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**Written Submission from
Christopher Lee**

**Mémoire de
Christopher Lee**

In the matter of

À l'égard de

Cameco Corporation

Application to renew the Class IB nuclear fuel facility operating licence for the Port Hope Conversion Facility for a period of 20 years

Cameco Corporation

Demande visant à renouveler, pour une période de 20 ans, le permis d'exploitation d'une installation de combustible nucléaire de catégorie IB pour l'installation de conversion de Port Hope

Commission Public Hearing

Audience publique de la Commission

November 2026

Novembre 2026

Intervention in Support of Cameco's 20-Year Licence Renewal

Dear Commissioners,

My name is **Christopher Lee**. I am a student in the **Radiation Safety Program at Loyalist College**, and I am speaking today in support of Cameco's application for a 20-year licence renewal.

As someone who is new to the nuclear industry, I've been learning about what makes a strong nuclear organization. Throughout my studies, one message has been consistent: **safety must always come first**. When I visited Cameco and spoke with its employees, that commitment to safety was obvious.

What stood out to me most was the people.

I had the opportunity to speak with workers from different areas of the facility, including engineering, radiation protection, and operations staff. What impressed me was how naturally they talked about safety. It did not seem like something they were saying because they had to. It genuinely seemed to be part of the culture. Several employees described the workplace as feeling like a family and spoke positively about the organization and their coworkers.

As a student, seeing that level of employee engagement gave me confidence. A strong safety culture is built by people who care about each other and are willing to speak up when something doesn't seem right. My impression was that Cameco has developed that type of environment.

I was amazed by the creative ways Cameco promotes safety culture among its employees and their families. Through initiatives such as Safety BBQs, the company recognizes employees for their contributions to maintaining a safe workplace while reinforcing the importance of safety outside of work as well. Cameco also uses interactive activities such as safety scavenger hunts that encourage employees to become familiar with procedures, safety documentation, and self-checking practices in an engaging way. It was particularly moving to hear of programs that involve employees' families, such as the annual Kids Safety Calendar contest, where children create safety-themed artwork. These initiatives help make safety more personal and demonstrate that safety is not viewed simply as a workplace requirement, but as a value that extends into everyday life.

I appreciated learning about initiatives such as the Diversity Tree, which celebrates the many cultures and backgrounds represented within the workforce. To me, fostering an inclusive workplace helps create an environment where people feel comfortable speaking up, sharing concerns, and contributing to a strong safety culture.

I was also impressed by the systems and programs in place to support safety. Whether it was safety initiatives, regular training activities, monitoring systems, or engineering controls, it was clear that safety is treated as an ongoing process of improvement rather than simply a regulatory requirement.

The openness of the staff also stood out to me. Employees answered all of our questions thoroughly and honestly. I even asked a junior member of the engineering team if there was

anything he wanted me to say during this intervention. His response was simply to be honest and share my own views and observations. To me, that demonstrated confidence, integrity, and transparency.

Another thing that stood out to me was the focus on protecting workers. During my visit, I learned about measures that reduce worker exposure and support the **ALARA principle**, keeping exposures as low as reasonably achievable. I was also impressed by the facility's monitoring systems and the use of action levels that identify potential issues early so they can be investigated promptly. As a radiation safety student, this was particularly meaningful to me. If an organization puts that much effort into protecting its workers, it gives me confidence that protecting the public and the environment is equally important.

I had the opportunity to observe an emergency response team drill and learn more about the facility's emergency preparedness program. Watching the team train and maintain their readiness gave me confidence that emergency preparedness is taken seriously at Cameco. Seeing that commitment to preparedness and continuous training further strengthened my confidence in the organization's dedication to safety.

My second reason for supporting this application is the important role Cameco plays in Canada's nuclear industry.

Canada's reactors rely on a strong and reliable nuclear fuel supply chain. As our industry continues to grow through reactor refurbishments, new nuclear projects, and increasing demand for clean energy, facilities like Cameco's conversion facility are essential to supporting nuclear power, skilled jobs, and Canada's position as a leader in the nuclear sector.

As a student preparing to enter this field, I understand that Canada's nuclear industry supports thousands of jobs directly and indirectly. Cameco is an important part of that success. It not only supports the Canadian nuclear industry but also contributes to Canada's role as a reliable supplier of nuclear fuel to the world. In today's geopolitical environment, maintaining a strong domestic nuclear fuel capability is important for both Canada's energy security and economic competitiveness.

I would also like to mention the influence my education has had on my perspective. At Loyalist College, I have the privilege of being taught by instructors with extensive experience from across Canada's nuclear industry. Some are current or former Cameco employees, while others have worked in different areas of the nuclear sector. They do not teach on behalf of their employers and are not acting as company representatives. However, through their professional experiences and classroom instruction, they consistently emphasize safety, accountability, and protecting workers, the public, and the environment. Their passion for safety and professionalism has helped shape my understanding of what it means to work responsibly in the nuclear field.

When I visited Cameco, I saw many of those same values in practice. The professionalism of employees, the openness with which questions were answered, the focus on safety, and the pride workers take in their jobs all demonstrated the same commitment to safety and accountability.

that my instructors have emphasized throughout the early stages of my education in the nuclear field.

As someone hoping to build a career in this field, it is exciting to see Canadian organizations contributing to an industry that provides clean energy, supports communities, and creates opportunities for future generations.

In closing, based on what I have learned, what I observed during my visit, and the people I spoke with, I believe Cameco has demonstrated a strong commitment to safety, worker protection, environmental stewardship, and responsible operations. For those reasons, I respectfully support Cameco's application for a 20-year licence renewal.

Thank you for your time and consideration.

Sincerely,

Christopher Lee

Student, Radiation Safety Program