

## Board Education

Following election to The Co-operators Board of Directors, new directors participate in a two-day Director Orientation session. This session 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 session 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 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 director 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. A comprehensive calendar highlighting external education opportunities is regularly updated to support and encourage independent training and development activities.

The pathway seeks to utilize the biannual board education days to maintain focus on core competencies and introduce new content, while simultaneously developing and offering new approaches to learning that are customizable to directors based on their individual backgrounds and experiences. The biannual board education days focus on subjects relevant to the business environment, including corporate and co-operative perspectives, delivered by both internal and external subject matter experts. The 2019 subjects included:

- Reframing Governance for Impact (Diversity and Inclusion in Governance and Unconscious Bias);
- Roles and Duties of Directors;
- Transition to the Low Carbon Economy and Investing in a Sustainable World;
- Group Benefits Industry Overview; and
- The Co-operators Retail Wealth Management Strategy.