

WOMEN GET ON BOARD

Mentorship Program Mentor Guide

2023-2024



[WOMENGETONBOARD.CA](https://www.womengetonboard.ca)

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WGOB Mentorship Program Mentor Guide

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Introduction

Thank you for your commitment to be a Mentor in the **Women Get On Board Inc. (WGOB) Mentorship Program**. We encourage you to read this guide in preparation for the program. In it, you will receive information about:

- The **WGOB Mentorship Program**;
- The Program Facilitator, Mentees and Mentors;
- The Program Format and Key Dates;
- What to Expect as a Mentor;
- Structuring your Quarterly Mentoring Sessions; and,
- Mentorship Fundamentals.

We appreciate your support to **connect, promote** and **empower** the next generation of women corporate directors.



Thank You to Our Sponsors

Thank you to our sponsors, who are committed to advancing the next generation of women corporate directors. Sponsorship levels are based on the WGOB corporate pillars: to **connect**, **promote** and **empower** women to corporate boards.

EMPOWER LEVEL

The logo for Sprott, featuring the word "Sprott" in a bold, dark blue, sans-serif font.

CONNECT LEVEL

The logo for irlabs., with "irlabs." in a bold, black, sans-serif font and a yellow dot above the "i".

SANDPIPER GROUP

STANTON CHASE

The logo for MasseyHenry, featuring a stylized "MH" icon in red and black followed by the text "MasseyHenry" in a serif font.The logo for FMB, with "FMB" in large, bold, black letters with yellow and red accents, followed by the text "First Nations FINANCIAL MANAGEMENT BOARD" in a smaller, black, sans-serif font.

CONSEIL
DE GESTION
FINANCIÈRE des
Premières Nations

ABOUT WOMEN GET ON BOARD

Mentorship Program

Women Get On Board Inc. (WGOB) is a leading member-based company that connects, promotes and empowers women to corporate boards. We do this through an engaged community of women and men in Canada committed to advancing gender diversity in the boardroom.

Since our founding in 2015, WGOB has seen the power of mentorship affect meaningful, real-world change in advancing gender diversity in the boardroom. That's why we launched the **WGOB Mentorship Program** to promote women leaders and accelerate their corporate board journey.

The **WGOB Mentorship Program** matches aspiring women corporate directors (Mentees) with accomplished leading and serving women corporate directors (Mentors) to elevate their board effectiveness and advance their board journey to a corporate board seat. The program will provide **Guided Mentoring** and incorporates key learnings from Deborah Rosati's e-book *How to Get Yourself On a Board* and **Peer-to-Peer Networking** for the Mentees.

MENTORSHIP MATCHING SELECTION PROCESS

Registered Mentees were required to complete a Mentee profile, and Mentors were required to complete a Mentor profile. WGOB used best efforts to match Mentees with Mentors based on the information provided. The **WGOB Mentorship Program Advisory Council** reviewed the final matching selection.



MENTORSHIP PROGRAM ADVISORY COUNCIL

The **WGOB Mentorship Program Advisory Council** is a group of diverse and accomplished women leaders that are committed to our WGOB mandate to connect, promote and empower the next generation of women corporate directors. Together, these passionate women will help build, support and promote our **WGOB Mentorship Program**.

MENTORSHIP PROGRAM ADVISORY COUNCIL MEMBERS

1. [Jennifer Laidlaw](#), Transformational Leader
2. [Vinny Bhathal](#), Managing Director, Finance & Investments, Sprott Inc
3. [Lori-Ann Beausoleil](#), Board member, Audit Committee Chair, Retired PWC Partner
4. [Alyssa Barry](#), Principal & Co-founder of irlabs
5. [Beth Tyndall](#), Chief People Officer, Ontario Teachers' Pension Plan
6. [Cheryl Fullerton](#), EVP People and Communications, Corus Entertainment
7. [Janis Duncan](#), Founder, More Than An Occasion

Meet your Facilitator

Throughout this unique one-year program, the **WGOB Mentorship Program** Facilitator will guide, facilitate and host six Virtual Sessions.



DEBORAH ROSATI,
FCPA, FCA, ICD.D, GCB.D, CCB.D
FOUNDER & CEO
WOMEN GET ON BOARD INC.

Deborah Rosati is an accomplished corporate director, business-savvy entrepreneur and a Fellow Chartered Professional Accountant with over 35 years of high-growth and transformational leadership experience in the technology, consumer, retail, cannabis, life sciences, private equity, and venture capital industries. Deborah has served as Chair of Audit Committee for five public companies, a Lead Director and Chair of the Nominating & Corporate Governance Committee for a public company and served on several Special Committees of the Board for a range of mandates (including going public, going private, M&A, restructuring and special investigations). Most recently, she served as Chair of the Special Committee for a going private transaction.

Deborah, as Founder and CEO of Women Get On Board Inc., leads an 850+ member social purpose company that connects, promotes and empowers women on corporate boards. Learn more at womengetonboard.ca.

Deborah's passion fuels her work ethic. She is a steadfast champion of corporate governance, ESG, sustainability, and board diversity through her board leadership and her social purpose company committed to getting more women on boards. She is a change agent who is actively engaged with the wider corporate governance community through frequent speaking engagements, panel discussions, podcasts, and authoring articles and e-books to share her expertise and thought leadership. Learn more about her speaking and writing on [her website, deborahrosati.ca](https://deborahrosati.ca).

Over the years, Deborah has been recognized through numerous nominations and awards. She was recently honoured with The SustainabilityX® Magazine's inaugural Global 50 Women in Sustainability Award™ 2022. With a quest to "redefine power," this award is the first international power list bringing together women (worldwide) involved in sustainability and celebrating the power of their work – not their positions. In 2021, she was recognized as one of WXN's "Top 100 Canada's Most Powerful Women" in the Entrepreneur award category. She has also been honoured as a 2020 "Director to Watch" and a 2014 "Diversity 50" candidate. And in 2012, Deborah was selected as one of WXN's "Top 100 Canada's Most Powerful Women" in the Corporate Director award category.

Deborah's forward-thinking perspectives, honed from her entrepreneurial achievements and multiple governance leadership roles, make her an exceptionally valued trusted board member, advisor and mentor.

Meet your Executive in Residence

Throughout this unique one-year program, the WGOB Mentorship Program Executive in Residence will support, advise, and help guide our **WGOB Mentorship Program**.



**SHARON CASTELINO, MBA,
LLM, ICD.D**
EXECUTIVE-IN-RESIDENCE,
WOMEN GET ON BOARD INC.

Sharon Castelino has an exemplary track-record within the securities, financial services and private equity industries for over 30 years. From a founding partner in a fintech start that went public in 2017 to executive roles at large Canadian Tier 1 banks, Sharon has had accountability for billion dollar P&Ls and multi-disciplinary teams across global jurisdictions. Sharon has delivered over 25 keynotes on a range of topics from executive and boardroom leadership to the Canadian economy and housing sector. She completed her Master of Law from Osgoode Hall Law School and her Master of Business Administration with Distinction, earning the prestigious Ivey Scholar from the Richard Ivey School of Business, Western University. She resides in Toronto with her husband and three sons.

Meet the Mentees

The WGOB Mentee cohort comprises accomplished women who have more than ten years of senior management experience. Mentees registered for this program have aspirations to lead and serve on a corporate board.

[Veronica Lopez Distefano](#)

[Jill LePage](#)

[Myan Marcen-Gaudaur](#)

[Elaine Sano](#)

[Raquel Insa](#)

[Melanie Assiniwe](#)

[Kim Heath](#)

[Hannah McDonald](#)

[Angela Byrne](#)

[Natalie Brykman](#)

[Jeannette Tramhel](#)

[Leslie Jamison](#)

[Vera Cvetkovic](#)

[Nav Chahal](#)

[Brenda Edwards](#)

[Maureen Moneta](#)

[Eve Gottschling](#)



To view our full list of Cohort #1 & #2 Mentees, [click here](#)

Meet the Mentors

The Mentors comprise a diverse group of leading and serving women corporate directors in Canada committed to advancing board diversity. You will support our WGOB mandate to connect, promote and empower women to corporate boards.

[Allison Mendes](#)

[Amy Freedman](#)

[Connie Carras](#)

[Jenny Alfandary](#)

[Kelly McDougald](#)

[Kristi Honey](#)

[Mackie Vadacchino](#)

[Marilyn Spink](#)

[Michelle Banik](#)

[Natascha Kiernan](#)

[Qi Tang](#)

[Sham Madhok](#)

[Sharon Castelino](#)

[Susan Jones](#)

[Tara McCarville](#)

[Theresa Firestone](#)

[Tracy Primeau](#)

To view our full list of Alumni Mentors, [click here](#)

Program Format & Key Dates

WGOB has created a unique one-year program consisting of:

- Five Virtual Sessions (hosted by WGOB), dates and topics below
- Quarterly Mentoring Sessions (more details in “Structuring Your Quarterly Mentoring Sessions”)

FIVE VIRTUAL SESSIONS (DATES & TOPICS):

You will receive email communications with Zoom details in advance of each of the Virtual Sessions.

1. **Mentor Orientation - Mentors only**

March 21, 2022 | 5:00 - 6:00pm ET

2. **Program Kick-Off Roundtable Session - Mentors/Mentees**

Key Learning: Master the Foundations of Board Service

April 4, 2023 | 5:00 -7:00pm ET (5:00 pm - 6:00 pm for Mentors)

3. **Mid-Term Mentoring Roundtable Session - Mentors/Mentees**

Key Learning: Get Board Interviews

September 12, 2023 | 5:00 -7:00pm ET (5:00 pm - 6:00 pm for Mentors)

4. **Interim Session - Mentors/Mentees**

Key Learning: Ace Your Board Interview

January 16, 2024 | 5:00 -7:00pm ET (5:00 pm - 6:00 pm for Mentors)

5. **Program Completion & Key Learnings Roundtable - Mentors/Mentees**

March 5, 2024 | 5:00 -7:00pm ET (5:00 pm - 6:00 pm for Mentors)

PROGRAM KICK-OFF ROUNDTABLE VIRTUAL SESSION

The **WGOB Mentorship Program** Kick-Off Roundtable Virtual Session will include the following:

- Introduction & welcome
- Meet the Advisory Council
- Meet the Mentors & the Mentees
- Overview of the Program
- Key Learning: Master the Foundations of Board Service
- **Peer-to-Peer Networking:** Breakout groups to meet your Mentee cohort



What to Expect as a Mentor

Throughout the program, you will guide and advise your Mentee on the skills they need to empower them on their board journey.

The six Virtual Sessions that your Mentee will attend will provide **Guided Mentoring** and will incorporate key learnings from Deborah Rosati's e-book *How to Get Yourself On a Board*, including:

- **Master the Foundations of Board Service**
 - Recognize there are different types of boards
 - Identify the skills needed to serve on a board
 - Develop your governance knowledge and expertise
- **Position Your Board Offer**
 - Assess your board readiness
 - Identify the right board for you
 - Create your board value proposition
- **Get Board Interviews**
 - Identify board opportunities
 - Network your way on to a board
 - Deliver a stand-out board resume and LinkedIn profile
- **Ace Your Board Interview**
 - Learn tips on how to prepare for a board interview

Your Quarterly Mentoring Sessions will be your time to give advice and support to your Mentee's progress on the six Virtual Sessions' key learnings, the e-book and your own board experiences.

We will request feedback after each Virtual Session to ensure program success, and the Facilitator will reach out to each Mentor throughout the program to get your input.

Mentor Benefits

Mentors will receive the following benefits:

- Build a relationship with an aspiring women corporate director (Mentee);
- Receive reverse mentorship;
- Broaden your understanding of how to be an effective Mentor;
- Contribute to advancing more gender diversity on corporate boards, and;
- Raise your profile via the WGOB website, social media channels and email communications as a Mentor for the **WGOB Mentorship Program**.
- Receive your [WGOB Mentorship Program Digitable verifiable credential](#)



Mentor Commitment

Mentors are required to make the following commitments:

- Attend Quarterly Mentoring Sessions based on times that work for both you and your Mentee;
- Attend Virtual Sessions supported by key learnings/resources (dates above);
- Strategize together to set tangible, obtainable goals; plan and execute;
- Keep all discussions confidential;
- Share feedback with WGOB about issues and progress, and;
- Participate in evaluation throughout the program.

Structuring Your Quarterly Mentoring Sessions

The **WGOB Mentorship Program** is a unique one-year program that consists of six Virtual Sessions for the Mentees and Quarterly Mentoring Sessions. Your Mentee will initiate the Quarterly Mentoring Sessions, and this will be their time to get advice and support from you on the six Virtual Sessions' key learnings, the e-book and your own board experiences.

The following is an overview of all the meetings that your Mentee is required to attend, including the six Virtual Sessions hosted by WGOB and your Quarterly Mentoring Sessions.

Part One: Master the Foundations of Board Service

Part one has two sessions:

- Virtual Session hosted by WGOB - Program Kick-Off Roundtable Mentors/Mentees
 - Key Learning: Master the Foundations of Board Service
- Quarterly Mentoring Session

In this Virtual Session, your Mentee will become familiar with the differences between various boards and identify skills needed to serve on a board and develop their governance knowledge and expertise. Your Quarterly Mentoring Session will use these key learnings to provide the foundation for topics to discuss with your Mentee.

Part Two: Position Your Board Offer

Part two has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
 - Key Learning: Position Your Board Offer
- Quarterly Mentoring Session

In this Virtual Session, your Mentee will assess their board readiness and begin the process of positioning their board offer. They will review the WGOB E-Guide, [Are You Board Ready?](#). In your Quarterly Mentoring Session, you will provide your Mentee with advice on how to identify the right board for them and help them define their board value proposition.

Part Three: Get Board Interviews

Part three has two sessions:

- Virtual Session hosted by WGOB - Mid-Term Roundtable - Mentors/Mentees
 - Key Learning: Get Board Interviews
- Quarterly Mentoring Session

This Virtual Session will be an invaluable resource to your Mentee. They will receive guidance on identifying board opportunities, networking their way onto a board, and delivering a stand-out board resume, LinkedIn profile and letter of interest. In your Quarterly Mentoring Session, you will provide your Mentee with guidance on how best to seek out and respond to board opportunities.

Part Four: Ace Your Board Interview

Part four has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
 - Key Learning: Ace Your Board Interview
- Quarterly Mentoring Session

This Virtual Session will offer your Mentee practical insights on acing board interviews based on [How to Prepare for a Board Interview](#). In your final Quarterly Mentoring Session, you will provide your Mentee guidance on preparing for successful board interviews.

Part Five: Wrap Up

Part five has one session:

- Virtual Session hosted by WGOB - Program Completion & Key Learnings Roundtable - Mentors/Mentees

Take this opportunity to reflect on the program together and celebrate your Mentee's successes!



Mentorship Fundamentals

These mentorship fundamentals FAQs will enable you to take full advantage of the **WGOB Mentorship Program** and assist you in your mentoring relationship!

What is the difference between mentorship and coaching?

It is essential to recognize the difference between mentorship and coaching. Coaches typically work with a learner for a set period to help them develop skills in a specific area. Those skills—and the learning process itself—are defined by the coach.

Mentorship is different. It is a relationship-based experience with specific but wide-ranging goals, and it can last over an extended period. With mentorship, the plans may change, but the Mentee always sets them. The Mentor's role is to support those goals by helping the Mentee build wisdom to apply any situation. The changes that result from mentorship are intrinsic—they come from within the Mentee. ¹

What makes a successful mentoring relationship?

The most robust relationships are built on mutual trust and respect. To ensure the best results, both the Mentor and Mentee should feel safe to be vulnerable, open and honest in their interactions.

Equally important is the match-up of skills and experience. Mentorship succeeds when the Mentor has a pool of expertise that is different and greater than the Mentee's own experience. By sharing new perspectives, Mentors can help Mentees build wisdom, improve confidence, explore their strengths and raise their aspirations.

¹ [What is the Difference Between Mentorship and Coaching?](#)

(Together Inc., 2019)

What are the core skills for a successful Mentor/Mentee relationship?

Successful mentorship relationships require dedicated effort on the part of both parties.

Skilled Mentors exhibit the following qualities:

- **Listen actively:** Stay focused on what your Mentee is saying, and don't make assumptions. To ensure that you understood them correctly, confirm what you heard by asking probing questions.
- **Ask good questions:** Instead of asking closed questions—those that elicit a yes/no answer—ask open questions that allow your Mentee to expand. Asking open-ended questions encourages candid dialogue between the participants in the conversation.
- **Consider body language:** Pay attention to what your body language is saying to your Mentee. Habits such as looking away, crossing your arms, fidgeting or touching your face excessively can send the message that you are distracted.
- **Avoid communications roadblocks:** Be careful about using communications styles that block open communication. Examples include telling the other person what to do or how to behave, giving unsolicited advice or avoiding conflict.
- **Create trust:** Trust is built over time. Consider what you can do to nurture a trusting environment for your Mentee consistently. Small decisions such as selecting a comfortable venue to meet, ensuring that you're on time, and being vulnerable about your own feelings and experiences can make all the difference.²

Rules of Engagement for Your Quarterly Mentoring Sessions

For the best possible experience, Mentors and Mentees should commit to standard meeting etiquette.

- **Session details:** In your initial conversations, determine what times and dates are appropriate for your Quarterly Mentoring Sessions.
- **Preparation:** Before each Quarterly Mentoring Session, agree on your objectives.
- **Wrap Up:** At the end of each conversation, discuss what you will cover in the next session and confirm the date.
- **Review:** Regularly review your goals/objectives to ensure that they are still meeting both of your needs.

² [CPA Mentorship Handbook](#) (Canadian Professional Accountants, 2016), 5.

Key Resources & Contacts

The primary **WGOB Mentorship Program** resources available to Mentees are:

- [How to Get Yourself on a Board e-book](#)
 - To download a complimentary copy of this e-book, click the link above and use code **WGOB100**.
- [WGOB E-Guides](#)
- [WGOB: In Conversation](#)

Below are some additional readings shared with the Mentees:

- [Are You Ready to Serve on a Board?](#)
- [Ways to Position Yourself To Get on a Board](#)
- [How To Get On Your First Corporate Board](#)
- [Want to Join a Corporate Board? Here's How](#)
- [Directors and Officers in Canada](#)
- [Financial Intelligence in the Boardroom](#)
- [Ethical Intelligence in the Boardroom](#)
- [Exploring New Board Opportunities, Being Gracious in Saying "No"](#)
- [Are You Diversifying Your Board Portfolio?](#)
- [Writing Your First Board Biography Positioning Yourself for Corporate Directorship](#)


Program Administration and Support

If you have questions or concerns, please feel free to reach out to **Deborah Rosati, Founder & CEO** of **Women Get On Board Inc.** at deborah.rosati@womengetonboard.ca or **Laura English, Membership & Program Manager** at **Women Get On Board Inc.** at laura.english@womengetonboard.ca

Conclusion

Now that you have an overview of the **WGOB Mentorship Program** dates, format and the community—as well as a starting point on expectations, Virtual Session topics, key learnings and fundamentals—you're ready to start Mentoring. To help your Mentee get the most out of this unique one-year mentorship program, we encourage you to keep this guide on hand as a reference throughout the program.

We appreciate your support to connect, promote and empower your Mentee on their board journey!



"In order to be a Mentor, and an effective one, one must care. You must care. You don't have to know how many square miles are in Idaho, you don't need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you're sharing with."

– Maya Angelou

Appendix A



Network Mapping Tool

Joining a board is about fit and style, and the Board wants to make sure that your style will fit in. To help them decide, think about your network and how you might be connected to any one of the Board members. This is what I call “network mapping.” Use your network to map how you might be connected to members of the Board — the more connections you have to the Board the more comfort they can get on how you will fit in. Don’t be afraid to ask for introductions!

The purpose of this document is to help Board ready women map through their network to explore board opportunities to find the right connections.

Company (the boards you would like to serve on)	Your network (Decision Makers, Connectors, Mentors, Sponsors and organizations)**Refer to next page for Definitions	Action Plan

Network Mapping-Definition of your network

Your Network

To help you map through your network it is important to understand who can help connect you to a board opportunity. Your network can be broken into the following groups:

Decision Makers- these are individuals that will make the final decision on who will join their board. Board members, in particular the Chair of the Board, Chair of the Nominating Committee

Connectors- these are individuals that will connect you to board members, CEOs and Executives of a company you would like to serve on. Examples-Lawyers, Accountants and Other Professional Service firms and Thought leaders. You can refer to my blog: <https://womengetonboard.ca/the-power-of-connection/>

Mentors- these are individuals that inspire others in achieving their best and find joy in encouraging them to make a difference refer to my blog: <https://womengetonboard.ca/the-power-of-mentorship/>

Sponsors- Executive Sponsors inside your company, they are willing to put your name forward for board opportunities. Or they could be individuals you have worked with in the past and they believe in you. When you are looking for a sponsor remember that it is a two way relationship based on mutual respect and trust. You both need to be invested. Your sponsor is putting their name on the line by championing you, so you need to follow through with their advice and work hard to keep your sponsor's good reputation intact.

Refer to my blog the Power of Sponsoring: <https://womengetonboard.ca/the-power-of-sponsorship/>

Organizations-Think about the organizations you are affiliated with, your alma mater, not-for-profits, professional organizations/associations and member-based organizations (like- CPA Canada, CBA, GPC, CFA, etc.) and how you can leverage these organizations.

Network mapping your way onto a board is an ongoing process- that you need to be strategic in connecting to your network. To your networking!

Appendix B



WGOB Board Career Planning Tool

The following exercise will enable you to identify what you bring to the boardroom table, the types of companies and boards you may wish to target, and where you may need to augment your skills.

It will also help you identify what type of company and board you will be best suited for, both from an industry and skills matrix perspectives.

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
1. Operating experience	<ul style="list-style-type: none"> -do you have P&L responsibility? -talk about your leadership roles? -what career highlights and leadership experiences would be beneficial to a corporate board? -knowledge of relevant current or future markets -alliance relationships or key client contacts 	
2. Industry Knowledge	<ul style="list-style-type: none"> -what is your area of industry/market and technologies expertise? 	
3. Functional expertise	<ul style="list-style-type: none"> -what is your areas of functional expertise? 	
4. Financial expertise (“audit committee financial expert”) see note 1	<ul style="list-style-type: none"> -what is your relevant financial expertise? 	

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
5. Network of your contacts	-what networks do you have contacts with that would be useful to a board? (think about the companies you worked/associations you are part of, Not-for Profit work you have done., what Linked in Groups)	
6. What is your personal style/character?	-Collaborative -Strategic-think -Integrity -Courage -Humility -Drive -Accountability	
7. Do you have time to serve	-do you have 200-300 hours to serve on a Board?	
8. What governance education program have you taken?	-are you certified or accredited through either ICD, Directors College or Competent Boards?	
9. What skills can you bring to a small-cap/pre-IPO board?	-understanding of relevant market, trends, new opportunities -key contacts -capital market opportunities as private equity. or VC -M&A -strategic alliances/partnerships -experience with a growing company or taking it public -PR and/or reference clients -tap your network for key hires	

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
10. What skills can you bring to a large cap public company board?	<ul style="list-style-type: none"> -strategic skills -engineering/technical skills -financial expertise -governance expertise -knowledge of current or future markets -government contacts, alliances or key client contacts -relevant experience with issues that the company is facing 	
11. What other accomplishments and achievements make you an attractive board candidate?	<ul style="list-style-type: none"> -educational background and alumni network -current and previous board experience -articles or press releases, speaking engagement -Honours and awards -Professional and non-profit association memberships -References 	
What Boards are you interested in?	<ul style="list-style-type: none"> - identify the companies/and or industries where you could add the greatest value. 	
Conduct your due diligence	<ul style="list-style-type: none"> - review SEC filings/company websites - read analyst reports & articles - look within your network to see if anyone knows the CEO, CFO or members of the board? 	

Note 1:

The SEC Definition of a Financial Expert:

An audit committee financial expert is defined as a person who has the following attributes: (i) an understanding of generally accepted accounting principles and financial statements; (ii) the ability to assess the general application of such principles in connection with the accounting for estimates, accruals and reserves; (iii) experience preparing, auditing, analyzing or evaluating 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 registrants financial statements, or experience actively supervising one or more persons engaged in such activities; (iv) an understanding of internal controls and procedures for financial reporting; and (v) an understanding of audit committee functions. A person must have acquired such attributes through any one or more of the following: 1. Education and experience as a principal financial officer principal accounting officer, controller, public accountant or expertise in one or more positions that involved the performance of similar functions; 2. Experience actively supervising a principal financial officer, principal accounting officer, controller public accountant, auditor or person performing similar functions; 3. Experience overseeing or assessing the performance or companies or public accounts with respect to the preparation, auditing or evaluation of financial statements; or 4. Other relevant experience.

Appendix C



Board Skills Matrix Assessment Tool

The purpose of this Board skills matrix tool is for you to assess your skills/expertise that you bring to a corporate board to help you articulate your board value proposition. Go through the skills/expertise and rank yourself on a scale of 1 to 3, 3 being the highest level of proficiency (this is where you have expertise). See below in the chart the ranking definitions.

Skills/Expertise	Ranking 1= no proficiency 2= some proficiency 3= expert
Governance	
Board Experience	
Committee Experience	
Chair Experience	
Leadership	
CEO	
COO	
CFO	
Other C-level roles _____	

Senior Management / Partner	
Relevant Industry Knowledge/Experience	
Mining & Natural Resources	
Financial Services	
Infrastructure	
Real Estate	
Oil & gas	
Consumer	
Health care, Life Sciences	
Technology	
Public sector	
Other: _____	
Finance and Financial Acumen	
Financial Literacy	
Accounting Designation	
Capital Markets / Financings (Debt, Equity, IPO etc.)	

M&A (JVs, Take-Over Bids, Arrangements, Going Private)	
Operations/Management	
Business Development	
Supply Chain	
Human Resources / Compensation	
Global	
Information Systems / Technology	
Cyber Security	
Sales & Marketing	
Strategic Planning / Leading Growth	
Enterprise Risk Management	
Legal/Government/Environment	
Corporate Law	
Securities Law / Regulations	
Government Policy / Relations	
Health, Safety & Environment	

Environmental, Social & Governance (ESG)- Sustainability	
Other: _____	
Other	
Diversity	
Other: _____	

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