

A VITAL PURPOSE

This is where the ICD comes in, with a purpose to improve trust and confidence in Canadian organizations by developing and activating Directors.

This is no small challenge but we are well-placed to help lead the charge. The ICD pioneered Director education in this country, which was a huge leap forward in creating a culture of good governance. We will leverage our rich and impactful history by providing more and enhanced learning opportunities and continuing education, by creating more forums

for dialogue that lead to better decision-making. We will build even stronger Chapters, more alliances and develop richer data. We will use the ICD brand to draw more Directors and boards into our community for more reasons.

We will also be more vocal. The opinions of the more than 12,000 members who make up the ICD are an influential and necessary part of the broader dialogue on where our organizations and our economy need to go, and what issues Canada's political, corporate and social decision-makers should prioritize.

A RENEWED STRATEGY

Our Purpose is a necessary and significant undertaking. Realizing it requires a strategy centred on leadership. To improve trust and confidence in Canadian organizations by developing and activating Directors, we will:

- *Build operational excellence* by aligning our Purpose of improving trust and confidence in Canadian organizations with our strategies and our talent. This means fostering habits of learning, collaboration and professionalism, and equipping our people with the right skills, tools, processes and systems so that we achieve our goals.
- *Deliver dynamic education* by continuing to invest in the best understanding of what constitutes board leadership and what makes effective boards. This also means continuing to design learning programs that develop people who contribute to board leadership, and delivering that learning through highly responsive and flexible systems.
- *Enable local leadership* by creating full partnerships with our Chapters and equipping them with the resources necessary to attract and engage local contributors to board leadership who are personally committed to our shared ICD Purpose.
- *Deliver excellent member and customer experience.* This means knowing the needs and concerns of our members and customers, and delivering a valuable offering through an outstanding experience.
- *Continue to be the voice to and for Directors.* Going forward, this will mean gathering and synthesizing insights from the board leaders we touch, developing relevant and meaningful points of view, and amplifying these positions to make a meaningful impact on Canada.