Candidate Application Form

2027 Director Election

servus credit union

Personal Information

NOTE: THIS CANDIDATE APPLICATION FORMS AS WELL AS SUPPORTING DOCUMENTS MUST BE RECEIVED BEFORE 4:30 PM MT ON SEPTEMBER 18, 2026.

Full Name:	**Member No.:**
Business Name: *(if applying as a designate representative of a business member)*	**Main Servus 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? Select	

Competency Self-assessment

You are being asked to rate yourself against the core competencies identified by the Servus board using the rating scale provided within Appendix I - Competency Descriptors.

As part of your application submission, in a separate word document, please include for each competency based on the Appendix I – Competency Descriptors:

- Competency Heading
- Rating (None, Basic, Intermediate, or Expert)
- Rationale for self-rating

It's not expected that all candidates will meet all 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 to ensure accurate ratings.

Please reference our complete list of competency descriptors for more information and for the rating scale for each competency. **(Appendix I – Competency Descriptors)**

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. With this approach, 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 encourages 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 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.)**	Select
What is your gender identity?	Select
Do you identify as: (select all that apply)	Select
Do you consider yourself a member of the two spirit, lesbian, gay, bisexual, transgender, queer (2SLGBTQ+) community?	Select
Where do you reside?	Select
How old are you?	Select
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. (Link highlighted items)
3. I can meet the attendance requirements for the 2027 board and committee meeting dates. **Calendar Links:** 2026/2027 and 2027/2028
4. I have read, understand and confirm I will comply with the Servus Code of Conduct Policy.
5. I will disclose any relationships with current sitting board members or employees of Servus.

6. If elected as a board member, I will make a reasonable attempt to conduct my financial business with Servus.
7. If elected as a board member, all monetary compensation will be deposited into my personal Servus member chequing account.
8. 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.
9. 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.
10. 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.

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.

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 2027 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 conduct in-person interviews with selected candidates. Times and locations for 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 in Edmonton at Servus Corporate Centre. Understanding that 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 4:30pm MT, September 18, 2026, will be considered.

I have attached:

- ☐ my resume
- ☐ contact information for two professional references (employment and/or board of directors)
- ☐ written statement of intent with no more than 200 words

I have attached the completed application which includes:

- ☐ Personal Information
- ☐ Competency Self-Assessment based on Appendix I – Competency Descriptors (ratings and rationale in separate word document)
- ☐ Diversity & Inclusion Form (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	Understanding personal and broader financial matters. Application of financial knowledge to day-to-day life or career. Ability to make responsible financial decisions and use the knowledge, skills and confidence gained to make appropriate choices in personal circumstances. 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. *(ref. National Institute 52-110)* Rating: 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.
Board Governance	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. 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. To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics 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.

Appendix I - Competency Descriptors

Baseline Requirement	Descriptors and Proficiency Levels
	Experience at the board level with how a board functions, strategic planning, risk management, and talent management. Rating: 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.

Appendix I - Competency Descriptors

Core Competency	Descriptors & Proficiency Levels
Professional / Education Designations	Recognizes formal qualifications and certifications relevant to the industry. 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. 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.
Executive Leadership	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. 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. Rating: 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	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. Rating: 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

ERM / Risk Oversight

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.

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.

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.

Rating:

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.

Appendix I - Competency Descriptors

Financial Services/ Expertise

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.

Experience in the financial services sector with relevant experience (e.g., fintech, credit, risk, investment management, treasury, insurance, security).

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.

Rating:

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.

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.

Appendix I - Competency Descriptors

Audit (Internal & External)	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. 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. 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. 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. Rating: 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

Business Transformation	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. Senior leadership experience in planning, developing and executing business transformation strategies and initiatives. Experience leading significant strategic change, including leadership experience with mergers, integration, and digital transformation. Experience with pre- and post-merger and acquisition experience with cultural fit and integration. **Or** 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. Rating: 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.

Appendix I - Competency Descriptors

Change Management	Ability to manage and support organizational change effectively. Change management is the structured approach to transitioning individuals, teams and organizations from current state to a desired future state. 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. Rating: 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.
Entrepreneurial Leadership / Small Business	Experience in leading small businesses or entrepreneurial ventures. Background in building and growing one more successful business(es) 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 Rating: 1. None 2. 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.

Appendix I - Competency Descriptors

Environmental Social Governance	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. Additionally, increasingly stakeholders expect greater visibility of a broad range of non-financial metrics to better understand diverse social and environmental / climate risks. 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. Rating: 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.

Appendix I - Competency Descriptors

Digital, Data and Cyber Governance

The ability to provide strategic oversight and governance of the organization's digital, data, artificial intelligence (AI), technology, and cybersecurity capabilities, ensuring these resources are managed ethically, securely, and effectively to support organizational objectives, manage risk, and create long-term value.

As information technology, AI, and cyber resilience become increasingly critical to organizational success, boards must understand the opportunities, risks, and governance requirements associated with digital transformation, data management, emerging technologies, and cybersecurity. Effective governance in this area helps reduce risk, strengthen resilience, ensure regulatory compliance, improve decision-making, and support innovation aligned with organizational strategy and values.

Key Elements:

- Understands the strategic role of digital technologies, data, AI, and cybersecurity within the organization's industry and operating environment.
- Understands the essential role of digital technology, data capabilities (including AI), and cyber maturity as critical enablers in the development and market rollout of compelling financial products and services to compete effectively with the best of the Big 5 Banks and leading fintechs, both today and consistently into the future.
- Evaluates opportunities and risks associated with digital transformation, data governance, AI initiatives, and emerging technologies.
- Assesses cybersecurity risks, controls, incident preparedness, and organizational resilience.
- Understands key risks related to privacy, data protection, bias, ethics, security, regulatory compliance, and technology investment.
- Supports the development and oversight of appropriate governance frameworks, policies, and controls for technology, data, AI, and cybersecurity.
- Ensures digital, data, AI, and cybersecurity initiatives align with organizational values, risk appetite, and long-term strategic objectives.
- Promotes continuous learning and board-level literacy regarding evolving digital, data, AI, and cybersecurity trends.
- Contributes to oversight of technology investments, major technology projects, and digital transformation initiatives.

Rating

1. None

2. Basic

- Understands the role of digital technology, data, AI, and cybersecurity within the organization.
- Has completed some courses, workshops, or professional development in one or more related areas.
- Understands key terminology, risks, opportunities, and governance concepts at a high level.
- Can participate in board discussions regarding digital, data, AI, and cybersecurity matters.

Appendix I - Competency Descriptors

3. Intermediate

- Has a certificate, accreditation, degree, or substantive professional experience in technology, data, AI, cybersecurity, digital transformation, or a related field.
- Typically possesses 5 to 10 years of relevant professional experience.
- Can critically assess technology, AI, data governance, cybersecurity, and digital transformation reports and strategies.
- Understands common risks, controls, governance frameworks, and mitigation approaches.
- Actively contributes to board discussions and oversight of digital, data, AI, and cybersecurity initiatives.

4. Advanced

- Provides recognized leadership in digital, data, AI, cybersecurity, or technology governance and strategy.
- Typically possesses a degree in a related field and 10+ years of relevant professional experience.
- Has led or overseen major technology, AI, data, digital transformation, or cybersecurity initiatives, including response to significant cyber or technology-related events.
- Able to assess complex technology investments, digital initiatives, AI programs, and cybersecurity risks in alignment with organizational strategy and risk appetite.
- Champions ethical, secure, and value-driven use of technology and AI while mentoring others and strengthening board governance capability in these areas.

Appendix I - Competency Descriptors

Human Resources (CEO; Talent Management & Compensation)	The Board supervises the affairs of the credit union through its oversight responsibilities and appoints a CEO to manage the day-to-day operations. 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. Experience overseeing human resources and talent management including transformational change leadership, executive compensation, and leading or developing organizational performance strategy and culture stewardship. Rating: 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.

Appendix I - Competency Descriptors

Regulatory/Legislation & Government Relations	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. 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 Rating: 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.
Legal	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. Experience in relation to legal issues impacting credit unions or Alberta financial institutions. Rating: 1. None 2. Basic: Has a law degree and up to 5 years of legal experience relevant to a similarly sized financial institution. 3. Intermediate: Has a law degree and more than 5 - 15 years of legal experience relevant to a similarly sized financial institution. 4. Advanced: Has a law degree and more than 15+ years of legal experience relevant to a similarly sized financial institution.