



NUCLEAR WASTE
MANAGEMENT
ORGANIZATION

SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES

NWMO BOARD OF DIRECTORS

Update on Board Appointments

April 2007

Since the establishment of the Nuclear Waste Management Organization (NWMO) in 2002, the Board of Directors has changed over time, and grown in numbers. The newest additions occurred in March 2007.

This summary is intended to review recent changes to our Board, introduce our directors and highlight the process by which directors are appointed.

THE MEMBERS – Nuclear Energy Corporations

The *Nuclear Fuel Waste Act (NFWA)* assigns responsibility to the nuclear energy corporations to establish the NWMO. Accordingly, Ontario Power Generation Inc. (OPG), Hydro-Québec and New Brunswick Power Corporation were founding Members of the NWMO and, under the *NFWA*, must remain Members, or shareholders, of the organization.

Consistent with their statutory obligations, the Member companies developed formal cost-sharing provisions for the NWMO's annual operating budget. Agreed cost-sharing and decision-sharing reflect the Members' respective volumes of used nuclear fuel, the largest share being accounted for by Ontario Power Generation.

The high level of effort offered by OPG, Hydro-Québec and NB Power Nuclear is indicative of the strong commitment the Members have to ensuring the NWMO operates from a sound foundation as it fulfills its legislated mandate under the *NFWA*. Members are committed to good governance and to certainty regarding the sharing of financial responsibilities over the course of implementing Canada's chosen approach for the long-term management of used nuclear fuel.

Members also agreed on respective appointment authorities by which each of the three Member companies appoint directors to the Board. Specifically, it is agreed amongst Members that:

- The Board shall be composed of not less than three and no more than nine directors;
- The Members may appoint the following numbers of directors:
 - Ontario Power Generation, up to a maximum of seven directors;
 - Hydro-Québec, maximum of one director; and
 - NB Power Nuclear, maximum of one director.

THE BOARD OF DIRECTORS

The Board of Directors is responsible for oversight of the NWMO and taking a leadership role in the development of the corporation's strategic direction.

In 2006, the Member corporations considered the composition of the Board of Directors against the nature of NWMO's mandate in its next phase. Following a decision by the Government of Canada on a management approach, the NWMO will implement the approach. As part of its implementation mandate the NWMO will lead the managerial, financial and operational activities associated with the long-term management of used nuclear fuel. Members recognize the importance of ensuring that the Board of Directors reflects the appropriate skills, experience and competencies required to provide oversight of these activities.

Members also took into account expressions of concern about the limitations of a Board composed entirely of management employees of the used nuclear fuel owners. The Advisory Council, in its comments on the NWMO study, and some of the public comments received during the public engagement process, similarly highlighted the importance of expanding the Board to include those with a broader scope beyond the nuclear industry, to provide diverse viewpoints to assist the NWMO. The founding Members take this issue seriously and have sought to be responsive by introducing changes to the Board in 2007.

As of March 1, 2007, the NWMO Board comprised seven directors, as appointed by OPG, Hydro-Québec and NB Power Nuclear.

The recent changes to the Board of Directors, broadening its experience, represents a positive stride toward strengthening the Board, building trust and credibility, and addressing the requisite skills and expertise that will be required of directors as the organization's mission and operating environment evolve.

Ontario Power Generation Appointments

OPG has appointed five directors to the NWMO Board.

Dr. Gary Kugler was appointed to the Board of Directors effective June 1, 2006. By resolution of the Board, Dr. Kugler was named Board Chairman effective June 30, 2006.



Dr. Gary Kugler is the retired Senior Vice President, Nuclear Products and Services of Atomic Energy of Canada, Limited (AECL), where he was responsible for AECL's commercial operations. During his 34 years with AECL, he held various technical, project management, business development and executive positions. Prior to joining AECL, he served as a pilot in the Canadian air force. Dr. Kugler is a graduate of the Directors Education Program of the Institute of Corporate Directors at the Rotman School of Management's Corporate Governance College and serves on the Board of Ontario Power Generation. He holds a Bachelor of Science degree in honours physics and a Ph.D. in nuclear physics from McMaster University.

Mr. Ken Nash, NWMO President & CEO is also a director on the Board. Prior to being appointed NWMO President and CEO, Mr. Nash previously held the office of Board Chairman, when he succeeded Richard Dicerni.



Mr. Nash is a founding director of the NWMO and the immediate past-chair of the organization's Board of Directors. He has held a number of senior management positions at Ontario Hydro and OPG in the areas of finance, engineering, and environmental management and most recently is Senior Vice President, Nuclear Waste Management Division. Mr. Nash is the President and CEO of the NWMO. He is also the current Chair of EDRAM, an international organization of the heads of waste management organizations from ten countries,

including Canada.

Mr. C. Ian Ross was appointed to the Board effective March 1, 2007.

Mr. Ross succeeds Mr. Fred Long, VP, Finance, OPG, who had been a founding member of the Board.



Ian Ross served at the Richard Ivey School of Business at the University of Western Ontario from 1997 to September 2003. Most recently he was Senior Director, Administration in the Dean's Office, and was also Executive in Residence for the School's Institute for Entrepreneurship, Innovation and Growth. He has served as Governor and President and CEO of Ortech Corporation; Chairman, President and CEO of Provincial Papers Inc.; and President and CEO of Paperboard Industries Corp. Mr. Ross currently serves as a Director for a number of

corporations, including Ontario Power Generation Inc. He is also a member of the Law Society of Upper Canada.

OPG also expressed its intention to make two additional appointments to be responsive to calls to broaden the Board to include directors who are independent of the nuclear industry and have a diversity of skills, capabilities and perspectives to assist NWMO as it moves into the implementation phase of its mandate. Additional desired skills and competencies for the Board were identified. After careful consideration, it was determined that two key areas of focus for the search would be to bring Aboriginal perspectives and ethical or social sciences expertise to the Board. A further consideration was addressing the gender imbalance of the Board.

On behalf of OPG, the NWMO Board Chairman initiated a competitive process to engage an external independent search firm to identify candidates. In late September 2006 the external firm launched the search for new directors. Working from a long list of potential candidates presented by the firm, candidate profiles were reviewed over the fall months, and a short list eventually contacted for interviews. The Chairman recommended two candidates to OPG based on their experience, interest, and suitability to the search criteria. These undertakings resulted in the appointments of Mr. Ronald Jamieson and Dr. Deborah Poff. Both appointments were confirmed early in 2007 through appointment letters issued by OPG President James Hankinson, and took effect on March 1, 2007.

Mr. Ronald Jamieson was appointed to the Board effective March 1, 2007.



Ron Jamieson is a member of the Board of Directors of the Ontario Power Authority. Prior to his retirement in late 2005, he served as Senior Vice-President, Aboriginal Banking, BMO Bank of Montreal. Mr. Jamieson has held several senior executive positions in the financial services industry. Throughout his career, he has also been active in economic development initiatives for Aboriginal communities across Canada. Mr. Jamieson also served as chairman, president and CEO of Ontario Energy Corporation, whose mandate was to invest or participate in energy projects throughout Canada.

Dr. Deborah Poff was appointed to the Board effective March 1, 2007.



Deborah Poff is a Professor of Philosophy and Political Science at the University of Northern British Columbia. From 1994 to 2004, Dr. Poff was Vice-President and Provost at UNBC. In 2004, she was awarded a Fellowship in Public Policy with the Sheldon Chumir Foundation in Ethical Leadership. She is the founder and editor of the Journal of Business Ethics, Teaching Business Ethics, and the Journal of Academic Ethics. She is the editor of Business Ethics in Canada. Dr. Poff is currently working on a book on ethical leadership and the future of

university governance.

Hydro-Québec Appointments

Ms. Josée Pilon was appointed to the NWMO Board by Hydro-Québec, effective January 26, 2007. Ms. Pilon succeeded Mr. Michel Rhéaume who had served on the NWMO Board from October 18, 2004 to December 31, 2006.



Ms. Pilon is an MBA graduate of Laval University. She is member of the steering committee on the evaluation project for the rehabilitation of Gentilly-2. As a special projects manager, she is responsible for evaluating business opportunities for new sources of energy from the private sector including wind power, biomass and hydroelectric. She is also involved on the financial impact evaluation of new hydroelectric projects on municipalities. Prior to her current position, she held numerous business development positions in international projects.

NB Power Nuclear Appointments

Mr. Laurie Comeau was appointed to the NWMO Board by NB Power Nuclear. Mr. Comeau has served on the Board since September 15, 2003.



Mr. Comeau's 25-year career in the nuclear industry has been focused on radiation safety, conventional safety, environmental monitoring, dosimetry, emergency preparedness, fire prevention and waste management. He is the Manager of Projects at the Point Lepreau Nuclear Generating Station in New Brunswick.