

Board of Directors Skills Definitions

Investment Strategy	Experience overseeing and/or developing/leading/executing/monitoring/recommending investment strategy and contributing to policy decisions including acquisitions and divestitures.	Board Director/ Senior Leadership Experience	Experience having served as a Board Director, actively contributing to the vision, strategy, and direction within a complex organization. Strong executive management experience reporting/presenting into a Board or Board Committees would also be considered as asset.
Financial Acumen	Financial literacy including a solid understanding of financial statements, investment analysis, corporate finance, audit, and internal controls. Experience advising or reporting to a Board and/or Audit Committee would be an asset.	Retail	National or international experience providing strategic oversight and/or executive leadership expertise, within grocery, consumer goods or other relevant retail organizations.
Human Resources	Strategic oversight or leadership in the areas of executive and Board compensation, CEO recruitment and performance, succession planning and equity, diversity, inclusion and Indigenous relations.	Co-operative and/or Community Based	Experience as a Board Director or in an executive/leadership role within a member-owned or community based, purpose driven organization demonstrating strong grass roots values and principals.
Digital Economy/ Technology	Oversight or leadership experience with e-commerce, data- analytics, cyber security, artificial intelligence, blockchain and/or other supply chain enablement.	Functional Expertise	Previous senior operational/functional expertise in retail operations, customer service, marketing, legal, merchandising, risk management, communications, branding, and supply chain would be considered an asset.
Real Estate/ Capital	Expertise in real estate development including leasing, air rights, land banking and large capital builds.	ESG / Social Responsibility	Strategic leadership of community engagement, environment, social responsibility, sustainability and/or health and safety functions within a complex organization.

**Grocery
Retail &
Consumer
Markets**

Demonstrated executive or governance experience in grocery retail, merchandising, consumer behavior, pricing, supply chain, food operations, and evolving customer expectations.

**Artificial
Innovation &
Technology
Governance**

Experience overseeing the strategic adoption, governance, and ethical use of artificial intelligence and emerging technologies to improve business performance, customer experience, operational efficiency, and risk management.

For the 2027 election, Calgary Co-op is looking for Member-Owners with knowledge, experience, and skills in these areas of interest to round out the current complement of the Board.

1. **Legal** – Strengthen the Board’s legal and governance expertise, ideally with experience in corporate governance, regulatory matters, commercial agreements, risk management, and complex organizational environments.
2. **Retail** – Add deeper, current operating experience within grocery, fuel and pharmacy retail. Ideally, this would include expertise in merchandising, category management, pricing and promotions, supply chain, shrink, store operations, customer loyalty, and evolving consumer trends. Experience in a cooperative or multi-format retail environment would be particularly valuable.
3. **Accounting & Financial Expertise** – Further strengthen the Board’s financial depth with a senior finance or accounting executive who brings strong technical accounting, audit, financial reporting, controls, capital allocation, and balance-sheet experience. Ideally, this individual would have a CPA designation and experience serving on or chairing an Audit Committee. Given the investments underway, experience with major technology transformation, capital projects, and associated accounting and financial governance would also be beneficial.