

World

Association

of

Nuclear

Operators

Charter

# Preamble

The benefits of nuclear power can be brought to mankind only if nuclear safety performance is kept at the highest level. Furthermore, it is widely recognised that the ultimate safety responsibility for nuclear power rests upon the organisation that operates the nuclear power plants. Therefore, each operator has an individual responsibility to guarantee nuclear safety. The operators also have a mutual and collective responsibility to work together to assess and improve their performance and continually upgrade the safety of operating plants worldwide.

One effective way of promoting the safety and reliability of nuclear power is the mutual exchange and assessment of information on nuclear power plant operation among nuclear owner/operators and operator organisations. It is within the collective responsibility of chief executives to ensure that an exchange of experience is achieved effectively at all management levels. In this way, the nuclear operators can all learn from one another, help one another, and raise the performance of all to the standards of the best.

In order to address these issues, operators of nuclear power plants from all over the world have agreed to the creation of a worldwide association. The purpose of this Charter is to define the mission, organisation and delegation of authorities of the World Association of Nuclear Operators, hereafter called WANO, established for the reasons given above.

# Mission, Vision and Principles

The mission of WANO is to maximise the safety and reliability of nuclear power plants worldwide by working together to assess, benchmark and improve performance through mutual support, exchange of information, and emulation of best practices.

The vision of WANO and its members is to collectively be worldwide leaders in pursuing excellence in operational nuclear safety for commercial nuclear power.

The following underlying principles support this mission:

1. WANO’s overriding priority is the assurance of nuclear safety and excellence in operational performance.
2. Membership in WANO is voluntary and carries with it special commitments and obligations. It is in the best interest of each member and of the industry that all nuclear power operators worldwide are WANO members.
3. The principal owners ofWANO are the chief executives of the member organisations as they are responsible for contributing to the success of WANO programmes. WANO is an effective means for members to improve the operational excellence of their own stations and support nuclear safety among all members.
4. At the core of WANO membership is the commitment by each member to strive for the highest standards of safety and reliability. This is achieved through the members’ mutual adherence to the fundamental values of leadership, integrity, transparency, trust, relationships and accountability on an individual and a worldwide level.
5. Because performance of each member will affect all others, WANO members commit to one another to take timely action to correct significant performance issues and provide the necessary resources to support the WANO mission.
6. WANO is an organisation with a single mission, applying global strategies and policies, and is organised regionally to allow effective implementation of WANO programmes, respecting the requirements of regional diversity.
7. WANO is incorporated in the United Kingdom, and membership is with this legal entity. Upon joining, each member is additionally required to affiliate with at least one regional centre or the London Office (in the case of certain new entrants).
8. The standards for WANO programmes and activities, including fair principles for resources and fees, are established at the global level.
9. WANO’s goal is to strive for excellence and decisions taken should be in the spirit of consultation and consensus.
10. The WANO organisational structure ensures well-defined roles and responsibilities and clear lines of accountability. Centralised activities provide governance, oversight and support to ensure the standards are met in each of the regions.
11. WANO is accountable only to the members and is independent of undue influence from any single member. WANO is independent of governmental or regulatory influence, but coordinates its work closely with other organisations that promote the safety of nuclear power plants.
12. To ensure effective communication throughout all of WANO, a common working language is essential. The chosen working language of WANO is English.
13. To permit free and open exchange of information among the members, plant-specific information is confidentially controlled as directed by the WANO governing board.

# Commitment of Members

Recognising that the safety of each individual plant affects the viability and acceptability of nuclear power plants throughout the world, all members of WANO are committed to follow this Charter, the WANO Articles of Association, and WANO Policy Documents as approved by the WANO governing board. Specifically, all members accept their individual responsibility for the nuclear power plant they operate, and accept their collective responsibility to assess, inform, help and emulate best practices of other nuclear operators.

The following special obligations and commitments are an integral part of WANO membership:

1. Chief executives of WANO member organisations actively participate in the governance of WANO to ensure the success of WANO programmes and to improve the operational excellence of their own stations and support nuclear safety among all members.
2. WANO governors are chief executives, senior executives, or director generals responsible for the member’s nuclear power programme.
3. Each member safeguards the information shared among members and only releases information with the approval of the originating member and in accordance with WANO approvedconfidentiality requirements.
4. Each member pays required membership fees and provides high quality, experienced personnel to support WANO programmes and activities, and integrates these personnel back into the industry following WANO assignments.
5. Each member hosts and supports peer reviews of member organisations, including peer reviews for operating stations, pre-startup peer reviews for new units, and corporate peer reviews, at a frequency established by the WANO Governing Board.
6. Each member takes timely action to correct performance issues identified during WANO peer reviews and seeks support from WANO regional centres and other members to resolve significant issues.
7. Members collect, analyse and share operating experience, and evaluate and implement mandatory WANO Significant Operating Experience Report (SOER) recommendations.
8. Each member provides participants and experts for seminars, workshops, leadership courses and expert meetings to support improvements in operational safety and reliability.
9. Members participate in member support (MS) activities, including member support missions, reporting of performance indicator data, and using guideline and good practice documents to identify further improvements and support other members.

# Organisation of WANO

* 1. Structure

The governing structure of WANO consists of a general assembly, a governing board, a president, and regional governing boards. This is supported by an executive structure comprising a chief executive officer, with staff located in the London Office and regional directors and associated staff in regional centres.

* 1. Membership

Any operator or owner of nuclear power or nuclear fuel reprocessing plants may join WANO if it supports the mission of WANO and commits to fulfil the WANO membership obligations. Operators and owners of nuclear power plants under construction are eligible to join WANO.

Registration as a WANO member may be either as an individual operator/owner or as an operator organisation representing a group of operators.

An operator/owner or operator organisation can only be a member of WANO if affiliated with one or more regional centres or London Office. Each member is free to affiliate with the regional centre or centres most suited to its needs.

Membership in WANO is subject to the absolute discretion of the governing board, and the board may impose additional conditions as it deems appropriate.

Membership in WANO entitles each member to information on nuclear power plant operation of the other WANO members, direct communication with any other WANO member, and access to WANO products and documents.

**4.3** **Associate Membership**

The regional centres are registered as Associate Members of WANO.

# General Assembly

Each member of WANO is entitled to appoint one official representative and observers to the general assembly. Voting rights of members in the General Assembly are defined in the WANO Articles of Association.

The general assembly ratifies changes to the WANO Charter and Articles of Association and acts on other matters put to it by the governing board at a General Meeting.

A majority consensus on all matters is the spirit of WANO. However, if a decisive vote is necessary, it is carried out in accordance with the WANO Articles of Association.

# WANO Chairperson

**6.1 Organisation**

The WANO Chair is elected by, and serves as chair of, the WANO Governing Board.

**6.2 Function**

The chair is responsible for:

* Chairing effective governing boards and General Meetings
* Facilitating active participation by and contributions of the governors, and establishing relations with the governors during and aside of the board meetings
* Participation in the development of WANO’s policy, global strategy, goals and resources with the governing board
* Chairing the nomination process and proposing appointment of the chief executive officer for governing board approval
* Building and facilitating relations among the members and including new and potential new entrants
* Representing WANO in external engagements (international conferences, workshops etc.) and enhancing the international recognition of WANO, and the cooperation with international organisations that promote the safety of nuclear power plants. Facilitate positive relationships guided by WANO’s long-term strategy and direction developed in collaboration with the governing board and Executive
* Conducting (in consultation with the regional chairmen as appropriate) the chief executive officer’s annual performance review

Additionally, the chair works closely with the chief executive officer to ensure:

* The appropriate implementation of WANO’s mission, policies and principles, ensuring the consistency, integrity and overall performance of the entire organisation by the chief executive officer.
* Adherence to prevailing legislation in the United Kingdom
* Organisational alignment between the governing board and each regional governing board, through regular discussions with the Regional Chairs.
* Participation in the annual strategic planning session with the Regional Chairs and Executive

# President

Approximately every two years, the governing board nominates a candidate for president, in recognition of contributions towards the WANO mission. The general assembly elects the president of WANO as a voting member of the governing board to serve a nominal two-year term.

If a sitting president is unable to complete the expected term between the biennial general meetings, a regional governing board may propose a candidate(s), and a successor shall be elected by the WANO Governing Board to serve until the conclusion of the forthcoming biennial general meeting.

The president is responsible for promoting the organisation of the next biennial general meeting. The president also assists the WANO Chair in representing WANO in international activities, and other activities as requested by the governing board or the WANO Chair.

# Governing Board

* 1. Organisation

The WANO governing board is accountable to the general assembly for the overall direction and success of the association.

The governing board consists of voting members as follows:

* A sitting governor from each regional centre, each representing the Member that operates, owns or represents the largest number of units in the region, nominated by the Regional Governing Board in their region.
* A sitting governor from each region, as nominated by the Regional Governing Board.
* The Chairs of each of the Regional Governing Board, who are elected from among their number.
* The President of WANO
* The Chief Executive Officer of WANO
* A Chair who is elected by the governing board.

The four regional centre directors are entitled to attend and speak, but not vote, at governing board meetings in accordance with the WANO Articles of Association.

The quorum for governing board meetings shall be in accordance with the WANO Articles of Association.

The governing board will charter at least two committees that address issues related to budget, remunerations, strategy and nominations, namely a Budget and Remuneration Committee (B&R) and a Strategy, Governance and Nominating Committee (SGNC). These committees will each have a Charter, approved by the governing board.

* 1. Functions

To ensure effective operation of WANO, the general assembly confers on the WANO governing board the primary responsibility for ensuring the establishment, approval and consistent implementation of WANO policy and global strategy, achieving organisational alignment and ensuring a strong worldwide spirit of cooperation. The WANO governing board represents and acts on behalf of the general assembly to perform the following functions, and others assigned by the general assembly:

* Ensuring the development, approval and consistent implementation of the strategy, vision, direction, policies and goals for the association
* Representing the members, both in their respective regions and worldwide, to ensure the WANO mission is implemented and supported throughout the association
* Assessing industry performance to ensure appropriate strategies are established to implement the WANO mission, with particular emphasis on identifying members in need of assistance from the association to sustain or improve performance
* Ensuring the association meets appropriate standards of financial and ethical behaviour
* Monitoring regional centre performance to ensure consistency of WANO governance, programme implementation and products across the regions
* Reviewing and approving the appropriate levels of resources (personnel, financial and capital) needed to ensure effective implementation of the strategy, vision, direction and goals of the association
* Approving the WANO long-term strategic plan
* Reviewing and approving a member fee structure that supports the required levels of resources
* Supporting the Company Secretary to provide orientation training for new governors
* Annually evaluating the WANO governing board effectiveness supported by the Company Secretary
* Monitoring the business affairs of the association to ensure appropriate use of resources
* Evaluating and monitoring business risks, and ensure control measures are in place
* Planning for succession of the board, including election of the Chair and election of replacement governors. The SGNC shall oversee this process.
* Selecting the WANO chief executive officer, evaluate their performance and compensation, and ensure adequate succession planning, as advised by the SGNC
* Approving applications for membership, including any special conditions applied to individual members
* Assessing member performance and recommending any escalation action as may be deemed necessary.
* Establishing appropriate protections against corporate, director and personal liability
* Approving the annual London Office budget following recommendation from the Budget and Remuneration Committee, and reviewing the regional centre budgets for information
* Those governing board members also serving as a governor on a regional governing board will have specific regional responsibilities, as defined by their regional governance documents.

# Regional Governing Boards

* 1. Organisation

The Regional Governing Boards are convened to represent the interests of those members affiliated with their regional centre and are accountable to the WANO governing board for effective implementation of WANO mission in their regions.

The regional governors provide oversight and support to the regional directors in their executive responsibility to implement WANO governing board policy and direction in their regions.

The Chair of the regional governing board who represents the region as a member of the WANO governing board, and is a member of the SGNC.

* 1. Functions

The regional governing board represents and acts on behalf of the members in the region to perform the following functions:

* Proposing, to the WANO governing board, worldwide strategic needs based on the experience obtained within the region.
* Implementing, within the region, activities to support strategies, vision, direction and goals for the association, as determined by the WANO governing board consistently.
* Assessing the performance of the members within the region to ensure adequate participation and action to address identified improvement needs and provide reports of member and regional performance to the governing board.
* Ensuring support from other members or regional centres to assist those members that experience difficulty in resolving performance problems or do not participate fully in association programmes and activities.
* Taking and recommending actions in support of member performance, and taking escalation action as may be deemed necessary.
* Nominating representatives from members affiliated with the region to serve as WANO governors .
* Planning for succession of the regional governing board, including election of the Chair and election of replacement governors.
* Overseeing effective collaboration and sharing of resources with other WANO centres.
* Selecting the regional centre directors, evaluating their performance and compensation and ensuring adequate succession planning.
* Ensuring the regional centre is properly supported by the affiliated members and the centre is adequately staffed with capable staff.
* Approving the regional centre budget, respecting common principles for resources and fees*.*
* Monitoring regional centre budget performance to ensure effective application of resources within the region.
* Commissioning and approving an annual report of regional centre activities and performance for presentation to the WANO governing board in compliance with its oversight mandate.

# Chief Executive Officer

* 1. Organisation

The chief executive officer is accountable to the chairman and WANO governing board for the day-to-day implementation of the WANO mission. The chief executive officer also serves as a representative of WANO in industry meetings, as needed.

The chief executive officer is appointed by the governing board .

The chief executive officer works closely with the WANO Chair to ensure proper organisational alignment of the Executive Leadership Team (ELT) with the WANO governing board.

* 1. Functions
* Monitoring the consistent implementation of WANO governing board strategies, vision, direction, policies, goals, and programmes, in the regional centres, and providing the governing board and members with periodic reports.
* Preparing and supporting WANO governing board meetings and providing staff support for reviews and investigations of WANO activities to ensure the governing board has the information needed to reach sound decisions.
* Reporting industry performance to the board in collaboration with the ELT.
* Consulting with the regional governing boards in their selection and the appraisal of regional directors.
* Serving as the principal interface between WANO and the leadership of member utilities – for example, providing information regarding WANO and industry performance.
* Providing leadership for the ELT, including tactical implementation of governing board strategies and facilitating the sharing of best practices among regions.
* Providing leadership and direction for the activities of the WANO London Office to achieve effective implementation of its functions in support of governing board activities.
* Serving as the principal interface to ensure close cooperation with international organisations that promote the safety of nuclear power plants.
* Establishing and maintaining an organisational structure to carry out the functions and objectives described in the Memorandum and Articles of Association, and in any WANO Policy Documents approved by the governing board.
* Providing a strong, integrated and coherent WANO long-term strategic plan.
* Providing the WANO Annual Report
* Establishing a WANO London Office cost control system for approving, tracking and reporting costs of the association.
* Maintaining the WANO London Office financial and accounting records of the association, in accordance with applicable laws.
* Ensuring data processing systems are globally compatible within WANO, and ensuring a sound data protection and information security (IS) within the organisation.
* Submitting records, reports and payments required to comply with applicable laws.
* Conducting the personnel administration function of the WANO London Office.
* Providing the governing board with annual reports on the progress of work identified by the annual plan in conjunction with costs versus budget reporting and at other frequencies that shall from time to time be decided by the governing board.
* Developing a global stakeholder engagement plan.

# WANO London Office

* 1. Organisation

The WANO London Office is the registered office of the Association, is the location in which the chief executive officer and his/her staff operate, and is where WANO members are legally registered.

* 1. Functions

The WANO London Office provides governance, oversight, and support to ensure the WANO programmes and standards, as approved by the governing board, are delivered consistently in each regional centre. London Office staff assists the regional centres, and in communicating effectively with members and stakeholders to carry out the mission of WANO. The staff performs the following functions:

* Assisting the general assembly and the governing board in fulfilling their responsibilities.
* Organising general assembly meetings and governing board meetings.
* Supporting the WANO Chair in their role
* Preparing the long-term plan and developing supporting planning and monitoring processes and reports for the governing board and general assembly.
* Ensuring consistent application of WANO policies among the regional centres through oversight and monitoring activities, reporting on the results to the ELT and governing board as appropriate and needed.
* Ensuring compatible charters, organisations and working methods among the regional centres.
* Exercising prime responsibility for the development and maintenance of the five WANO core programmes: Peer Review, Performance Analysis, Member Support, Training and Development and Corporate Communications, in collaboration with the regional centre counterparts.
* Ensuring data processing systems are compatible within WANO.
* Providing leadership and oversight of WANO corporate communications, including developing communication strategies
* Analysing, preparing and distributing information and WANO products to the regional centres and the members.
* Assisting in overcoming any language, geographical or other barriers or impediments to carrying out the mission of WANO.
* Promoting and supporting effectiveness and efficiency of WANO working practices on a global WANO level.
* Preparing an Annual Report on the work of WANO.
  1. Staff

The WANO London Office is staffed with a combination of seconded and permanent employees consistent with the long-term and annual plans approved by the WANO governing board. Secondees are drawn directly from WANO members, endeavouring to generate a team that is representative of WANO’s global membership.

# Executive Leadership Team (ELT)

11.1 **Organisation**

policies and and the London Office

11.2 **Functions**

The ELT are collectively responsible for executing the decisions and policies approved by the WANO governing board, and perform the following functions:

* + Ensuring the consistent implementation of WANO policies and programmes, and holding the London Office programme directors and delivery teams accountable for the aligned implementation.
  + Collectively assessing and making decisions that are in WANO’s global interest, within the responsibility of the executive.
  + Proposing a worldwide strategic plan to the WANO governing board based on experience obtained across the regional centres and London Office.
  + Collectively assessing industry performance across the regions, and ensuring suitable support plans are in place to address the identified improvement needs.
  + Maintaining close cooperation with the Regional Chairs and the Company Secretary to ensure integration between the regional and WANO governing boards.
  + Collectively reviewing and monitoring performance of the regional and London office finances against approved budgets.
  + Ensuring effective collaboration and sharing of global resources.

# Regional Centres

* 1. Organisation

The activities of each regional centre are managed by a regional director who is accountable to the chief executive officer for consistent implementation of WANO governing board approved policies and programmes in the regional centres, including:

* implementing WANO governing board decisions
* implementing the WANO long-term plan and business plans
* implementing WANO programmes and guidelines
* proposing policies, strategies and long-term plans to the WANO governing board that support the WANO mission
* managing cross-regional programmes, activities and resources
* developing and managing WANO regional resources
* promoting the highest levels of teamwork and cooperation in terms of achieving WANO goals
* maintaining effective communications with their respective regional governing board

The director is also responsible to their regional governing board for supporting high standards of performance by members in the region and effective use of regional centre resources.

The director is appointed by the regional governing board as a non‑voting member of the regional governing board.

* 1. Function

In carrying out the mission of WANO, each regional centre must maintain close coordination with the WANO London Office and other regional centres, and ensure effective communication among the Members affiliated with the regional centre.

The work of each regional centre includes, but is not limited to:

* Assisting WANO members to improve nuclear safety and plant reliability within the region and worldwide.
* Consistent implementation of WANO strategies, vision, policies, programmes and goals within the region.
* Conducting plant, corporate and pre-startup peer reviews
* Collecting, screening and analysing member data and information related to safe and reliable plant operation
* Performing member support missions and exchange visits
* Sharing operating experience and good practice information among members
* Consistent implementation of the five WANO core programmes in their regions through active participation in delivery team activities
* Facilitating interactions with members affiliated with other regions
* Providing training and development by organising workshops, seminars, leadership courses and expert meetings
* Providing feedback to member senior executives regarding plant performance and levels of participation in WANO programmes.
* Ensuring effective application of WANO resources within the region.
* Requesting support as needed from, and providing requested support based on availability of resources to, other regional centres.
* Supporting the personal development of personnel seconded to the regional centre.
  1. Staff

The staff of the regional centre, comprising a mixture of permanent and seconded personnel, is assembled and organised by the regional centre director, subject to the policies and budget approved by the regional governing board.

# Resource and Fee Principles

Resource and fee principles are described in the WANO Articles of Association*.*