via email), addressed to the ESC Secretary, received at least fourteen days prior to an ESC meeting. The letter should state, briefly, the organization that the observer represents (if any); as well as the interests of the person/organization in attending a



UNRESTRICTED

meeting of the ESC.

The ESC Secretary will provide members of the ESC with a list of applicants for observer status at a subsequent meeting, along with the regular meeting materials, including name of the person requesting observer status, organization (if any), location, and interest (if specified) and date request received.

CNL will review applications and make selection on the following criteria:

- i) Relevance of the application to the defined area of involvement of the ESC.
- ii) Date of application.
- iii) Security considerations.

CNL will invite up to three members of the public who apply for observer status to each meeting. If more than three applications are received for a specific meeting, those names not accepted for the next meeting will be brought forward to the list of applicants for the subsequent meeting.

If the meeting is held on CNL property, CNL will review decision-making on the possibility of observer attendance, where security rules may preclude additional participants.

After approval of observer status by the ESC, the ESC Secretary will advise observers of the date, time, and place of ESC meetings at which they are invited to observe and, in that letter, include information about the role of the observer.

Other groups may request observer status. Status is to be determined at the discretion of CNL.

10.9 Alternate delegates – members and official observers

All ESC members and official observers are requested to identify a minimum of one designated alternate delegate to the ESC. The names of designated alternate delegates will be retained in the member list and may be contacted the ESC Secretary as needed.

To ensure continuity of involvement in the business of the ESC, with the approval of CNL, alternate delegates may attend from time to time along with their primary representative. In this situation, alternate delegates will sit with their primary representative and participate in the proceedings through their representative. Members and official observers are asked to contact the ESC Secretary to make arrangements for alternate delegates to attend the upcoming meeting, at least one week prior to scheduled ESC meetings. Alternate delegates attendees will be approved by the ESC Secretary on a case-by-case and first come, first served basis, dependent on logistical availability.

Names of alternate delegates may be made public on the ESC pages of the CNL website within the meeting notes.

10.10 Member or official observer removal or resignation

Members or official observers wishing to resign and remove their organization or group from the

UNRESTRICTED

ESC member list in Appendix A or B, need simply to inform the ESC Secretary in writing of their decision.

Member organizations whose representatives do not participate for more than three consecutive ESC meetings will be asked to replace those representatives. If no replacement is found within a reasonable time without explanation, the member organization may be removed from the ESC.

Member representatives wishing to be replaced, agree to notify the ESC Secretary of their resignation. Member representatives should include the administration of their respective organization in any correspondence, so that the resignation is transparent, and the search for a replacement can be initiated.

11. REVIEW OF TERMS OF REFERENCE

These terms of reference for the ESC will be reviewed once every 3 years, or as needed.

12. APPENDICES

- A. Environmental Stewardship Council Membership
- B. Official observers
- C. Code of Conduct



UNRESTRICTED

Appendix A

Environmental Stewardship Council Membership

Based on their desire to participate, the Environmental Stewardship Council will generally comprise:

Role	Member
Member	Algonquins of Pikwakanagan
Member	City of Ottawa – Drinking Water Services
Member	City of Pembroke Council Representative
Member	Concerned Citizens of Renfrew County
Member	Deep River Horticultural Society
Member	Four Seasons Conservancy
Member	Garrison Petawawa
Member	Métis Nation of Ontario
Member	Municipalité régionale de Comté de Pontiac (MRC)
Member	Old Fort William Cottagers' Association
Member	Ottawa Riverkeeper
Member	Pembroke and Area Field Naturalists
Member	Petawawa Research Forest
Member	Renfrew County Council Representative
Member	Town of Deep River Council Representative
Member	Town of Laurentian Hills Council Representative
Member	Town of Petawawa Council Representative
Member	Upper Ottawa Valley Chapter of Ducks Unlimited

UNRESTRICTED

CNL Member	President and CEO
CNL Member	Vice-President, Environmental Remediation Management
CNL Member	Director, Corporate Communications
CNL Member	Director, Communications and Engagement
CNL Member	Senior Administrative Assistant - <i>Acts as ESC Secretary</i>
CNL Member	Senior Director, Compliance
CNL Member	Director, Corporate Environmental Protection



UNRESTRICTED

Appendix B

Official Observers

(As of 2024 March)

Canadian Nuclear Safety Commission

Atomic Energy of Canada Limited (AECL)



UNRESTRICTED

Appendix C

Code of Conduct

CNL is committed to being an ethical and trustworthy company in its relationships with employees, suppliers, customers, and others with whom it does business with. CNL's work environment is dedicated to be in compliance with all relevant laws, and based on the following [core values](#):

Safety - Respect - Teamwork - Accountability - Integrity – Excellence

When agreeing to attend an ESC meeting, members, observers, and CNL representatives agree to the following commitments:

1. We commit to a safe and productive process for a diversity of perspectives.

We support one another to foster a positive experience for everyone, ensuring respectful communication and fear-free engagement. We commit to treating all ESC participants (whether CNL representative, ESC member, official observer, or invited guest) with respect and dignity.

We will remain curious, actively listen, make sure each person has the opportunity to speak, and ask constructive questions.

We will each actively seek common ground. We support one another to use our voices and commit to a positive shared process.

The ESC is intentionally a space with a diversity of perspectives, opinions, and experiences. It is this richness contributes to valuable dialogue and offers opportunity for group learning.

2. We commit to supporting clarity.

We acknowledge that all questions are valid – when addressing topics as complex as those pertaining to the activities of CNL, it is perfectly acceptable to ask any and all questions.

If there is something we do not understand, we commit to saying something because chances are someone else may also need clarification too.

3. We commit to non-partisan two-way information exchange.

To encourage inclusivity and participation among diverse members, we are committed to ensuring the ESC remains an information exchange forum. The intention of the ESC is to learn about CNL activities, pose questions, express concerns, seek further information, and hear from CNL subject matter experts on issues important to the ESC community.