

SPORT FOR LIFE TERMS OF REFERENCE

TITLE: TERMS OF REFERENCE FOR FINANCE AND AUDIT COMMITTEE	
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1. PURPOSE

Primary responsibility for the Society's financial reporting, accounting systems, risk management, budget approvals and internal controls.

The committee is a standing committee of the board that provides guidance and makes recommendations to the Board for approval. This assists the Board in fulfilling its oversight responsibilities relating to the above processes and the audit process.

2. COMPOSITION

- A. The Committee will be composed of two board members, a minimum of two independent members, and one Senior Staff member of the organization (the CEO). Additional staff and expertise from the greater community can be sought to add knowledge and skill to the Committee, but they do not have voting privileges.
- B. The members of the Committee shall be appointed by a resolution of the Board. Each member of the Committee shall continue to be a member thereof until a successor is appointed unless the member resigns or is removed by the Board or the member otherwise ceases to be a director of the Society. The minimum term duration of a committee member shall be 2 years, with no maximum term. Where a vacancy occurs at any time in the membership of the committee, it may be filled by the Board and shall be filled by the Board if the membership of the Committee is less than one (1) director as a result of the vacancy.
- C. Employees and past employees must have a minimum lapse of one full term (3 years) prior to serving on a Board or Committee.
- D. By design, the Committee will recruit members with the required financial/audit knowledge to monitor the society's ongoing finances.
- E. The Board, or in the event of its failure to do so, the members of the Committee, shall appoint a Chair from among its members. If the Committee Chair is not present at any meeting of the Committee, the Chair of the meeting shall be chosen by the Committee from among the members present.

- F. The Chair presiding at any meeting of the Committee shall have a vote in all matters considered by the Committee. The CEO will have a vote in all matters considered and will be counted for quorum. In the event of a tie, the matter shall be referred to the Board as a whole for decision.
- G. A Vice Chair shall act as a delegate for the chair. If the vice chair is not a member of the Board of Directors, then the vice chair will receive a special invitation to attend the board meeting.

3. DUTIES AND RESPONSIBILITIES

The Committee shall be charged with the following advisory functions, duties and responsibilities with respect to **Finance**:

- A. Reviewing and recommending for approval by the Board, the Society's annual business plan and budget;
- B. Reviewing quarterly interim financial statements and forecasts;
- C. Reviewing annually the principal risks associated with the Society's operations and insurance coverage relating to those risks; and
- D. Reviewing major investments or divestitures by the Society, including capital expenditures and major acquisitions or dispositions of significant assets.

The Committee shall be charged with the following advisory functions, duties and responsibilities with respect to **Risk Management**:

- A. Reviewing quarterly the risk register and management's interpretation of the risks faced by the organization, and bringing those forward to the Board.
- B. The Risk Register is presented to both the F&A and Governance committees, with the F&A committee responsible for overseeing the risk management process.

The Committee shall be charged with the following advisory functions, duties and responsibilities with respect to **Audit**:

- A. Reviewing the annual audit plan with the external auditor and management;
- B. Reviewing the annual audited financial statements with management and the external auditor, and recommending their approval or non-approval to the Board;
- C. Reviewing, prior to issue or review by the Board, the management briefing and analysis section of the Annual Financial Report, and any other disclosure documents containing financial statements of the Society;
- D. Reviewing annually the results of the external auditor's review of the Society's financial records, including the management letter and opinion on the financial

statements, reviewing management's response and subsequent follow-up to any significant identified weaknesses, and reporting to the Board any unresolved matters;

- E. Through discussions with management and the external auditor, obtaining reasonable assurance that the Society's accounting systems are reliable and internal controls are adequate; for this purpose, requesting the external auditor to examine particular system areas;
- F. Reviewing the quality of service, performance and fees of the external auditor, and recommending to the Board, as required, the appointment or reappointment of an external auditor;
- G. Reviewing annually the expenses of senior management;
- H. Reviewing annually the expenses of the Board and individual directors; and
- I. Reviewing, as required, the Society reports on any outstanding litigation against the Society.

The Committee shall review other matters which are referred to it by the Board for consideration and recommendations.

4. ACCOUNTABILITY

The Committee will report its discussions to the Board by distributing the minutes of its meetings and, where appropriate, by oral report at the next meeting of the Board of every major matter considered since the Board's last meeting.

5. COMMITTEE TIMETABLE

The time and place of meetings of the Committee and the procedures at such meetings shall be determined from time to time by the members of the Committee, provided that:

- A. A quorum for meetings shall be two (2) members, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear one another;
- B. The committee shall meet at least three times a year;
- C. Reasonable notice (preferably a minimum of 10 days) of the time and place of every meeting shall be given in writing or by email communication to each member of the Committee prior to the time fixed for such meeting;
- D. The external auditor shall attend meetings at the call of the Committee Chair and at the expense of the Society to review audit plans and scope, and the audit findings and audited financial statements of the Society.

6. MINUTES AND REPORTING RESPONSIBILITY

- A. The minutes of the meeting shall record an outline of material issues addressed by the Committee and all recommendations, decisions, and directives of the Committee. Following the committee's approval of the minutes, they shall be circulated to the Board prior to the following Committee and Board meetings, respectively.
- B. The Committee Chair shall make a verbal report of the meeting to the Board at the next Board meeting.

7. ACCESS TO CORPORATE RECORDS/PERSONNEL

In performing any of its duties and responsibilities, the Committee shall have access to any and all books and records of the Society required for the execution of the Committee's responsibilities and, as necessary, shall discuss such records and other relevant matters with appropriate Society officers and employees.

8. COMMITTEE MEMBER PERFORMANCE EXPECTATIONS

Committee members of Sport for Life are expected to actively contribute to the committee's success by upholding the following expectations:

A. Commitment and Participation

- Attend and actively participate in all scheduled meetings, reviewing agendas and materials in advance. An attendance rate of 66% of committee meetings annually is expected (unless otherwise approved by the Chair). Working meetings are recommended; however, input can be provided prior to such meetings.
- Engage in discussions and decision-making processes in alignment with Sport for Life's mission, vision, and strategic priorities.
- Dedicate the necessary time and effort to fulfill committee responsibilities, including completing assigned tasks between meetings.

B. Governance and Accountability

- Act in the best interest of Sport for Life, adhering to governance best practices and ethical standards.
- Maintain confidentiality of sensitive information and respect organizational policies.
- Declare any conflicts of interest and recuse oneself from discussions or decisions where applicable.

C. Collaboration and Respect

- Foster a culture of respect, inclusivity, and constructive dialogue in all interactions.

- Work collaboratively with fellow committee members, staff, and stakeholders to advance the committee's objectives.
- Support decisions made by the committee and contribute to their successful implementation.

D. Expertise and Continuous Learning

- Bring relevant skills, knowledge, and expertise to the committee's work.
- Stay informed about key trends, policies, and best practices in sport, physical literacy, and governance.
- Seek opportunities to enhance personal and collective committee effectiveness.

E. Communication and Reporting

- Provide clear, concise, and timely input on key issues, ensuring effective communication within the committee.
- Support transparent and accurate reporting to the Board or other relevant governance bodies as required.

9. REMOVAL OF A COMMITTEE MEMBER

Sport for Life reserves the right to remove any committee member if it is deemed in the best interest of the organization. A committee member may be removed by a majority vote of the Board of Directors based on one or more of the following grounds:

- Failure to fulfill the duties and responsibilities outlined in the committee's Terms of Reference.
- Breach of confidentiality or conflict of interest.
- Conduct unbecoming or behaviour that damages the reputation or integrity of the organization.
- Failure to attend a minimum number of meetings as defined by the committee.
- At the member's own request, through written notice of resignation.

Prior to removal, the committee member shall be notified in writing of the proposed action and given an opportunity to respond. Final removal decisions rest with the Board of Directors and are not subject to appeal.