



# Candidate

# Guide

Affinity Board of Directors  
2025 Recruitment

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## Introduction

Welcome to Affinity Credit Union's Board of Directors call for nominations. Affinity is a co-operative financial institution that is 100% owned by more than 144,000 members and Saskatchewan's largest credit union. Affinity has more than \$9.5 billion in managed assets with 49 locations in 41 communities. The future is bright for Affinity, its members and Saskatchewan communities.

## Call for Nominations

The Affinity Board of Directors has 12 members who are responsible to ensure that Affinity remains a forward-looking, responsible, and successful credit union that serves its community well. A director must comply with government regulations, protect credit union assets, safeguard member and employee rights, and ensure the financial health of the credit union.

Affinity's success relies on having a dedicated and engaged board. Through the recruitment process, the board seeks individuals with specific skill sets to ensure that, collectively, the board has the right balance of skills and experience for effective governance and oversight. Co-operative values are a fundamental part of the board's makeup because they reflect Affinity's commitment to its members and the communities it serves.

**The Board welcomes and encourages all qualified members to put their names forward for the 2025 director election and is particularly seeking applications from Indigenous members.**

This Candidate Guide provides information about the call for director candidates and the election process, including the skills and competencies the board is seeking in 2025. Once you have reviewed the enclosed information, if you are interested in being considered as a candidate for the Affinity Board of Directors, please complete and submit the Candidate Application at the end of this guide.

Candidates who do not meet the qualifications of directors under *The Credit Union Act, 1998* and outlined on page 5 will not be considered. Candidates who do not meet Affinity's 2025 Director Candidate Criteria outlined on page 6 may not be placed on the ballot.

**In 2025, four director positions are open for election, each for a three-year term.**

Nominations will be accepted from **12:00am on December 16, 2024, until 12:00pm on January 13, 2025.**

**Interested candidates are highly encouraged to attend the virtual Candidate Information Session scheduled for Tuesday, January 7, 2025, at 12:00pm.**

Candidates are encouraged to submit their nomination papers as early as possible.

If you have any questions, please contact Jacquie Greva, Director, Governance at 306.229.4002 or [governance@affinitycu.ca](mailto:governance@affinitycu.ca).

Affinity is committed to protecting personal information in accordance with legislative requirements. Personal information provided in the nomination and election process will be used and disclosed only for the purposes of administering the Affinity director election.

## Role of the Director

As a group, directors must have the skills and expertise necessary to carry out the board's oversight responsibilities to ensure solid financial performance, manage risks and safeguard member assets. The Board is responsible for the appointment, performance review and compensation of the Chief Executive Officer and provides guidance to management on Affinity's strategic plan and process.

An Affinity director must be a person of ability, experience, judgment and integrity. A director must comply with all legislative, financial and regulatory requirements to ensure the financial health of the credit union. Every director owes their duty of care to Affinity and is responsible for executing their duties in the best interest of the credit union.

### **Term of office**

The term of office for a director is three (3) years. Maximum tenure is twelve (12) years.

### **Time Commitment**

Preparation, attendance and active participation at quarterly board and committee meetings, strategic planning and board development is the expectation and responsibility of board members.

Accountability for board responsibilities is taken seriously. A record of board director attendance is disclosed annually to members and stakeholders in the Annual Report.

On average, a board director will require between 40–50 hours per quarterly meeting cycle to be effective in their role.

### **Board & committee meetings**

The Affinity Board of Directors annually approves the appointment of committee members, committee chairs and the election of the Board Chair and Board Vice-Chair.

Board and committee meetings are scheduled a year in advance and directors are expected to manage their calendars to meet these obligations. Regular quarterly board meetings are full-day, in-person sessions and held in Saskatoon. Regular quarterly board committee meetings are typically evening virtual sessions. Each director is assigned to a minimum of one or two board committees.

Meeting materials are provided one week prior to the meetings and directors need to devote preparation time in advance of the meeting to ensure productive discussions leading to informed decision making.

### **Strategic planning**

Semi-annually in-person strategic planning sessions are held in January and June with the board and members of the Executive Leadership Team.

### **Stakeholder engagement**

Board directors are expected to attend the Annual General Meeting (AGM), the annual Member Representative Fall Forum and participate in certain Member Council meetings throughout the year and any special member meetings that are scheduled during the year.

## **Credit union and co-operative events**

Board members have opportunities to attend a variety of events hosted by the credit union system and Canadian Credit Union Association, as well as community, member and employee events throughout the year.

## **Learning**

Following election, new directors are provided with a comprehensive orientation to the board and credit union operations including one in-person full day in Saskatoon plus several virtual onboarding sessions. Newly elected board members are also encouraged to participate in the Affinity Mentorship Program.

Affinity has a formal Director Education and Development Policy, and directors are required to participate in continuous learning and development. The board is also committed to assessing individual and collective effectiveness through an annual board assessment process.

## **Remuneration**

In accordance with Affinity policy, directors are compensated for their responsibilities and associated time commitment. The Director Remuneration Policy is reviewed regularly and reporting for director remuneration is presented to our members and stakeholders in the Annual Report. Affinity's director remuneration policy currently includes:

- an honorarium which is paid in equal monthly installments,
- a *per diem* for each board and committee meeting attended,
- travel costs to cover the time and mileage to attend meetings, and
- other out-of-pocket expenses, such as meals and accommodations.

## **Qualifications of Directors**

In addition to the qualifications set out in *The Credit Union Act, 1998* for directors, nominees for the Board of Directors must meet the qualifications as outlined in the Affinity Credit Union Bylaws.

To qualify as a nominee, the person must not otherwise be disqualified pursuant to the Act; and meet and maintain the qualifications identified below.

Each nominee and director shall meet the following qualifications:

- a) Be 18 years of age or older, a resident of Saskatchewan and have capacity to serve as a director.
- b) Provide evidence of qualification upon request by Affinity Credit Union.
- c) Have been a member of Affinity Credit Union for a minimum of one (1) year, as at the closing date for nominations.
- d) Use Affinity Credit Union as their primary financial institution.<sup>1</sup>

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<sup>1</sup> The requirement to use Affinity Credit Union as a director's primary financial institution will be considered satisfied if the director has an active personal, business or joint account. The requirement may be supported through an active chequing or savings account, or a lending or wealth management relationship that indicates engagement with the credit union.

- e) Not have been a person or a spouse<sup>2</sup> of a person involved in active legal proceedings against Affinity Credit Union or any of its affiliates or subsidiaries, in the previous thirty-six (36) months.
- f) Not be or have been a person or the spouse of a person with loans or credit in arrears more than sixty (60) days with Affinity Credit Union in the previous twelve (12) months or have any judgement registered against them at the date of the nomination.
- g) Not be a director or officer of a business selling products or services in competition with Affinity Credit Union, unless nominated for or appointed to such roles by Affinity Credit Union as its representative.
- h) Meet the requirements of Affinity Credit Union's Conflict of Interest policy.
- i) Not have been an employee or the spouse of an employee of Affinity Credit Union within twenty-four (24) months of the time at which nominations are opened.

## 2025 Director Candidate Criteria

The role of the board and its directors is to provide strategic direction to Affinity in a way that helps it bring value to its members and success to the credit union. This involves understanding the business, its environment and the future opportunities and challenges the credit union may face. For 2025, the board seeks to attract a diverse array of high-caliber candidates and is particularly seeking director applications from Indigenous members.

Being a director is a rewarding experience with opportunities for learning, gaining experience, contributing to your community and personal growth. Director positions demand a significant investment in time, energy and dedication. Moreover, it is a tremendous opportunity to contribute to the success of Affinity Credit Union.

### **Specific skills and experience**

In 2025, the board welcomes and encourages all qualified members and is particularly interested in hearing from prospective candidates who have demonstrated experience and expertise in one or more of the following areas.

#### **Human Resources and Compensation**

Experience with human resources issues in a corporate environment with relevant knowledge of regulatory requirements, compensation plan design and administration, leadership development/talent management, succession planning, and compensation decision-making, including ensuring alignment between compensation plans and corporate strategy.

#### **Information Technology**

Knowledge of current and emerging technologies, current risk and regulatory requirements as they would specifically apply to Affinity's strategic, regulatory and operating environment, including information security risk and cyber security risk.

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<sup>2</sup> In Saskatchewan, The Family Property Act and The Family Maintenance Act defines "spouse" as either two persons who are legally married or have been cohabiting with the other person as spouses continuously for at least two years (often referred to as a "common-law relationship").

### **Business Growth and Transformation**

Knowledge and experience with designing and implementing a member-focused service delivery strategy in a high-growth, evolving industry, including experience in mergers and acquisitions; leading significant strategic change; using technology and digital capabilities to advance business objectives in a business similar in size and complexity to Affinity Credit Union; innovative and/or disruption in a sector; brand strategy and roll out.

### **Diversity, equity and inclusion**

Affinity's board has identified diversity, equity and inclusion and Indigenization as essential elements in attracting directors and maintaining a high-functioning board. In accordance with Affinity's Board Diversity, Equity and Inclusion Policy, the credit union believes in having diverse representation among its directors, reflecting the diversity of our members, employees, stakeholders, and communities. The board continually strives for their composition to include an array of identities, abilities, backgrounds, cultures, skills, perspectives and experiences that are representative of Affinity's current and evolving membership.

For 2025, the board is specifically encouraging director applications from Indigenous members.

### **General character attributes and abilities**

Affinity is seeking directors with a broad range of strategic skills and depth of practice in leadership and governance.

The board considers leadership to be the ability to positively motivate and influence others, possess credibility and integrity, and effectively represent Affinity. Governance is defined by the board as the ability to demonstrate and apply knowledge and understanding of the role and responsibilities of the Board of Directors within Affinity's larger governance framework (i.e., legal / regulatory / industry / business context). Demonstrating leadership and governance abilities, directors can effectively oversee decision-making that ensures democratic values and community engagement are balanced with fiscal priorities and maintaining a strong organization.

The board seeks qualified candidates who bring experience in working with boards (either as a director or a senior level management team member) of organizations with similar attributes to Affinity, including size and sophistication, strategic focus, legal structure, and/or industry focus.

Potential candidates should be able to demonstrate their ability to:

- effectively represent Affinity and champion its purpose, vision and values,
- engage in constructive and open discussions, valuing a diversity of opinions and perspectives to make well informed decisions in the best interest of Affinity,
- make prudent and complex business decisions based on risk assessments and market conditions that reflect the risk appetite and values of Affinity, and
- foster a culture that promotes continuous improvement, collaboration and innovation.

## Candidate Assessment Process

The Nominating Committee of the board reviews each nomination and determines whether the nomination complies with the Credit Union Act, Affinity Bylaws and policies. The committee evaluates all nominations and is empowered to reject any that are not in order or don't meet eligibility requirements.

The Nominating Committee (in consultation with an independent external governance advisor) evaluates all eligible nominations and conducts interviews with those candidates that best align with the Board's 2025 Director Candidate criteria. The interview will be an opportunity for the candidate to share more about themselves and their qualifications. After the screening and interview processes have been completed, the committee proposes candidates for election to the board who, in its opinion:

- demonstrate experience in specific areas that will complement and strengthen the existing board; and
- possesses attributes and experience that are consistent with the values of Affinity and provide the board with the capacity to achieve its vision and protect the interests of members and communities.

As a Provincial Systemically Important Financial Institution (P-SIFI), Affinity is responsible to assess the suitability and integrity of Responsible Persons who manage and direct the credit union. In advance of candidates being placed before the membership for election, they are subject to a Responsible Persons assessment including a criminal record and comprehensive background check.

Regulatory requirements state that the board, collectively, must be independent from the CEO, senior management, and the operations of the institution to preserve independent, objective, and prudent business judgement to make decisions that are fair, objective and effective. All candidates will be assessed to determine their state of independence.

The board, exclusive of those directors having submitted their nomination, then considers the candidates as recommended by the Nominating Committee and approve the candidates to be placed before the membership for election. All candidates will be notified accordingly throughout the nominations process.

## Our Values & the Co-operative Difference

At Affinity Credit Union, we are focused on serving the community. We are dedicated to looking out for our members' financial health by offering great products, competitive rates and genuine, professional advice.

Our purpose as an organization and promise to our members, employees and communities is built on co-operative values and principles. These values and principles guide us in all we do and set us apart from any other financial institution. We had our members in mind when we built our purpose, vision and values. Where we're headed and how we get there are closely aligned with what our members have told us they want to see in their financial institution.



**Our Purpose**

Connecting people and communities to financial possibilities.

**Our Vision**

To be Saskatchewan's preferred financial partner and committed community builder.

**Our Values**

Open. Honest. Inclusive. Committed.

**Co-operative principles**

Affinity Credit Union is a co-operative financial institution meaning we're owned by our members and guided by the following co-operative principles.

- 1) Voluntary and open membership
- 2) Democratic member control
- 3) Member economic participation
- 4) Autonomy and independence
- 5) Education, training and information
- 6) Co-operation among co-operatives
- 7) Concern for community

**Contact Information**

For more information about this Director Election Candidate Guide, the Nominations Package or the recruitment process, please contact:

Jacquie Greva, Director, Governance  
Affinity Credit Union | Saskatoon Campus  
Tel: 306.229.4002  
Email: [governance@affinitycu.ca](mailto:governance@affinitycu.ca).

## Important Dates

The nominations and election process is complex and spans several months. The table below lists the key dates and events that occur during the process, along with the actions prospective candidates should take and references to further information on each step.

<b>2024-2025 Dates</b>	<b>Activity</b>	<b>Candidate Action Required</b>
December 16 – January 13	Nomination period	Submit the Nomination Application form and required materials. Ensure two (2) members have submitted their nomination forms prior to nomination closing date of January 13. The Director Candidate Guide and Nomination Application are available on Affinity’s website.
January 7 at 12 pm	Virtual candidate information session	<b>Interested candidates are strongly encouraged to attend</b> and can register for the session by emailing <a href="mailto:governance@affinitycu.ca">governance@affinitycu.ca</a>
January 13 at 12:00 pm	Nomination period closes	Ensure the Nomination Application form and all required materials have been submitted.
January 17 - 22	Candidate Assessment Process	No action required.
January 23	Selected candidates will be scheduled for an interview.	Confirm availability for scheduled interview.
January 27 - 30	Director Candidate Interviews	Attend a mandatory one-hour virtual interview.
February 11	All candidates will be contacted. Successful interview candidates will be placed on the election ballot.	No action required.
March 19 – March 31	Member voting period	Election campaigning (outlined on the next page)
No later than April 3	Candidates will be notified with election results and next steps will be communicated.	No action required.
April 16	Annual General Meeting (AGM) to be held virtually at 6:30pm. Director Election results will be communicated to the membership.	Attend virtual Annual General Meeting.
April 24	Board Reorganization Meeting and Orientation for newly elected directors.	Attend an in-person meeting/orientation in Saskatoon.

## Election Campaigning

Once accepted as a candidate by the Nominating Committee, you may wish to tell others about your candidacy and ask them to vote for you. To assist with this, below are a few guidelines to ensure campaigning is conducted fairly and equally by all candidates.

As an election candidate you **are not permitted** to:

- make election promises or state a position on policy matters;
- use non-digital media to advertise or promote your candidacy (brochures, newsletters, flyers) unless approved by Affinity;
- campaign in an Affinity advice centre, organize public meetings, or participate in media interviews in connection with the election process;
- contact Affinity executives, Board of Directors including the Nominating Committee (all inquiries should be directed to [governance@affinitycu.ca](mailto:governance@affinitycu.ca)); or
- ask credit union employees to assist with your campaign; this includes developing materials, writing candidate statements, taking photographs or campaigning on your behalf.

You may communicate your candidacy to your friends and family network using your personal email and social media, such as Facebook, Twitter, LinkedIn, etc. as long as the message is specific to notification of your candidacy.

Affinity will help by ensuring your candidacy is known to members when it's time to vote. We will support your campaign efforts by promoting the voting process. Our promotions will include your photograph and candidate statement, which will contain details about your competencies, skills and experience you bring to the Board table as identified in your candidate application form and through your interview with the Nominating Committee. This information will help members make informed decisions about who to vote for in the election.

As a candidate, you agree to abide by these guidelines. Not complying with these guidelines may result in disqualification. Any dispute about the interpretation or application of these guidelines shall be reviewed and decided by the Nominating Committee.

## Contact Information

For more information about this Director Election Candidate Guide, the Nominations Package or the recruitment process, please contact:

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