



Board skills matrix

SKILLS AND EXPERIENCE

Board members should collectively possess these skills and experiences. The objective is to maintain the composition of the Board in a way which provides the best mix of skills and experience to guide the strategy and ongoing operations.

CATEGORY

CRITERIA

Leadership characteristics

- outstanding ability in their individual fields of expertise (life insurance, living benefits, employee benefits, wealth creation & management)
- solid understanding of the industry environment
- earned respect of other key stakeholder group members
- demonstrated familiarity with the body of knowledge related to both the substantive content of the subject areas and the processes for which CALU is responsible within which decisions and choices will have to be made

Not-for-profit board experience

- participated in strategic planning, policy development and operational oversight of an organization of similar complexity to CALU
- served on CALU committees or other boards or committees
- ability to work well with others as a member of a collaborative group with group decision-making authority and a solid understanding of good governance, fiduciary duty and duty care

Financial expertise

- experience with financial statements and stewardship of financial resources
- investment management knowledge



**Government relations /
Advocacy**

- interest and experience in establishing trusted relationships with elected officials at the local and national level

Communications

- ability to think strategically and analytically and to effectively communicate thoughts and the reasons for them
- ability to explain complex issues in simple and understandable terms

PERSONAL ATTRIBUTES

All directors should exhibit these personal attributes

CATEGORY

CRITERIA

Independence of mind

- is unfettered from speaking their mind honestly and openly on all issues
- is able to separate CALU's needs from other loyalties or interests
- is comfortable taking an opposing or alternate view

Team player

- commits to the role of the board as a whole
- works to resolve issues and find areas of consensus
- treats others in a respectful and supportive manner

**Personal integrity,
high ethics and
standards**

- earned reputation for emotional maturity, personal integrity, and honesty

Good judgment

- demonstrated good judgment in identifying and assessing options with objectivity



DIVERSITY

Various diversity criteria should be considered.

CATEGORY	GOALS/NEEDS
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Gender	Mix, with a goal of 30%+ female directors (minimum 3/11)
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Age	Mix of younger and more mature members
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Geography	From all regions of the country (Western, Central, Eastern)
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