

April 29, 2020

Re: Softchoice Board Position

This is to express my interest in being considered as a candidate for the Board of Directors of Softchoice. I believe I can make a positive contribution to the future of the organization, and I think my 30+ years of business experience at the senior management level and 20 years of board experience make me a strong candidate.

My functional expertise is in corporate strategy/strategic planning, marketing and sales management, and communications, gained working in national consumer goods corporations including the following companies xx and in client services at several multi-national communications agencies. In 1997 I founded a strategic consultancy firm; I retired from this business in 2019 to devote myself to full-time board work.

I currently serve on the boards of Credit Union (where I chair the HR Committee), Provincial board (where I also chair the HR Committee) and a Canadian Agency for Drugs and Technology in Health, as well as the Board of Governors of the University of XX (where I chair the Audit Committee). I am a former director of several not-for-profit boards.

I hold a M.B.A. in Entrepreneurship, a Post Degree Diploma in Accounting, and the Canadian Risk Management (CRM) designation. A Chartered Director (C.Dir.), I earned the Audit Committee (A.C.C.) and Human Resources and Compensation Committee (H.R.C.C.C.) certifications at The Directors College at McMaster University. I am a member of the ICD, have completed a number of the ICD's director education courses, and strive to continually enhance my governance skills through ongoing director education. I am currently working on the Corporate Director Certificate at Harvard Business School, which I hope to complete in 2020 (COVID-19 travel restrictions permitting).

I believe my experience, skills and competencies are a good match for those you are seeking for the Board of Softchoice:

- As Chair of the Human Resources and Compensation Committee at XX Credit Union, I lead the Board's oversight of all the XX Credit Union people and culture initiatives. I also Chair a Provincial Health Care Human Resources

Committee. I bring to both these roles a passionate belief that people and culture are, and must be, a strategic imperative and a competitive advantage.

- Company X is currently undergoing a transformational change in its operations and culture, as it pursues federal continuance (moving from provincial to federal regulation), digitizes its business model, and transforms to Enterprise Agile.
 - I am a director of a non-profit funded by Health Canada and the provincial health ministries, that is transforming itself in a rapidly changing and disrupted world of national pharmacare, consolidation of Pan- Canadian health organizations, very expensive drugs for rare diseases, incredible and rapid advances in health technology (including AI) and changing stakeholder demands.
 - I am a former director of a national health charity undergoing transformation to digitize its business model in order to generate incremental revenue, introduce additional revenue streams and control expenses.
 - My company, as part of its consulting services, has provided strategic planning for many clients over the years. In addition, I have chaired several Strategic Planning Committees in my board roles.
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- My financial literacy is supported by my academic credentials, and I currently Chair the Audit Committee at the University of XX, serve on Credit Union's Audit Committee, and have previously chaired the Finance & Audit of a Provincial Sector board.
 - I have significant experience at the board level with Enterprise Risk Management (ERM) governance and oversight; this experience is also supported by my academic credentials. I was instrumental in advancing the University of XX's approach to ERM by leading the advancement of University XX's risk management practices, and the adoption of a risk management approach specifically developed for major capital projects, including working with Internal Audit to assess risk mitigation strategies.

- My fellow directors describe me as a hard-working, diligent, well-prepared director who cares deeply about adding value and contributing to the future of the organizations with which I am involved. I am recognized for my strategic and analytical skills, my ability to ask questions respectfully and appropriately, my ability to build constructive and productive working relationships with both my fellow directors and with management (while respecting the line between the Board's and management's purviews), my courage in addressing tough issues, and my integrity.

Please find my resume attached. I would be pleased to have the opportunity to bring my experience, skills, and my commitment to good governance, to the Board and will look forward to hearing from you. Thank you for your consideration.

Best regards,