

## Board Education

Following election to The Co-operators Board of Directors, new directors participate in a Director Orientation program. This includes presentations from representatives of all key business areas and involves a complete review of The Co-operators structure, governance, business, and the role of directors. A second orientation is held mid-year to provide the new directors with additional education and information. As well, upon joining the board, new directors are assigned a mentor from the board to support their onboarding and continuing development in the role of director.

On an ongoing basis, the board and its committees are provided a range of educational sessions on topics germane to The Co-operators business. The board dedicates two days each year to formal board education. In addition, two of the board's meetings each year are reserved for board/management seminars to provide educational content, discuss and determine annual and long-term strategies, and perform the governance assessment.

A director and Board Development Learning Pathway integrates all directors and board education activities to foster continuous learning. The integrated approach to education encourages director participation in a variety of activities, including but not limited to board and committee education sessions, webinars, conferences, and individual director training and development, including accredited designations.

The pathway seeks to utilize the biannual board education days to maintain focus on core competences and introduce new content, while simultaneously developing and offering new approaches to learning that are customizable to directors based on their backgrounds and experiences. The biannual board education days focus on subjects relevant to the business environment, including corporate and co-operative perspectives, delivered by internal and external subject matter experts.

In 2021 the biannual board education days included topics such as: Truth and Reconciliation - Impacts of Intergenerational Trauma; The Financial Health of Underserved Canadian Communities; Life Insurance: Term Lapse Experience and Universal Life Coverage; Climate Investing Approach and Transition Finance; Blockchain Technology; Advisor Transformation; and an Overview of Co-operators Group of Companies (including fiduciary duties). The virtual environment further enabled the board to participate in ad hoc educational opportunities. For example, the board received a detailed presentation from the Chief Risk Officer to gain a deeper understanding of the annual Own Risk and Solvency Assessment (ORSA) Report.