

**INSTITUTE OF CORPORATE DIRECTORS**

**BOARD MATRIX as of November 2020 (post AGM)**

**Form Approved by the Board of Directors on November 24, 2020**

## Institute of Corporate Directors Board Matrix

This Board Matrix sets out the areas of expertise that the board of directors of the Institute of Corporate Directors considers important to fulfill its oversight role in respect of the Institute of Corporate Directors, the specific experience that each director is identified as having and reflects the current makeup of the Board as a whole.

Director's Name	Appointment Date 20__	Corporate Board	Public Sector Board	Not-for-profit Board	Experienced Director	Financial Literacy	Membership Association	Digital Experience	Adult Education	Government	C Suite	CEO /Business Unit	Board Leadership	Chapter Chair/Executive	ICD.D or F.ICD	Atlantic	Quebec	Ontario	Prairies (Sask./Man.)	Alberta	British Columbia	Diversity - Gender	Diversity – Designated Groups*	
<b>TARGET</b>																								
<b>Current</b>																								
<b>NEEDS</b>																								

\*Designated groups as defined below with the exception of women. For this purpose, we are excluding women from designated groups definition as we have facilitated a separate section for gender.

## Definitions

<i>Corporate board</i>	Has experience serving on a for-profit board
<i>Public sector board</i>	Has experience serving on a government board including crown corporations and agencies
<i>Not-for-profit board</i>	Has experience serving on a not-for-profit or charity board
<i>Experienced director</i>	“Experienced executive/professional with strong business acumen developed through 20+ years of work experience, 10+ years in a leadership capacity, leadership roles such as C-suite, senior partner, ministerial or deputy ministerial, and past or current director of for-profit boards including publicly-listed corporations”
<i>Financial literacy</i>	<p>“Has a demonstrated ability to understand conceptually the financial position of the organization as presented in the financial statements”</p> <p>“Holds qualifications in accounting and/or finance and experience with analyzing key financial statements; critically assessing financial viability and performance, financial risk assessment, contribute to strategic financial planning; oversee budgets and the efficient use of resources; oversee funding and accountability. Links financial information to organizational priorities &amp; goals”</p>
<i>Membership association</i>	Has board or senior leadership experience with a membership-based association
<i>Digital Experience</i>	Has an understanding of the application of technology in complex businesses, with particular reference to innovation and the ICD’s Digital Transformation strategic priority

<i>Adult Education</i>	Has board or senior leadership experience with an organization whose purpose is Adult Education
<i>Government</i>	Has experience serving in the senior levels of public service, or in political office or has otherwise had extensive experience interacting with government
<i>C-Suite</i>	Has experience in a C-Suite role in a corporate, crown agency or not-for-profit organization
<i>CEO/business unit leader</i>	Has served as the chief executive officer for either a corporate, crown agency or not-for-profit organization or has served as a business unit leader in either a corporate, crown agency or not-for-profit organization
<i>Board leadership</i>	Has held board chair or committee chair positions on corporate, crown or not-for-profit boards
<i>Chapter Chair/executive</i>	Has served as either an ICD Chapter Chair or served as part of an ICD Chapter Executive team or has had experience or involvement at the Chapter level
<i>ICD.D or F.ICD</i>	Holds the ICD.D designation or is a Fellow of the ICD
<i>Atlantic</i>	Board member from one of the Atlantic provinces
<i>Quebec</i>	Board member from the province of Quebec

<i>Ontario</i>	Board member from the province of Ontario
<i>Prairies</i>	Board member from the province of either Saskatchewan or Manitoba
<i>Alberta</i>	Board member from the province of Alberta
<i>British Columbia</i>	Board member from the province of British Columbia
<i>Diversity</i>	The board should aim to achieve an appropriate balance in terms of gender, ethnic, cultural, generational and other appropriate forms of diversity
<i>Designated Groups</i>	Defined by the Canada Business Corporations Act (CBCA) as women, Aboriginal people, persons with disabilities and members of visible minorities.