

Current Skills Matrix – Approved by the Board on February 20, 2025

Major Competencies													
Director	Accounting/ Finance	Human Resources/Executive Compensation / Union Relations	Customer	Utility/Energy Sector	Capital Markets	Stakeholder Engagement (including Indigenous Peoples)	Government/ Regulatory/ Public Policy	Information Technology Digital & Cyber Security	Risk Management	Business Transformation	Sustainability/ESG	Large Company Senior Executive	Governance

Skills	Definitions
Accounting/Finance:	Senior financial officer of a publicly listed company or major organization or experience in financial accounting and reporting, and corporate finance (familiarity with internal financial controls, Canadian and/or US GAAP, and/or International Financial Reporting Standards).
Human Resources/Executive Compensation/Union Relations:	Strong understanding of human resource development, organizational/personal development and training working with a unionized workforce and compensation, benefit and pension programs, with specific expertise in executive compensation programs.
Customer:	Experience with mass consumer-facing business, major retail channels and customer-focused strategy.
Utility/Energy Sector:	Experience in the utility/electricity industry, combined with a strong knowledge of market participants.
Capital Markets:	Experience in investment banking, finance or in major mergers and acquisitions.
Stakeholder Engagement (including Indigenous Peoples):	Experience in, or a strong understanding of, communications and relations with investors, customers, regulators, and community relations, especially experience in relations with Indigenous Communities
Government/Regulatory/Public Policy:	Experience in, or a strong understanding of, complex legal and regulatory regimes, the workings of government and public policy in Canada and internationally.
Information Technology, Digital & Cyber Security:	Experience in information technology, digital, operating technology, artificial intelligence and cyber security with knowledge of leading practices in Governance & Oversight; Procedures & Controls; Operations; and Project Delivery.
Risk Management:	Experience or understanding of enterprise risk management systems, procedures and practices.
Sustainability/ESG:	Experience in or a strong understanding of environmental, social and governance programs, sustainable practices and policies, health and safety policies, climate change-related risks and opportunities, corporate social responsibility programs and/or diversity, equity and inclusion initiatives so that we can operate safely in an environmentally and socially responsible manner.
Business Transformation:	Experience driving strategic direction changes and leading growth of an organization.
Large Company Senior Executive:	Experience as a chief executive officer, chief operating officer, chief financial officer or other senior executive of a publicly listed company or large organization.
Governance:	Experience in, or a strong understanding of, leading corporate governance practices and principles at a public company.