



## Terms of Reference for Board of Directors<sup>1</sup>

### A. OVERALL FUNCTIONAL RESPONSIBILITIES OF THE BOARD

The Board of Directors (the “Board”) functions as steward of the Corporation, and has statutory authority and an obligation to oversee the affairs and business of the Corporation.

While the fundamental objective of the Board is to act in the best interest of the Corporation, the Board has a responsibility to ensure congruence between shareholder expectations, corporate plans and management performance, taking into account the public policy responsibilities of the Corporation.

In carrying out its responsibilities, the Board brings external and public perspectives to help guide ISC and should be an external advocate for the Corporation.

The Board has a responsibility to ensure that the Corporation operates to the highest ethical and moral standards and that procedures are in place to ensure statutory and legal responsibilities are met, an effective corporate compliance program has been established and corporate documents and records are properly prepared, approved and maintained.

### B. FUNCTIONAL RESPONSIBILITIES AND AUTHORITY OF THE BOARD

The Board shall have authority over all areas of corporate responsibility, including:

#### 1. Strategy Determination:

a) Provide leadership by:

- (i) reviewing and recommending to Crown Investments Corporation (“CIC”) for approval, the Corporation’s mandate and powers;
- (ii) approving the Corporation’s vision, mission and values;
- (iii) approving the setting of the Corporation’s long-range strategic direction and annually approving the Corporation’s five-year strategic goals;

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<sup>1</sup> Approved by ISC Board of Directors December 16, 2010

Approved by ISC Board of Directors November 1, 2007

Approved and recommended by ISC Governance Committee October 22, 2007.

- (iv) annually reviewing and recommending to CIC for approval:
  - I. the Corporation's Five Year Performance Management Plan ("PMP") including financial strategy, high-level business plan, operating goals and objectives; and
  - II. the setting of balanced scorecard measures
- b) Monitor Management's implementation and execution of the Corporation's strategic direction by:
  - (i) monitoring and assessing the resources required to implement the Corporation's strategic plan;
  - (ii) monitoring and assessing developments which may affect the Corporation's strategic plan;
  - (iii) evaluating and, as required, enhancing the effectiveness of the strategic planning process; and
  - (iv) monitoring corporate performance against the Corporation's strategic goals.

## 2. Corporate Structure:

- a) Recommend to CIC for approval, the Corporation's participation in joint ventures and strategic alliances and the creation of subsidiaries.
- b) Approve the Corporation's substantial partnership arrangements.
- c) Monitor the Corporation's organizational design and structure.

## 3. People Strategies:

- a) Ensure appropriate structuring of executive roles and responsibilities and the management and performance of senior management, by:
  - (i) approving the position description for the CEO and monitoring the allocation of responsibilities for other executive officers;
  - (ii) recruiting and appointing the CEO, with the approval of CIC and the Premier, and monitoring the appointment of other executive officers;
  - (iii) approving the CEO's performance goals and objectives and monitoring and evaluating the performance of the CEO;
  - (iv) monitoring the performance of the CFO and other executive officers;

- (v) approving the succession plan for the CEO and monitoring the succession plan for other executive officers.
- b) Oversee the Corporation's compensation and benefits structure by:
- (i) providing input to CIC on the Crown Sector Executive compensation and benefits structure and recommending to CIC for approval alternative forms of performance compensation;
  - (ii) approving the annual corporate performance targets for executive and out-of-scope short term incentive payments and the annual application of performance and other annual executive and out-of-scope compensation adjustments;
  - (iii) approving out-of-scope classification and compensation system;
  - (iv) monitoring exceptions to executive management compensation and expenses;
  - (v) recommending to CIC for approval, the Corporation's collective bargaining mandate and approving collective bargaining settlements within that mandate;
  - (vi) approving employee benefits programs and non-compensation programs that provide significant financial benefit and/or are of a sensitive nature; and
  - (vii) monitoring non-compensation programs that provide nominal financial benefit and/or are of an administrative nature, and monitoring the administration of compensation and benefits programs.
- c) Monitor the Corporation's other people practices and strategies including the Corporation's talent management framework and strategies, succession planning framework, employee training and development strategies, performance management framework, employee attraction and retention strategies, and the administration of key human resources policies.
- d) Monitor exceptions to the Corporation's respectful workplace policies and health, safety and workplace environmental practices and monitor the Corporation's healthy workplace culture strategies.

#### 4. Financial and Corporate Performance:

- a) Ensure the financial and corporate performance of the Corporation, including developments that have a significant and material effect, are adequately and promptly reported to the shareholder, stakeholders and the public, by monitoring quarterly the Corporation's financial performance and balanced scorecard results, and other financial information prepared for public consumption ensuring that all financial results are reported fairly and in accordance with generally accepted accounting principles, which will become International Financial Reporting Standards as of January 1, 2011.
- b) Recommend to CIC for approval, the amount of dividend payments within CIC guidelines.
- c) Approve the setting of key financial performance metrics and targets.

## 5. Transparency & Integrity:

- a) Ensure that the Corporation operates at all times to the highest ethical and moral standards, by:
  - (i) ensuring the integrity of the CEO and other executive officers and the integrity of all of the Corporation's employees, including approving policies such as codes of conduct and whistleblower policies;
  - (ii) ensuring the integrity of the Corporation's internal control and financial and management information systems;
  - (iii) monitoring the integrity and accuracy of the Corporation's external reporting by;
    - I. approving the annual audited financial statements, management discussion and analysis and governance sections of the Corporation's annual report;
    - II. monitoring the quarterly financial statements, management discussion and analysis and other financial accountability information prepared for public consumption;
    - III. monitoring the CEO and CFO's formal representation letter to the External Auditor;
  - (iv) monitoring the Corporation's accounting policies and significant transactions that impact the financial statements in a significant manner;
  - (v) monitoring exceptions to significant accounting estimates and management's methodology and the integrity of financial performance reporting;
  - (vi) monitoring CEO expense reimbursement.

## 6. Risk Management & Internal Controls:

- a) Monitor the Corporation's risk assessment framework to ensure a proper balance between risks incurred and potential returns by:
  - (i) approving the identification and assessment of, and mitigation plans to address, the Corporation's principal risks;
  - (ii) monitoring exceptions to the implementation and achievement of appropriate mitigation plans to manage identified risks.
- b) Monitor Management's implementation of systems designed to ensure that the Corporation operates at all times within applicable laws and regulations by monitoring the Corporation's framework of internal controls and Management's internal controls report.
- c) Monitor the Corporation's asset protection strategies and the status of outstanding litigation and assurance claims.

- d) Monitor the Corporation's comprehensive audit program (including external and internal audit activities) and the cost of the program.
- e) Oversee the Corporation's internal audit program by:
  - (i) approving the internal audit function;
  - (ii) monitoring the appointment of the Internal Auditor and exceptions around the independence of the Internal Auditor; and
  - (iii) monitoring the annual internal audit plan, accomplishments, results & costs measured against that plan and exceptions noted in the internal audit work and reports.
- f) Oversee the Corporation's external audit program by:
  - (i) recommending to CIC for approval, the appointment of the External Auditor;
  - (ii) monitoring exceptions around the independence of the External Auditor;
  - (iii) monitoring the annual external audit plan and fees, and exceptions noted in the evaluation of the External Auditor's performance and quality of service;
  - (iv) monitoring the management of the business relationship with the External Auditor and significant non-audit services provided by the External Auditor;
  - (v) reviewing the External Auditor's annual audit;
  - (vi) reviewing the Provincial Auditor's annual audit.

## 7. Board Governance:

- a) Approve governance practices to ensure that the Board and Committees function independently of management.
- b) Approve Board and Committee practices, processes and operations.
- c) Provide input to CIC in respect of Board compensation.
- d) Recommend to Cabinet, CIC and the Minister, nominees for Board member appointments and reappointment and the appointment of the Board Chair.
- e) Approve the appointment of Board Committee Chairs and the position descriptions for the Board Chair and Committee Chairs.
- f) Approve the size, composition criteria and required capabilities of the Board.
- g) Approve the creation and disbanding, size and composition criteria of Board Committees.
- h) Approve the Board's succession plan and the Board's orientation and continuing education policy.

- i) Approve the Board's policies concerning the engagement of outside advisors for Members and monitor payments to such outside advisors.
- j) Monitor the Board's ethical and conflict of interest issues.
- k) Monitor exceptions to Member's expenses and Board operating costs.
- l) Approve, through the Corporate Secretary, Board and Committee Member expenditures within policy limits.
- m) Keep informed on trends, emerging issues, best practices, and proposed legislation relevant to the Corporation.
- n) Annually approve the Terms of Reference for the Board and all Committees and the Governance Guidelines for the Board of Directors and Board Committees.
- o) Monitor exceptions noted in the External Auditor's evaluation of the Audit & Finance Committee and annually review the performance of the Board and all Committee for recommendation to CIC.

8. Operations:

- a) Oversee the operations of the Corporation by:
  - (i) approving policies related to the approval of the use of the Corporation's assets, including travel and business expenses; and
  - (ii) approving policies related to the delegation of financial and commitment authority within the Corporation.
- b) Monitor material breaches and exceptions to operational policies and procedures.

9. Corporate Communications:

- a) In conjunction with the Committees and the President & CEO of the Corporation, review and respond to any relevant legislation, report, position paper, or other developments on matters related to the mandate of the Board in general and the duties and responsibilities of the Board, the Committees and Board Members in particular.
- b) Ensure the Corporation communicates effectively with the shareholder, stakeholders and the public by:
  - (i) approving the Board's communications policies and the Corporation's external communications framework; and
  - (ii) monitoring the Corporation's communication strategies and the implementation of the external communication framework.

10. Customer Experience:

- a) Review and recommend to CIC for approval customer fee waiver, reduction or refund and product and service fees generally.
- b) Monitor the customer refund policy.

11. Information Management:

- a) Approve the Corporation's privacy policy.
- b) Monitor the Corporation's management information systems and information technology strategies.
- c) Monitor the Corporation's information management systems.

12. Corporate Social Responsibility:

- a) Report to CIC on the Corporation's public policy initiatives.
- b) Approve the Corporation's community and social responsibility strategies including charitable, sponsorship and contribution policies, and strategies related to the Corporation's contribution towards environmental sustainability.
- c) Monitor the administration of the Corporation's community and social responsibility strategies and policies.

## **C. MEETINGS**

The Board shall meet a minimum of every three months.

## **D. COMMITTEES & DELEGATION**

1. The Board has statutory authority to appoint any committees that it considers necessary for the efficient conduct of the affairs and business of the Corporation and to prescribe the duties of any committee it appoints.
2. The Board establishes and continues the following committees of the Board:
  - a) Audit and Finance;
  - b) Human Resources; and
  - c) Governance.
3. The Board may create from time to time as required, ad hoc committees with finite duration for specific issues.

4. The Board may delegate any of its responsibilities and authority to a committee comprised of one or more Board Members. The Board remains accountable for the work and decisions of any committee to which the Board has delegated decision-making authority.
5. The Board discharges its obligations directly, through recommendations it receives from Committees of the Board and by delegating its functional responsibilities and/or authority to its Committees or to Management. Authority and functional responsibilities are delegated in accordance with the table in Schedule A attached to these Terms of Reference and as reflected in the Term of Reference for each Committee.
6. The Board Chair is an ex-officio voting member on all committees and may attend any meeting, as appropriate.

## **E. MANAGEMENT'S AUTHORITY**

1. Management is responsible for the day-to-day operations of the Corporation, acting within Board-approved goals, plans, policies and directives and consistent with the priorities of the shareholder.
2. Management shall assist the Board in fulfilling its obligations and oversight responsibilities by developing recommendations and/or reporting on the Board and Committees' areas of functional responsibility.
3. In general terms, the Board expects that management will:
  - a) Assist the Board to develop and keep current, a vision, philosophy and strategic direction for the Corporation.
  - b) Establish, prioritize and achieve Corporate strategies, goals, operational plans, budgets, business plans and performance indicators.
  - c) Assist the Board to identify and prioritize the principal risks to the Corporation and manage those risks.
  - d) Appoint, train, motivate, monitor and evaluate employees, and develop an effective talent management and succession plan.
  - e) Propose and implement policies and processes to enable effective communication with the shareholder, stakeholders and the public.
  - f) Design and implement policies and procedures to ensure the integrity of the Corporation's internal control and management information systems.
  - g) Provide accurate, complete and timely information to the Board to enable it to discharge its obligations and meet its governance and legal responsibilities.
  - h) Establish and implement procedures to ensure statutory responsibilities are met, an effective Corporate compliance program is in place, and Corporate documents and records are properly prepared, approved and maintained.
  - i) Establish appropriate and effective policies and procedures to ensure that the Corporation operates at all times within applicable laws and regulations, and according to the highest ethical and moral standards.

- j) Ensure compliance with significant policies and procedures by which the Corporation is operated.

## **F. BOARD COMPOSITION CRITERIA**

1. In addition to the skills and attributes required by each Committee (as outlined in the Committee Composition Criteria section of the Committees' Terms of Reference), the Members of the Board shall collectively and individually have the skills and attributes listed in the *Expectations for Directors of ISC Board* policy.
2. All Board members are required to fulfill the expectations, obligations and responsibilities described in the *Expectations for Directors of ISC Board* policy.

## **G. GENERAL**

The Board shall be bound by the terms of the *Governance Guidelines for ISC's Board of Directors & Board Committees*.

**Schedule A to Terms of Reference for Board of Directors**

<b>Board of Directors Authority</b>	<b>Audit &amp; Finance Committee Authority</b>	<b>Governance Committee Authority</b>	<b>Human Resources Committee Authority</b>	<b>Functional Responsibility</b>	<b>Management Authority</b>
<b>Strategy Determination</b>					
Reviews & recommends to CIC				Corporate mandate	Develops
Reviews & recommends to CIC				Corporate powers	Develops
Approves				Corporate vision, mission and values	Develops
Approves				Strategic direction	Develops
Approves				5-year strategic goals	Develops
Recommends to CIC (as part of PMP)	Reviews & recommends to Board			Financial Strategy, Statement of Operations, Statement of Retained Earnings and Accumulated Other Comprehensive Income, Statement of Financial Position, Statement of Cash Flows & Capital Investments sections in Performance Management & Capital Allocation Plan (PMP)	Develops
Reviews & recommends to CIC (as part of PMP)				Five Year Performance Management Plan (PMP) including high-level business plan, operating goals and objectives	Develops
Reviews & recommends to CIC (as part of PMP)				Setting of balanced scorecard measures	Develops
Monitors				Implementation and execution of strategic direction	Develops
<b>Corporate Structure</b>					
Recommends to CIC				Participation in joint ventures and strategic alliances	Develops
Recommends to CIC				Creation of subsidiaries	Develops
Approves				Substantial partnership arrangements	Develops
Monitors			Monitors & report to Board	Organizational design and structure	Approves
				Internal committee creation, mandate, structure and framework	Approves
<b>People Strategies</b>					
Approves			Reviews &	CEO position description	Develops

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			recommends to Board		
Monitors			Monitors and reports to Board	Allocation of responsibilities for Executive Officers	Approves (CEO)
Appoints with approval of CIC & Premier			Reviews & recommends to Board	Recruitment and appointment of CEO	Assists
Monitors			Monitors & reports to Board	Appointment of Executive Officers (other than CEO)	Appoints (CEO)
Approves			Develops & recommends to Board	CEO performance goals and objectives	Input (CEO)
Approves			Reviews & recommends to Board	CEO performance evaluation	
Monitors	Provides input			CFO performance	Approves (CEO)
Approves			Reviews & recommends to Board	Succession plan for CEO	Develops
Monitors	Provides input (CFO only)		Reviews and reports to Board	Succession plan for Executive Officers	Approves (CEO)
Input to CIC			Reviews & recommends to Board	Crown Sector Executive compensation and benefits	Provides input
Recommends to CIC			Reviews & recommends to Board	Alternative forms of performance compensation	Develops
Approves			Reviews & recommends to Board	Annual corporate performance targets for Executive & out-of-scope short term incentive payments	Develops
Approves			Reviews & recommends to Board	Annual application of performance and other annual Executive and out-of-scope compensation adjustments	Develops
Approves			Reviews & recommends to Board	Out-of-Scope classification and compensation system (excluding executive and general managers)	Develops
Approves			Reviews & recommends to Board	Employee benefits programs	Develops
Monitors	Monitors & reports			Quarterly report on executive management compensation and expenses	Reviews &

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	exceptions to Board				reports to A&F Committee
Recommends to CIC			Reviews & recommends to Board	Collective bargaining mandate	Develops
Approves			Reviews & recommends to Board	Collective bargaining settlement (tentative and final)	Develops
Approves			Reviews & recommends to Board	Non-compensation programs that provide significant financial benefit and/or are of a sensitive nature	Develops
Monitors			Monitors & reports to Board	Non-compensation programs that provide nominal financial benefit and/or are of an administrative nature	Approves
Monitors			Reviews & reports to Board	Administration of compensation and benefits programs	Approves
Monitors			Monitors & reports to Board	Talent management framework and strategies	Approves
Monitors			Reviews & reports to Board	Succession planning framework	Approves
Monitors			Reviews & reports to Board	Employee training and development strategies	Approves
Monitors			Reviews & reports to Board	Performance management framework	Approves
Monitors			Monitor & reports to Board	Employee attraction and retention strategies	Approves
Monitors			Reviews & reports to Board	Administration of key human resources policies and programs	Approves
Monitors			Monitors & reports exceptions to Board	Respectful workplace policies	Approves
Monitors			Monitors & reports exceptions to Board	Health, safety and workplace environmental practices	Approves
Monitors			Monitors & reports to	Healthy workplace culture strategies	Approves

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			Board		
				Appointment of Leadership Team, Out-of-Scope and In-Scope Employees	Approves
<b>Financial and Corporate Performance</b>					
Recommends to CIC	Reviews & recommends to Board			Amount of dividend payments within CIC guidelines	Develops
Approves	Reviews & recommends to Board			Setting of key financial performance metrics and targets	Develops
Monitors	Monitors, reviews & reports to Board			Quarterly financial performance and balanced scorecard results	Reviews & reports to A&F Committee
				3-year Level II plans	Approves
				Special corporate priorities	Approves
				12-month plans	Approves
				Operating budget details	Approves
				12-month financial “goalposts”	Approves
<b>Transparency and Integrity</b>					
Ensures & reviews exceptions			Monitors & reports exceptions to Board	Integrity of CEO and other Executive Officers	
Ensures			Monitors exceptions and reports to Board as required	Integrity of employees	Monitors & reports exceptions to HR Committee
Approves		Reviews & recommends to Board		Corporate Code of Conduct	Develops
Approves		Reviews & recommends to Board		Whistleblower Policy	Develops
Approves	Reviews and			Annual audited financial statements and MD&A section of Annual Report	Develops

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	recommends to Board			including Management's representation letters on Balanced Scorecard and responsibility for financial information	
Approves		Reviews and recommends to Board		Governance section of Annual Report	Develops
Monitors	Approves & reports to Board			Quarterly financial statements (including MD&A) and other financial accountability information prepared for public consumption	Develops
Monitors	Reviews & reports exceptions to Board			CEO and CFO's formal representation letter to External Auditor	Develops (CEO and CFO)
Monitors	Approves, reviews & reports to Board			Accounting policies or significant transactions that impact financial statements in a significant manner	Recommends
Monitors	Monitors with External Auditor & management & reports exceptions to Board			Significant accounting estimates and management's methodology	Develops & assists in review
Monitors	Monitors with External Auditor & reports exceptions to Board			Integrity of financial performance reporting	
Monitors	Approves (Chair)			CEO expense reimbursement	Recommends (CFO)
<b>Risk Management and Internal Controls</b>					
Monitors	Reviews & reports to Board			Risk assessment framework	Develops & reports to A&F Committee
Approves	Reviews & recommends to Board			Risk identification, assessment and mitigation plans	Develops & recommends to A&F Committee
Monitors	Monitors , reviews & reports exceptions to Board			Achievement of mitigation plans to manage identified risks	Reviews & reports to A&F Committee

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Monitors	Reviews & reports to Board			Framework of internal controls	Develops
Monitors	Monitors & reports exceptions to Board			Internal controls report	Reviews & reports
Monitors	Reviews & reports to Board			Asset protection strategies including annual insurable risks and insurance coverage	Develops & reports to A&F Committee
Monitors	Monitors & reports to Board			Status of outstanding litigation and assurance claims	Reviews & reports
Monitors	Approves & monitors			Comprehensive annual audit program (external and internal), including cost of program	Develops (with Internal Auditor)
Approves	Directs, reviews, monitors & recommends to Board			Internal audit function	Develops & recommends to A&F Committee
Monitors	Approves			Appointment of Internal Auditor	Recommends
Monitors	Monitors & reports exceptions to Board			Independence of Internal Auditor	Assists
Monitors	Approves			Annual internal audit plan	Develops & recommends to A&F Committee (Internal Auditor)
Monitors	Monitors & reports unresolved matters to Board			Accomplishments, results and costs as measured against internal audit plan	Reviews & reports to A&F Committee (Internal Auditor)
Monitors	Monitors & reports exceptions to Board			Internal audit work and reports	Develops (Internal Auditor)
	Provides input			Internal Auditor performance	Approves
Recommends to CIC	Reviews & recommends to Board			Appointment of External Auditor	Assists

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Monitors	Monitors & reports exceptions to Board			Independence of External Auditor	Assists
Monitors	Reviews & approves			Annual external audit plan and fees	Recommends
Monitors	Monitors & reports exceptions to Board			External Auditor's quality of service and performance	Assists
Monitors	Directs			Management of business relationship with External Auditor	Assists
Monitors	Approves & reviews			Significant non-audit services provided by External Auditor	Recommends
Reviews	Reviews & reports to Board			External Auditor's annual audit	Assists
Reviews	Reviews & reports to Board			Provincial Auditor's annual audit	Assists
	Approves (Chair)			External Auditor's contract and letter of engagement	Develops
<b>Board Governance</b>					
Approves		Develops & recommends to Board		Board and Board Committee governance practices	Assists
Approves		Reviews & recommends to Board		Board and Committee practices, processes & operations	Develops & assists
Provides input to CIC		Reviews & recommends to Board		Board compensation	Assists
Recommends Nominees to Cabinet, CIC and Minister		Identifies & recommends to Board		Board Member appointments and reappointments	Assists (CEO)
Recommends Nominee to Cabinet, CIC and Minister		Identifies & recommends to Board		Appointment of Board Chair	
Approves		Identifies & recommends to Board		Appointment of Board Committee Chairs	

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Approves		Develops & recommends to Board		Position descriptions for Board Chair and Committee Chairs	Assists
Approves		Reviews & recommends to Board		Size, composition criteria & required capabilities of Board	Assists
Approves		Develops & recommends to Board		Succession plan for Board	Input (CEO) and assists
Approves		Reviews & recommends to Board		Board Committee creation & disbanding, size & composition criteria	Assists
Approves		Develops & recommends to Board		Board orientation and continuing education policy	Assists
Approves		Develops & recommends to Board		Policy concerning Director's engagement of outside advisors	Assists
Monitors		Approves & reports to Board		Payments to outside advisors for advice provided to directors	
Monitors		Monitors & reports to Board		Board ethical and conflicts of interest issues	
Monitors	Monitors & reports exceptions to Board			Quarterly report on Director's expenses and Board operating costs	Develops
Corporate Secretary (CIC) approves	Monitors quarterly and reports exceptions to Board			Expenditures within policy for Board and Committee Members	
Monitors	Monitors & reports exceptions to Board			Board operating costs/expenses	Approves
Monitors	Monitors & reports to Board	Monitors & reports to Board	Monitors & reports to Board	Update on trends, emerging issues, best practices, and proposed legislation relevant to Committee's areas of functional responsibility and ISC generally	Assists
Approves	Reviews A&F Committee's T of R & recommends to Governance Committee	Reviews all T of R's & recommends to Board	Reviews HR Committee's T of R & recommends to Governance Committee	Terms of Reference for Board and Committees	Develops & assists

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Approves		Reviews & recommends to Board		Governance Guidelines for ISC's Board of Directors & Board Committees	Develops & assists
Monitors	Monitors & reports exceptions to Board			External Auditor's evaluation of A&F Committee	
Reviews & monitors Board and all Committees' performance & recommends to CIC	Reviews A&F Committee's performance & recommends to Governance Committee	Reviews performance of all Committees & Board & reports to Board	Reviews HR Committee's performance & recommends to Governance Committee	Board and Committee performance	Assists
<b>Operations</b>					
				Operational policies and procedures	Approves
Monitors				Material breaches and/or exceptions to operational policies and procedures	Reports to Board
Approves	Monitors, recommends & reports exceptions to Board			Policies related to the approval of the use of ISC's assets, including travel and business expenses	Recommends
Approves	Monitors, recommends & reports exceptions to Board			Policies related to the delegation of financial and commitment authority within ISC	Recommends
<b>Corporate Communications</b>					
Reviews & responds	Reviews & responds, or assists Board in responding	Reviews & responds, or assists Board in responding	Reviews & responds, or assists Board in responding	Response to legislation, reports, position papers or other developments on matters related to the mandate of the Committee or the Board	Assists

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Approves				External communications framework	Develops
Approves				Board communication policies	
Monitors				Corporate communication strategies	Approves
Monitors				Implementation of external communications framework	Approves
				Internal communications policies and practices	Approves
<b>Customer Experience</b>					
Recommends to CIC				Fee waiver, reduction or refund	Develops (Registrar of Titles and Controller of Surveys may approve)
Recommends to CIC and Cabinet				Product and service fees	Develops
Monitors				Customer refund policy	Approves
<b>Information Management</b>					
Monitors				Management information systems	Approves
Monitors				Information management systems	Approves
Monitors				Information technology strategies	Approves
Approves				Privacy Policy	Develops
<b>Corporate Social Responsibility</b>					
Reports to CIC				Public policy initiatives	Reports to Board
Approves		Reviews & recommends to Board		Corporate community & social responsibility strategies including charitable, sponsorship and contribution policies	Develops
Monitors		Monitors & reports exceptions to Board		Administration of key corporate community & social responsibility policies including charitable, sponsorship and contributions policies	Develops
Approves				Strategies related to ISC's contribution toward environmental sustainability	Develops

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Monitors				Policies and practices related to ISC's environmental sustainability strategy	Approves