



2026 Call for Director Nominations

SaskCentral is a trusted financial services partner, committed to delivering specialized liquidity solutions and managed investment products and services to best serve the needs of our member owners and customers.

The SaskCentral Nominating Committee is seeking candidates for SaskCentral's Board of Directors (the "Board"). The Board's role is to establish the strategic direction and to provide knowledgeable, independent oversight to the management of the business and affairs of SaskCentral.

The Nominating Committee will assess the candidates against the competency-based needs of the Board and recommend Board members based on the skill set and expertise currently needed to support the Board. By implementing a competency-based approach, SaskCentral can make effective use of the enumerated skills and strengths to carry out the Board's responsibilities.

Three positions on the Board, each for a minimum three-year term, are required to be filled at this time. Each candidate must be endorsed by a Saskatchewan credit union and must be able to demonstrate a real and substantial connection to Saskatchewan. Self-endorsements are not permitted.

Summary of Key Bylaw Provisions regarding the Nominations Process

SaskCentral's bylaws are designed to help ensure the Board is the right size, with directors who have the knowledge and skill set needed to guide the organization, enabled by the most appropriate decision-making structure, for the benefit of all members.

The bylaws state that:

- All directors will be elected at large, with candidates determined by the nominating committee.
- A robust nomination process will be used, with a skills and qualifications matrix and gap analysis.
- The Board will be competency based rather than representative.
- Directors must be endorsed by a credit union but do not need to be employed by a credit union.
- No more than three directors serving on the SaskCentral Board may be employed by, or serve as directors of, any one member credit union.
- Directors must not have been employed by SaskCentral for at least two years prior to the start of the election (which is the date on which voting opens).
- Directors must be from Saskatchewan or have a real and substantial connection to the province.

Qualifications

Directors of SaskCentral provide strategic oversight and governance pertaining to core business functions including the provision of services related to Liquidity Management, Access to Payments Infrastructure, and Clearing & Settlement.

Directors are expected to bring expertise in financial oversight, co-operative governance, and strategic leadership to support SaskCentral's mandate as the statutory liquidity manager and payments facilitator for Saskatchewan's credit union system.

For the 2026 nominations cycle, the Board is specifically seeking candidates who possess strengths and expertise in the areas of:

- Payments and Clearing and Settlement Operations
- Risk Oversight and Compliance

The Board also welcomes candidates who demonstrate other key areas of expertise required on the SaskCentral Board, including:

- Strategic Leadership
- Human Resources Oversight
- Information and Technology; and Security
- Executive Compensation
- Risk Oversight and Compliance
- Regulatory and Legal Compliance
- Ethics, Governance and Subsidiary Oversight
- Executive Leadership and Management
- Financial Acumen

In addition, the Board values candidates who bring a balanced perspective by combining longstanding knowledge of the credit union system with a commitment to shaping its future. This blend of legacy insight and forward-looking vision strengthens SaskCentral's ability to preserve cooperative traditions while navigating new opportunities.

SaskCentral believes in the benefits of a board that consists of diversity and inclusiveness. The unique skills and experience each individual brings are considered valuable, including the size and complexity of the credit union they represent. Diversity of the overall Board composition is a consideration.

Director Nominee Information Package

The following SaskCentral Director Nominee Information Package contains the information nominees will require in order to apply as a director, and credit unions will need to nominate directors. Nominees should also use this information to guide the content of their responses.

Nominations for SaskCentral Director Positions must be submitted via email to the Corporate Secretary no later than 5:00 p.m. Central Standard Time on February 6, 2026:

Suzanne Anton, Corporate Secretary
suzanne.anton@saskcentral.com

- Nominations must include the name of the nominee and the name of the credit union endorsing the nominee, as well as the nominee's connection to Saskatchewan.
- To learn more about SaskCentral, please refer to our website <https://www.saskcentral.com>
- SaskCentral is committed to building a robust pipeline of diverse, qualified candidates for directorship opportunities. We encourage nominees from all backgrounds, experiences, and credit union sizes to apply.
- The Nominating Committee has tentatively scheduled February 23 and March 6 for interviews and encourages all interested parties to keep these dates available.
- Results will be announced at SaskCentral's Annual General Meeting on April 28, 2026.



SaskCentral Board of Director Nomination Package

Contents:

- About SaskCentral
- Position Expectations
- Selection Criteria
- Board Charter
- Director Profile
- Diversity, Equity and Inclusion Policy

For Completion and Return:

1. Candidate Information Form
2. Director Self-Assessment Guide
3. Nominee Certification

About SaskCentral

Credit Union Central of Saskatchewan ("SaskCentral") provides services to credit unions in two core areas, liquidity management and access to the payments ecosystem. It also owns strategic investments consistent with its role in the Saskatchewan credit union system. Its core strategies are built around the vision and purpose statements below, focused on delivering timely and relevant solutions to its member credit unions with a demonstrated level of expertise.

Our Vision: We are an exceptional partner that Saskatchewan credit unions trust to deliver expertise in liquidity management services and access to payment ecosystems.

Our Purpose: SaskCentral contributes to vibrant and sustainable Saskatchewan credit unions by providing access to modernized payments processing and market relevant liquidity solutions.

Core Values: Accountability, Trust, Collaboration, Excellence

Co-operative Values: Self-help, Self-responsibility, Democracy, Equality, Equity, Solidarity

Ethical Values: Honesty, Openness, Social Responsibility, Caring for Others

Board of Directors Overview

The Board of Directors of SaskCentral is a policy making, supervisory, governing body charged with the overall responsibility of ensuring SaskCentral is effectively managed for the long-term benefit of its credit union members.

SaskCentral is governed by an eight person (8) Board of Directors. All Board members are elected for three-year terms by SaskCentral's member credit unions.

The Board is accountable to credit unions and responsible for the overall governance of SaskCentral and the stewardship and oversight of the management of SaskCentral, including the review of operating results and making sure financial objectives and service levels to credit unions are met. The Directors approve and monitor the execution of policies, the risk management framework, and, together with management, establishing and monitoring SaskCentral's strategic direction and business plan.

The expectations of the Board have changed significantly over time due to a fast-paced and competitive marketplace. The SaskCentral Board of Directors wants to ensure that prior to committing to serve, nominees are fully informed of their responsibilities as a Director.

Position Expectations

Time Commitment

Serving on the Board of SaskCentral demands a significant investment of time, energy and expertise. It also provides a tremendous opportunity to contribute to the success of SaskCentral and, by extension, the Saskatchewan credit union sector.

Board meetings are held quarterly (March, May, September, December), with additional meetings for Committees of the Board and Strategic Planning, training and orientation purposes. In addition, Board members attend the Annual Meeting typically held in April or May

of each year. Directors are also expected to serve on at least one of SaskCentral's Board Committees.

Oversight Responsibilities of the Board:

- Maintain strong governance through development and ongoing review of Board policies in compliance with bylaws and legislation;
- Participate in the formulation and adoption of SaskCentral's vision, purpose (mission), and guiding principles;
- Approve business objectives, strategy, and plans, and regularly monitor their execution.
- Approve the selection of the Chief Executive Officer (CEO), monitor and evaluate the CEO's performance and approve the CEO's compensation;
- Annually review SaskCentral's human resource strategy and initiatives associated with the organizational strategy.
- Annually review executive compensation and succession plans;
- Review and approve financial statements and related disclosures;
- Annually review and approve the Enterprise Risk Management framework and significant risk management mitigation practices;
- Regularly review and approve the liquidity, funding and capital management policies and plans and obtain assurances that these approved policies and plans are adhered to and effective; and
- Review and approve dividend resolutions as required.

Legal and Compliance Responsibilities

The Board has a responsibility to ensure procedures are in place to meet statutory responsibilities, and to ensure an effective corporate compliance program has been established.

In performing its duties, the Board will:

- Act honestly and in good faith with a view to the best interests of SaskCentral and the business objectives of SaskCentral;
- Exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances; and
- Comply with the provisions set out in *The Credit Union Central of Saskatchewan Act, 2016* and SaskCentral Bylaws, as amended from time to time.

Selection Criteria

The Nominating Committee uses the eligibility requirements set out in the Board Charter, Director Profile, and the Skills and Competency Matrix to evaluate nominees. In addition, Board competency and skill self-assessments (the Director Self-Assessment Guide) and Board evaluations are used to identify the competencies and skills that the Board, as a whole, should possess.

Individual Board Attributes

The Nominating Committee will be looking for the following individual attributes in Board candidates:

- The highest standards of ethical behavior and integrity;
- Exceptional leadership, judgment and decision-making skills and experience;
- The ability to bring financial, environmental and social sustainability issues to Board deliberations;

- Understanding of corporate governance and fiduciary duties, including roles and responsibilities of individual Board members and the Board as a whole;
- Willingness to ask probing questions and challenge senior management within the governance framework;
- Excellent interpersonal and communication skills;
- Commitment to uphold the values of teamwork, demonstrating the ability to operate as a “team” at the Board level and “speak with one voice” once full discussion has been undertaken and a decision is made;
- Willingness to commit to continuous learning and undertake director training and development initiatives; and
- The ability to understand and assess financial statement implications and auditor reports.

Key Competencies and Experience Requirements

SaskCentral is looking for directors with a broad range of business knowledge and depth of experience, whose values align with co-operative principles, and who are strategic and innovative thinkers. A copy of the Director Profile and Director Nominee Self-Assessment outlining the key competencies and experiences required of a director is attached. Candidates are required to self-assess using the Director Self-Assessment as part of the nomination process.

For this election, the Board is seeking individuals with expertise in two primary focus areas: **Payments and Clearing and Settlement Operations**, and **Risk Oversight and Compliance**.

Candidate Summary Information

As part of the selection process, the Nominating Committee of the Board will:

- Review Candidate nominations;
- Review the desired competencies, knowledge, experience and attributes desired;
- Short list candidates;
- Interview the short list of candidates in a virtual meeting to further discuss qualifications and commitment, and address candidate questions;
- Complete a summary of candidates and their qualifications;
- Recommend to the Board the successful candidates.

Results of the election will be announced at SaskCentral’s Annual General Meeting in Saskatoon, on April 28, 2026.



Board Charter

Date of Approval:	Long-standing Policy
Effective Date:	September 2025
Review Date:	September 2027
Approved By:	SaskCentral Board of Directors

Purpose

The SaskCentral's Board of Directors' (the "Board") role is to establish the strategic direction and to provide knowledgeable, independent oversight to the management of the business and affairs of SaskCentral. The Board, directly and through its committees and the Chair of the Board, provides direction to senior management, generally through the Chief Executive Officer ("CEO"), to pursue the best interests of SaskCentral.

This Charter complements SaskCentral's bylaws by summarizing the Board's governance responsibilities and how they are operationalized in practice.

Accountability

The Board is accountable to the members of SaskCentral to provide oversight of achieving SaskCentral's vision and purpose, while embodying its core values. The Board is also accountable for monitoring SaskCentral's regulatory compliance in order that SaskCentral remains safe and sound and fulfills all of its prudential obligations.

The Board demonstrates accountability by reporting to member credit unions through an annual report and facilitating discussion at meetings of SaskCentral.

Membership, Organization and Meetings

1. General

The composition and organization of the Board and its authority to act are established by the *Cooperative Credit Associations Act* (Canada)¹ and the bylaws of SaskCentral. This includes: the number, term, qualifications and remuneration of directors, quorum requirements, number of meetings and notice requirements.

¹ Subsection 9-1(b) of *The Credit Union Central of Saskatchewan Act, 2016* applies sections 167- 191 of the *Cooperative Credit Associations Act* (Canada) to SaskCentral. These sections set for the legal requirements for the number, qualifications, terms, quorum and other requirements of directors and the Board of SaskCentral.

2. Meeting Attendance and Preparation

Members of the Board are expected to attend Board and committee meetings and review related meeting materials in advance, in accordance with policies established by the Board.

3. Independence

The Board shall establish independence standards for the directors and shall determine the independence of each director in accordance with these standards. Each director has agreed to act independently and in the best interests of SaskCentral pursuant to their fiduciary duties, as well as in accordance with the Conflict of Interest Policy as executed by each director.

4. Access to Management and Outside Advisors

The Board shall have unrestricted access to management and employees of SaskCentral. The Board shall have authority to retain external legal counsel, consultants or other advisors to assist it in fulfilling its responsibilities. SaskCentral shall provide appropriate funding, as determined by the Board, for the services of these advisors.

5. Meeting Minutes

Minutes of board meetings shall be recorded and subsequently presented to the Board for approval.

6. Meetings Without Management (In Camera)

The Board may hold unscheduled or regularly scheduled meetings, or portions of regularly scheduled meetings, during which management is not present.² The Vice Chair will be responsible for recording minutes of the in-camera meeting. In-camera meeting minutes will be shared with the Corporate Secretary for safekeeping.

7. Resolution Outside Board Meeting

A resolution in writing must receive unanimous approval and be signed by all the directors entitled to vote on that resolution at a meeting of directors. It will then be deemed valid as if it had been passed at a meeting of directors. This may include indicating consent via electronic mail.³ The Corporate Secretary shall keep record of all such resolutions.

Collective Competencies of the Board

The Board of Directors manages its affairs in accordance with the SaskCentral's bylaws and this Board Charter. In order to carry out its responsibilities set forth in the bylaws, the appropriate skills and competencies for the Board are outlined in the Director Position Profile.

² **SaskCentral Bylaws 13.07** - The Board and committees shall hold regular in camera sessions, with the CEO, the heads of the independent control functions, and shall meet on their own without management present, to have candid discussions

³ **SaskCentral Bylaws 13.08** A resolution in writing, whether or not in counterpart, signed by all directors or all the members of a committee and filed with the minutes of the directors or the committee shall be as valid and effectual as if it had been passed at a meeting of the directors or of the committee, duly called and constituted.

Committees of the Board

The Committees of the Board include the Audit and Risk Committee, the Governance, Human Resources and Conduct Review Committee, and the Nominations Committee, as permitted by SaskCentral's bylaws⁴. The bylaws describe the core responsibilities of these committees and permit the Board to set out further duties for the committees as required or otherwise deemed appropriate by the Board.

The Board may establish other committees as necessary or appropriate.

Committee Chairs and committee members are appointed by the Board Chair⁵. Each committee has its own Board approved Terms of Reference that sets forth the respective responsibilities, composition and organization. All committees report directly to the Board.

Responsibilities

The Board has specific responsibilities, which may be delegated to committees of the Board, in whole or in part, with ongoing reporting by the committees to the Board. The responsibilities of the Board are set forth in Section 12.01 of the Bylaws.

⁴ SaskCentral Bylaws – 15.01

⁵ SaskCentral Bylaws – 10.04



Director Position Profile

Date of Approval: September 2016
Effective Date: September 2025
Review Date: September 2027
Approved By: SaskCentral Board of Directors

Purpose

The purpose of the Director Position Profile Policy (the "Policy") is to identify the skills or abilities that are necessary for an individual to serve as a Board of Director (the "Director") on SaskCentral's Board of Directors (the "Board"), ensuring the Board collectively provides strong oversight, strategic guidance, and accountability to SaskCentral's members and stakeholders.

Application

This Policy applies to all directors and is to be provided to prospective directors before they are recruited for appointment to the Board.

Accountability

Each Director, as a member of the Board, is accountable to the Member Credit Unions of SaskCentral for performance in developing and achieving SaskCentral's vision, mission/purpose and service principles. Directors of SaskCentral are obligated by legislation to act in the best interests of SaskCentral. In addition, they are expected to model integrity and effective governance in fulfilling their responsibilities.

Directors' Role

The Director's role is to diligently promote the interests of SaskCentral by advancing its purpose and strategic initiatives and service principles. Directors collectively oversee the organization while meeting the interests of shareholders and the credit union system, and individually act as fiduciaries committed to the highest standards of governance.

Key Competencies and Experiences of Individual Directors

The following competencies, taken together, ensure the Board is equipped to govern strategically, safeguard SaskCentral's sustainability, and reflect evolving governance best practices. While not all board members are required to have specific strengths in all of these competency areas, on balance the competencies should be well represented on the Board as a whole. Directors are expected to focus their personal development on identified areas of weakness, either personally or for the Board as a whole.

1. Strategic Oversight

Refers to the ability to generate and apply strategic thinking to the planning process and potential future strategies for SaskCentral. Involves ensuring strategic decisions are sound, actionable, measurable and intended to uphold the best interests of SaskCentral and its stakeholders.

Also refers to having experience participating in or leading an organization in planning for its future and is able to support, promote and ensure alignment with the SaskCentral's purpose and values. Can understand how an organization must evolve in light of internal and external trends and influences.

2. Human Resources Oversight

Refers to experience with understanding organizational culture, including alignment to HR strategy and structure; talent management including performance management systems, tools & methodologies for monitoring CEO performance, CEO & executive succession planning, leadership development; and demonstrated knowledge of human resource regulatory requirements.

3. Executive Compensation

Refers to experience in executive compensation and short and long-term incentive plan design and administration, and compensation decision-making, including ensuring alignment between compensation plans and corporate strategy.

4. Risk Oversight and Compliance

Experience at a senior management level in developing and overseeing risk management frameworks.

Refers to understanding of the Board's role in the oversight of risk management culture, principles and practices in the context of good corporate governance. Includes the ability to ask questions and to seek assurances from management, internal audit, and external audit that there are appropriate controls and processes in place to ensure organizational risks are within the established risk boundaries, particularly as circumstances change.

5. Regulatory and Legal Compliance

Refers to knowledge of the legal and regulatory environment impacting financial institutions. Includes the process to identify, assess, and adequately analyze the regulatory and legal impacts; and the ability to ask questions to help mitigate risks impacting SaskCentral. Involves understanding *The Credit Union Central of Saskatchewan Act, 2016* as well as any other key legislation impacting SaskCentral including Acts, Regulations, Bylaws, legal structure, and business powers.

6. Ethics, Governance and Subsidiary Governance

Refers to an understanding of and familiarity with best practices in corporate governance, subsidiary governance principles and board effectiveness. This would generally have been gained by board and/or CEO experience in an organization of similar size, scope and complexity as SaskCentral, including an awareness of current governance principles, liabilities, policies, issues and trends, and the roles and responsibilities of a Board of Directors.

Also refers to setting the tone for a culture of integrity and compliance throughout SaskCentral. The Board is responsible for overseeing policies and adherence to SaskCentral's Code of Conduct. Being a Board member demands high ethical standards and integrity.

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7. Executive Leadership and Management

Refers to experience as an Executive Leader and as a leader of executive management in a corporate environment with preferred experience in credit union operations.

8. Payments and Clearing and Settlement Operations

Refers to understanding and knowledge of SaskCentral's core operations including the payments ecosystems in Canada and the clearing and settlement function, including the environment in which they operate.

It includes the ability to understand the required infrastructure and processes for SaskCentral to remain relevant in the financial industry, including the evolution of payments.

Also includes experience and knowledge of the other Centrals and how SaskCentral and Credit Unions are connected.

9. Financial Acumen

Refers to the ability to read and understand financial reports and statements, accounting standards and assumptions and related legislative requirements to effectively oversee the financial performance, controls, and condition of SaskCentral. Includes ability to understand, question, and seek assurances from management and the external auditor to ensure the financial statements fairly present the financial position, operational results, capital adequacy and strategic plans. Knowledge and understanding of internal and external auditing processes to ensure compliance with requirements or to ensure adequate controls are in place.

10. Technology and Security

Refers to the knowledge of current and emerging technology and the ability to identify, assess and adequately understand the impacts to the operations. Involves understanding how current and emerging technology can help or hinder SaskCentral strategies in managing associated risks and opportunities (cyber security, data governance and use, privacy, etc.) when establishing vision and strategic plans.

Assessments/Evaluations

To ensure competencies on the Board are adequately represented, the following assessments will be conducted:

1. **The Director Self-Assessment Survey** will be completed by each Director annually or as deemed necessary.
2. **The Director Competency Matrix** will be updated annually or as necessary.
3. **The Peer Evaluation** will be completed by each Director every 3 years or as deemed necessary.
4. **Exit Interviews** will be conducted when possible for departing directors.

Behavioural Skills of Individual Directors

Directors are also expected to demonstrate the following behavioural skills:

1. Leadership and Commitment

Refers to directing the discussions and work of the Board to inspire and influence stakeholders.

Directors are expected to:

- Lead others and identify and build linkages that strengthen SaskCentral's ability to provide services and enhance corporate image.
- Attend Board and Committee meetings prepared.

- Actively participate and contribute in a meaningful and respectful way to discussions and decision-making at board meetings.
- Keep all discussions and decision-making confidential until all matters have been publicly disclosed.
- Ask probing questions and seek to actively listen to ensure accurate understanding.
- Clarify situations and expose underlying issues and provide options and opinions.
- Identify and participate in opportunities for self-development that will enhance contributions as a board member and strategic leader.
- Regularly assess performance as a director and take appropriate action to ensure effective personal and team performance.
- Create and participate in opportunities for self-development that will enhance contributions as a Board member and strategic leader.

2. Integrity and Accountability

Refers to promoting the interests of SaskCentral and ensuring that these interests remain the forefront in any decision-making by the Board. Behave with integrity, rectitude and honesty, and conduct oneself in a meaningful and engaged manner.

Directors are expected to:

- Weigh varied factors involving data/information gathering and analysis on specific aspects of an issue.
- Work towards a standard of excellence with the ability to appropriately exercise good judgment with a view to the needs of SaskCentral and its stakeholders.
- Actively listen, analyze, understand and then respond appropriately when interacting with individuals and groups.

3. Informed Judgment

Refers to remaining actively engaged, listening, analyzing, understanding and then responding. Includes exercising good judgment with a view to the needs of SaskCentral and its stakeholders.

Directors are expected to:

- Act with a Duty of Loyalty. Meaning to act honestly and in good faith with a view to the best interests of SaskCentral.
- Act with a Duty of Care. Meaning, to exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- Demand high ethical standards and integrity.
- Willingly act on and remain accountable for Board decisions.
- Demonstrate high ethical standards of integrity and conduct oneself in accordance with key elements of the governance structure.
- No misuse of position as director or improper use of information acquired directly or indirectly to gain a personal advantage or to the detriment of SaskCentral.
- Ensure any conflicts are identified and addressed.

4. Independence & Autonomy

Refers to being autonomous. Having the necessary latitude to express oneself freely and go beyond ones' personal and corporatist interests.

Directors are expected to:

- Think independently, maintain own views through opposition or threat, and remain open minded.
- Form own judgments and opinions.
- Not have or form any bias towards any particular interest or stakeholder.
- Provide wise and thoughtful counsel.
- Analyze and ask relevant questions at the strategic level.
- Consider different stakeholders' perspectives and identify and address problems and situations and underlying issues that could impair the effective functioning of the organization.
- Think independently from executive leadership.

5. Communication

Refers to communicating in a confident and constructive manner avoiding unnecessary negative tone, body language and written and verbal messages.

Directors are expected to:

- Present information in a confident manner.
- Use concrete examples to make a point.
- Communicate clearly, concisely, and openly, sharing information through several mediums: body, language, tone and written and verbal messages.

Biennial Review

The Board will review this Director Position Profile every two years or as deemed necessary and will align with the Director Competency Matrix and Credit Union Deposit Guarantee Corporation Corporate Governance Guideline and Prudential Standard⁶.

¹ Prudential standard - The recruitment process for new directors and the development of a director profile (both responsibilities of the board) should emphasize the independence of board members from senior management.



Diversity, Equity and Inclusion Policy

Date of Approval: September 2023
Effective Date: September 2025
Review Date: September 2027
Approved By: SaskCentral Board of Directors

The SaskCentral Board of Directors (the "Board") recognizes that diversity, equity, and inclusion ("DEI") of its directors are critical to ensuring effective decision-making, guidance and risk management. This consists of having a diverse and inclusive Board that reflects the member credit unions SaskCentral serves and contributes to the success of credit union owners and their members.⁷

Diverse boards are believed to make better decisions by reducing the risk of "group think". Diversity leads to creativity in problem solving and innovative solutions and promotes the inclusion of different perspectives and ideas. A diverse board helps the organization to better understand the issues and concerns of the members credit unions it serves.

For purposes of the Board's composition, DEI includes, but is not limited to, business experience, credit union size, cooperative values, geography, cross generational (age), gender, ethnicity and indigenous status.

Maintaining a diverse SaskCentral Board is the responsibility of the Board. The Board has a role to play in reviewing its composition and informing member credit unions of any gaps in the skills, experience, attributes and knowledge which the Board as a whole requires to be effective. This process also includes identifying any gaps on the Board with respect DEI.

Led by the Governance, Human Resources and Conduct Review Committee, the Board will communicate to member credit unions any gaps on the Board with respect to DEI in advance of the director nomination process. If gaps are identified, the Board will encourage the nomination of candidates from diverse backgrounds.

Biennial Review

The Board will review this Policy every two years, or as needed.

¹ [SaskCentral Diversity, Equity and Inclusion Policy](#)

Candidate Information Form

Full Name _____

Contact Phone Number _____ Contact Email _____

Credit Union Endorsement _____

General Information

(If you need more space for any of the questions below, please include an attachment)

Formal Education / Professional Designations

(Please choose 4 that highlight the competencies you feel align with the needs of the Board as described in the Call for Nominations)

Name of School	Program, Diploma or Degree Obtained	Year Completed

Work Experience

(Please list the roles you have held within the last 15 years, specifically noting those that demonstrate experience in the competencies identified for the 2026 nominations cycle)

Organization	Position	Years of Employment

Board / Committee Experience

(Please outline your participation on other Boards, specifically highlighting those that reflect the competencies outlined in the Call for Nominations)

Organization	Position	Dates of Participation

Other Information
(Bio, etc.)

Explain your "real and substantial" connection to Saskatchewan

Targeted 2026 Competency Questions

(If you need more space for any of the questions below, please include an attachment)

For the 2026 nomination cycle, SaskCentral is specifically seeking candidates with demonstrated strengths in the following areas:

1. Payments and Clearing and Settlement Expertise – Describe your knowledge and experience with payments systems, clearing and settlement operations, liquidity management, or access to payments infrastructures. Please provide examples.

2. Risk Oversight & Compliance Expertise – Describe your experience with enterprise risk management, compliance, regulatory oversight, or internal control frameworks. Please provide examples.

3. Broader Board Competency Contribution – Beyond the targeted competencies, which of SaskCentral's Board-level skills do you bring: strategic leadership, HR oversight, technology/cybersecurity, executive compensation, governance, financial acumen, or subsidiary oversight? Please provide examples.



Director Self-Assessment Guide

Self-Assessment Tool

Understanding competencies and experiences:

Using a competency and experience approach is a broader assessment style that recognizes the knowledge, skills and attributes you develop in every aspect of your life. Developing competencies and having experiences isn't limited to the workplace. You can develop and practice this through many different types of experiences, including:

- Formal education/Professional Designations
- Work experience (employment, contract engagements, volunteer work)
- Training courses (workshops, seminars, certification courses, conferences)
- Life experiences (travel, recreational activities, interests, hobbies, community work)

Continued focus on the development in these areas will have a direct impact on results achieved and therefore plays an important role in overall board effectiveness and performance.

The key competency and experience self-assessment is a helpful tool in building our board competency matrix - the collective picture of the aptitude and talent needed in directors for effective governance.

By completing the self-assessment you'll be able to:

1. Review and evaluate your current level of competency
2. Create a plan for your development goals to close gaps
3. Contribute to mapping of the board competency matrix to identify individual and overall Board gaps and strengths

Key Competencies and Experiences of Individual Directors

This section provides directors an opportunity to assess their current competency level in each of the eight competencies and experience.

How to complete:

Follow these instructions to assess **your own** rating level for each competency.

1. Read each competency description and consider some of the work, education, board and life experiences you've had to date.
2. For each competency description, check the rating level that **best** describes your current competency level. *Use the Competency Rating Scale below for each question.
3. If you are undecided and more than one rating could apply, select the highest level that **typically and consistently** describes your competency level.
4. Please identify your top four competencies (only four), recognizing that you may be competent and have experience in other competencies listed.
5. Also indicate if the competency is one that you desire to build on as part of your learning and development plan.

*Competency Rating Scale

5 Expert	Expert-level understanding of the area, for example: • A professional designation or postgraduate degree relevant to the area. • Extensive practical experience as an expert practitioner in the specific area in question (10+ years full-time). • Extensive and up-to-date knowledge of trends and best practices in area. Could function or is functioning as a high-level practitioner in the area. • Capable of analyzing and explaining data, leading Board discussion, developing long-term strategy and challenging experts.
4 Strong	Advanced understanding of the area, for example: • Post-secondary education specifically relevant to the area • Significant experience as a practitioner in the area (5-10 years). • Practical knowledge specific to the area and can meaningfully engage with practical questions. • Capable of analyzing and explaining data and contributing significantly to board discussions
3 Good	Competent understanding of the area, for example: • Extensive management experience of this area from a management perspective through work experience or board experience. • Relevant education. • Experience in related fields. • Competent grasp of principles. • Capable of contributing to Board discussions of the area.
2 Basic	Basic understanding of the area, for example: • Relevant educational background that allows for a basic understanding. • Some experience and basic understanding of the principles. • Capable of following Board discussion.
1 None	No formal education, experience, or particular competency in the area.

1. Strategic Oversight

Refers to the ability to generate and apply strategic thinking to the planning process and potential future strategies for SaskCentral. Involves ensuring strategic decisions are sound, actionable, measurable and intended to uphold the best interests of SaskCentral and its stakeholders.

Also refers to having experience participating in or leading an organization in planning for its future and is able to support, promote and ensure alignment with the SaskCentral's purpose and values. Can understand how an organization must evolve in light of internal and external trends and influences.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐
Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No					
Is this competency a priority for your learning and development goals? ☐ Yes ☐ No					
Comments:					

2. Human Resources Oversight

Refers to experience with understanding organizational culture, including alignment to HR strategy and structure; talent management including performance management systems, tools & methodologies for monitoring CEO performance, CEO & executive succession planning, leadership development; and demonstrated knowledge of human resource regulatory requirements.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

3. Executive Compensation

Refers to experience in executive compensation and short and long-term incentive plan design and administration, and compensation decision-making, including ensuring alignment between compensation plans and corporate strategy.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

4. Risk Oversight and Compliance

Experience at a senior management level in developing and overseeing risk management frameworks.

Refers to understanding of the Board's role in the oversight of risk management culture, principles and practices in the context of good corporate governance. Includes the ability to ask questions and to seek assurances from management, internal audit, and external audit that there are appropriate controls and processes in place to ensure organizational risks are within the established risk boundaries, particularly as circumstances change.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

5. Regulatory and Legal Compliance

Refers to knowledge of the legal and regulatory environment impacting financial institutions. Includes the process to identify, assess, and adequately analyze the regulatory and legal impacts; and the ability to ask questions to help mitigate risks impacting SaskCentral. Involves understanding The Credit Union Central of Saskatchewan Act, 2016 as well as any other key legislation impacting SaskCentral including Acts, Regulations, Bylaws, legal structure, and business powers.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

6. Ethics, Governance and Subsidiary Governance

Refers to an understanding of and familiarity with best practices in corporate governance, subsidiary governance principles and board effectiveness. This would generally have been gained by board and/or CEO experience in an organization of similar size, scope and complexity as SaskCentral, including an awareness of current governance principles, liabilities, policies, issues and trends, and the roles and responsibilities of a Board of Directors.

Also refers to setting the tone for a culture of integrity and compliance throughout SaskCentral. The Board is responsible for overseeing policies and adherence to SaskCentral's Code of Conduct. Being a Board member demands high ethical standards and integrity.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

7. Executive Leadership and Management

Refers to experience as an Executive Leader and as a leader of executive management in a corporate environment with preferred experience in credit union operations.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

8. Payments and Clearing and Settlement Operations

Refers to understanding and knowledge of SaskCentral's core operations including the payments ecosystems in Canada and the clearing and settlement function, including the environment in which they operate. It includes the ability to understand the required infrastructure and processes for SaskCentral to remain relevant in the financial industry, including the evolution of payments.

Also includes experience and knowledge of the other Centrals and how SaskCentral and Credit Unions are connected.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

9. Financial Acumen

Refers to the ability to read and understand financial reports and statements, accounting standards and assumptions and related legislative requirements in order to effectively oversee the financial performance, controls and condition of SaskCentral. Includes ability to understand, question, and seek assurances from management and the external auditor to ensure the financial statements fairly present the financial position, operational results, capital adequacy and strategic plans. Knowledge and understanding of internal and external auditing processes to ensure compliance to requirements or to ensure adequate controls are in place.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

10. Technology and Security

Refers to the knowledge of current and emerging technology and the ability to identify, assess and adequately understand the impacts to the operations. Involves understanding how current and emerging technology can help or hinder SaskCentral strategies in managing associated risks and opportunities (cyber security, data governance and use, privacy, etc.) when establishing vision and strategic plans.

Level	1	2	3	4	5
Rating	☐	☐	☐	☐	☐

Do you consider this competency one of your top four strength areas? ☐ Yes ☐ No

Is this competency a priority for your learning and development goals? ☐ Yes ☐ No

Comments:

Diversity & Equity Characteristics

SaskCentral's Board of Directors aims to have a board that is made up of diverse views, perspectives and experience, while also recognizing the need for skills and competencies given the size and scope of SaskCentral. SaskCentral's Board of Directors recognizes that diversity, equity and inclusion of its directors are critical to ensuring effective decision-making, guidance and risk management. Disclosure of diversity and equity characteristics of a director is voluntary and will be kept confidential at the request of a director. In the following section, please set forth any diversity and equity characteristics you may have (including but not limited to age, gender, ethnicity and race, sexual orientation, Indigenous status, physical ability).

Specify:

Nominee Certification

I, _____ certify that the information given in my application and any other information submitted is true and complete to the best of my knowledge.

I have been endorsed by _____ Credit Union (the Credit Union).

I have been nominated as a candidate for election as a Director of SaskCentral and I am prepared to stand for election.

I have read the Director Profile and Board Charter and I have familiarized myself with the requisite Director key competencies, experiences and behavioural skills, as well as the collective competencies and responsibilities of the Board.

I provide consent to SaskCentral for obtaining reports containing credit or personal information from my current employer or from any person or agency SaskCentral sees fit.

I agree to a Background Check including a criminal record check.

Nominee Signature

Date

Nominator Certificate

I, _____, of _____ Credit Union (the Credit Union), certify that _____ (nominee) has been endorsed by the Credit Union and is eligible to be a director of SaskCentral should she/he be elected.

I further certify that I am authorized to sign this nominator certificate on behalf of the Credit Union.

Nominator Signature

Date