



# **IAF Policy Document**



## **BYLAWS OF THE INTERNATIONAL ACCREDITATION FORUM, INC.**

**Issue 8, Version 2**

**(IAF PL 2:2024)**

The International Accreditation Forum, Inc. (IAF) facilitates trade and supports industry and regulators by operating a worldwide mutual recognition arrangement among Accreditation Bodies (ABs) in order that the results issued by Conformity Assessment Bodies (CABs) accredited by IAF members can be accepted globally.

Accreditation reduces risk for business and its customers by assuring them that accredited CABs are competent to carry out the work they undertake within their scope of accreditation. ABs that are members of IAF and their accredited CABs are required to comply with appropriate international standards and IAF mandatory documents for the consistent application of those standards.

ABs that are signatories to the IAF Multilateral Recognition Arrangement (MLA) are evaluated regularly by an appointed team of peers to provide confidence in the operation of their accreditation programs. The structure of the IAF MLA is detailed in IAF PL 3 - Policies and Procedures on the IAF MLA Structure and for Expansion of the Scope of the IAF MLA. The scope of the IAF MLA is detailed in the IAF MLA Status document.

The IAF MLA is structured in five levels: Level 1 specifies mandatory criteria that apply to all ABs, ISO/IEC 17011. The combination of a Level 2 activity(ies) and the corresponding Level 3 normative document(s) is called the main scope of the MLA, and the combination of Level 4 (if applicable) and Level 5 relevant normative documents is called a sub-scope of the MLA.

- The main scope of the MLA includes activities e.g. product certification and associated mandated standards e.g. ISO/IEC 17065. The attestations made by CABs at the main scope level are considered to be equally reliable.
- The sub scope of the MLA includes conformity assessment requirements e.g. ISO 9001 and scheme specific requirements, where applicable, e.g. ISO 22003-1. The attestations made by CABs at the sub scope level are considered to be equivalent.

The IAF MLA delivers the confidence needed for market acceptance of conformity assessment outcomes. An attestation issued, within the scope of the IAF MLA, by a body that is accredited by an IAF MLA signatory AB can be recognized worldwide, thereby facilitating international trade.

**BYLAWS OF THE  
INTERNATIONAL ACCREDITATION FORUM, Inc.  
2024**

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## **ARTICLE I - OFFICES**

### **SECTION 1.01    Registered Office**

The registered office of the International Accreditation Forum, Inc. (“the Corporation”) shall be established and maintained at the address in the State of Delaware identified in the Certificate of Incorporation.

### **SECTION 1.02    Other Offices**

The Corporation may have other offices, either within or outside the State of Delaware, at such place or places as the Board of Directors may from time to time appoint or the business of the Corporation may require.

## **ARTICLE II – PURPOSES**

### **SECTION 2.01    Purpose**

The Corporation is an international association of organizations composed of accreditation bodies and associations or entities representing, within an economy, a region or internationally, the interests of accredited entities, industry, users and similar organizations. The specific and primary purposes for which this corporation is formed and for which it shall be exclusively administered and operated are to receive, administer and expend funds for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any successor statute thereto (the “Code”), which includes the following specific purposes:

1. to facilitate domestic and international trade by operating a worldwide mutual recognition arrangement among Accreditation Bodies (ABs) in order that the accredited conformity assessment results issued by Conformity Assessment Bodies (CABs) accredited by IAF Accreditation Body members are accepted globally;
2. to provide for the harmonization and consistent application of conformity assessment activities to international consensus-based standards and conformity assessment schemes in order to benefit public health, safety and welfare and support regulators and end-users;
3. to provide for the harmonization and consistency of accreditation practices and for cooperation among accreditation bodies;
4. to hold regular conferences and special working groups where information relating to accreditation can be exchanged and criteria for consensus application documents can be established and administered;

5. to provide education and training to accreditation bodies around the world;
6. to acquire, buy, receive, own, lease and enjoy, any and all kinds or types of property, either real, personal or mixed, and to mortgage, sell, exchange, transfer or assign such properties where required in furtherance of the purposes set forth herein;
7. to make distributions of assets to organisations that qualify as exempt organisations under Code section 501(c)(3);
8. to contract with other organisations, for-profit and not-for-profit, with individuals, and with governmental agencies in furtherance of the purposes set forth herein; and
9. to exercise any, all and every power that a non-profit corporation organised under the provisions of the Delaware Corporate Code for charitable, educational, religious and scientific purposes, all for the public welfare, can be authorised to exercise but not any other purpose. No substantial part of the activities, funds, property or income of the Corporation shall be used in carrying on any political activity, directly or indirectly, or in attempting to influence legislation. Neither the Corporation nor its Officers or Directors shall, in their capacity as Officers or Directors of the Corporation, contribute to or otherwise support or assist any political party or candidate for elective public office. Any gifts, grants, scholarships and other rewards made by the Corporation shall be given or awarded in such manner as does not violate the restrictions under the Code section 501(c)(3).

#### SECTION 2.02 Income Tax

Notwithstanding any other provisions of the Certificate of Incorporation of the Corporation, the Corporation shall not carry on any activities not permitted to be carried on (1) by a corporation exempt from federal income tax under Code section 501(c)(3), or (2) by a corporation, contributions to which are deductible under Code section 170(c)(2).

## **ARTICLE III - MEMBERS**

### **SECTION 3.01 Members**

Membership shall be constituted, structured and shall operate in a manner that: (a) is consistent with all Members working together on a worldwide basis to achieve common trade facilitation objectives; and (b) supports the key role of accreditation bodies functioning within the international accreditation infrastructure. The Members of the Corporation shall consist of organisations or bodies meeting the classification requirements defined in this SECTION 3.01, and any other requirements determined by the Members from time to time.

Membership of the Corporation shall take effect upon the payment of any fees set by the Members, and as a declaration of a commitment to the objectives of the Corporation and the obligations of Members by the signing of a Memorandum of Understanding, approved from time to time by the Members. Accreditation Body Members and Association Members shall be eligible to cast a vote on any matter put to the IAF Membership for resolution and shall be subject to the payment of annual membership subscriptions as determined by the budget approved by the IAF General Assembly. Any Member of the Corporation that does not maintain the commitment made in the Memorandum of Understanding shall cease to be a Member, save that it may seek the approval of the Membership at a meeting called for such a purpose to waive any signed commitment for a period so agreed by the Members. Approval shall be given by a simple majority of eligible members submitting an affirmative vote, in accordance with the voting rules of Section 3.01.08 of these Bylaws.

#### **3.01.01 Classes**

The Corporation shall have three classes of Members: Accreditation Body Members, Association Members and Regional Accreditation Group Members: (collectively, the "Members"), as follows:

#### **3.01.02 Accreditation Body Members**

Accreditation Body Members shall consist of entities that have recognition by authorities, regulators or industrial or trade organizations within an economy, region or internationally and are engaged in developing, or conducting and administering, accreditation of entities that perform conformity assessment such as management system certification, product certification, certification of persons, verification/validation, or similar conformity assessment, that in each case also demonstrates that the operation of such conformity assessment is in accordance with international standards and application documents which are approved from time to time by the Members.



Accreditation Bodies are eligible to become an Accreditation Body Member of IAF if:

- i. The Accreditation Body is a member of a Regional Accreditation Group (recognized or in the process of recognition, being a member of IAF already), if such membership is available. Demonstration of membership in a Regional Accreditation Group has to be provided to IAF in the application;

and

- ii. Either:
  - a. the Accreditation Body is an MLA/MRA signatory to an IAF Recognized Regional Group in at least one IAF MLA level 3 scope,or
  - b. the Accreditation Body fulfils all requirements of ISO/IEC 17011 (declaration) and has completed the accreditation process of at least one (1) certification body or validation/verification body by either granting an accreditation or declining an accreditation.

#### 3.01.03 Association Members

Association Members shall consist of organisations or associations representing the interests within an economy, region or internationally, of a like group of entities that engage in, are subject to, make use of, accept or rely on, conformity assessment results from bodies accredited by Accreditation Body Members of IAF, and which support the purpose of IAF.

#### 3.01.04 Regional Accreditation Group Members

IAF recognizes the contribution that Regional Accreditation Groups make in supporting the global operation of the IAF Multilateral Recognition Agreement (MLA) and the implementation of IAF policies and objectives.

Regional Accreditation Group Members, who declare that they and their members comply with the requirements and policies of IAF as applicable, shall consist of accreditation bodies, and possibly other bodies, that cooperate within an identified geographic region to establish and maintain a multilateral recognition agreement based on a peer evaluation system, and represent the interests of accredited entities, industry, users and similar organisations that engage in, are subject to, make use of, accept or rely on conformity assessment results from bodies accredited by Accreditation Body Members of IAF, and which support the purpose of IAF. Regional Accreditation Groups shall be invited to be represented in committees established to enhance cooperation between the Corporation and the Regional Accreditation Groups.

#### 3.01.04.01 Recognized Regional Accreditation Group

A Recognized Regional Accreditation Group is a Regional Accreditation Group that has been peer evaluated to confirm that its membership and MLA peer evaluation criteria and processes meet or exceed IAF requirements.

#### 3.01.05 Membership Application Approval

Applications for membership in IAF shall be considered by the Board and then submitted to members for voting together with a recommendation by the Board. Voting shall be by a 30 day written ballot. A membership application shall be approved by a simple majority of eligible members submitting an affirmative vote, in accordance with the voting rules of Section 3.01.08 of these Bylaws.

In case the application for membership is from an accreditation body member of a Recognized Regional Accreditation Group then the application may be considered and decided by the Board.

#### 3.01.06 Member Representatives

Representatives of each Member shall be appointed in the manner determined by each Member to serve as its representative until his or her resignation, removal, death or incapacity (the "Member Representative"). The Member Representative shall be authorised to speak and, if entitled, to vote on behalf of the Member at annual and other special meetings of the Corporation, shall be the sole person that may cast a vote for the Member, or in the case of a proxy being issued shall be the person whose signature gives authority to the proxy.

#### 3.01.07 Removal of Member Representative

Member Representatives may be removed for any reason by the appointing Member.

### 3.01.08 Voting Rights of Members

Each Accreditation Body Member and Association Member shall be entitled to one vote on any matter put to Members for resolution. However, the total number of eligible votes cast by Association Members' Representatives shall not exceed 3/7 (three sevenths) of the eligible votes cast by Accreditation Body Members' Representatives; in such an event, then each of the Association Members' Representatives' votes cast shall be counted as equal fractions of a vote so that the total of such votes is 3/7 (three sevenths) of the Accreditation Body Members' Representatives' votes cast.

A Regional Accreditation Group Member does not have a vote because its Members may each have a vote as an IAF Accreditation Body Member or as an IAF Association Member.

### SECTION 3.02 Annual Meetings

Annual meetings of Members for the election of Directors, reporting financial outcomes and approving budgets, and for such other business as may be stated in the notice of the meeting, shall be held at such place, either within or without the State of Delaware, and at such time and date as the Board of Directors, by resolution, shall determine and as set forth in the notice of meeting. If the election of Directors shall not be held on the day designated herein for any annual meeting of the Members, or at any adjournment thereof, the Members shall cause the election to be held at a special meeting of the Members as soon thereafter as convenient for the Members.

At each annual meeting, the Members entitled to vote shall elect Directors, endorse the audited financial accounts for the previous year and approve the budget for the following financial year, and may transact such other corporate business as shall be stated in the notice of the meeting.

### SECTION 3.03 Manner of Acting

The action of the majority, in accordance with SECTION 3.01.08, of Member Representatives present at a meeting at which a quorum is present shall be the act of the Members unless a greater number is required by law.

#### SECTION 3.04 Proxies

At all meetings of the Members, a Member Representative entitled to vote may vote in person or by proxy appointed in writing by the Member Representative or by the Member Representative's duly authorised attorney-in-fact. An appointment of a proxy is effective when received by the Secretary or other Officer or agent of the Corporation authorised to tabulate votes. A proxy may be revoked at any time before it is voted, unless the proxy conspicuously states that it is irrevocable and the appointment is coupled with an interest. A proxy may be revoked by written notice filed with the Secretary or the acting Secretary of the meeting or by oral notice given by the Member to the Presiding Officer during the meeting. The presence of a Member Representative who has filed his or her proxy shall not of itself constitute a revocation. No proxy shall be valid after 11 months from the date of its execution, unless otherwise provided in the proxy. The Board of Directors shall have the power and authority to make rules establishing presumptions as to the validity and sufficiency of proxies.

Any proxy shall be effective solely for the specific scope it has been specified for, and can be sub-delegated as necessary.

The Member Representative whose name is recorded by the Corporation as being the person authorised to speak and, if entitled, to vote on behalf of the Member at annual and other special meetings of the Corporation, shall be the sole person that may cast a vote for the Member, or in the case of a proxy being issued shall be the person whose signature gives authority to the proxy.

#### SECTION 3.05 Member List

The Officer who is in charge of the ledger of the Corporation shall at least ten days before each meeting of the Members prepare a complete alphabetically addressed list of the Members entitled to be represented (the "Member List"), and the names of the Member Representatives authorised to cast any vote on behalf of the Member at the ensuing meeting and election. The Member List shall be open to the examination of any Member during ordinary business hours, for a period of at least ten days prior to the meeting, either at a place within the city where the meeting is to be held, which place shall be specified in the notice of the meeting, or, if not specified, at the place where the meeting is to be held. The list shall be available for inspection at the meeting.

The Member List shall be deemed to be open for examination by any Member in satisfaction of this SECTION 3.05 if the Member List is readily available for inspection by electronic means. For this purpose such list may be posted onto a website available for inspection by all Members.

**SECTION 3.06**    Quorum

Except as otherwise required by law, by the Certificate of Incorporation or by these Bylaws, the presence, in person or by proxy, of the Member Representatives of a majority of Accreditation Body Members eligible to vote, shall constitute a quorum for a meeting. A majority of said Member Representatives present at a meeting, shall have power to adjourn the meeting from time to time, without notice other than announcement at the meeting, until the requisite number of Member Representatives of Accreditation Body Members eligible to vote shall be present. At any such adjourned meeting at which the requisite number of representatives of Accreditation Body Members eligible to vote shall be represented, any business may be transacted which might have been transacted at the meeting as originally noticed; but only those Members Representatives entitled to vote at the meeting as originally noticed shall be entitled to vote at any adjournment or adjournments thereof.

**SECTION 3.07**    Special Meeting

A special meeting of the Members, for any purpose (unless otherwise prescribed by the Delaware Corporation Code or by the Certificate of Incorporation), may be called by the President of the Corporation to be held at such time and place as the President of the Corporation shall designate. A special meeting may also be called by the Secretary of the Corporation on the written request of a majority of the Directors of the Corporation or a majority of the Members, to be held at such time and place as designated in the written request of such Directors or Members. Any special meeting shall require notice as set forth in SECTION 3.08 below and shall set forth in such notice the purpose or purposes for which the meeting is being convened.

**SECTION 3.08**    Notices of Meetings

Notice, stating the place, date and time of the meeting and the general nature of the business to be considered at such meeting, shall be given to each Member in accordance with the provisions of this SECTION 3.08 at the Member's physical address, email address or via facsimile as it appears on the records of the Corporation, not less than twenty eight days before the date of the meeting.

Such notice may be given by electronic transmission if that Member has given consent to receiving notice by electronic transmission. Any such consent given by a Member may be revoked if the Member gives the Corporation written notice of intention to revoke its consent to receive notice via electronic transmission. Notwithstanding, the Member's consent is considered revoked if the Corporation is unable to deliver two consecutive notices in accordance with the Member's consent if such inability becomes known to the person responsible for giving notice. Notice by facsimile transmission shall be deemed to be given when directed to a number provided by the Member. Notice by electronic mail (e-mail) shall be deemed delivered when directed to an e-mail address provided by the Member. Notice shall be deemed to be given by posting on an electronic network together with a separate notice to the Member of such specific posting, upon the later of such posting or the giving of such separate notice. Notice by any other form of electronic transmission shall be deemed to be given when directed to the Member.

#### SECTION 3.09 Action by Written Ballot

Any action that may be taken at an annual or special meeting of the Members may be taken without a meeting if the Corporation delivers a written ballot to every Member Representative entitled to vote on the matter. The written ballot shall set forth each proposed action and provide an opportunity to vote for, against or abstain such proposed action. Approval by written ballot under this section shall be valid and effective only when: (a) the number of votes cast by written ballot equals or exceeds the quorum required to be present at a meeting authorising such action; and (b) the number of affirmative votes cast by written ballot equals or exceeds the number of affirmative votes that would have been required to pass such a resolution at a meeting where the same number of votes were cast. The requirement of a written ballot may be satisfied by any electronic transmission so long as the electronic transmission provides information which verifies that a Member or proxy holder authorised the transmission.

#### SECTION 3.10 Observers

In cases where the Board of Directors believes it is in the best interests of Members of the Corporation to develop closer relationships with a particular entity, the Board may grant Observer status to such an entity for a period not exceeding three years. Such an entity granted Observer status may be invited to attend any meeting of the Corporation and/or participate in the technical work of the Corporation in a manner determined by the Board from time to time but not be eligible to cast a vote on any matter put to the Members for resolution.

## ARTICLE IV – BOARD OF DIRECTORS

### SECTION 4.01 General Powers and Number

The affairs of the Corporation shall be managed by its Board of Directors. The Board of Directors shall exercise its full authority as granted by the Certificate of Incorporation, by these Bylaws and by operation of law in establishing and maintaining such policies as are consistent with the purposes of the Corporation.

The number of Directors shall be seven in total and shall include a Chairperson, Vice Chairperson, Treasurer and two Members elected from each of the Accreditation Body Members and Association Members. The number of Directors shall not be less than seven except that where the number of Members is less than seven, the number of Directors may be less than seven but not less than the number of Members, but in no case shall the number of Directors be less than three.

### SECTION 4.02 Tenure and Qualifications

Each Director shall serve for terms of appointment each of three years. No person shall be eligible to hold office as Chairperson, Vice-Chairperson, Treasurer or a Director elected under Section 4.03 (b), (c), (d), or (e) for more than two full three-year terms. At least 51% of the individuals comprising the Board of Directors shall be Member Representatives of Accreditation Body Members. Members of the Board of Directors shall hold office until their resignation, removal, death or incapacity, or until the appointment of a qualified successor in accordance with the tenure conditions as described above. Any person appointed by the Board of Directors under Section 4.05 as Chairperson, Vice-Chairperson or Director to fill a vacancy due to resignation, removal, death or incapacity, shall only serve in this office for the period prior to the next annual General Assembly meeting and the holding of a formal election. Directors need not be residents of the State of Delaware.

### SECTION 4.03 Election of Directors

The Directors shall be nominated and elected as follows:

- (a) The Chairperson, Vice Chairperson and Treasurer shall be nominated by the Accreditation Body Members and shall be elected into office by all of the Members of the Corporation that are entitled to vote.
- (b) The Accreditation Body Members of the Corporation whose registered head office is in an economy designated as a low income or medium income economy by the World Bank, shall elect from among their number a Director to represent their interests.
- (c) The remaining Accreditation Body Members of the Corporation shall elect from among their number a Director to represent their interests.

- (d) The Association Members of the Corporation representing the interests of a like group of accredited conformity assessment bodies shall elect from among their number a Director to represent their interests.
- (e) The Association Members of the Corporation representing the interests of organisations that are subject to, make use of, accept or rely on programs accredited by Accreditation Body Members of IAF, shall elect from among their number a Director to represent their interests.

#### SECTION 4.04 Resignation and Removal

Any director may resign at any time from the Board of Directors and/or any Board Committee. Such resignations shall be made in writing and shall take effect at the time specified therein, and if no time be specified, at the time of its receipt by the President or Secretary who shall record such resignation, noting such date. The acceptance of a resignation shall not be necessary to make it effective.

Any Director or Directors may be removed either with or without cause at any time by the affirmative vote of the majority of the Member Representatives entitled to vote at a special meeting of the Members called for the purpose. Vacancies thus created may be filled by the affirmative vote of a majority of the Member Representatives entitled to vote at the meeting held for the purpose of removal of such Director.

#### SECTION 4.05 Vacancies

If the office of any Director becomes vacant, an election in accordance with the provisions of these Bylaws shall be held.

#### SECTION 4.06 Increase of Numbers

The number of Directors may be increased by amendment of these Bylaws pursuant to SECTION 10.05 herein.

#### SECTION 4.07 Compensation

Directors shall not receive any compensation for their services as Directors or as Members of committees, but by resolution of the Members entitled to vote, expenses of attendance may be allowed for attendance at each meeting. Nothing herein contained shall be construed to preclude any Director from serving the Corporation in any other capacity, such as in the capacity as an Officer, agent or otherwise, and from receiving compensation therefor.



**SECTION 4.08**    Annual Meeting

The annual meeting of the Board of Directors shall be held immediately after the annual meeting of the Members, for the purpose of the transaction of such business as may come before the Board of Directors.

**SECTION 4.09**    Special Meetings

Special meetings of the Board of Directors may be called at any time and for any purpose or purposes by the President of the Corporation. A special meeting shall also be called by the Secretary of the Corporation upon the oral or written request of any two Directors. Any such special meeting shall be held at the time and place designated in the notice thereof to be given as provided in SECTION 4.12.

**SECTION 4.10**    Chairperson

The Chairperson of the Board of Directors shall preside at all meetings of the Board of Directors, and shall have and perform such duties as from time to time may be assigned by the Board of Directors.

**SECTION 4.11**    Vice-Chairperson

The Vice-Chairperson shall have such authority and perform such duties as the Chairperson in the absence of the Chairperson.

In the absence for any reason of the Chairperson, at a duly called meeting of the Board of Directors, the Vice Chairperson shall preside at that meeting.

In the absence for any reason of both the Chairperson and Vice Chairperson of the Board of Directors at a duly called meeting of the board, those Directors present shall elect from among their number a Chairperson to preside at that meeting.

**SECTION 4.12**    Notice or Waiver of Notice

Written notice of the date, time and place of all meetings of the Board of Directors, annual or special, shall be given by the Secretary of the Corporation to each Director. Such notice shall either be delivered personally, mailed or delivered by facsimile, e-mail or any other electronic means to each Director at his or her business address or at such other address as such Director shall have designated in writing and filed with the Secretary, in each case not less than 72 hours before said meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail so addressed, with postage thereon prepaid. Whenever any notice whatever is required to be given to any Director of the Corporation under the Certificate of Incorporation or Bylaws or any provision of law, a waiver thereof in writing, signed at any time, whether before or after the time of meeting, by the Director entitled to such notice, shall be deemed equivalent to the giving of such notice. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting and objects thereto to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

**SECTION 4.13**    Action by Written Consent

An action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if consent in writing setting forth the action is signed by unanimous consent of the Directors then in office. Consent under this section shall have the same force and effect as a vote of the Board of Directors taken at a meeting. If written action is taken under this section by all Directors, the written action shall be effective when signed by all Directors, unless a different effective date and time are specified in the written consent. If written action is taken under this section by less than all Directors, all Directors shall be notified immediately of the text of the written consent and of its effective date and time. Failure to provide notice under this section shall not invalidate the action taken by written consent under this section. A Director who does not sign or consent to the action taken by written consent shall not be liable for the action. If written notice is required, the written action shall be effective on the date specified in the written consent or on the tenth day after the date on which notice is given, whichever is later.

**SECTION 4.14**    Quorum

A majority of the number of Directors in office shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, unless the act of a greater number is required by law, the Certificate of Incorporation or these Bylaws.

**SECTION 4.15**    Manner of Acting

The act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law, the Certificate of Incorporation or these Bylaws.

**SECTION 4.16**    Methods of Conducting Business

Any and all Directors may participate in a regular or special meeting or in a committee meeting of the Board of Directors by, or may conduct the meeting through the use of, any means of communications by which either of the following occurs:

- (a) all participating Directors may simultaneously hear each other during the meeting; or
- (b) all communication during the meeting is immediately transmitted to each participating Director, and each participating Director is able to immediately send messages to all other participating Directors.

If a meeting is to be conducted through the use of any of the means described in this section, all participating Directors shall be informed that a meeting is taking place at which time official business may be transacted. A Director participating in a meeting by any means described in this section is considered to be present in person at the meeting. If requested by a Director, minutes of the meeting shall be prepared and distributed to each Director.

**SECTION 4.17**    Committees

The Board of Directors by resolution adopted by the affirmative vote of a majority of the Directors, may designate one or more committees, each committee to consist of two or more Members of the Board of Directors to exercise, when the Board of Directors is not in session, the powers the Board of Directors delegates to such committee or committees. The President may also appoint one or more Members of the Board of Directors as alternate Members of any committee who may take the place of any absent Member or Members at any meeting of such committee. Each committee shall fix its own rules governing the conduct of its activities and shall make such reports to the Board of Directors of its activities as the Board of Directors may request.

## **ARTICLE V - OFFICERS**

### **SECTION 5.01 Officers**

The Officers of the Corporation shall consist of a Chairperson, a Vice-Chairperson, a President, a Treasurer, a Secretary, and such other Officers and Assistant Officers as may be deemed necessary. The Chairperson and Vice-Chairperson shall be elected by the Members entitled to vote. The Chairperson shall serve as the President of the Corporation. All other Officers of the Corporation shall be elected by the Board of Directors at the annual meeting of the Board of Directors. The Chairperson and Vice-Chairperson duly elected by the Members entitled to vote shall be the Chairperson and Vice Chairperson of the Board of Directors.

### **SECTION 5.02 Other Officers and Agents**

The Board of Directors may appoint such Officers and agents as it may deem advisable, who shall hold offices for such terms and shall exercise such power and perform such duties as shall be determined from time to time by the Board of Directors.

### **SECTION 5.03 President**

The President shall be the chief executive Officer of the Corporation and shall have the general powers and duties of supervision and management usually vested in the office of President of a Corporation. Except as the Board of Directors shall authorise the execution thereof in some other manner, the President shall execute bonds, mortgages, and other contracts on behalf of the Corporation, and shall cause the seal to be affixed to any instrument requiring it, and when so affixed the seal shall be attested by the signature of the Secretary or the Treasurer.

### **SECTION 5.04 Treasurer**

The Treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate account of receipts and disbursements in books belonging to the Corporation. He or she shall deposit all moneys and other valuables in the name and to the credit of the Corporation in such depositories as may be designated by the Board of Directors.

The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors or the President, taking proper vouchers for such disbursements. He or she shall render to the President and Board of Directors at the regular meetings of the Board of Directors, or whenever they may request it, an account of all his or her transactions as Treasurer and of the financial condition of the Corporation.

**SECTION 5.05**    Secretary

The Secretary shall give, or cause to be given, notice of all meetings of Members and Directors, and all other notices required by law or by these Bylaws, and in the case of his or her absence or refusal or neglect to do so, any such notice may be given by any person thereunto directed by the President, or by the Directors, or Members, upon whose requisition the meeting is called as provided in these Bylaws. He or she shall record all the proceedings of the meetings of the Corporation and of Directors in a book to be kept for that purpose and shall affix the seal to all instruments requiring it, when authorised by the Directors or the President, and attest the same.

**SECTION 5.06**    Removal

Any Officer or agent may be removed by the Board of Directors whenever in its judgement the best interests of the Corporation will be served thereby. Election or appointment shall not of itself create contract rights.

**SECTION 5.07**    Vacancy

A vacancy in any principal office because of death, resignation, removal, disqualification or otherwise, shall be filled by the Board of Directors for the unexpired portion of the term.

## **ARTICLE VI – CONTRACTS BETWEEN CORPORATION AND RELATED PERSONS**

### **SECTION 6.01 Contracts**

Any contract or other transaction between the Corporation and one or more of its Directors, or between the Corporation and any firm of which one or more of its Directors are Members or employees, or in which he, she or they are interested, or between the Corporation and any corporation or association of which one or more of its Directors are shareholders, Members, Directors, Officers or employees, or in which he, she or they are interested, shall be valid for all purposes, notwithstanding the presence of such Director or Directors at the meeting of the Board of Directors of the Corporation which acts upon, or in reference to, such contract or transaction, and notwithstanding his, her or their participation in such action, if the fact of such interest shall be disclosed or known to the Board of Directors and the Board of Directors shall, nevertheless, authorise, approve and ratify such contract or transaction by a vote of a majority of the Directors present, such interested Director or Directors to be counted in determining whether a quorum is present, but not to be counted as voting upon the matter or in calculating the majority of such quorum necessary to carry such vote. This ARTICLE VI shall not be construed to invalidate any contract or other transaction which would otherwise be valid under the common and statutory law applicable thereto.

## **ARTICLE VII - INVESTMENT MANAGEMENT POLICY**

### **SECTION 7.01 Investment Policy**

The Board of Directors shall adopt a formal investment policy (the "Investment Policy") with respect to the management of the Corporation's investment portfolio. At least annually, the Board of Directors shall (a) review the Corporation's investments and applicable prudence, liquidity and diversification standards; and (b) examine actual investments and investment alternatives in depth by (i) comparing actual investment results to the results reported for alternative investments; (ii) comparing the characteristics of alternative investments and investment vehicles; and (iii) examining and reconsidering the Investment Policy.

**SECTION 7.02     Appointment of Investment Advisor**

The Board of Directors may appoint one or more investment managers to supervise and direct the investment and reinvestment of all or any portion of the Corporation's investment assets. Any investment manager so appointed shall be an investment advisor registered under the Investment Advisors Act of 1940, a bank defined in such act or an insurance company which is qualified to manage the assets of employee benefit plans under the laws of the State of Delaware. As a condition to his, her or its appointment, an investment manager shall acknowledge in writing that he, she or it is a fiduciary with respect to the Corporation. The Board of Directors shall furnish the investment manager with the written Investment Policy for investment, which guidelines may include directions with respect to the diversification of the investments. The Corporation may pay such compensation to any investment manager as the Board of Directors shall deem reasonable.

**SECTION 7.03     Distributions**

The Corporation may make distributions of unrestricted funds in furtherance of its tax-exempt purposes in the manner determined by the Board of Directors.

**ARTICLE VIII - CONTRACTS, LOANS, CHECKS - AND DEPOSITS:  
SPECIAL CORPORATE ACTS****SECTION 8.01     Contracts**

The Board of Directors may authorise any Officer or Officers, agent or agents, to enter into any contract or execute or deliver any instrument in the name of and on behalf of the Corporation, and such authorisation may be general or confined to specific instances. In the absence of other designation, all deeds, mortgages and instruments of assignment or pledge made by the Corporation shall be executed in the name of the Corporation by the President and by the Secretary or Assistant Secretary and, when so executed, no other party to such instrument or any third party shall be required to make any inquiry into the authority of the signing Officer or Officers.

**SECTION 8.02     Loans**

No loans shall be contracted on behalf of the Corporation, and no evidences of indebtedness shall be issued in its name unless authorised by or under the authority of a resolution of the Board of Directors. Such authorisation may be general or confined to specific instances.

**SECTION 8.03    Checks, Drafts, Etc**

All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such Officer or Officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by or under the authority of a resolution of the Board of Directors.

**SECTION 8.04    Deposits**

All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as may be selected by or under the authority of a resolution of the Board of Directors.

**ARTICLE IX - INDEMNIFICATION, LIMITED LIABILITY AND INSURANCE****SECTION 9.01    General Scope and Definitions**

9.01.01    The rights of Directors, Officers and, where applicable, volunteers of the Corporation provided in this ARTICLE IX shall extend to the fullest extent permitted by the Delaware Corporate Code and other applicable laws as in effect from time to time.

9.01.02    For purposes of this ARTICLE IX, "Director or Officer" means a natural person who is or was a Director or Officer of the Corporation or who, while a Director or Officer of the Corporation, is or was serving at the Corporation's request as a Director, Officer, partner, trustee, Member of any governing or decision-making committee, employee or agent of another corporation or foreign corporation, partnership, joint venture, trust or other enterprise or who, while a Director or Officer of the Corporation, is or was serving an employee benefit plan because his or her duties to the Corporation also imposed duties on, or otherwise involved services by, the person to the plan or to participants in or beneficiaries of the plan, and, unless the context requires otherwise, the estate or personal representative of a Director or Officer.

9.01.03    For purposes of this ARTICLE IX, "volunteer" means a natural person, other than an employee of the Corporation, who provides services to or on behalf of the Corporation without compensation.



9.01.04 For purposes of this ARTICLE IX, "proceeding" means any threatened, pending or completed civil, criminal, administrative or investigative action, suit, arbitration or other proceeding, whether formal or informal, which involves foreign, federal, state or local law (including federal or state securities laws) and which is brought by or in the right of the Corporation or by any other person.

9.01.05 For purposes of this ARTICLE IX, "expenses" means fees, costs, charges, disbursements, attorneys' fees and any other expenses incurred in connection with a proceeding, including a proceeding in which a Director or Officer asserts his or her rights under this ARTICLE IX, and, if the context requires, liabilities, including the obligation to pay a judgment, settlement, penalty, assessment, forfeiture or fine, including any excise tax assessed with respect to an employee benefit plan.

#### SECTION 9.02 Mandatory Indemnification

9.02.01 To the extent that a Director or Officer has been successful on the merits or otherwise in the defence of any proceeding (including, without limitation, the settlement, dismissal, abandonment or withdrawal of any action where he or she does not pay or assume any material liability), or in connection with any claim, issue or matter therein, he or she shall be indemnified by the Corporation against expenses actually and reasonably incurred by him or her in connection therewith to the extent that he or she was a party to the proceeding because he or she is or was a Director or Officer.

9.02.02 In cases not included under SECTION 9.02.01, the Corporation shall indemnify any Director or Officer against expenses actually and reasonably incurred by the Director or Officer in a proceeding to which the Director or Officer was a party because he or she is or was a Director or Officer, unless liability was incurred because the Director or Officer breached or failed to perform a duty he or she owed to the Corporation and the breach or failure to perform constituted any of the following: (i) a wilful failure to deal fairly with the Corporation or its Members in connection with a matter in which the Director or Officer had a material conflict of interest; (ii) a violation of criminal law, unless the Director or Officer had reasonable cause to believe his or her conduct was lawful or no reasonable cause to believe his or her conduct was unlawful; (iii) a transaction from which the Director or Officer derived an improper personal profit; or (iv) wilful misconduct. The termination of a proceeding by judgment, order, settlement or conviction, or upon a plea of no contest or an equivalent plea, does not, by itself, create a presumption that indemnification of the Director or Officer is not required under this subsection.

9.02.03 Indemnification under this section is not required to the extent that the Director or Officer has previously received indemnification or allowance of expenses from any person, including the Corporation, in connection with the same proceeding.

#### SECTION 9.03 Determination of Right to Indemnification

Unless otherwise provided by written agreement between the Director or Officer and the Corporation, the Director or Officer seeking indemnification under SECTION 9.02 of this ARTICLE IX shall make a written request for indemnification which shall designate one of the following means for determining his or her right to indemnification: (a) by a majority vote of a quorum of the Board of Directors or a committee of Directors consisting of Directors who are not at the time parties to the same or related proceedings; (b) by independent legal counsel selected by a quorum of the Board of Directors or its committee in the manner prescribed in SECTION 9.03(a) or, if unable to obtain such a quorum or committee, by a majority vote of the full Board of Directors, including Directors who are parties to the same or related proceedings; (c) by arbitration; or (d) by an affirmative vote of a majority of the Directors provided, however, that Directors who are at the time parties to the same or related proceedings, whether as plaintiffs or defendants or in any other capacity, may not vote in making the determination.

Any determination hereunder shall be made pursuant to procedures consistent with the Delaware Corporate Code unless otherwise agreed by the Corporation and the person seeking indemnification. Such determination shall be completed, and eligible expenses, if any, shall be paid to the person requesting indemnification hereunder within 60 days of the Corporation's receipt of the written request required hereunder.

#### SECTION 9.04 Allowance of Expenses as Incurred

Within 30 days of a written request by a Director or Officer who is a party to a proceeding because he or she is or was a Director or Officer, the Corporation shall pay or reimburse his or her reasonable expenses as incurred if the Director or Officer provides the Corporation with all of the following: (a) a written affirmation of his or her good faith belief that he or she has not breached or failed to perform his or her duties to the Corporation; and (b) a written undertaking, executed personally or on his or her behalf, to repay the allowance and, if required by the Corporation, to pay reasonable interest on the allowance to the extent that it is ultimately determined under SECTION 9.03 of this ARTICLE IX that indemnification under SECTION 9.02 of this ARTICLE IX is not required and indemnification is otherwise not ordered by a court. The undertaking under this section shall be an unlimited general obligation of the Director or Officer and may be accepted without reference to his or her ability to repay the allowance. The undertaking may be secured or unsecured.

#### SECTION 9.05 Partial Indemnification

If it is determined pursuant to SECTION 9.03 of this ARTICLE IX that a Director or Officer is entitled to indemnification as to some claims, issues or matters in connection with any proceeding, but not as to other claims, issues or matters, the person or persons making such determination shall reasonably determine and indemnify the Director or Officer for those expenses which are the result of claims, issues or matters that are a proper subject for indemnification hereunder in light of all of the circumstances.

If it is determined pursuant to SECTION 9.03 of this ARTICLE IX that certain expenses (other than liabilities) incurred by a Director or Officer are for any reason unreasonable in amount in light of all the circumstances, the person or persons making such determination shall authorize the indemnification of the Director or Officer for only such amounts as he or they shall deem reasonable.

#### SECTION 9.06 Indemnification of Employees and Agents

The Board of Directors may, in its sole discretion, provide indemnification and/or allowance of expenses in advance of a final determination of any proceeding to an employee or agent of the Corporation who is not a Director or Officer in connection with any proceeding in which the employee or agent was a defendant because of his or her actions as an employee or agent of the Corporation; provided, however, that prior to such indemnification or allowance of expenses, the Board of Directors shall first determine that the employee or agent acted in good faith and in a manner he or she reasonably believed to be in and not opposed to the best interests of the Corporation.

#### SECTION 9.07 Limited Liability of Directors and Officers

9.07.01 Except as provided in SECTIONS 9.07.02 and 9.07.03, a Director or Officer is not liable to the Corporation, its Members or creditors, or any person for damages, settlements, fees, fines, penalties or other monetary liabilities arising from a breach of, or failure to perform, any duty resulting solely from his or her status as a Director or Officer, unless the person asserting liability proves that the breach or failure to perform constitutes any of the acts of misconduct listed in SECTION 9.02.02 of this ARTICLE IX.

9.07.02 Except as provided in SECTION 9.07.03, this section does not apply to any of the following: (i) a civil or criminal proceeding brought by or on behalf of any governmental unit, authority or agency; (ii) a proceeding brought by any person for a violation of state or federal law where the proceeding is brought pursuant to an express private right of action created by state or federal statute; or (iii) the liability of a Director under Delaware Corporate Code.

9.07.03      SECTIONS 9.07.02 (i) and (ii) do not apply to a proceeding brought by a governmental unit, authority or agency in its capacity as a private party or contractor.

SECTION 9.08      Severability of Provisions

The provisions of this ARTICLE IX and the several rights to indemnification, advancement of expenses and limitation of liability created hereby are independent and severable and, in the event that any such provision and/or right shall be held by a court of competent jurisdiction in which a proceeding relating to such provisions and/or rights is brought to be against public policy or otherwise to be unenforceable, the other provisions of this ARTICLE IX shall remain enforceable and in full effect.

SECTION 9.09      Nonexclusivity of Rights

The rights to indemnification and advancement of expenses provided for in this ARTICLE IX shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any agreement authorised by the Board of Directors, any Bylaw of the Corporation, any vote of the Members or disinterested Directors or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office. Notwithstanding the foregoing, the Corporation may not indemnify a Director or Officer, or permit a Director or Officer to retain any allowance of expenses, pursuant to any such additional rights unless it is determined by or on behalf of the Corporation that the Director or Officer did not breach or fail to perform a duty he or she owes to the Corporation which constitutes conduct under SECTION 9.02(b) of this ARTICLE IX. A Director or Officer who is a party to the same or related proceeding for which indemnification or an allowance of expenses is sought may not participate in a determination under this section.

SECTION 9.10      Purchase of Insurance

The Corporation shall use its best efforts to purchase and maintain insurance on behalf of any person who is or was a Director or Officer of the Corporation, to the extent that such Director or Officer is insurable and such insurance coverage can be secured by the Corporation at rates and in amounts and subject to such terms and conditions as shall be determined in good faith to be reasonable and appropriate by the Board of Directors of the Corporation, and whose determination shall be conclusive, against liability asserted against or incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him or her against such liability under the provisions of this ARTICLE IX.

## SECTION 9.11 Limited Liability of Volunteers

9.11.01 Except as provided in SECTION 9.11.02, a volunteer is not liable to any person for damages, settlements, fees, fines, penalties or other monetary liabilities arising from any act or omission as a volunteer, unless the person asserting liability proves that the act or omission constitutes any of the following: (i) a violation of criminal law, unless the volunteer had reasonable cause to believe his or her conduct was lawful or no reasonable cause to believe his or her conduct was unlawful; (ii) wilful misconduct; (iii) if the volunteer is a Director or Officer of the Corporation, an act or omission within the scope of the volunteer's duties as a Director or Officer; or (iv) an act or omission for which the volunteer received compensation or any thing of substantial value in lieu of compensation.

### 9.11.02 Exceptions

Except as provided in SECTION 9.11.03, this section does not apply to any of the following: [a] a civil or criminal proceeding brought by or on behalf of any governmental unit, authority or agency; [b] a proceeding brought by any person for a violation of state or federal law where the proceeding is brought pursuant to an express private right of action created by state or federal statute; [c] claims arising from the negligent operation of an automobile, truck, train, airplane or other vehicle by a volunteer; [d] a proceeding against a volunteer who is licensed, certified, permitted or registered under state law and which is based upon an act or omission within the scope of practice under the volunteer's license, certificate, permit or registration; or [e] proceedings based upon a cause of action for which the volunteer is immune from liability under the Delaware Corporate Code.

9.11.03 SECTION 9.11.02. does not apply to a proceeding brought by or on behalf of a governmental unit, authority or agency in its capacity as a contractor.

## SECTION 9.12 Benefit

The rights to indemnification and advancement of expenses provided by, or granted pursuant to, this ARTICLE IX shall continue as to a person who has ceased to be a Director or Officer and shall inure to the benefit of the heirs, executors and administrators of such a person.

## SECTION 9.13 Amendment

No amendment or repeal of this ARTICLE IX shall be effective to reduce the obligations of the Corporation under this ARTICLE IX with respect to any proceeding based upon occurrences which take place prior to such amendment or repeal.

## **ARTICLE X - GENERAL**

### **SECTION 10.01 Corporate Seal**

The corporate seal shall be oval in form and shall contain the name of the Corporation. Said seal may be used by causing it or a facsimile thereof to be impressed or affixed or otherwise reproduced, including electronically transmitted versions.

### **SECTION 10.02 Fiscal Year**

The fiscal year of the Corporation shall be determined by the Board of Directors.

### **SECTION 10.03 Signing Of Checks**

All checks, drafts, or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation shall be signed by an Officer or Officers, an agent or agents of the Corporation, and in such manner as shall be determined from time to time by resolution of the Board of Directors.

### **SECTION 10.04 Notice and Waiver of Notice**

Whenever any notice is required by these Bylaws to be given, personal notice is not meant unless expressly stated, and any notice so required shall be deemed to be sufficient if given by depositing the same in the postal system at the location of the office of the Corporation, postage prepaid, addressed to the person entitled thereto at his or her address as it appears on the records of the Corporation, and such notice shall be deemed to have been given on the day of such mailing.

Whenever such notice whatever is required to be given under the provisions of any law, or under the provisions of the Certificate of Incorporation of the Corporation or these Bylaws, a waiver thereof in writing signed by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed proper notice.

### **SECTION 10.05 Amendments**

These Bylaws may be altered and repealed, and Bylaws may be made, at any annual meeting of the Members or at any special meeting thereof if notice thereof is contained in the notice of such meeting, by a resolution of the Members having achieved a two thirds majority in accordance with the voting rules in these Bylaws.

**SECTION 10.06 Dissolution**

If the Corporation proves unable to carry out the purpose for which it was created, the corporation shall be dissolved in accordance with law. Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the Corporation, dispose of all the assets of the Corporation to such organisation or organisations, as the Board of Directors shall select, which are organised and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organisation or organisations under the Code section 501(c)(3). If the Board of Directors proves unable to agree upon the disposition of the Corporation's assets, all residual assets shall be surrendered to the Circuit Court in the country in which the Corporation's principal office is located for disposition by the Court for the benefit of other organisations that are exempt under Code section 501(c)(3).

**SECTION 10.07 Procedure**

If the Bylaws are silent as to any procedural aspect of any action or meeting hereunder, the procedures of the latest edition of Roberts Rules of Order shall control such procedure.

End of the Bylaws of the International Accreditation Forum, Inc.

**Further Information**

For further information on this document or other IAF documents, contact any member of IAF or the IAF Secretariat.

For contact details of members of IAF see the IAF website: <http://www.iaf.nu>

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