

SKÅL INTERNATIONAL
LONDON #413



Founded October 28, 1975

STATUTES AND BY-LAWS

TABLE OF CONTENTS

Page

<u>PREAMBLE</u>	1
<u>ARTICLE 1</u>	Nature, Name, Affiliation, Address and Official Register.....	3
<u>ARTICLE 2</u>	Objectives.....	4
<u>ARTICLE 3</u>	Restrictions.....	5
<u>ARTICLE 4</u>	Rights of Member Clubs of SKÅL International.....	5
<u>ARTICLE 5</u>	Obligations of SKÅL International London #413.....	6
<u>ARTICLE 6</u>	Composition – Individual Membership.....	7
<u>ARTICLE 7</u>	Active Members.....	7
<u>ARTICLE 8</u>	Life Members.....	8
<u>ARTICLE 9</u>	Associate Members.....	8
<u>ARTICLE 10</u>	Retired Members.....	9
<u>ARTICLE 11</u>	Young SKÅL Members.....	9
<u>ARTICLE 12</u>	Duties of Members.....	9
<u>ARTICLE 13</u>	Rights of Members.....	10
<u>ARTICLE 14</u>	Membership Proposal.....	11
<u>ARTICLE 15</u>	Admission Fee.....	11
<u>ARTICLE 16</u>	Transfer of Members.....	11
<u>ARTICLE 17</u>	Membership Resignation.....	12
<u>ARTICLE 18</u>	Procedures for Sanctions & Appeals by the SKÅL Club.....	12
<u>ARTICLE 19</u>	Board of Directors of SKÅL International London #413.....	14
<u>ARTICLE 20</u>	Elections.....	15
<u>ARTICLE 21</u>	Committees of SKÅL International London #413.....	16
<u>ARTICLE 22</u>	Powers of the Board of Directors of SKÅL International London #413.....	17
<u>ARTICLE 23</u>	Vacancies on the Club Board of Directors.....	17
<u>ARTICLE 24</u>	Club President & Vice-President.....	17
<u>ARTICLE 25</u>	Club Secretary.....	18
<u>ARTICLE 26</u>	Club Treasurer.....	18

<u>ARTICLE 27</u>	Income.....	19
<u>ARTICLE 28</u>	Utilization of Club Funds.....	19
<u>ARTICLE 29</u>	Budget & Financial Year.....	20
<u>ARTICLE 30</u>	Club Auditors and Duties.....	20
<u>ARTICLE 31</u>	Club Meetings and Quorum.....	21
<u>ARTICLE 32</u>	Voting.....	21
<u>ARTICLE 33</u>	Extraordinary General Meeting.....	22
<u>ARTICLE 34</u>	Honorary Distinctions.....	22
<u>ARTICLE 35</u>	SKÅL International.....	23
<u>ARTICLE 36</u>	Internal Club Regulations.....	23
<u>ARTICLE 37</u>	Modifications to Club Statutes.....	24
<u>ARTICLE 38</u>	Suspension & Termination of SKÅL International London #413.....	24
<u>ARTICLE 39</u>	Final Authority.....	25
<u>ANNEX A</u>	Mission, Principles and Objectives of the SKÅL movement.....	26
<u>ANNEX B</u>	Membership in Clubs, Membership Proposal Forms & Classifications.....	29

Note: Any references made in this document to the male or female gender should be read as a reference to include both genders.

PREAMBLE

The A.I.S.C., also known as SKÅL International, is an International Association of Travel & Tourism Professionals. Membership is voluntary and open to those travel and tourism professionals holding managerial positions and who are recognized for their honesty and integrity. They must qualify in accordance with the regulations of SKÅL International.

By accepting membership in SKÅL International, travel and tourism professionals undertake to work towards the achievement of the Mission, Principles, Objectives and purpose of SKÅL International as defined in the Statutes. They will be expected to abide by the requirements set out in all the official publications of SKÅL International to regulate the organization of the SKÅL Movements listed in the By-Laws.

To carry out the Mission, Principles, and Objectives and purpose of this Association of Travel & Tourism Professionals, SKÅL International operates with the following structures, each having a different function:

- a) CLUBS - the basic unit of SKÅL is the Club, which shall act on behalf of SKÅL International in regard to the SKÅL activities within the Club's geographical boundaries.
- b) NATIONAL and/or AREA COMMITTEES - The National Committees incorporate the Clubs in those countries where there are four or more Clubs, to assist SKÅL International in its relations with those SKÅL Clubs. If a country has more than one club and less than four a national Committee may be formed. The Area Committees incorporate the National Committees and/or Affiliated Clubs by geographical regions. National and/or Area Committees are approved, suspended and terminated by the Executive Committee of SKÅL International.
- c) INTERNATIONAL SKÅL COUNCIL - The Council is an advisory body to SKÅL International.
- d) GENERAL SECRETARIAT - The General Secretariat is the management body of SKÅL International, headed by an appointed Secretary General who is accountable to the Executive Committee and employs salaried personnel.
- e) THE SKÅL INTERNATIONAL EXECUTIVE COMMITTEE - The Executive Committee is the governing body of SKÅL International. It is composed of elected members who are accountable to and represent the General Assembly. The president of SKÅL International represents the Association.
- f) GENERAL ASSEMBLY - The General Assembly of Club delegates is the supreme body of SKÅL International and as such ensures the involvement of the Clubs and membership in the decisions which affect the Association.

All of the above structures are part of SKÅL International and cannot operate or exist independently of it. All the regulations pertaining to the above organization emanate from the Statutes and By-Laws of SKÅL International. These documents take precedence over any other set of regulations within the SKÅL movement. All other regulations must comply with the current valid Statutes and By-Laws of SKÅL International. The Model Statutes for a SKÅL Club have been drawn up by SKÅL International to regulate each SKÅL Club in accordance with existing guidelines. SKÅL International must officially approve the Statutes of every SKÅL Club.

ARTICLE 1: Nature, Name, Affiliation, Address and Official Register

- a) SKÅL Club is the official designation of the member Clubs of the Association Internationale des SKÅL Clubs, abbreviated "A.I.S.C." (Association Internationale des Professionnels du Tourisme). The A.I.S.C. is also known as SKÅL International and is duly registered as a non-profit making association in the Kingdom of Spain, with No: 161829. The official address of the SKÅL Movement is the address of the General Secretariat of SKÅL International, which at the present time is: Edificio Espana, Avenida Palma de Mallorca 15-1º, 29620 Torremolinos, Spain.
- b) SKÅL Clubs are the basic unit of the structure of SKÅL International, which consists of all individual members of SKÅL International located within its area of influence. Only the Executive Committee of SKÅL International can approve, give dispensation to or terminate a SKÅL Club. The SKÅL Club of London #239 shall be known as SKÅL INTERNATIONAL LONDON #413, referred to herein as "SKÅL Club", is formed and exists only under the decision and authority of SKÅL International.
- c) The official address of the SKÅL Club is:
SKÅL INTERNATIONAL LONDON #413
c/o 242 pall Mall St
London, Ontario N6A 5P6
Canada
- d) The SKÅL Club must join SKÅL International Canada, where such exists in their country.

The SKÅL Club has been formed since 1963. However, should a suspension become necessary, only SKÅL International or the General Assembly of SKÅL INTERNATIONAL LONDON #413 are empowered to take such action.

Upon approval by SKÅL International, SKÅL INTERNATIONAL LONDON #413 should be legally registered as a non-profit making association, member of SKÅL International - International Association of Tourism Professionals. When possible and in accordance with local laws and procedures the Club should file its Statutes, which are complementary to the Statutes and By-Laws of SKÅL International, and, also the Statutes and By-Laws of SKÅL International Canada. If the Statutes are rejected, by any authority, SKÅL INTERNATIONAL LONDON #413 must obtain, in writing, an explanation of the decision and details of the specific objections(s). This information must be forwarded to the Secretary General for decision by the Executive Committee.

- e) As a non-profit organization, members have no personal rights to the revenue or assets which are administered by SKÅL INTERNATIONAL LONDON #413. These must be administered by the Club and dedicated to the aims and objectives established by SKÅL International to fulfill the SKÅL Mission.

- f) The Secretary General of SKÅL International certifies that the Executive Committee approved the formation of SKÅL INTERNATIONAL LONDON #413 as a member of SKÅL International on and that the last updated and valid version of its Statutes were approved on.....

Name and Signature of the
Secretary General of SKÅL International

Official Stamp of SKÅL International

Date

ARTICLE 2: Objectives

The objectives of SKÅL INTERNATIONAL LONDON #413 are:

- a) To fulfill the Mission and Principles of SKÅL International by means of individual and collective SKÅL activities..... (SEE ANNEX "A").
- b) To develop friendship and common purpose among personnel in the travel and tourist industry.
- c) To foster goodwill and mutual understanding worldwide through international travel and tourism.
- d) To encourage and assist in the professional development of all, but especially young people working in or training for, the travel and tourism industry.
- e) To make its members aware of the FLORIMOND VOLCKAERT FUND and the way it operates.
- f) To promote recognition of SKÅL INTERNATIONAL LONDON #413 by the community, the media and the tourism industry.
- g) To hold social and professional SKÅL activities to ensure the interest of all, but especially tourism professionals.
- h) To attract all genuine tourism professionals qualified for active membership, who have the required high ethical business and personal values, to the SKÅL Club.
- i) To attract Young SKÅL members who are qualified under the Statutes of SKÅL International to the SKÅL club.

- j) To inter-relate with other SKÅL Clubs.
- k) To develop inter-professional relations.
- l) To obtain the voluntary participation, assistance and contribution of Active, Associate, Young SKÅL , Life and Retired members in elected offices and scheduled functions or activities of the Club.
- m) To obtain the voluntary participation, assistance and contribution of the Active or Life members within the offices, functions and activities of the Club.

ARTICLE 3: Restrictions

In pursuance of these objectives, the SKÅL movement shall in no case:

- a) Be used directly in promoting private commercial or business matters. However, business relationships between members and the supporters of SKÅL are encouraged.
- b) Impose any limitations or restrictions on members in accordance with the human rights declaration of the United Nations.

The use of the SKÅL name, badge, insignia, logotype, emblems and other identities of the SKÅL Movement shall always be in accordance to the authorization, guidelines and instructions of SKÅL International.

ARTICLE 4: Rights Of Member Clubs Of SKÅL International

Each member Club of SKÅL International has the following rights:

- a) To bear the title “SKÅL Club - Member of SKÅL International - Association de Professionnels du Tourisme”.
- b) To be represented by at least one appointed delegate and to vote at the General Assembly of SKÅL International, the supreme body of the SKÅL Movement.
- c) To nominate as a candidate for SKÅL International Executive Committee elections, one of its Active or Life members who fulfills the requirements for such a candidacy.
- d) To appoint one or more delegates to its National Committee and to nominate candidates for the elections of its Board. When there is no National Committee and the Affiliated Club is a member of an Area Committee, the Club has the right to appoint one or more delegates to that Area Committee and to nominate candidates for the election of the Board. If two or more clubs exist in one country and there is no National Committee the clubs must select one

- or more delegates to represent all the clubs in that country to represent them in the Area Committee.
- e) To communicate directly with the Executive Committee or General Secretariat of SKÅL International, with a copy to their National Committee.
 - f) To suspend or expel, in accordance with the established regulations and procedures, a SKÅL INTERNATIONAL LONDON #413 member whose private or professional conduct has been prejudicial to the reputation, principles or interests of SKÅL, or who has failed to comply with any of the official regulations of SKÅL International.
 - g) Clubs which have not met their annual commitments to SKÅL International, will automatically forfeit their rights under (b), (c) and (d) above until the commitments have been met.
 - h) To grant the distinction of Honorary President or Honorary Member, followed by the name of SKÅL INTERNATIONAL LONDON #413, to any Active, Life or Retired SKÅL member considered to merit such a title.
 - i) To take part in the general activities and events promoted by SKÅL International for the benefit of the SKÅL Clubs.

ARTICLE 5: Obligations Of SKÅL International London #413

SKÅL INTERNATIONAL LONDON #413 has the following obligations:

- a) To promote the SKÅL name and reputation in its area.
- b) To receive, welcome and assist, both personally and professionally, in the true spirit of SKÅL, any visiting Skålleague.
- c) To hold its Annual General Meeting in the first quarter of the year and to hold a minimum of five other official functions during the year.
- d) To actively promote the objectives of SKÅL INTERNATIONAL LONDON #413 and SKÅL International.
- e) To implement an attractive annual programme of professional and social activities and events.
- f) To follow the guidelines prepared by SKÅL International and to comply with its duties.
- g) To remit all subscriptions and payments to SKÅL International by the specified date.

- h) To remit to the General Secretariat all documentation requested, forms and the updated list of members by the date fixed.
- i) To ensure that all members for which renewal of membership is requested continue to fulfill all the requirements of their category and have paid their fees.
- j) To regularly update the personal data of its members and to communicate any modifications to the General Secretariat.
- k) To promote and support participation of members in National and International SKÅL events and, in particular, the attendance of at least one delegate at the National Committee meetings and the General Assembly of SKÅL International. SKÅL INTERNATIONAL LONDON #413 shall consider giving financial assistance to the Club delegate(s) attending these meetings.
- l) To modify SKÅL INTERNATIONAL LONDON #413 Statutes in line with amendments to the Statutes and By-Laws of SKÅL International and to bring the same into line with all the official regulations, within one year of the approval date of the amendments.
- m) To send a copy of the amended Statutes to the General Secretariat within 30 days of any modification approved by the General Assembly.
- n) To communicate regularly with the National Committee or the General Secretariat regarding the fulfillment of the above obligations. Where SKÅL INTERNATIONAL LONDON #413, due to size, economic situation or other internal difficulties cannot adopt any one of the above obligations, this must be communicated to the National Committee and the General Secretariat for a further decision.

ARTICLE 6: Composition – Individual Membership

Members known as Skålleagues are grouped as members of one of the SKÅL Clubs of SKÅL International. They receive their SKÅL International membership card annually, following payment of dues, updated personal information from the Club and the fulfillment of all other commitments by their SKÅL Club. All Skålleagues must qualify in one of the five following categories of SKÅL International: Active, Life, Retired, Associate and Young SKÅL. Members must belong to the Club nearest to their place of business, or their permanent residence. No member is permitted, under any circumstances, to hold membership in two Clubs at the same time.

ARTICLE 7: Active Members

- a) Active membership is limited to persons holding managerial or other responsible positions in the travel and tourism industry in an entity as listed in the By-Laws of SKÅL International, Article I, Section I – Classifications (see “Annex B”). These persons must be employed full-time in their position, be actively involved in sales and/or promotional work and have a

- minimum of three years travel or tourism experience. The experience need not be in a managerial position. Membership is effective upon receipt of approval from SKÅL International either in writing or by issuance of a membership card.
- b) Active membership ceases if a member is no longer qualified under the By-Laws of SKÅL International - Article 1, Section 1. The member may then be transferred to Retired or Associate membership, or failing that, will resign from SKÅL.
 - c) A minimum of twenty persons is required to form a SKÅL Club. For SKÅL INTERNATIONAL LONDON #413 to remain operative, the number of Active, Life and Retired members must not be less than fifteen. Membership cards will not be issued to Clubs with less than fifteen Active, Life or Retired members.

ARTICLE 8: Life Members

- a) An Active member, who has reached the age of fifty-five (55), has fully retired from all business and has been an Active member for at least ten (10) years before retirement may apply for Life Membership. The Executive Committee of SKÅL International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire early.
- b) A request to the General Secretariat is needed for all transfers from Active to Life Membership, on the official modification form, together with a verification of the member's age.
- c) Life membership must be revoked if the member is expelled from SKÅL, resigns or returns to any form of employment.
- d) Life membership shall not be used as a SKÅL INTERNATIONAL LONDON #413 distinction.

ARTICLE 9: Associate Members

Associate Membership of SKÅL International is open to the following:

- a) Persons involved in a managerial capacity in the Travel and Tourism industry who live in a country where a Skål Club does not exist or where, because of the laws of the Country, SKÅL cannot be present.
- b) Former Active members, who have been Active members for at least five years and who, through a change in their occupation, are no longer qualified for active membership, but still remain in a responsible position closely connected with travel and tourism.
- c) Active members from a club that has been suspended due to inadequate membership.

- d) Persons working in a responsible position closely connected with travel and tourism may apply for membership. Applications giving qualifications for Associate membership in SKÅL, must be submitted by the applying Club to the Secretary General for consideration by the SKÅL International Executive Committee.
- e) Associate members cannot transfer to Life Membership. They may transfer to Active Membership upon returning to a managerial capacity in the travel and tourism industry.
- f) Associate members may attend the Club's as observers but shall not vote or intervene at the Assembly. They shall not hold office at Club or any other level of SKÅL International.
- g) Associate members are permitted to attend International Congresses. Attending Club activities other than their own is possible only by invitation.
- h) Associate membership is limited to 10% (ten percent) of the Active, Life and Retired Members in a Club.
- i) Associate membership in a city or area where SKÅL is not present is limited to 19 persons,. Thereafter, a new SKÅL Club must, where permissible, be formed.

ARTICLE 10: Retired Members

A Retired member who has reached the age of 55, who has fully retired from the travel and tourism business and who has been an Active member for at least ten hyears before retirement shall be granted Retired membership. The General Secretariat shall be informed of all transfers from Active to Retired membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of SKÅL International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Retired members enjoy the same privileges as Active members excepting that they may not hold representative office at any level and my perform limited work in other industries to supplement their income.

ARTICLE 11: Young SKÅL Members

Young SKÅL membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. They will have been a student or young professional in one of the classifications described in Article I section 1 (b) for at least two (2) years.

ARTICLE 12: Duties Of Members

All members are obliged to fulfill, amongst others, the following duties:

- a) To accept and promote the Mission and principles that guide the SKÅL Movement.
- b) To comply with the current Statutes and By-Laws of SKÅL International and the Statutes of SKÅL INTERNATIONAL LONDON #413.
- c) To follow the guidelines of SKÅL INTERNATIONAL LONDON #413, to present proposals to the Club and to SKÅL International for the improvement of SKÅL generally. To promote fellowship amongst all Skålleagues, to support and maintain the travel and tourism profession. To propose, as members, those professionals who are qualified to join SKÅL International.
- d) To attend meetings as regularly as possible and not less than six (6) times per calendar year. Failure to this requirement can result in the cancellation of their membership from SKÅL INTERNATIONAL LONDON #413.
- e) To care for and ensure the good management of SKÅL INTERNATIONAL LONDON #413.
- f) To promote and publicize the SKÅL Movement within the travel and tourism trade in their own professional environment.

ARTICLE 13: Rights Of Members

- a) Active and Life members, including members holding SKÅL International honorary titles have the right:
 - (i) To speak and vote at all SKÅL INTERNATIONAL LONDON #413 meetings.
 - (ii) To attend SKÅL Congresses and events organized within the SKÅL Movement, as defined by the organizers.
 - (iii) To be candidates for offices within SKÅL at all levels, with the exception that Honorary Presidents of SKÅL International may not be candidates for election to the Executive Committee of SKÅL International.
 - (iv) To hold a SKÅL membership card, to certify their membership, rights and status as Skålleagues once the personal annual dues are paid and the Club and National Committee, where applicable, has met its commitments to SKÅL International.
 - (v) To receive other benefits of SKÅL membership as defined for each category.
 - (vi) In the event of a sanction, suspension or dismissal of a member, the member must be granted the right of a hearing before such action is taken and an appeal thereafter.

- b) Associate members do not have the rights indicated in (i), (ii) and (iii) above. They may however attend SKÅL World Congresses.
- c) Retired Members do not have the right to hold representative office in SKÅL International
- d) Young SKÅL members do not have the rights indicated in (i) and (ii) above
- e) Transfer members have the above rights, with the exception that they may not hold office in SKÅL INTERNATIONAL LONDON #413.

ARTICLE 14: Membership Proposal

Membership in SKÅL is open to all qualified travel and tourism professionals. To be considered for membership, persons must comply with the requirements set out in the Statutes and By-Laws of SKÅL International. Only SKÅL International has the right to approve members and their membership category (See "Annex B").

The Club President and Secretary must not sponsor applications because they are required to sign the affirmation on behalf of SKÅL INTERNATIONAL LONDON #413. For all Clubs belonging to a National Committee, the membership proposal form shall be sent via that National Committee, for recording and endorsement. A national Committee can however by vote at a General Assembly waive the need to sight Membership Proposal Forms in advance and under these circumstances all Clubs within that country can forward the Membership Proposal Form directly to the Secretary General who will copy the National Committee with the approval or otherwise.

A list of professional classifications for active Membership is to be found in the By-Laws of SKÅL International, Article 1. This article must be referenced when completing the membership proposal form (See "Annex B" attached).

ARTICLE 15: Admission Fee

Each newly approved Active, Associate or Young SKÅL member of SKÅL INTERNATIONAL LONDON #413 may be required to pay an admission fee. The fee is fixed periodically by the Board of the Club and must be approved by the Annual General Assembly.

ARTICLE 16: Transfer Of Members

- a) Any Active, Life, Young SKÅL and Retired member who moves from his Club's area for business or personal reasons may apply through the Secretary of his Club for transfer to SKÅL INTERNATIONAL LONDON #413 in his new place of business or residence. These transfer requests, transmitted by the Secretary of the Club, are normally accepted if:

- (i) The applicant requesting the transfer fulfills the stipulations for admission specified in ARTICLE 6, ARTICLE 7 or ARTICLE 8 of these Statutes.
 - (ii) His current membership fee has been paid in full.
- b) A member so transferred will not be required to pay a second subscription for the current year, nor to seek sponsorship by two Club members.
 - c) Until the transferred member is officially registered by SKÅL International as a member of SKÅL INTERNATIONAL LONDON #413, on the receipt by the General Secretariat of the completed transfer form, the member will be granted transfer status by the original Club. The member will continue paying the membership fee to the original Club and retains voting rights, except in the case of a Young SKÅL member. A transfer member may not be a candidate for election. The member may, however, attend and participate at all meetings and events of SKÅL INTERNATIONAL LONDON #413 (as far as circumstances permit) where the privileges of membership are enjoyed, except the right to vote.
 - d) In the case where there is no Club within reasonable distance of the new place of business or residence, the transfer status may also be granted by his original Club.
 - e) SKÅL International makes no provision for transfer of Associate membership.

ARTICLE 17: Membership Resignation

Any member may resign from SKÅL INTERNATIONAL LONDON #413 at any time by submitting his resignation, in writing, to the Club Secretary who must acknowledge receipt of it. Notwithstanding such resignation, the former member will be required to pay any accounts outstanding to SKÅL INTERNATIONAL LONDON #413.

ARTICLE 18: Procedures For Sanctions And Appeals By The Club

All sanctions are personal and require that a hearing be accorded to the member concerned. Sanction action requires an absolute majority vote of the Board members of SKÅL INTERNATIONAL LONDON #413 and an official communication, detailing the reasons for the sanction, must be sent to the member.

Only SKÅL International has the authority, whether requested or not by SKÅL INTERNATIONAL LONDON #413, to sanction or expel a member. National or Area Committees do not have this authority and shall refer any question of expulsion to SKÅL International.

There are three categories to be considered when sanctioning a member: reprimand, membership suspension and expulsion.

- a) Letter of Reprimand: This is a letter written by the Board of Directors of SKÅL INTERNATIONAL LONDON #413 to a member reprimanding him for an attitude or for conduct considered inappropriate and not in the interest of the Club or the reputation of SKÅL.
- b) Suspension of Membership Rights:
- (i) When a member having received a warning letter, continues with the attitude or conduct for which he has been censured, the Club Board may take the decision to suspend him for a period, which will be determined by the seriousness of the action. The maximum period of suspension is six (6) months. A member who has been suspended can appeal the decision by the Board to the next General Assembly of the Club, which may revoke the Board's decision. If the next General Assembly of the Club is not scheduled within two (2) months from the date of the suspension, an appeal may be made to SKÅL International, which may decide to delay the suspension until the Club's General Assembly hears the appeal. The suspension will not be effective until a final decision has been taken.
 - (ii) When the conduct or attitude of the member is considered by the Board of Directors to be prejudicial to the interest of SKÅL INTERNATIONAL LONDON #413 or to the reputation of SKÅL, the member can be suspended for a minimum of six (6) months and a maximum of one year without the requirement for a letter of reprimand. The appeals procedure shall be the same as in (i) above.
- c) Expulsion:
- (i) When the attitude or conduct of a member is considered highly prejudicial to the interest and/or reputation of SKÅL, or when despite a previous suspension, the member continues with the same attitude or conduct, the Board of Directors of SKÅL INTERNATIONAL LONDON #413 may take the decision to expel the member.
 - (ii) The member can appeal against this decision to the Executive Committee of SKÅL International within a period of one month from the communication of the expulsion. If an appeal is presented to the Executive Committee of SKÅL International, the expulsion will not become effective until a final decision has been taken.
 - (iii) The decision of the Executive Committee of SKÅL International is final and shall be taken only after considering any documentation or information received from SKÅL INTERNATIONAL LONDON #413, the National committee and the expelled member. The decision of the Executive Committee is final.
 - (iv) Expelled members are not entitled to a refund of fees paid or subsequent membership in a any SKÅL Club. Upon confirmation of the expulsion, the name and address of the member must be registered by the General Secretariat of SKÅL International.

ARTICLE 19: Board Of Directors Of SKÅL International London #413

- a) Active, Life and Retired members of SKÅL INTERNATIONAL LONDON #413 will elect the Board of Directors, to administer and manage the Club. The Board of Directors may comprise:
- (i) One President (or Chairperson where the title President cannot be used due to local regulations)
 - (ii) One or two Vice-Presidents (or Vice-Chairpersons)
 - (iii) A Secretary
 - (iv) A Treasurer
- b) In addition, the following positions should also be considered:
- (i) Membership and Sponsorship
 - (ii) Social Programmes and Events
 - (iii) Development, Communications and Public Relations
 - (iv) Florimond Volckaert Fund
 - (v) SKÅL International Canada representative
 - (vi) Additional Directors-at-Large to administer the operations of the Club
- c) The office of President of SKÅL INTERNATIONAL LONDON #413 may not be combined with any other office or position.
- d) The offices of Secretary and Treasurer may be combined, if so desired.
- e) SKÅL INTERNATIONAL LONDON #413 shall be entitled to one (1) representative on the Board of SKÅL International Canada for up to and including 65 Active, Transfer-Active and Life members, and two (2) representatives if the membership of SKÅL INTERNATIONAL LONDON #413, based on the above criteria, is greater than 65. Elected representatives to the SKÅL International Canada Board of Directors must be either active or life members. In the event that a representative is unable to attend a SKÅL International Canada Board meeting, SKÅL INTERNATIONAL LONDON #413 may send an alternate, provided the member carries a letter of authority from the President of SKÅL INTERNATIONAL

- LONDON #413. The elected representative(s) of SKÅL INTERNATIONAL LONDON #413 or authorized alternate(s) shall be entitled, if present, to vote at meetings of the SKÅL International Canada Board of Directors.
- f) The positions outlined in the Operational Plan for SKÅL International must follow the guidelines as set out by the General Secretariat.
 - g) Where SKÅL INTERNATIONAL LONDON #413, due to size, economic or other internal situations cannot adopt the above Board of Officers proposed above the national Committee and general Secretariat must be so advised.

ARTICLE 20: Elections

The election of the Board members and the Club auditors of SKÅL INTERNATIONAL LONDON #413 shall take place at the Annual General meeting or Extraordinary meeting of the Club.

The term of office of the President and Vice-President of SKÅL INTERNATIONAL LONDON #413 shall be one year, with possible re-election for up to a maximum of one further term.

The term of office for the Secretary of SKÅL INTERNATIONAL LONDON #413 shall be one year, with possible annual re-election up to a maximum of six years in total.

The term of office for the SKÅL International Canada representative(s) shall be a maximum of 2 terms of 2 years each. Any representative who has not moved up to an Executive position on the Board of SKÅL International Canada at the end of the 4 years, must step down for at least one term and SKÅL INTERNATIONAL LONDON #413 must elect a new representative. If a SKÅL International Canada representative fails to attend 2 consecutive Board meetings, the representative will be considered to have resigned from the Board of SKÅL International Canada and will be so advised by the President of SKÅL International Canada. If a representative to the Board of SKÅL International Canada reaches the position of SKÅL International Canada President and has completed the term of office for President, that individual cannot return as the Club's representative to the Board of SKÅL International Canada unless duly authorized by the SKÅL International Canada Executive.

The term of the remaining non-representative officers of the Board, except Secretary, shall be one year with possible annual re-election up to a maximum period of four years.

The Officers may be assisted by members, or, if so decided by the Club's Board of Directors, by a paid executive who may attend the Board meetings as observers, with the right to express opinions but not to vote.

Two (2) Auditors, who are not members of the Board, shall be elected for a term of office of two (2) years. To ensure the continuance of a line of continuity, the election of one (1) Auditor will be held in the alternate year. In lieu of the election of two (2) internal auditors required under this Article,

SKÅL INTERNATIONAL LONDON #413 may choose to contract with a professionally certified, independent accounting and audit firm to perform the audit and/or accountancy review functions prescribed by Article 28. In the event that an independent auditor is so contracted, the Board of Directors of SKÅL INTERNATIONAL LONDON #413 shall determine the selection of the auditor or audit firm by an absolute majority vote of the Board. The Club's membership shall be notified of any such selection and contract at the Annual General Meeting of the Club prescribed by Article 29.

Any Active, Life or retired member of SKÅL INTERNATIONAL LONDON #413 who has been a member of the Club for at least one (1) year is eligible to stand for election to the Board of the Club, or as Auditor of the Club.

Only individual candidatures will be accepted. Candidatures presented “en bloc” will not be accepted. Elections must be held for the administrative officers of President, Vice-President, Secretary, Treasurer and Auditor. Operational officers may be co-opted to the Board by the elected administrative officers only when, during the elections, it so decided by the corresponding General Assembly of SKÅL INTERNATIONAL LONDON #413.

Elections shall be by secret ballot and a candidate who obtains an absolute majority (50% plus one of the valid votes cast) is elected. If a second ballot is necessary, the winner will be the candidate obtaining a simple majority (most votes).

Nominations of candidates for the Board of SKÅL INTERNATIONAL LONDON #413 and Auditors must be received by the Secretary thirty (30) days before the meeting where voting is to take place. The presentation of candidates “en bloc” is not permitted. In the event of no nominations being received for a position at the time of the election, candidates may be nominated from the floor. Should no candidates be presented, the existing Officers will provisionally remain and the National Committee or the General Secretariat of SKÅL International must be informed for further action.

ARTICLE 21: Committees

The Annual General Meeting or the Board of SKÅL INTERNATIONAL LONDON #413 may appoint committees to perform special studies or duties. The members of such committees will report to the Board of SKÅL INTERNATIONAL LONDON #413. Committees may also be formed under the guidelines of SKÅL International.

All Skålleagues have the right to participate and contribute to the success of any operational functions by co-operating with the Officer concerned.

ARTICLE 22: Powers of the Board of Directors of the Club

The Board of Directors of SKÅL INTERNATIONAL LONDON #413 is entrusted with the task of administering and managing the Club. It settles differences that may arise between the Club's members, or refers the same to its National Committee or SKÅL International.

Decisions are taken by a majority of the members present having the right to speak and vote. In the case of an equal vote, the casting vote of the President of SKÅL INTERNATIONAL LONDON #413 decides.

The Board of SKÅL INTERNATIONAL LONDON #413 must meet regularly, not less than six times per annum, at the request of the Club President. It may also be convened at the request of one quarter (25%) of the Board's directors. At each meeting, the quorum shall be fifty (50%) of the full Board of Directors. Any director has the right to ask for a secret ballot.

ARTICLE 23: Vacancies on the Club Board

- a) Any member of the Board, who without valid reason, fails to attend three (3) consecutive Board meetings, is considered to have resigned from the Board.
- b) The Board may appoint an Active, Life or Retired member of SKÅL INTERNATIONAL LONDON #413 to fill the vacancy until the next General Assembly, excepting that Retired members may not hold representative office. The member thus appointed, has the right to stand for election to the vacant post. The duration of this appointment will not be taken into consideration for time limit purposes.

ARTICLE 24: Club President and Vice-President

- a) The SKÅL CLUB OF LONDON #239 President is entrusted with the duties of executing the decisions of the Annual General Meeting and the Board of the Club, conducting the proceedings and ensuring that it functions effectively and efficiently.
- b) The President is the Club's official and legal representative. However, all documents legally binding on SKÅL INTERNATIONAL LONDON #413 must bear the signature of the President jointly with that of the Vice-President.
- c) The President may, if necessary, delegate part of his presidential duties to the Vice-President or any other Officer of the Board of the Club.
- d) The President will make a report to the Annual General Meeting on the activities of SKÅL INTERNATIONAL LONDON #413 and its Board of Officers.
- e) The President is entrusted with ensuring that SKÅL INTERNATIONAL LONDON #413 extends a warm welcome to every visiting Skålleague and that they are offered every assistance during their visit.
- f) The main task of the Vice-President shall be to assist the President in the execution of his duties and deputize for him whenever the necessity arises.

ARTICLE 25: Club Secretary

The Club Secretary is entrusted with the tasks of:

- a) drafting the minutes of the Board meetings and the Annual General Assembly.
- b) drafting and circulating the notice of meetings.
- c) receiving, drafting and mailing of all correspondence.
- d) submitting the requests for admission of new members.
- e) preparing the agenda for all meetings in agreement with the President.
- f) fulfilling SKÅL INTERNATIONAL LONDON #413's responsibilities towards SKÅL International and the National Committee.
- g) preparing an annual activity report which, after approval by the Board of Directors of the Club, is submitted to the Annual General Assembly.
- h) ensuring that the Statutes of SKÅL INTERNATIONAL LONDON #413 are updated in line with the amendments to the Statutes and By-Laws of SKÅL International and that the terms therein are respected.
- i) together with the Treasurer, checking the membership list sent annually by SKÅL International, amending and updating the data as necessary, ensuring that all requirements are met and returning the list to the General Secretariat for renewal of the membership cards.
- j) certifying any matters or information concerning SKÅL INTERNATIONAL LONDON #413.

ARTICLE 26: Club Treasurer

- a) The Treasurer has the power to cash, on behalf of the Club, all amounts originating from legal sources of income.
- b) The Treasurer will produce an annual membership list for SKÅL INTERNATIONAL LONDON #413, by name and category, to be distributed to all Club members.
- c) The Treasurer receives all fees due to SKÅL International and settles them with the National Committee Treasurer (where applicable) or directly with SKÅL International.

- d) The Treasurer ensures that each member has paid all the dues before the new membership card is issued to that member.
- e) The Treasurer keeps the Club's accounts, receives, deposits and manages the Club's funds in accordance with the present Statutes. The Treasurer makes all payments of expenses incurred on behalf of the Club and approved by the Board of Directors of the Club, and presents an annual report and balance sheet to the Board of SKÅL INTERNATIONAL LONDON #413 which, after agreement, is submitted to the Annual General Assembly for approval.

ARTICLE 27: Income

SKÅL INTERNATIONAL LONDON #413's income is provided by admission and membership fees, fund-raising, sponsorship, donations and any other forms of legal income.

The Annual General Assembly fixes the annual fee for each category of member.

All international fees must be paid to SKÅL International by 28 February each year. Unpaid dues after this date will be subject to a late payment charge by SKÅL International.

Fees are due for the full year whenever the member is admitted. The Board of Directors of the Club may reduce the amount of the fees due by new members admitted during the fourth quarter of the year.

ARTICLE 28: Utilization of Club Funds

SKÅL INTERNATIONAL LONDON #413 funds are used in settlement of the annual SKÅL International and National Committee (where one exists) fees, administrative and any other expenses such as development, events, public relations, welcoming guests, conferences, etc...always in keeping with the budget and must serve the aims and objectives of the SKÅL Organization in the achievement of the SKÅL Mission.

Expenses must be approved by the Board Directors of the Club, however when this is not timely or possible for any justifiable reason, any two officially approved signing officers of the Club may take the responsibility of ordering the payment without the pre-approval of the Board. Signing authority for SKÅL INTERNATIONAL LONDON #413 shall normally be the President and Treasurer where feasible, however any two (2) of five (5) designated Board members, duly approved by the Club's Board of Directors as signing officers and so registered with the Bank, may sign expenses.

No officer of SKÅL INTERNATIONAL LONDON #413 may sign any financial document (such as cheques, etc.) for Club indebtedness to himself, or Club indebtedness where the officer has initiated the expense.

SKÅL International or the National Committee (where one exists) may intervene to modify the financial policy of SKÅL INTERNATIONAL LONDON #413 when it is considered not in accordance with the needs or interest of the SKÅL Movement.

The Club's financial obligations are only guaranteed by the Club's possessions, excluding all personal responsibility of the Board members. However, any Board member who infringes this article will be held responsible to the Board, the Annual General Assembly and the SKÅL Movement for the expenses thus incurred.

ARTICLE 29: Budget and Financial Year

The Board of SKÅL INTERNATIONAL LONDON #413 will prepare an annual budget showing all expected income and expenditure, including the cost of sending delegates to the national and international SKÅL meetings. The budget shall be presented to the Annual General Assembly for its approval.

SKÅL INTERNATIONAL LONDON #413's financial year will be from 01 January to 31 December and should not be confused with the SKÅL International financial year which is from 01 April to 31 March of the following year.

ARTICLE 30: Club Auditors and Their duties

The Auditors are directly accountable to the Annual General Assembly of SKÅL INTERNATIONAL LONDON #413 and ultimately to the SKÅL Movement. They shall not be members of the Board of Directors of the Club.

The Auditors shall check the accounts and balance sheet and verify the financial state of the Club. In exercising their duties the Auditors have the right to check all financial documents, which should be done in the presence of the Club Treasurer. They will prepare a written report for the Annual General Meeting, which will be sent out with the agenda for the Annual General Meeting to the members of the Club.

In the event of irregularities being found, the Auditors will inform all members of the Board of the Club, in writing, immediately. When, in the opinion of an Auditor, the irregularities being found are of such a nature that could bear the suspension or expulsion of a member of the Club, then the Auditor must also inform SKÅL International immediately, with a copy to the National Committee (where applicable), about the irregularities.

Each Auditor may act independently of the other, and in the event of irregularities, either Auditor has the right to request that an Extraordinary General Meeting be called.

In the event that an independent, external auditor is contracted by SKÅL INTERNATIONAL LONDON #413 under the provisions of Article 18, the independent auditor shall exercise and

discharge the responsibilities of the audit function prescribed by Article 28. If irregularities of the nature referred to in Article 28 are found to exist, the external auditor shall officially report these, in writing, to the Club's Board of Directors and the President of the Club shall be required to action any such items with SKÅL International, SKÅL International Canada or call an Extraordinary Meeting of the Club as prescribed by Article 28.

ARTICLE 31: Club Meetings and Quorum

Only members holding a valid Active, Life or Retired SKÅL membership card in SKÅL International have the right to speak and the right to vote at the Annual General Meeting of the Club, which must be held before 31 March each year. Notice of the meeting, together with the agenda, financial report and budget proposal, must be mailed to the Club members by the Secretary fifteen (15) days prior to the date of the Annual General Meeting.

In addition to the Annual General Meeting, SKÅL INTERNATIONAL LONDON #413 must hold nine (9) other meetings or events annually which are open to all members. Failure to comply with holding a minimum of five (5) other meetings or events, as required by SKÅL International, can lead to the Club being suspended by SKÅL International for insufficient activity.

The quorum at the Annual General Meeting and all other meeting where voting shall take place is one-quarter (25%) of the total Active and Life members of the Club. If the quorum is not achieved at the Annual General Meeting, it shall be postponed, but must take place before 31 March. At a postponed Annual General Meeting, decisions and voting will be valid, except where the dissolution of the Club is to be discussed, irrespective of the number of voting members present.

The President and Board members of the National Committee (where applicable) can attend, with the right to speak, at any meeting or function of SKÅL INTERNATIONAL LONDON #413.

Members of SKÅL INTERNATIONAL LONDON #413 must maintain sixty percent (60%) attendance during the period of 01 January to 31 December of the SKAL year to remain active in the Club, unless an exemption for reasons considered valid by the Board of Directors is granted.

ARTICLE 32: Voting

Only Active, Life and Retired members are entitled to vote. Proxy or mail votes are not permitted. Secret ballots are required when voting concerns persons, or if at least twenty-five percent (25%) of the voting members present so request a secret ballot.

Unless otherwise stated in these Statutes and By-Laws of SKÅL INTERNATIONAL LONDON #413 or the Statutes and By-Laws of SKÅL International, voting results will be decided by a simple majority.

ARTICLE 33: Extraordinary General Meeting

An Extraordinary General Meeting may be convened by the President, either at the request of a majority of two-thirds of the Board members, or at the request of the Auditor in the case mentioned in Article 28, or on the written request of one-third of the Active members of SKÅL INTERNATIONAL LONDON #413.

Any request for convocation of an Extraordinary General Meeting, which does not come from the Board of the Club, must be addressed in writing to the Secretary of the Club by the required number of members or either of the Auditors. The Board of the Club shall set the date for the meeting within four (4) weeks following the receipt of the request. The Secretary must give notice to convene the members at least fifteen (15) days before the date set and indicates in the convocation the detailed agenda, according to the request of the meeting.

ARTICLE 34: Honorary Distinctions

- a) Honorary Distinctions of SKÅL International:
- (i) The procedures for nominating candidates for the distinctions of Honorary President or Membre d'Honneur of SKÅL International are to be found in the By-Laws of SKÅL International.
 - (ii) Nominations by Clubs of candidates for these titles must be approved by two-thirds of the voting members present at the Annual General Meeting of SKÅL INTERNATIONAL LONDON #413, on a single vote.
- b) SKÅL INTERNATIONAL LONDON #413 Honorary Distinctions:
- (i) The distinctions of Honorary President or Honorary Member of the SKÅL INTERNATIONAL LONDON #413 may be given to former Club Presidents or to Active, Life or Retired members of the Club who have given distinguished service to the SKÅL Movement. Such Club distinctions only give special privileges within the Club. The person being honored shall not receive any special badge or insignia, but may be given a diploma confirming the bestowal of the distinction.
 - (ii) Such distinctions shall not be reported to SKÅL International and the members receiving them shall remain in the relevant category of Active, Life or Retired member.
 - (iii) The granting of SKÅL INTERNATIONAL LONDON #413 distinctions may be proposed either by the Board of the Club or by seven (7) Active, Life and/or Retired members. The presentation of these proposals shall be included in the Agenda and its approval requires a two-thirds majority of the voting members present at an Annual General Meeting of the Club.

- (iv) The title “Membre d’Honneur” shall not be used as this title is reserved solely for use by SKÅL International.
- (v) Prior to 26 April 2005 Life membership was a category within SKÅL International. Subsequent changes to the Statutes of SKÅL International replaced this category with Retired and all members retiring from full time employment after this date, who meet the criteria, will be given this title. Those members who became Life members prior to this date will retain that title. Clubs at their discretion may now grant the title Life Member to those members who have given distinguished service to the club subject to (iii) above. This Club distinction only gives special privileges within the Club. The person being honoured shall not receive any special badge or insignia, but may be given a diploma confirming the bestowal of the distinction.

ARTICLE 35: SKÅL International

- a) Any member of SKÅL INTERNATIONAL LONDON #413 who is not an elected officer of the Board but who is a current, elected member of the SKÅL International Executive Committee will automatically be a non-voting member of the Board of the Club.
- b) Members of the Executive Committee and the Secretary General can attend any meeting or activity held at Club level, or nominate a representative of their choice. The courtesy of an advance communication should be sent to the President of the Club.
- c) SKÅL International may require items to be included in the agenda for the meeting of SKÅL INTERNATIONAL LONDON #413.

ARTICLE 36: Internal Club Regulations

SKÅL INTERNATIONAL LONDON #413 may adopt additional internal regulations to the statutes, provided that they in no way contravene the Official Publications of SKÅL International or these Club Statutes and By-Laws. The Executive Committee of SKÅL International must approve exceptions to the present Statutes or additional regulations.

ARTICLE 37: Modifications to Club Statutes

- a) Club Statutes can only be modified at the Club's Annual General Meeting or at an Extraordinary General Meeting called for this purpose. The Board of the Club or any Active, Life or Retired member can make suggestions for modifications. To approve a modification, a two-thirds majority of the valid votes cast will be required. However, when a change in SKÅL INTERNATIONAL LONDON #413 Statutes is made necessary by modifications to the Official Publications of SKÅL International, the Board shall prepare the required amendments and inform the members of the club for the reasons for the changes, without asking for the otherwise, necessary vote.
- b) Modifications must be in keeping with the Official Publications of SKÅL International and where major changes are made to the SKÅL INTERNATIONAL LONDON #413 Statutes, the proposed Statutes shall be sent to SKÅL International for approval before publication.
- c) All proposals for changes to SKÅL INTERNATIONAL LONDON #413 Statutes must be received by the Club Secretary forty-five (45) days prior to the meeting at which this subject is an item on the agenda.
- d) Should it be found that the Official Publications of SKÅL International are in conflict with the laws of Canada, then the decision, in writing, of the relevant authority explaining the motives and terms that require modification must be forwarded to the General Secretariat to submit to SKÅL International to consider the matter.

ARTICLE 38: Suspension and Termination of the Club

The Executive Committee of SKÅL International may suspend, dissolve or terminate any Club, which does not comply with, or function in accordance with the Official Publications, guidelines or instructions of SKÅL International.

Failure to maintain the minimum number of fifteen (15) Active and Life members shall result in automatic suspension of SKÅL INTERNATIONAL LONDON #413. However, if the Club can recruit sufficient new Active members to at least fifteen (15), reactivation may be requested from SKÅL International.

Suspension of SKÅL INTERNATIONAL LONDON #413, other than by the Executive Committee, can only be discussed at an Annual General Meeting or an Extraordinary General meeting called for this purpose. At least two-thirds of the total members entitled to vote must be present for the suspension discussion to be valid. For suspension to be approved, a majority of two-thirds of the voting members present must agree with the motion.

In case of suspension or termination of SKÅL INTERNATIONAL LONDON #413, the Board of the Club should first honor all outstanding debts. All orders of payments and other vouchers must bear

the signature of the Club President, the Club Treasurer and the Club Auditors elected or contracted pursuant to Article 18. The remaining assets shall then be placed under the jurisdiction of the National Committee and/or SKÅL International. In case of reactivation of the Club within the period of three (3) years since the official date of suspension, the reactivated Club will also obtain the administration of the assets.

Any Club which ceases to be a member of SKÅL International for the foregoing, or any other reason, shall remove the title SKÅL from the name of its Club and may not thereafter use the name, badges, insignias, emblems or any other identity of the SKÅL Movement, and shall also turn in its membership certificate to the General Secretariat of SKÅL International for a cancellation.

ARTICLE 39: Final Authority

- a) In case of conflict between the different sets of regulations, the Official Publications of SKÅL International and the regulations of the National Committee will take precedence followed by these Statutes of SKÅL INTERNATIONAL LONDON #413, unless exceptions have been previously agreed by the Executive Committee of SKÅL International. Should there be any conflict between the laws of Canada and the Official Publications of SKÅL International, the Statutes Director must be informed immediately, to allow the situation to be deliberated on and a decision to be made by the Executive Committee.
- b) SKÅL INTERNATIONAL LONDON #413 Statutes and subsequent modifications to the same, always require the approval of the Statutes Director of SKÅL International who will consult with the Executive Committee before publication.

ANNEX A

MISSION, PRINCIPLES, OBJECTIVES, FUNCTIONS AND STRUCTURES

ARTICLE II, SECTION 1 AND 2 OF THE STATUTES OF SKÅL INTERNATIONAL

Section 1 – Mission and Principles of the SKÅL Movement

The Mission of the SKÅL Movement is to make all professional travel and tourism managers world-wide, as defined in the By-Laws, members of the SKÅL Movement by integrating them into this International association whose objectives and activities are aimed at achieving friendship, mutual understanding, peace and the solidarity among its members, promoting, in this way the development of common interest, of the communities where they are present and of the travel and tourism industry.

The SKÅL Principles are its Statements, Values and Beliefs, which identify all the activities of the organization.

Tourism Professionalism

Skålleagues are professionals in managerial positions within the travel and tourism industry. As professionals, members endeavour to maintain the same high professional standards when contributing to SKÅL.

I. Friendship

Skålleagues are persons of recognized honesty and integrity, who identify with the SKÅL values. This permits them to find and give within SKÅL, the spirit of friendship and unity, which makes this Association so special. Once a member is accepted he/she forms part of the world-wide SKÅL family of tourism professionals, where every member is warmly welcomed when contacting other Skålleagues anywhere in the world.

II. Contribution and Participation

Voluntary contribution and participation by all members is appreciated in addition to the minimum required for continuing the SKÅL membership. SKÅL gives the members the opportunity to network and to realize their potential by being part of a social body that is

attractive and rewarding. SKÅL also supports the personal goals of the individual member in his/her involvement with the Association, whether this is for professional, social, or service reasons.

III. International

The basis of tourism is international relations. This way, SKÅL finds itself in the position to be the live expression of this element of union between different countries by transcending the limited national concept to supranational fellowship. Thus, it is in the international character of SKÅL that the strength and meaning of the Association lies.

IV. Non-discriminatory

The Association may not allow any social, political, labor-union, religious, race, sex or age discrimination. To be a part of SKÅL Club life, questions that may endanger the spirit of friendship or unity – political, union or religious questions – should be carefully avoided.

V. No-profit making

SKÅL International is a non-profit making Association. Members have no personal rights on its wealth and/or revenue, which are dedicated to the fulfillment of the SKÅL mission. Direct business and commercial relationships among members and supporters of SKÅL are encouraged although not during SKÅL meetings or functions.

VI. Administration

The Statutes of SKÅL International, approved by its General Assembly, are the source of all the regulations for the different levels of SKÅL. The strategic and operational plans guide the programmes and activities of SKÅL International. The primary responsibility of the Executive Committee and General Secretariat is to identify the resources for the programs and activities of the Association and to provide the leadership that will support the development implementation of the aims and objectives of the Association.

VII. Democratic and Autonomous

SKÅL International assures the democratic procedures at all the representative levels of the organization. Clubs, National and Area Committees are autonomous in the development of their SKÅL life but are always subject to the regulations and guidelines laid down by SKÅL International.

VIII. Not-inward looking

SKÅL International co-operates with and supports the non-profit making activities of educational and cultural institutions, tourism apprentices, companies, associations or other organizations aiming for sustained development of the tourism industry or working for peace. SKÅL is also involved with societies and local communities where it is represented.

IX. Universal

Skålleagues and all levels of SKÅL are permanently and fully involved in the extension of the SKÅL Movement, as its positive effects to the benefit of tourism professionals, the tourism

industry and represented societies, deserve to be shared among all the eligible tourism professionals world wide.

Section 2 – Objectives

The Objectives of the SKÅL Movement are:

- a) To develop friendship and common purpose between personnel in the travel and tourist industry.
- b) To foster goodwill and mutual understanding world-wide through international tourism and travel.
- c) To encourage and assist in the professional development to all but especially the young people working in, or training for, the travel and tourism industry.
- d) To encourage business relationships among members and supporters of SKÅL under the logo “Doing Business among Friends”.

ANNEX B

MEMBERSHIP IN CLUBS, MEMBERSHIP PROPOSAL FORM AND MEMBERSHIP CLASSIFICATIONS- ARTICLE 1, SECTION 1

Section 1 – Membership in Clubs

(a) Active membership

Active membership in SKÅL is limited to professionals holding managerial or equivalent positions in the travel and tourism industry as defined by the SKÅL International By-Laws. Approval of new members is limited to candidates who qualify for Active, Associate and Young SKÅL Membership. Active, Retired and Life members have full voting rights. Active members and members who became Life members on or before 18th of April 2006 can hold representative and non-representative offices at all levels of SKÅL. Retired Members, approved after the 19th of April 2006, can hold non-representative offices at Area, National and Local levels of SKÅL. Young SKÅL members cannot hold office at any level in SKÅL but can be an ex-officio member of the board of the local SKÅL Club.

(b) Young SKÅL membership

Young SKÅL membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. They must have been a student or young professional in one of the classifications described in Article I, Section I (b) for at least two (2) years.

MEMBERSHIP PROPOSAL FORM PROCEDURE

Membership in SKÅL is open to all qualified professional persons in the travel and tourism industry but it is first effective after SKÅL International has approved the member and informed the Club concerned of its decision. A currently valid Membership Proposal Form must be submitted to the Secretariat for all proposed Active, Associate or Young SKÅL members, together with any additional information specified for the appropriate Classification in these By-Laws. Where the Club is a member of a National Committee the Membership Proposal Form shall be submitted via that National Committee, which will check that the form is correctly completed, all required information is included and endorse the form as having been seen. A National Committee can however by vote at a General Assembly waive the need to sight Membership Proposal Forms in advance and under these circumstances all Clubs within that country can forward the Membership Proposal Form directly to the Secretary General who will copy the National Committee with the approval or otherwise. All proposed members require sponsoring by two Active, Life or Retired members, who have been members for at least two years, who do not work for the same organization as the proposed member and are not the President or Secretary of the proposing Club. This last point is because the President and Secretary are required to sign the “Affirmation” section of the Proposal Form, which confirms the details of the proposed member are correct. Should a Club be uncertain as to whether a potential member qualifies for Active, Associate or Young SKÅL membership it is recommended that the Secretariat be contacted for advice, before the person is invited to join. The Secretariat’s advice

cannot be considered binding, as the final decision can only be taken after the Proposal Form has been received. The advice from the Secretariat will, however, give a clearer indication as to whether the person is qualified or not.

N.B.: The full and correct title for all proposed new members must be specified on the Proposal Form. Incorrectly completed forms will be returned to the Club for re-submission. The membership classification will comprise the two digits for the activity of the company and the and the two digits of the post held, i.e. 1103 - airline Sales Director and numbers for proposed young SKÅL members should be prefaced with the letter Y and 99 if they do not hold a recognized position.

a) **Active Members** - All persons proposed for Active membership must comply with the requirements above and must qualify under one of the following classifications:

- 01: President/Chairman/Owner/Chief Executive Officer
- 02: Vice-President/Managing Director/General Manager
- 03: Sales Director
- 04: Marketing Director
- 05: Publicity Director
- 06: Public Relations Director
- 07: Commercial Director
- 08: Director
- 09: Sales Manager
- 10: Marketing Manager
- 11: Publicity Manager
- 12: Public Relations Manager
- 13: Commercial Manager
- 14: Manager
- 15: General Sales Agent or representative of these companies

b) **Young SKÅL Members** - The requirements to become a member are:

- a) To be a student at an authorized tourism educational establishment which grants a degree or recognized diploma upon completion of studies, OR
- b) To be a young Professional training for or working in the industry
- c) To be at least 20 years of age and not older than 29.

(i) **AVIATION** (Airlines, Airports and I.A.T.A.)

Active in the company:

11 Airlines

12 Airports

13 I.A.T.A.

N.B.: Under I.A.T.A. there is a limitation of one manager per country, the country Manager only.

(ii) **MARITIME COMPANIES** (Passenger shipping, sea Ferries and sea ports)

14 Maritime Companies

N.B.: Ports: Only the Managing Director of a sea port is eligible. Applications for membership from lake or river steamers, yachts and sightseeing operations shall be submitted under "Inland Waterway Operations". Not eligible for membership: cross harbour or river ferry operators.

(iii) **RAILWAYS**

15 Railways

N.B.: Not eligible as members: persons working for ski-lifts or historical or model railways.

(iv) **AUTOCAR AND COACH COMPANIES**

On the condition that they have an international status, either by the extent of their operations or the nature of their clientele.

16 Autocars and Coach Companies

N.B.: Not eligible as members: taxi owners or operators, drivers, guides or couriers.

(v) **CAR HIRE COMPANIES** (with or without driver)

Requirements that these companies should meet:

- (a) That the nature of their operations, their clients and the activity of the establishment is tourism based.
- (b) Independent establishments which do not form part of a network of an international car hire company must have a minimum of 25 vehicles for hire.

17 Car Hire Companies

N.B.: Not eligible as members: taxi owners or operators, drivers, couriers or guides

(vi) **INLAND WATERWAY OPERATIONS** (cruising, excursions and hire)

On condition that they have an international status, either by the extent of their operations or the nature of their clientele.

18 Inland waterway Operations

N.B.: Not eligible as members: persons working for cross harbour, river ferry or waterway taxi operators.

(vii) **HOTELS, MOTELS AND OTHER TOURIST ACCOMMODATION**

In order that persons working for these establishments qualify for membership, these companies must:

- (a) Fulfill the administrative requirements of the country, in the hotel category if this exists, for recognition as a tourist hotel including the additional services of a restaurant.
- (b) Be open a minimum of eight months per year.
- (c) Have a minimum of 25 rooms, comfortably furnished to satisfy the demands of international tourism but no less than 10 double rooms when a proposal is presented for a high quality establishment or one with particular characteristics.
- (d) Have entrances, stairs and lifts for the sole use of the establishment.
- (e) Have a proven international clientele.

19 Hotels, Motels and Other Tourist Accommodation

N.B.: Not eligible as members: real estate agents, persons letting unfurnished accommodation or “time share” agencies.

(viii) **HOTEL CHAINS**

N.B. The candidate who is employed by a chain or group of hotels and works for one of the chain’s hotels will qualify under the hotel category. Those companies offering management services to hotel owners or chains must meet the requirements set out under tourism consultants.

In order that persons working for these establishments qualify, it is required that:

- (a) The hotel chain for which the candidate works has a management or administrative department, maintains a relationship as owner, franchiser or franchisee with the hotels which make up the group, so that these are managed under trade names owned by the group.
- (b) A list of the hotels making up the chain which meet the requirements established in the hotel classification must be attached to the application.

20 Hotel Chains

N.B.: The candidate who is employed by a chain or group of hotels and works, as his principal profession, for one of the chain's hotels will qualify under the hotel category.

Those companies offering management services to hotel owners or chains must meet the requirements set out under tourism consultants.

(ix) **TOURIST APARTMENTS**

In order that persons working for these establishments qualify they must meet the following requirements:

- (a) Fulfill the administrative requirements of the country in the tourist apartment category, if this exists, for recognition as tourist apartments.

- (b) The candidate's company must exclusively manage a building or complex exclusively dedicated to this activity, which also includes timeshare and complementary services.
 - (c) The establishment will have at least 10 tourist apartments, comfortably furnished to satisfy the requirements of international tourism.
 - (d) Be open at least eight months per year.
 - (e) Have a proven international clientele.
- N.B.: The administrator of the building does not qualify unless he has managerial or commercial responsibilities.

21 Tourist Apartments

(x) HOLIDAY CAMPS, HOLIDAY CLUBS AND HOLIDAY VILLAGES

To qualify for membership the establishment must have fully furnished accommodation for a minimum of 40 persons, be open for guests for at least 8 months of the year, have a proven collaboration with travel agents or tour operators and have a proven international clientele.

22 Holiday Camps, Holiday Clubs and Holiday Villages

N.B.: Not eligible as members: persons working for tent camping sites or places letting unfurnished accommodation.

(xi) TRAVEL AGENTS

In order that persons working for these establishments qualify, the establishments must:

- (a) Fulfill the requirements of the country in the travel agent category, if this exists, permitting them to organise tourist services which facilitate and promote travel.
- (b) Hold an I.A.T.A. licence and/or form part of a national or international association of travel agents.
- (c) Have a commercial office open to the public, independent of any other activity, unless it is an establishment which has its own offices in a commercial centre and that this is dedicated exclusively to the activity of a travel agent and other complementary services for the promotion of tourism, tourism information or the representation of tourism companies.
- (d) Have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the services of the travel agents.

23 Travel Agents

(xii) TOUR OPERATORS

In order that persons working for these establishments qualify, these establishments must fulfill the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourism products.

24 Tour Operators

N.B.: The tour operators which distribute their products directly to the public and thus acting as travel agents at the same time must:

- (a) Meet the requirements set out under travel agents.
- (b) Have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of the tour operator.
- (c) Have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator.

(xiii) **TOUR OPERATORS INBOUND**

In order that persons working for these establishments qualify, these establishments must fulfill the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourism products.

25 Tour Operators Inbound

N.B.: The Inbound tour operators which distribute their products directly to the public and thus acting as travel agents at the same time must:

- (a) Meet the requirements set out under travel agents.
- (b) Have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of the tour operator.
- (c) Have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator.

(xiv) **TOUR OPERATORS OUTBOUND**

In order that persons working for these establishments qualify, these establishments must fulfill the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourism products.

26 Tour Operators Outbound

N.B.: The Outbound tour operators which distribute their products directly to the public and thus acting as travel agents at the same time must:

- (a) Meet the requirements set out under travel agents.
- (b) Have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of the tour operator.
- (c) Have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator.

(xv) **GENERAL SALES AGENTS**

In order that persons working for these establishments qualify, these establishments must fulfill the following requirements:

- (a) The general sales agents who do not also act as travel agents, must indicate the international, tourism companies which they represent. Those establishments who are also travel agents must qualify under the travel agents category.
- (b) Have a commercial office open to the public, which is solely dedicated to the representation of tourist enterprises.
- (c) Have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the tourism products of the companies represented.
- (d) Maintain commercial relationships with travel agents and/or tour operators in its area of representation.

27 General Sales Agents

(xvi) **CORPORATE TRAVEL AGENT**

In order that persons working for these establishments qualify for membership they must fulfill the following requirements:

- (a) That the company, independently of its activity, has a full-time travel department, with its own personnel and offices.
- (b) That the function occupied by the candidate in the company is exclusively that of the management of the travel department and that the services offered are directed solely to the company's employees.
- (c) That the company's travel department has recognition by an official body of their operation.

28 Head or other title of Corporate Travel office

(xvii) **OFFICIAL TOURIST ORGANIZATIONS**

29 Ministers of Tourism, senior officials of government organizations responsible for tourism (whether stationed in their own country or abroad) and the full-time head of any official tourist organization responsible for the promotion of tourism on behalf of a country, province, region or city/town.

N.B.: The exact position must be specified on the Membership Proposal Form and the name of the place for which the person is responsible must be indicated on the form under "additional information".

(xviii) **TRAVEL MEDIA (Press, Television and Radio)**

N.B.: The exact position must be specified on the Membership Proposal Form together with the themes, frequency, space (in pages or time) and the distribution area of the magazine, newspaper or radio/television program. Two copies of the last editions should be attached to the Membership Proposal Form when referring to a written publication or a certificate from the emitting authority with details of the tourism program. Not eligible as members:

freelance or contracted journalists, writers, reporters, producers or broadcasters.

To qualify for membership the candidate is specialized in the tourism industry, to which he must dedicate the majority of his professional work.

30 Travel Media

(xvix) **VARIOUS TOURIST ORGANIZATIONS**

The * (asterisk) against the following categories means that approval is by the Executive Committee of SKÅL International and the additional information listed must be sent with the Proposal Forms.

Persons proposed must be employed full-time in the company, organization or entity.

Travel and tourism education *

3116 The Dean, Principal and Head of Travel/Tourism Studies at an accredited university, college or school granting a degree or diploma in travel and tourism and senior lecturers working full time in these training establishments.

N.B.: Not eligible as members: visiting professors or lecturers or general teaching staff.

32 Congress and convention centres *

Only congress or convention centres supplying proof of both national or international arrangements and clientele qualify.

33 Congress and convention organizers *

Only congress and convention promoters, PCO's and destination management companies promoting events with a national or international clientele qualify.

34 Reservations systems *

Reservations systems for transportation, package tours and hotel accommodation, whether computerized or manual, which give a national or international coverage.

N.B.: Not eligible as members: persons working for systems giving only local coverage. The area of coverage must be included in "additional information" on the Membership Proposal Form.

35 Hotel Associations *

Eligible as members: The Managing Director or other such title used by the senior executive, working solely for the association; Sales Manager and Marketing Manager

N.B.: Not eligible as members: persons working for associations, which have restaurateurs as members. Information as to whether the association is international, national, regional or local must be included in “additional information” on the Proposal Form.

36 Travel Agent and Tour Operator Associations *

Membership is limited to the Managing Director, or such other title used by the senior executive and the Sales or Marketing Manager, all of whom must work full-time and solely for the association:

Eligible as members: Managing Director or senior association executive, Sales Manager and Marketing Manager.

N.B.: Information as to whether the association is international, national, regional or local must be included under “additional information” on the Membership Proposal Form.

37 Major Tourist Attractions *

Membership is limited to the owner, senior executive under whatever title this person is known, director, sales manager and marketing manager only, employed full-time by the concern on an all year contract.

Eligible as members: Owner or Senior Executive, director, Sales Manager and Marketing Manager.

The following must accompany the Membership Proposal Form:

- a) Confirmation that the attraction collaborates with travel agents or tour operators to promote and sell their product
- b) Confirmation that the attraction has a fixed location
- c) Copies of brochures and other promotional material in all of the languages in which these are produced
- d) Confirmation of the actual number of annual visitors and that included in this figure is a proven international clientele.

N.B.: Not eligible as members: persons working in arcades, art or other forms of galleries, casinos or gambling establishments, circuses, fairgrounds, golf courses, monuments, observation towers, religious establishments, ski-lifts, sporting and social clubs, zoos or similar unless these operations can clearly establish that they are Tourist Attractions in their own right with other activities related to the travel and tourism industry. All applications must be accompanied by comprehensive support material.

38 Secretary General of SKÅL International

In the event that this person was an Active or Life member immediately prior to taking up the position, a normal membership transfer from the previous Club will apply, in accordance with Transfer Membership in Article 1, Section 1 (b) of these By-Laws. The Secretary General cannot be an officer of a Club, National or Area Committee, or of SKÅL International, whilst employed in this position.

(xx) **TRAVEL AND TOURISM CONSULTANCIES**39 Travel and Tourism Consultants

Membership is limited to the following positions: Owner, Senior Executive, Managing Director or equivalent, Managing Partner, Sales Manager, Marketing Manager, Commercial Manager and Senior Consultant.

Special Requirements, which must be confirmed and shall accompany the Membership Proposal Form:

- 1) The Consultant must work for a properly constituted and registered business entity, sole trader, partnership or limited company
- 2) The Consultant must work a minimum of 30 hours a week or more in the travel & tourism industry
- 3) The Consultant must perform one of the following roles:
 - Representative or agent for established travel & tourism principals
 - Business analysis planning for established travel & tourism principals, or corporations wishing to enter the travel industry
- 4) A Consultant must have a minimum of 5 years work history at a senior management level within the travel & tourism industry

(xxi) **TRAVEL INSURANCE***40 Travel Insurance Offices*

Membership is limited to the owner, senior executive under whatever title this person is known, director, sales manager and marketing manager only, employed full-time on a year round basis and solely for the travel insurance company. The company must:

- Be a fully independent operation, marketing only travel insurance to the public through travel agents, principals and tour wholesalers.
- Pay commission to their travel partners.
- Produce literature that promotes the benefits of travel and travel insurance and does not contain other insurance options.
- Participate in Travel and Tourism trade shows promoting travel to the industry and/or the general public.

- Have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the Travel Insurance Company.

N.B. Not eligible as members: persons working for Banks and Credit Card companies which offer travel insurance as an incentive to purchase or use other services.

(xxii) **RESTAURANTS***

41 Restaurant Locations

Applicants must:

- Hold managerial* positions or positions considered equivalent by SKÅL International in the travel and tourism industry.
- Work full time in their positions.
- Be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- Have three years experience in the industry not necessarily in a management position.

*N.B. Not eligible: persons whose principal duties are Chef or Maitre'd

To qualify for membership the establishment must:

- Have seating for a minimum of 40 persons, be open for patrons for at least 8 months of the year, and have waiter service.
- Have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- Have a proven international clientele of at least 60%.
- Produce promotional literature and distribute it either through travel agents or tour operators to international clients.
- Have full time employees who are directly involved in the sales, marketing or promotion of the services of the restaurant to the travel and tourism industry.

(xxiii) **GOLF CLUBS***

42 Golf Club Locations

Applicants must:

- Hold managerial* positions or positions considered equivalent by SKÅL International in the travel and tourism industry.
- Work full time in their positions.
- Be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- Have three years experience in the industry not necessarily in a management position.

*N.B. Not eligible: persons whose principal duties are Golf Professional and Golf Course Superintendents

To qualify for membership the Golf Course must:

- Have a proven collaboration with Hotels and Accommodation Houses within their immediate area, making bookings directly with them on behalf of visiting Golf Club patrons.
- Have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- Have a proven international clientele of at least 60% of all golfing participation.
- Produce promotional literature and distribute it either through travel agents or tour operators to international clients.
- Golf Courses with on site accommodation will qualify under the hotel category.
- Have full time employees who are directly involved in the sales, marketing or promotion of the services of the Golf Course to the travel and tourism industry.

c) **Transfer Membership**

- I. Active, Young SKÅL, Life and Retired members who change their place of business or residence shall apply through the Secretary of the Club of which he is a member for transfer to the Club at his new place of business or residence. The Secretary of the Club will forward the application for transfer to the new Club, which must accept the member as Active, Young SKÅL or Life and Retired provided that:
 - II. The individual has been an Active, Young SKÅL, Life or Retired member of a Club for at least one year
 - III. His/her current subscription has been paid in full
 - IV. He/she holds a current membership card
 - V. When a transfer has been accepted, the member shall not be required to pay a second subscription for the year in which the transfer takes place.
 - VI. In the case where there is no Club within a reasonable distance of the new place of business or residence the facility of "Transfer-Active" membership may be granted by the original club. They continue to pay their subscription to their original Club and retain their voting rights therein and are permitted to attend the meetings of their own Club. "Transfer-Active" members can hold office at all SKÅL levels except at Club level.
 - VII. The Active and Young SKÅL member who does not fulfill the qualifications under (i) above and who wishes to apply for membership of the Club in his new place of business or residence must do so in accordance with the normal procedure of that Club. He is not entitled to Transfer-Active membership

d) **Life Members**

An Active member who has reached the age of 55, who has fully retired from all business and who has been an Active member for at least ten years before retirement shall be granted Life membership. The General Secretariat shall be informed of all transfers from Active to Life membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of SKÅL International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Life members enjoy the same privileges as Active Members.

e) **Retired Members**

A Retired member who has reached the age of 55, who has fully retired from the travel and tourism business and who has been an Active member for at least ten years before retirement shall be granted Retired membership. The General Secretariat shall be informed of all transfers from Active to Retired membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of SKÅL International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Retired members enjoy the same privileges as Active Members excepting that they may not hold representative office at any level and may perform limited work in other industries to supplement their income.

f) **SKÅL Officers**

The official positions of the SKÅL Movement are all those offices at any of the levels of SKÅL International, as listed under Article II, Section 5 of the Statutes, whose existence is required by the official SKÅL international regulations. These positions can be representative or non-representative offices:

(i) **Representative SKÅL Offices:**

Members of the Executive Committee
 Presidents and Vice-Presidents at any SKÅL level
 International SKÅL Councillors

(ii) **Non-Representative SKÅL Offices**

Internal Auditors and Deputy Auditor of SKÅL International
 Secretaries and Treasurers at any SKÅL level (except the Secretary General of SKÅL International)
 Delegate of SKÅL Club
 Florimond Volckaert Trustees
 Other positions required in the SKÅL International official regulations

The use of the title SKÅL International, except when followed by the name of a Club, National or Area Committee, is limited to the Executive Committee, Honorary and Past Presidents, Membre d'Honneur, General Secretariat and Internal Auditors.

g) **Honorary Presidents and Membres d'Honneur of SKÅL**

These distinctions, which are specified in Article XI of these By-Laws, are awarded or approved by the General Assembly to either Active, Life or Retired Members of SKÅL.

h) **Honorary Members of a Club, national or Area Committee**

A Club, National or Area Committee can only bestow the above distinction followed by the name of the Club, National or Area Committee, on an Active, Life or Retired member who has been a member of SKÅL for at least ten years, for distinguished and meritorious service at local, national or international level. Such members will only enjoy any special privileges within their own Club, National or Area Committee. They will continue to be registered by the General Secretariat as either Active, Life or Retired members and will pay full SKÅL International membership dues. Such members shall not receive any special SKÅL badge but

should be given a diploma from their Club, National or Area Committee to record the distinction.

N.B. Prior to 1994 other interpretations of this form of distinction were applied from previous editions of the By-Laws. For members who received this distinction before 1994 the above will not apply retroactively and they will retain their distinction under the terms it was given and, where appropriate, the right to vote and hold office in their own clubs only. The title *Membre d'Honneur* shall not be used by Club, National or Area Committee, as its usage is reserved solely for SKÅL International. Likewise the category Life Member shall not be used as a distinction, by virtue of the description of Life membership above.

i) **Associate Members**

Associate Membership of SKÅL International is open to the following:

- (i) Persons involved in a managerial capacity in the Travel and Tourism industry who live in a country where a SKÅL Club does not exist or where, because of the laws of the Country, SKÅL cannot be present.
- (ii) Former Active members, who have been Active members for at least five years and who, through a change in their occupation, are no longer qualified for Active membership, but still remain in a responsible position closely connected with travel and tourism.
- (iii) Active members from a Club that has been suspended due to inadequate membership.
- (iv) Persons working in a responsible position closely connected with travel and tourism may apply for membership. Applications with full justification for membership in SKÅL must be submitted by the applying Club to the Secretary General for consideration by the SKÅL International Executive Committee. Applications will be considered by this committee biannually.
- (v) Associate Members cannot transfer to Life or Retired Membership and may only transfer to Active Membership on returning to a managerial capacity in the travel and tourism industry.
- (vi) Associate members can attend as observers at their Club's General Assembly but shall not vote or intervene at the Assembly. They shall not hold office at Club or any other level of SKÅL International.
- (vii) Associate members are permitted to attend International Congresses. Attending Club activities other than their own is only possible by invitation.
- (viii) Associate membership is limited to 10% (ten percent) of the Active, Life and Retired members in a Club.
- (ix) Associate membership in a city or area where SKÅL is not present is limited to 19 persons, thereafter a new SKÅL club must be formed where permissible.

j) **Rights of Members**

- (i) A member must belong to the Club nearest to their place of business, or their permanent residence. A member cannot, under any circumstance, hold membership in two Clubs at the same time.
- (ii) Active and Life members have full voting rights and can hold representative office all levels of SKÅL International.
- (iii) No members shall hold more than one office at International level.

- (iv) Individual members wishing to take up points for discussion, or to give opinions on SKÅL matters should do so via their own Club with copy to the International SKÅL Councillor.

- k) **Lapsed Membership**
When a person whose membership has lapsed re-applies to join SKÅL, a new Membership Proposal Form must be completed and forwarded to the General Secretariat.

- l) **Expelled members**
A member can be expelled from SKÅL by the member's Club or by the Executive Committee of SKÅL International, should the member's conduct or behaviour have been prejudicial to the interests or reputation of SKÅL. Expelled members are not entitled to a refund of dues paid or membership in any SKÅL Club. When expulsion has been confirmed, the General Secretariat must register the name and address of the member.

- m) **Suspended Members**
A member who fails to pay the annual subscription on time shall be suspended and readmitted on payment of the amount due during the current subscription year.