

# Board of Directors Skills Matrix



## Board Succession Planning and Diversity

The Board strives to ensure that it collectively has the skills and experience needed to maintain the health of the Fund and guide its long-term success. Our Board of Directors Skills Matrix allows us to see where there may be gaps—to assist both our Nominating Entities in making their nominations and the Board when looking to fill at-large vacancies. The first part of the Matrix, reproduced below, lists Professional Experience.

<b>Board of Directors Skills Matrix: Professional Experience</b>	
Governance	Understanding the Board's duties and responsibilities and leading collaborative, regulatory and/or governance principles and practices, gained as a senior representative and/or Board member of an organization with solid corporate governance practices.
Business Management	Experience managing a business unit or as a senior director / officer participating in the business administration, operations, finance, compliance, customer service, public relations, sales and/or marketing, with sound decision-making skills.
Legal	Professional legal counsel with experience providing legal advice as a senior leader in an organization.
Talent Management, Culture and Compensation	Experience with human resources/ talent management (including performance management systems, Chief and executive succession planning), overseeing or setting the tone for organizational culture and CEO/executive compensation.
Accounting, Financial and Audit	Experience managing the financial activities of a public, private, non-profit, or fraternal benefit society, including financial planning, forecasting, sustainability, risk management and internal controls. Demonstrated understanding of financial reporting and regulatory requirements regarding financial performance and disclosure.

### ***Board of Directors Skills Matrix: Professional Experience***

Risk Management	Experience evaluating the broad range of risks faced by an insurance company or organization similar in complexity as the Fund.
Information Technology and Cybersecurity	Experience with the design and implementation or oversight of enterprise-wide information technology systems, client-based digital infrastructures, data analytics, privacy and cybersecurity strategy and policies. Displays technological literacy.

The second part of the matrix lists specialized Environment Knowledge. We look for directors with these skill sets, which ensure they can analyse issues effectively and make sound decisions.

### ***Board of Directors Skills Matrix: Specialized Environment Knowledge***

Regulatory	Experience with identifying, managing and overseeing compliance issues in a regulated industry, preferably in the insurance industry. Understanding of OSFI and FSRA guidelines.
Insurance	Experience in the insurance industry as a senior leader in the organization.
Investments and Investing	A senior investment manager with strong market and economic understanding, sound decision-making skills, and experience in the financial services or insurance industry.
Actuarial	Experience with concepts used by experts in valuing capital, pricing and risks of insurance.
Marketing and Communications	Experience with research and data analysis, customer insights, brand development and positioning, customer experience, customer engagement, customer-facing technology, print and digital marketing, social media, strategy setting, and communications aligned to brand and goals.

The third part of the matrix lists Personal Effectiveness Skills. We look for directors with these skill sets, which demonstrates respect, dignity and integrity in interpersonal relationships. OR We look for directors with these skill sets to utilize their skills, talent, and energy to reach the Fund's goals.

<b>Board of Directors Skills Matrix: Personal Effectiveness Skills</b>	
Leadership	Experience leading an organization similar in complexity as the Fund as a senior leader in the organization (e.g., Director, CEO) with a track record of success and value creation.
Strategic Thinking/Planning	Experience at the executive and/or Board level developing and leading strategy.

The fourth part of the matrix lists Representation and Diversity. We look for directors having a range of various racial, ethnic, socioeconomic, and cultural backgrounds and various lifestyles, experience, and interests.

<b>Board of Directors Skills Matrix: Representation and Diversity</b>	
Active Member	Toronto Police Service active employee and Member of the Fund.
Civilian Member	Toronto Police Service civilian employee and Member of the Fund.
Retired Member	Toronto Police Service retired employee and Member of the Fund.
Women	A female person.
Members of Visible Minorities	Persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese.

**Board Skills and Experience Matrix: Representation and Diversity**

Aboriginal Peoples	Aboriginal peoples mean persons who are Indians (First Nations), Inuit or Métis.
Persons with Disabilities	Persons who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment and who (a) consider themselves to be disadvantaged in employment by reason of that impairment, or (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.