



Candidate Guide

2026 Director Election

Call for Candidates Overview

The Board of Directors (Board) of Servus Credit Union Ltd. (Servus) invites eligible members to put their names forward as candidates to run in the 2026 Directors' Election. Our member-elected Board works to ensure that we're a forward-looking, responsible and successful credit union, driven by what matters most: our members and our communities.

Voting for open Director positions of Servus will be launched online in January 2026. The specific details on how and when members can participate will be shared closer to the election period.

In 2026, there will be four (4) positions available on the Servus board, held for three-year terms commencing March 5, 2026, ending at the adjournment of the AGM in March 2029.

Seats on the Board of Directors	Seats Available in 2026 Election	Term
12	4	3 years

Key Dates

Here are a few key dates in the Servus recruitment process:

August 25, 2025	Call for Candidates Launch
September 19, 2025	Call for Candidates Closed (Deadline to submit is 4:30 p.m. MST)
October 28-30, 2025	Candidate Interviews
November 20, 2025	Candidate Information Session (4:30 p.m. – 6:00 p.m. MST)
January 2026	Online Director Election Launched
March 4, 2026	Servus AGM, Election Results Announced

Forms and Documents for Submission

All applicants must complete the forms listed below and submit them as part of their candidate application:

- Application:
 - Competency Assessment Form
 - Diversity and Inclusion Form
 - Candidate Consent Form
 - Photography/Videography Release Form

Please complete the above-required forms and return them, along with:

- Your résumé
- A written statement of intent of no more than 200 words



Prior to submitting your complete package, please read the following important reference documents on our website.

- [Sections of the Credit Union Act about director qualifications](#)
- [Servus Credit Union Bylaws](#)
- [Governance Policy 11 - Board Code of Conduct](#)
- [Governance Policy 15 – Director Eligibility](#)
- [Governance Policy 16 – Election Campaign](#)
- [Board Functions, Commitment, and Liability Summary](#)
- [Annual Board & Committee Meeting Schedule for 2026-2027](#)

Please submit all materials electronically as listed on the candidate consent form by 4:30 pm MST on Friday, September 19, 2025.

Email your materials to BoardCandidates@servus.ca attention Sara Scott, Board Governance Manager.

Expected Commitment

There is significant time commitment demanded from board members.

Preparation, attendance and active participation in regular board and committee meetings, strategic planning sessions, and other special meetings or board development sessions, is an expectation and responsibility of board members.

Generally, board meetings are held in-person and committee meetings are held virtually. Remote attendance is made available through Microsoft Teams.

The Board and Board Committees meet a minimum of four times per year. In general, board members may sit on up to two Committees. The Committees of the Board include:

- Audit and Finance Committee (AFC)
- Enterprise Risk Management Committee (ERMC)
- Governance and Human Resources Committee (GHRC)
- Nominating Committee (NOMC)

To ensure compliance with the Servus Bylaws, board members must make best efforts to attend all meetings. Failure to attend 2 meetings may result in removal from the Board. Board attendance is monitored as per policy and is reported to the membership at our AGM. Please review the 2026 – 2027 meeting schedule provided to determine if you will be available to meet the attendance requirement.

Board members are also expected to attend strategic planning sessions held in person over two-to-three-days and Annual General Meetings or Special General Meetings of the members. In addition, directors have the opportunity to attend regular credit union system conferences.

On average, a board member will require between 20 – 30 hours/month to be effective in their board responsibilities.



Director Candidate Selection Process

The Nominating Committee will review eligible applications received and determine compliance with the Credit Union Act, bylaws and the policies. The Committee will evaluate all eligible candidate applications and is empowered to reject any that are incomplete or non-compliant. Interviews will be determined at the discretion of the Committee.

Following the candidate interviews, the Committee will recommend to the Board the candidates (up to double the vacant positions) whose competencies and attributes best align for the Board requirements. The Board, exclusive of incumbent directors having submitted their application, will then consider and select from those recommended candidates. All interested applicants, whether accepted or rejected, will be notified accordingly by the Nominating Committee Chair or designate.

Candidates identified to run in the election will participate in a short video, filmed by Servus, which will be used in member communications and election marketing materials. Candidates will need to comply with Servus' policies and requirements pertaining to any communications and materials that can be used for campaigning purposes.

Only materials and media produced by Servus containing candidate information will be used for the purposes of the 2026 Board Election campaign and authorized for use. Following the election, materials produced with or information supplied by unsuccessful candidates will not be used after the announcement of election results.

If you have any questions email BoardCandidates@servus.ca, attention Sara Scott, Board Governance Manager.

Yours truly,

Shawn Eltom

Chair, Nominating Committee

Candidate Guide and Application Forms

In considering candidates to serve on Servus Board of Directors, the Nominating Committee assesses applications against the following criteria that are defined and reviewed by the Board of Directors.

Board Leadership

The Board of Directors plays a critical role in shaping the future of Servus Credit Union. Directors help guide the strategic decisions that define how we deliver on our purpose: igniting the power of shared prosperity.

Preferred candidates will have the governance and professional experience necessary to oversee governance of Canada's largest credit union (over \$30 Billion in Assets Under Management) and be willing and able to potentially assume leadership positions on the Board such as Board and Committee Chair, Vice Chair, and Alberta Central Board Director after the first year of their term.



Competencies, Skills & Experience:

For the 2026 Election, potential candidates will be assessed in all categories within the Competency Profile Assessment. It is important that all board members possess a level of Board Governance and Financial Literacy as a baseline requirement. A balanced competency profile is desired to assist the board in its fiduciary duties to provide strategic oversight of the credit union. In its pursuit of a balanced skill set, the board has identified areas where it could benefit from additional expertise. These competencies are:

- **Environmental Social Governance (ESG)**
- **IT/Digital/Data Governance**
- **Innovation & Artificial Intelligence (AI)**

While these competencies are of benefit, the Nominating Committee will be assessing candidates against the full competency profile with the intent to select the candidates that best meet the needs of the Board.

In addition to considering competencies, skills and experience, recognition of diversity and inclusion principles are important to ensure diversity of thought on our board and within our organization in the long term. The Board strives to reflect diversity of thought, background, experience as well as the diversity of our membership. Diversity of thought and background leads to better decision making and assessment of strategic opportunities and risks. Members in good standing from diverse communities and backgrounds are encouraged to apply to run for the Board of Directors.

Personal Attributes

Personal Attributes play a pivotal role in shaping behaviour and contributing to an effective Board of Directors.

Personal Attributes are reflected through our behaviours and rooted in our character. Rather than a skill or what has been learned, they are innate qualities. On a Board, personal attributes play a role in how adeptly certain tasks can be accomplished and can also determine a candidate's suitability. For Board members, personality attributes play an important role in setting the tone for successful decision-making, relationships with other Board members, and can impact the overall Board environment.

Every director must adhere to the highest ethical standards and integrity, have strong interpersonal skills, and have values that are aligned with Servus. Candidates must be team oriented, an independent and strategic thinker, and have strong leadership skills.

These Personal Attributes are integral to the Servus Board of Director's, and all candidates must possess them at the highest level. Attributes will be assessed during interviews of selected candidates. In addition, the committee will consider:

- The candidate's ability to commit the time required to the work of the Board
- The candidate's ability to serve in an independent and unbiased capacity
- The candidate's desire to act in Servus' best interests



Director Qualifications

According to the Bylaws of Servus Credit Union Ltd., section 7.2 Director Criteria and 7.6 Service Limits:

7.2 Director Criteria

A Member is not eligible to be nominated for election, be appointed as a Director, or hold office as a Director if the Member:

- (a) does not satisfy the qualifications set forth under the [Credit Union Act](#);
- (b) does not meet the criteria specified in the Board governing policies published on the Credit Union's website;
- (c) has not been a Member for at least six (6) months and is bondable;
- (d) reaches the service limit under Section 7.6 hereof;
- (e) is employed in a position, not within the Credit Union, that could reasonably be construed as a potential conflict of interest situation, as determined by the Board;
- (f) is, or has been in the past three (3) years, in violation of the Credit Union's policies, the Director's Code of Conduct or Bylaws, as determined by the Board;
- (f) is an **Immediate Relative** of a Director or employee of the Credit Union;
- (g) has been an employee of the Credit Union in the past five (5) years;
- (h) is, or has been, in litigation as a party adverse in interest to the Credit Union, as determined by the Board; or
- (i) is in a real or perceived conflict of interest with the Credit Union through personal, business or other relationships, as determined by the Board.

7.6 Service Limits

- (a) Subject to the terms of this Section 7.6, duly elected and appointed Directors are eligible to serve on the Board for a maximum of twelve (12) cumulative years, which includes service on the board of any legacy credit union. Once a Director reaches their service limit, they are ineligible to seek re-election or re-appointment to the Board.
- (b) Directors elected or appointed pursuant to the Amalgamation Agreement dated August 1, 2023 shall be eligible to serve out their remaining term as set out in the Amalgamation Agreement, even if that results in cumulative service exceeding twelve (12) years.
- (c) A Director, having served on the Board for less than twelve (12) cumulative years, shall be eligible to serve on the Board for an additional term even if such term would result in cumulative service exceeding twelve (12) years.



**According to the Credit Union Act, Division 1, Constitutional Affairs, section 65,
Qualifications of Directors:**

CREDIT UNION ACT

Division 1 Constitutional Affairs

Qualifications of directors

65-(1) A person is not qualified to become, and shall not act or continue to act as, nor permit the person to be elected or appointed as, a director of a credit union, and the credit union shall not knowingly permit any of those acts, unless the person satisfies the qualifications specified and referred to in this section.

(2) A person is not qualified to be a director of a credit union

(a) unless the person is

(i) an individual of adult age,

(ii) a member or a designated representative, and

(iii) a Canadian citizen or a person who has been lawfully admitted into Canada for permanent residence;

(b) if the person has the status of a bankrupt;

(c) subject to subsection (5), if the person is, or within the 3-year period immediately preceding the person's election or appointment to the board was, an employee of any body corporate (a credit union, the Corporation or Central or all or any of them);

(d) if the person is a professional advisor to the credit union;

(e) subject to subsection (5), if the person is a director or officer of another credit union or of the Corporation;

(f) if the person is employed in the public service of Alberta or by a Provincial agency within the meaning of the Financial Administration Act and to which that Act applies, whether under a contract of service or a contract for services, whose substantive duties are directly concerned with the business or affairs of credit unions or of Central;

(g) if, within the immediately preceding 5 years, the person has been convicted of

(i) an indictable offence that is of a kind that is related to the qualifications, functions or duties of a corporate director, or

(ii) an offence against this Act, and either the time for making an appeal has expired without the appeal's having been made or the appeal has been finally disposed of by the courts or abandoned;

(h) if the person has a loan from that credit union in respect of which the repayment of principal or interest is in arrears for the prescribed period;

(i) if the person is a represented adult as defined in the Adult Guardianship and Trusteeship Act or is the subject of a certificate of incapacity that is in effect under the Public Trustee Act;



- (j) if the person is a formal patient as defined in the Mental Health Act;
 - (k) if the person has been found to be a person of unsound mind by a court elsewhere than in Alberta;
 - (l) if the person is disqualified by, or unless the person satisfies any other qualification requirements of, the bylaws.
- (3) A person is not qualified to remain a director if the person fails without good cause to attend the minimum number of board meetings that the person is required by the bylaws to attend.
 - (4) Three quarters of the directors must at all times be ordinarily resident in Alberta.
 - (5) The Minister may approve an exemption from the application of subsection (2)(c) and (e) in respect of a person's employment with, or a person's service as a director or officer of, the Corporation.

Other requirements of the Nominating Committee

- Provide personal information and agree to a bonding application including criminal record check and credit check. Additionally, applicants must submit to a social media check.
- Be available for an in-person interview with the Nominating Committee as scheduled between October 28 - 30, 2025. Interviews may be held in Calgary or Edmonton as determined by the Committee.
- Provide additional information for, and participate in, the development of individual written statement and video if selected to run in the election.
- Attend a virtual candidate orientation session on November 20, 2025 4:30pm – 6:00pm if selected to run in the election.



Personal Information

NOTE: THIS CANDIDATE APPLICATION FORMS AS WELL AS SUPPORTING DOCUMENTS MUST BE RECEIVED BEFORE 4:30 PM MST ON SEPTEMBER 19, 2025.

Full Name:	Member No.:
Business Name: <i>(if applying as a designate representative of a business member)</i>	Main Branch:
Mailing Address:	
Phone No.:	Business Phone No.: (if applicable)
Email Address:	
List all relevant social media handles (e.g.: LinkedIn, Facebook, Twitter, etc.):	
How did you hear about this opportunity?	

Competency Assessment

You are being asked to rate yourself against the core competencies identified by the Servus board using the rating scale below. Please provide a brief rationale and /or examples that support your rating.

It's not expected that all candidates will meet the requirements listed under these descriptors, and a rating of "None" has been provided if these are not relevant to your background and experience.

The information you provide will be used to help focus discussion during the interview. There are no right or wrong answers. Please focus your response on those competencies that most closely match your experience and skillset.

Please reference our complete list of competency descriptors at the end of this package for more information and rating scale on each competency. **LINK:** [\(Appendix I – Competency Descriptors\)](#)

Baseline Competency Requirements	Rationale for my self-rating	Self-rating
Financial Literacy		<div>Select</div>
Board Governance		<div>Select</div>



Core Competencies	Rationale for my self-rating	Self-rating
Professional / Education Designations		<input type="text" value="Select"/>
Executive Leadership		<input type="text" value="Select"/>
Strategic Planning		<input type="text" value="Select"/>
Enterprise Risk Management / Risk Oversight		<input type="text" value="Select"/>
Financial Services / Expertise		<input type="text" value="Select"/>
Audit (internal / external)		<input type="text" value="Select"/>
Business Transformation		<input type="text" value="Select"/>
Change Management		<input type="text" value="Select"/>
Entrepreneurial Leadership / Small Business		<input type="text" value="Select"/>
Environmental Social Governance		<input type="text" value="Select"/>



Core Competencies	Rationale for my self-rating	Self-rating
IT / Digital / Data Governance		Select
Innovation / Artificial Intelligence (AI)		Select
Cyber Security		Select
Human Resources (CEO; Talent Management & Compensation)		Select
Regulatory / Legislation & Government Relations		Select
Legal		Select



Diversity and Inclusion

The Board ensures that it has directors with a variety of competencies, attributes and life or professional experience, promoting diversity of thought. Our board is better able to consider and respond to various interests from a broad group of people with valued insight and support, which substantially contributes to a more effective board.

Diversity is defined as any dimension that may differentiate groups and individuals from one another. At Servus, supporting a diverse and inclusive strategy means respecting and appreciating differences in mental and physical ability, neurodiversity, ethnicity, gender, gender identity or expression, age, ancestry, Indigenous identity, place of origin, sexual orientation, marital and family status, education, religious beliefs, socioeconomic background, language, and caregiver responsibilities. Bringing this diversity into the decision-making of the Servus Board enriches our credit union with a broad range of perspectives, experiences, lifestyles, and cultures.

Although it's not required, the Nominating Committee would encourage applicants to share any diversity attributes when submitting their candidate application. The diversity of board members will be considered when reviewing candidate submissions in the context of gaps identified on the Board. Having this information will help the Nominating Committee support our values of promoting diversity in our association to enhance all credit unions and stakeholders.

Please complete the section below, you may choose “Prefer not to say” for any question.

Do you identify as an individual with a disability? (Physical, Mental, Illness/health-related, Visible/Invisible, etc.)	
What is your gender identity?	
Do you identify as: (select all that apply)	
Do you consider yourself a member of the Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer (2SLGBTQ+) community?	
Where do you reside?	
How old are you?	
Primary Languages Spoken & Written	
Please indicate any other diversity information or experience relevant to your candidacy.	



Candidate Declaration Form

As part of its due diligence, Servus Credit Union Ltd. (Servus) needs to satisfy itself that a member who wishes to be considered for the Board of Directors, meets the qualifications under Section 65 of the Alberta Credit Union Act and Servus bylaws, section 7.

To provide an assurance of compliance and facilitate this process, Servus is requesting that you complete the following declarations and consent forms.

I hereby acknowledge and affirm that:

I have not been convicted of an offence as described in the Alberta Credit Union Act.

Credit Union Act 65(g)

“if, within the immediately preceding 5 years, the person has been convicted of

- i. An indictable offence that is of a kind that is related to the qualifications, function or duties of a corporate director, or
- ii. An offence against this Act,

And either the time for making an appeal has expired without the appeal's having been made or the appeal has been finally disposed of by the courts or abandoned;”

In addition, I can confirm that I would meet the requirements of the Credit Union Bonding program below as required in our Bylaws 7.2 (c):

I have not:

- a. Been found guilty of an offence for which you have NOT received an unrevoked pardon under the Criminal Code, the Food and Drug Act, or the Narcotic Control Act.
- b. Accepted responsibility for a criminal offence in an “Alternative Measures” or other similar “Restorative Justice Program”.
- c. Subject of any civil action, or had a civil judgement rendered against me.
- d. Committed a dishonest or fraudulent act of any kind as determined by a court of law, quasi-judicial tribunal, or Board of Arbitration.

I also acknowledge and affirm that:

- 1. I have answered, to the best of my ability, all questions included in the Candidate Application, and all the information I have supplied is true and complete to the best of my knowledge.
- 2. I have reviewed the Servus Candidate Package and requirements that pertain to call for director candidates and election of directors, including the Alberta Credit Union Act Section 65, Servus Bylaws Section 7, and Director Eligibility (GP 15) and Candidate Campaign (GP 16) Policies that outline criteria for director eligibility and candidate obligations and requirements.
- 3. I have read, understand and confirm I will comply with the Servus Code of Conduct Policy (GP 11) (as posted on the Servus website)



I hereby consent to Servus performing a credit check, criminal record check and social media check and will provide necessary personal information to conduct these checks, as part of my application to become a Director candidate.

4. I will disclose any relationships with current sitting board members or employees of Servus.
5. If elected as a board member, I will make a reasonable attempt to conduct my financial business with Servus.
6. If elected as a board member, all monetary compensation will be deposited into my personal Servus member chequing account.
7. I understand that any candidate materials submitted will only be used for the purposes of the board election process for the current election year, including within member communications if selected as a candidate in the election.
8. I understand that only complete applications will be considered and it is not the responsibility of Servus to contact me if my application is incomplete.
9. The Nominating Committee's decisions regarding my candidacy under the Credit Union Act, Servus bylaws, and policies are final.

I hereby authorize Servus Credit Union Ltd. to obtain information to check the accuracy of any statement made by me in my résumé, candidate statement and/or any other material submitted to Servus board for election-related activity.

By signing this declaration, I hereby acknowledge and affirm that all the information on this form, relating to matters involved with my candidacy for a director position on the Servus Credit Union Ltd. Board of Directors is correct as of the date signed below.

Print Name:

Signature:

Date:



Photography/Videography Release Form

I agree to and authorize Servus to take and use, reproduce and/or publish photographs and/or video that may pertain to my candidacy for a position on the Servus Board of Directors, including my image, likeness and/or voice without compensation on the understanding that it is not used in paid advertisements and does not expressly imply my endorsement of any commercial message, product or service, except for my participation in these elections. _____(Initials)

I understand that this material may be used in various publications, public affairs releases or for other election-related endeavours. This material may also appear on the servus.ca website and related media channels. _____(Initials)

This authorization is in effect until March 5, 2026 after which all materials for non-successful candidates will no longer be published in any way. Prior to this date, it may only be withdrawn by my specific rescission of this authorization. Consequently, Servus may take and publish photographs of me during the election to promote the election itself. _____(Initials)

Print Name:

Signature:

Date:



Next Steps

The Nominating Committee will be conducting in-person interviews with selected candidates. Times and locations for the interviews will be confirmed following the assessment and selection of candidates for interview. Interviews will be held in person in Calgary at Servus Place or Edmonton at Servus Corporate Centre. Understanding travel may be necessary, if selected, please be prepared to attend either of these locations in person.

When you have completed all sections of the application, please email it to:
boardcandidates@servus.ca.

Only applications fully completed and submitted via email by 4:00pm MST, September 19, 2025, will be considered.

- I have attached my resume.
- I have attached a written statement of intent with no more than 200 words.
- I have attached the completed application which includes:
 - Personal Information
 - Competency Profile Assessment
 - Diversity & Inclusion Section (even if blank or prefer not to say is indicated)
 - Signed Candidate Declaration Form
 - Signed Video/Photography Release Form



Appendix I – Competency Descriptors

Baseline Requirement	Descriptors and Proficiency Levels
Financial Literacy	<p>Understanding personal and broader financial matters.</p> <p>Application of financial knowledge to day-to-day life or career.</p> <p>Ability to make responsible financial decisions and use the knowledge, skills and confidence gained to make appropriate choices in personal circumstances.</p> <p>An individual is financially literate if they have the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues that can reasonably be expected to be raised by the issuer's financial statements. <i>(ref. National Institute 52-110)</i></p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has taken a course or a few courses on financial literacy but has not applied it in their work or life experiences. 3. Intermediate: Able to comfortably read and understand financial statements for a similar sized financial institution. 4. Advanced: Has deep understanding and comprehension of financial statements, and able to teach or explain key concepts and risks to others.



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Baseline Requirement	Descriptors and Proficiency Levels
Board Governance	<p>Directors are expected to provide prudent, independent and objective oversight to the plans, goals, policies and processes which govern and guide the way the credit union is directed and managed.</p> <p>Directors are expected to perform their responsibilities without any bias of self-interest and with due regard to the best interests of the credit union.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics</p> <p>Experience as a board director with regulatory & strategic oversight of an organization, including knowledge of the board's duties and responsibilities, expected ethical standards and conduct, and leading practices.</p> <p>Experience at the board level with how a board functions, strategic planning, risk management, and talent management.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has taken some governance courses, without a certification, and has had less than one year on the board of a financial institution of similar size. 3. Intermediate: Has a certification in governance, such as ICD, and/or has at least 3 years' experience on the board of a financial institution or other similar sized organization as Servus and/or has chaired a committee of the board for at least 3 years. 4. Advanced: Has certification in governance, such as ICD, and/or has chaired a board committee for more than 5 years or has chaired the board of Servus or a similarly sized organization for more than 2 years.



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Core Competency	Descriptors & Proficiency Levels
Professional / Education Designations	<p>Recognizes formal qualifications and certifications relevant to the industry.</p> <p>Professional /Education designation are earned from organizations that represent the standards of each professional association and licensing bodies that govern these organizations. Professional / Education designations help to quantify knowledge, experience and skill to perform a specific job.</p> <p>This competency is not rated using the 4-point scale. List credentials/designations, indicate if they are current, and how many years of related experience.</p>
Executive Leadership	<p>Directors are expected to know how large complex organizations operate and to contribute to a way of thinking and behaving that is more proactive and methodical than typical leadership.</p> <p>Experience as an executive, leading a management and/or functional team, driving strategic direction, leading growth, and managing change. Experience leading a regulated financial institution is an asset.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Holds a designation or degree plus 5+ years of direct career experience in a mid-management level position in a large organization. 3. Intermediate: Holds designation / degree and/or 5+ years as a VP or SVP within a large organization. 4. Advanced: Holds designation or degree and/ or for 10+ years as a senior executive, leads a team, ensuring strategic alignment and mentors others within a large organization.
Strategic Planning	<p>Skill in defining long-term goals and determining the best approach to achieve them. Experience participating in or leading an organization in planning for its future.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of strategic planning; understand high-level concepts and principles. 3. Intermediate: Can critically assess strategic planning; contributes to discussions and initiatives 4. Advanced: Provides leadership in strategic planning; ensures strategic alignment and mentors others



Appendix I – Competency Descriptors

Core Competency	Descriptors & Proficiency Levels
ERM / Risk Oversight	<p>The Board is responsible for the oversight of the credit union's risk management practices, including Enterprise Risk Management. Risk management involves identifying, measuring and managing significant risks and events that may impact an organization's objectives. It encompasses policies, procedures and controls and how risks are managed.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the risk management framework for identifying, measuring and managing the significant risks and events that may impact the credit union's objectives.</p> <p>Experience with the implementation of enterprise risk management systems, including establishing risk tolerances, and appropriate policies and controls to manage risks, as well as experience with integrating risk management into the strategic planning process.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of ERM/risk oversight; understands high-level concepts and principles 3. Intermediate: Can critically assess ERM/Risk Oversight; contributes to discussions and initiatives 4. Advanced: Provides leadership in ERM/Risk Oversight; ensures strategic alignment and mentors others.



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Core Competency	Descriptors & Proficiency Levels
Financial Services/ Expertise	<p>The board has ultimate responsibility for overseeing the financial affairs of the credit union. In performing its oversight role the board must be able to see the big picture while at the same time recognize when a small financial discrepancy can become a major liability.</p> <p>Experience in the financial services sector with relevant experience (e.g., fintech, credit, risk, investment management, treasury, insurance, security).</p> <p>Has a recognized financial designation or degree with experience managing financial activities of an organization including financial reporting, financial planning, forecasting, financial risk management, sustainability, and internal controls. Demonstrated understanding of financial reporting and regulatory requirements (e.g., IFRS, provincial regulatory framework) regarding financial performance and disclosure.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of financial services / expertise; understands high-level concepts and principles. 3. Intermediate: Can critically assess financial services / expertise; contributes to discussions and initiatives. 5+ years professional experience plus Certification or Degree in related field. 4. Advanced: Provides leadership in financial services / expertise; ensures strategic alignment and mentors others. Has 15+ years professional experience working in finance/treasury and holds a designation or credential in related field. <p>Note: At all times, the Board must include at least one member who holds a recognized financial credential and/or designation (e.g., CPA, CFP, CIC, ChFC, CA) and who demonstrates an Advanced level of financial competency.</p>



Appendix I – Competency Descriptors

Core Competency	Descriptors & Proficiency Levels
Audit (Internal & External)	<p>Directors need to understand the risks facing the credit union, the ways in which management addresses and mitigates those risks and ensure that the financial statements accurately reflect the activities of the credit union.</p> <p>These functions are assessed through the activities which are carried out by a combination of internal and external auditors which involve systematically reviewing key risks and ensuring that any identified weaknesses or deviations from policy and legislative requirements are rectified by management.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of monitoring and auditing processes required to ensure compliance with the credit union's policies, standards of sound business practices and regulatory requirements.</p> <p>Has a recognized accounting designation or degree. Experience or knowledge of auditing practices, organizational controls and compliance measures. Prior experience as a member of an Audit & Finance Committee.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of audit (internal & external); understands high-level concepts and principles. 3. Intermediate: Can critically assess audit (internal & external); contributes to discussions and initiatives. 4. Advanced: Provides leadership in audit (internal & external); ensures strategic alignment and mentors others. Holds a degree or designation in the relevant field.



Appendix I – Competency Descriptors

Core Competency	Descriptors & Proficiency Levels
Business Transformation	<p>Business Transformation is a key component underpinning the successful delivery of Member Experience. Focusing on redesigning core business processes can achieve dramatic improvements in productivity, cycle times and quality. It can reduce costs, eliminate unproductive activities, accelerate information flows and eliminate errors and rework caused by multiple hand offs.</p> <p>Senior leadership experience in planning, developing and executing business transformation strategies and initiatives.</p> <p>Experience leading significant strategic change, including leadership experience with mergers, integration, and digital transformation.</p> <p>Experience with pre- and post-merger and acquisition experience with cultural fit and integration.</p> <p>Or</p> <p>Expertise providing professional consulting services with respect to driving large scale organizational change, e.g. new technology adoption, business process transformation, strategic change and cultural adoption.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of business transformation; understands high-level concepts and principles. 3. Intermediate: Direct experience working in business transformation, plus some education/courses. 4. Advanced: Provides leadership in business transformation or has been responsible for the successful business transformation of an organization; 10+ years of direct experience along with relevant education designation.



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Core Competency	Descriptors & Proficiency Levels
Change Management	<p>Ability to manage and support organizational change effectively.</p> <p>Change management is the structured approach to transitioning individuals, teams and organizations from current state to a desired future state.</p> <p>It encompasses a range of activities, including communication, training, stakeholder engagement, and resistance management, all aimed at minimizing disruption and maximizing adoption of proficiency of the change management focuses on understanding the human side of change, recognizing that people are the key drivers of successful implementation.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of Change Management; understands high-level concepts and principles. 3. Intermediate: Can critically assess Change Management; contributes to discussions and initiatives. Has certification in Change Management plus 5 – 10 years direct experience in the field. 4. Advanced: Provides leadership in Change Management; ensures strategic alignment and mentors others. Holds accreditation in Change Management plus has 10+ years' experience in the field.



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Core Competency	Descriptors & Proficiency Levels
Entrepreneurial Leadership / Small Business	<p>Experience in leading small businesses or entrepreneurial ventures.</p> <p>Background in building and growing one more successful business(es)</p> <p>Experience as an entrepreneur, owner of a small business, or leader for an organization that services small business and ultimately understands the unique needs and perspectives of the small business community</p> <p>Rating:</p> <ol style="list-style-type: none">1. None2. Basic: Aware of entrepreneurial leadership/small business; understands high-level concepts and principles.3. Intermediate: Can critically assess entrepreneurial leadership/small business; contributes to discussions and initiatives. 5 - 15 years as a small business owner.4. Advanced: Provides leadership in entrepreneurial leadership/small business; ensures strategic alignment and mentors others. 15+ years single or multiple business owner.



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Core Competency	Descriptors & Proficiency Levels
Environmental Social Governance	<p>Entrepreneurship, Social Governance (ESG) considerations are playing an increasingly important role across Canadian companies at both the board table and at an operational level. The impetus is growing for organizations to address ESG issues and opportunities.</p> <p>Additionally, increasingly stakeholders expect greater visibility of a broad range of non-financial metrics to better understand diverse social and environmental / climate risks.</p> <p>Experience leading with a purpose-driven organization, overseeing sustainability, diversity and/or corporate social responsibility initiatives in driving strategic direction, including environmental (climate risk), social, governance, and stakeholder initiatives.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of the elements of ESG and climate risk management; 3. Intermediate: Has taken some ESG / climate risk courses/accreditations and is comfortable connecting ESG/ climate risk to strategic and risk frameworks. 4. Advanced: Has a degree in climate or ESG related fields and has led Climate risk / ESG frameworks within an organization for 5+ years; understands the relevancy of various ESG standards and how they may practically be used in a relevant way at Servus or a similar organization.



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IT/Digital/Data Governance	<p>As information and its supporting technology become increasingly important to the success of an organization, governance of the organization's use and management of its information and information resources, systems and technology is becoming an increasingly critical and necessary component of board activities</p> <p>Good IT governance is an effective means to reduce risk, mitigate the impact of IT-related disasters, lower the cost of capital and create enduring member value.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has taken several courses, but no designations, for data analysis, information technology, and digital platforms; understands the jargon and associated risks at a high level. 3. Intermediate: Has some accreditation or degree in IT, digital platforms or data governance/analysis; has worked in related fields for at least 5 –10 years. 4. Advanced: Provides leadership in either IT, digital, and/or digital analysis/governance; has a degree in a related field; has worked 10+ years in related field; able to assess IT/digital/data projects or issues to align with strategic goals.



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Core Competency	Descriptors & Proficiency Levels
Innovation / Artificial Intelligence (AI)	<p>Ability to oversee AI initiatives, ensuring ethical and strategic alignment.</p> <p>The ability to understand, evaluate, and provide strategic oversight of AI technologies and innovative projects, ensuring their ethical, compliant, and value-driven use within the organization.</p> <p>Key Elements:</p> <ul style="list-style-type: none"> • Understands the strategic implications of AI and innovation in the organization's industry. • Evaluates AI and innovative project risks, including bias, privacy, security, and regulatory compliance. • Supports the development and monitoring of responsible AI and innovation frameworks and policies. • Ensures alignment of AI and innovative project initiatives with organizational values and long-term goals. • Promotes board-level literacy and continuous learning in emerging AI trends. <p>The ability to design, develop, implement, and evaluate AI and other technology, models and systems to solve complex problems, enhance decision-making, and drive innovation across business or research domains.</p> <p>Strong foundation in mathematics, statistics and computer science. Experience in understanding data structures, algorithms, and software engineering principles. Familiarity with cloud platforms and Machine Learning Operations practices</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Aware of AI and innovation's role in the organization; understands high-level risks and opportunities. 3. Intermediate: Can critically assess AI and innovative strategies and risk reports; contributes to AI and innovation governance discussions. 5 – 10 years of professional experience, certificate or accreditation in related field. 4. Advanced: Provides leadership in AI and innovation oversight; ensures ethical and strategic alignment; mentors others on AI and innovative process governance. Degree in computer sciences or software engineering. 10+ years professional experience in software engineering



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Core Competency	Descriptors & Proficiency Levels
Cyber Security	<p>Cost and frequencies of cyber-attacks are increasing, as is the need to be more aware of outcomes and potential measures to protect the credit union.</p> <p>Cybersecurity refers to any technology, measure or practice for preventing cyberattacks or mitigating their impact.</p> <p>Cybersecurity aims to protect individuals and organization's systems, applications, computing devices, sensitive data and financial assets against computer viruses, sophisticated and costly ransomware attacks, and more.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has the ability to understand, evaluate and provide strategic oversight of cybersecurity measures to ensure the protection of organizational data systems. 3. Intermediate: Able to assess and understand basic risks and protections/mitigations in relation to cybersecurity events. Has taken several courses on cybersecurity. 4. Advanced: Has led cybersecurity teams through a significant cybersecurity event; has provided cybersecurity oversight; comfortable aligning cybersecurity initiatives to strategy; comfortable teaching others about cybersecurity.



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Human Resources (CEO; Talent Management & Compensation)	<p>The Board supervises the affairs of the credit union through its oversight responsibilities and appoints a CEO to manage the day-to-day operations.</p> <p>The Board is required to assess the performance of the CEO and establish appropriate compensation. An objective evaluation and assessment of the CEO is important to ensure that responsibilities are effectively undertaken and that any deficiencies are appropriately and quickly identified and addressed.</p> <p>Experience overseeing human resources and talent management including transformational change leadership, executive compensation, and leading or developing organizational performance strategy and culture stewardship.</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has a basic understanding of human resources and has experience hiring/firing and managing performance of a team of employees. 3. Intermediate: Has several years' experience in human resources and has the following experience in relation to at least one CEO: participate in hiring/firing, setting CEO compensation, and managing CEO performance. 4. Advanced: Has many years' experience in human resources and has the following experience for more than one CEO: hiring/firing, negotiating CEO compensation, setting CEO performance criteria and providing CEO performance feedback.



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Regulatory/Legislation & Government Relations	<p>The credit union operates in a regulated environment, is governed by the Credit Union Act, Credit Union Bylaws and regulated by CUDGC and other legislation. The Act sets out the special nature of the credit union governance structure, business powers and lending and investment restrictions and limitations.</p> <p>Experience working with regulators and identifying, managing and overseeing legal and compliance issues in a regulated industry, preferably in the financial services or credit union sector. Has a proclivity for team orientation and collaboration</p> <p>Rating:</p> <ol style="list-style-type: none"> 1. None 2. Basic: Has a basic understanding of historic changes to, and desired changes to, Servus' legislation, regulations, bylaws and key regulators. 3. Intermediate: Has some connections with relevant regulators and government agencies and has participated in actively managing issues or changes to legislation/regulations at a provincial or federal level for a financial or relevant industry. 4. Advanced: Has deep connections with relevant regulators and government agencies and has led advocacy efforts to manage or change legislation/regulations at a provincial or federal level for a financial or relevant industry.



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Legal	<p>Directors need to have legal accreditation in a Canadian or Alberta jurisdiction as a former or practicing lawyer, ideally with some experience in legal issues pertaining to credit unions or financial institutions.</p> <p>Experience in relation to legal issues impacting credit unions or Alberta financial institutions.</p> <p>Rating:</p> <ol style="list-style-type: none">1. None2. Basic: Has a law degree and up to 5 years of legal experience relevant to a similarly sized financial institution.3. Intermediate: Has more than 5 - 15 years of legal experience relevant to a similarly sized financial institution.4. Advanced: Has more than 15+ years of legal experience relevant to a similarly sized financial institution.



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Attributes	Definitions and Criteria
Aligned with values	Passion for Servus Credit Union, its purpose, strategy and values
United Team Mindset	A listener who is respectful, committed, and open-minded; able to build strong relationships with fellow Board members; able to let go and move on with a united perspective when the majority of the Board determines a matter
Integrity	Is honest and transparent, displays authenticity, character, and accountability
Engaged/Committed	Commits the time required to fulfill responsibilities including attending all meetings and showing up prepared for meetings and willing to contribute
Open-Minded	Demonstrates courage in forming or maintaining their own views and speaking their mind honestly and objectively on all issues; is willing and able to respectfully challenge prevailing opinion and/or to change their opinion based upon additional information presented
Strategic Thinker	Brings strategic perspective when considering issues

