

CONCENTRA BANK

COMPETENCY MATRIX

COMPETENCIES AND SKILLS

These competencies can be demonstrated through industry knowledge and experience (**where** individuals have spent large amounts of their professional life) or functional skills (**what** individuals have learned and know how to do).

Competency & Skills	# Needed ¹
<p>Strategic Planning</p> <p>Understanding of and familiarity with key components of strategy development and execution. This encompasses generating and applying strategic thinking in regard to the unique business insights and opportunities of relevance to Concentra and larger FI competitive marketplace. Has experience participating in or leading an organization in planning for its future and is able to support, promote, and ensure alignment with the organization's purpose and values. Can understand how an organization must evolve in light of internal and external trends and influences.</p>	7-10
<p>Financial Industry</p> <p>Experience as a senior leader in the financial industry responsible for leading a regional or national financial services institution of scale. This encompasses the competencies to be able to understand and oversee a broad range of retail and commercial financial services. Substantial leadership experience at the board or senior management level, having a good understanding of financial institutions, able to offer deep insights into the Bank's strategy and mission, key business drivers, organizational structure and major stakeholders.</p>	5-8
<p>Financial/Accounting Expertise</p> <p>Experience and Accounting credentials (e.g. CPA), an understanding of financial statements and International Financial Reporting Standards (IFRS). This encompasses the ability to assess the general application of such accounting principles in connection with the accounting for estimates, accruals and reserves; experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the financial statements of Concentra, or experience supervising one or more persons engaged in such activities; an understanding of internal controls and procedures for financial reporting; an understanding of audit committee functions and responsibilities; and experience as an accounting or finance professional, with a proven aptitude with or understanding of generally accepted accounting principles.</p>	3-4
<p>Talent Management and Executive Compensation</p> <p>Experience as a senior human resource leader in a corporate environment. This encompasses a strong understanding of organizational culture, strategy and structure; leadership development and talent management; diversity, equity, and inclusion; relevant regulatory requirements; and HR oversight including compensation plan design, administration and decision-making, ensuring alignment between compensation plans and corporate strategy; and recruiting, assessing and succession planning.</p>	2-4
<p>Risk Oversight</p> <p>Experience at a senior management level in developing and overseeing risk frameworks in large, complex organizations. An understanding of the Board's role in the oversight of risk management culture, principles and practices in the context of good corporate governance.</p> <p><i>At a minimum three directors should have direct risk oversight expertise pertinent to a regulated financial institution. This encompasses financial intermediation risk management such as assessing and overseeing market and interest rate risks (including asset-liability, funding duration mismatches, e.g. derivatives, securitization and syndication tools, investment portfolio and treasury function, capital markets and allocation), credit, lending, operational, systemic, liquidity and capital management and risks; together with a practical understanding of operational, environmental and reputational risks. Includes ability to review relevant material transactions that either grow existing Concentra businesses or diversify into new business lines to evaluate overall risk profile. May include an understanding of fiduciary duties and risks associated with trust services and trusteeship.²</i></p>	4-6

¹ This number indicates the approximate number of board members sought on an ideal Concentra Board of Directors with each competency or skill. The range allows the Board, in its discretion, to determine in any given year if the competency or skill requires more or less emphasis.

² Trust expertise is required for oversight of the wholly-owned subsidiary Trust Company. An independent director with advanced or expert level trust expertise is appointed to the subsidiary board of the Trust Company.

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<p>Information Technology and Security</p> <p>Experience as a senior executive in information technology overseeing the implementation of digital technology strategy with complex architecture and data analytics. Understanding of emerging and disruptive industry technologies, cyber-security, and IT project and performance oversight.</p>	2-4
<p>Direct to Consumer Retailing</p> <p>Experience with direct to consumer product offerings, services, and customer relations, with particular emphasis on digital services and related technology, and with developing strategies to enhance client experience.</p>	2-4
<p>Business and Commerce</p> <p>Experience leading large, complex organizations <u>beyond</u> the FI sector, particularly in those unique sectors that directly relate to Concentra's strategic initiatives and/or partnerships. This encompasses a deep business executive acumen, understanding competitive strategic business opportunities and risks.</p>	3-5
<p>Governance and Boards</p> <p>Understanding of and familiarity with best practices in corporate governance 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 Concentra, including an awareness of current governance principles, liabilities, policies, issues and trends, and the roles and responsibilities of a Board of Directors within the larger governance framework (legal, regulatory, industry and business context).</p>	10-12
<p>Stakeholder Engagement and Communications</p> <p>Understanding of and familiarity with overseeing and ensuring effective engagement and communications strategies with key stakeholders, including customers, shareholders, employees, suppliers, regulators, and government. This includes understanding how to build and leverage relationships, how to develop and position compelling communications, and brand strategy, including how to effectively use tools such as social media.</p>	2-4
<p>Mergers & Acquisitions</p> <p>Understanding of and familiarity with oversight of corporate strategy, corporate finance and management dealing with the buying, selling, dividing and combining of different financial institutions, companies and/or similar entities. Expert level competency requires demonstrated experience across a variety of corporate structures.</p>	1-3
<p>Regulatory Environment</p> <p>Understanding of and familiarity with financial institution and/or regulated industry environment, such as overseeing bank compliance reports, able to gain reasonable assurance in the Bank's controls and compliance with legal, regulatory and liability requirements.</p>	2-4
<p>Capital Raising</p> <p>Understanding of and familiarity with capital markets and how access to same is facilitated. Experience in both tactical and long-term capital planning, understanding variations to corporate structures and governance models that may emerge from varying capital arrangements.</p>	1-3

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SELF REPORTING RANKING SCALE GUIDE

Directors will use the guideline below to self-report on their own skills, experience and aptitudes, following which the Governance Committee will calibrate the assessments to ensure uniform application of the criteria.

Each individual is not expected to meet all the criteria for a section - select the score that most accurately reflects the competency of the individual.

The competencies should be assessed for the applied context of directors governing at the Board level.

Ranking	Description
1	No formal education, experience, or particular competency in the area
2	Basic understanding of the area, for example: <ul style="list-style-type: none"> • An educational background that allows for a basic understanding of the area • Some experience in areas related to the area • Basic understanding of the principles of the area • Capable of following Board discussion of the area
3	Competent understanding of the area, for example: <ul style="list-style-type: none"> • Extensive management experience in this field or good skills in this area • Education relevant to the area • Experience in fields related to the area • Competent grasp of principles of the area • Capable of contributing to Board discussions of the area
4	Advanced understanding of the area, for example: <ul style="list-style-type: none"> • Extensive senior management experience in this field or enough skill in this area to be paid for your work at an executive management level in this area, either through employment or as a consultant or teacher • Post-secondary education specifically relevant to the area • Significant experience as a practitioner in the area • 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 of the area
5	Expert-level understanding of the area, for example: <ul style="list-style-type: none"> • Over 10 years full-time executive management experience in this field or would be considered an "expert" or "specialist" in this area by peers and others who specialize in this skill • A professional designation or postgraduate degree relevant to the area • Extensive practical experience as an expert practitioner in the specific area in question • 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 in the area