



## *Our collective accomplishment*

**Throughout its 35-year history, COG has helped us bring our very best to the people relying on us for essential life services they can count on**

Each of us has our own memories of our time working as part of a COG team or perhaps on many teams.

The time in our career, the role we played, who we worked with and our area of work, all influence the details of our personal experiences. But, common to each of us is the experience of being part of something bigger than ourselves or even our company toward a common goal of achieving excellence.

I have heard people describe their nuclear career as akin to working on an International Space Station based on earth. There are so many opportunities to work with science and technology to progress the agenda of safe, clean, abundant and cost-effective electricity with some equally significant medical contributions through harvesting of Cobalt-60 for medical isotopes. We can achieve great things with the caveat we must always maintain respect for the power within the technology. This drives our pursuit for continuous improvements to achieve excellence in human and plant performance. COG helps us to achieve that.

I have been president and CEO of COG for close to six years. But even before that, COG played an important role in my life. As an engineer at Ontario Power Generation (OPG), it allowed me to contribute in a way my work could be leveraged collectively with the contributions of others to create a sum of the parts significantly beyond the outcomes of a series of individual efforts. It strengthened the knowledge I had to contribute to my work at OPG through information exchange and OPEX from other stations.

The Fukushima response was a defining moment for the industry and for COG. Tom Mitchell, then President and CEO of Ontario Power Generation, was appointed by the World Association of Nuclear Operators (WANO) to chair a special committee to determine what happened at the Daiichi nuclear station, learn from it and advise the world's nuclear industry on how to ensure safe operations everywhere.

COG was the mechanism the CANDU industry chose to apply the direction established by WANO. As an OPG representative, I worked with the COG team, then

led by Bob Morrison, and my industry peers to examine, analyze and develop a plan that would help ensure a similar event, and the resulting loss of public confidence, would never happen again.

The COG team helped the CANDU utilities worldwide to converge on a common, optimal approach through the CANDU Industry Integration Team, or CIIT, and I was honoured to act as the chair of the CIIT. They developed and maintained a database identifying the additional safety features, how each was dispositioned by each station, and the status of implementation. They helped organize the INPO-WANO-COG Fukushima Forum III that was held in Toronto. There were only four Fukushima forums held: Two in the US, one in Toronto and the last one in Tokyo. The choice to include a Toronto meeting, co-hosted by COG, was a reflection on the respect for the CANDU utilities' leadership.

For many years, through the Engineering Managers Peer Group, I was afforded the chance to work with colleagues from across the CANDU-operating nations to solve industry challenges and to create opportunities through



When the CANDU Owners Group was recognized by the Canadian Nuclear Society in 2019, the accolades reflected the work of COG staff and also the thousands of people from member, supplier, partner and academic organizations who contributed to the achievements through the COG collaboration model over the past 35 years.

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break-through advancements such as the feeder integrity project and the fuel channel life management program.

As the COG president, I have seen a new, diverse generation continue this tradition through forums, peer groups and the Supplier Participant Program. Their work is strengthening CANDU technology and taking us beyond to other opportunities such as small modular reactors.

It was about this time last year, at the second COG Collaboration Week, when a young professional stood up to say that in the 10 years he has been working in the industry, this event was singularly the most impactful he had attended. What will he and his peers do through COG? It is an exciting prospect.

Every meeting I have had with the Pakistan Atomic Energy Commission to review safety cases aimed at supporting

safe operation of KANUPP has been a reminder of the essential role COG plays in facilitating the transfer of technology to a country with which Canada has no nuclear co-operation agreement. It is a powerful example of how a will to collaborate for the common good can overcome even geo-politics.

Yes, it has been my privilege to be part of this community over the past 35 years. And, if you are reading this, chances are, it has been yours, too. As we continue our CANDU journey, and look beyond it to new technologies such as small modular reactors, I anticipate the great things yet to be accomplished together. The world is truly depending upon us to be our collective best.

***Fred Dermarkar  
COG president and CEO***

## Words about COG

“I want to thank everybody who built COG, who made it what it is today. We are standing on the shoulders of giants. I want to thank the people who are working at COG today for making it the amazing place that it is and for creating a great future going forward.”

*Fred Dermarkar, COG president and CEO*

“We connect a community of people who truly believe in the technology of CANDU.”

*Liette Lemieux, COG director R&D*

“COG adapts with the times and stays current. It helps the industry going forward.”

*Paul Thompson, NB Power and former COG director*

“We are able to facilitate the bringing together of a whole community, all across the globe, with one thing in mind: advancing the CANDU technology.”

*Sonia Qureshi, COG director, Joint Projects and Services*

“I’m very proud to be part of an organization that brings an invaluable service to the industry and to the CANDU technology, for the future.”

*Carla Carmichael, OPG and COG director*