

## Board of Directors Criteria

Individuals who will add value to the Stewardship Ontario Board of Directors by meeting the following criteria and bringing the following qualities:

### I. **Eligibility**

To be eligible for nomination a candidate must be either:

- An employee of a company that pays stewardship fees to Stewardship Ontario; or
- An employee of one of the industry associations below whose members have paid at least \$1 million to Stewardship Ontario in the most recently completed year.
  - Automotive Industries Association of Canada
  - Canadian Cosmetic Toiletry and Fragrance Association
  - Retail Council of Canada
  - Food and Consumer Products of Canada
  - Canadian Association of Chain Drug Stores
  - Canadian Newspaper Association
  - Refreshments Canada
  - Canadian Paint and Coating Association
  - Canadian Hardware and Housewares Manufacturers Associations
  - Canadian Consumer Specialty Products Association
  - Canadian Restaurant and Foodservice Association
  - Canadian Federation of Independent Grocers
  - Ontario Community Newspaper Association

### II. **Selection Criteria**

In addition to meeting the eligibility criteria above, candidates will be selected on the basis of the following criteria and qualities:

#### *Board Experience & Governance Knowledge*

- Independence of judgment and perspective (rather than narrow sectoral interest)
- Prior board experience and/or knowledge of governance best practices
- Willingness to prepare for board meetings and participate actively in meetings
- Prepared to be accountable for Stewardship Ontario's statutory obligations and program requirements
- Ability to provide fiduciary oversight for a \$100+ million business

#### *Executive Qualities*

- Decisive – will make the right decision for Stewardship Ontario and not for his/her constituents/corporation/associations
- Brings a strategic approach to business issues, can articulate a vision
- Has led or has been involved in change management and organizational transformation
- At ease with industry leaders, CEOs and senior executives
- Comfortable in a complex organization
- Tolerance for ambiguities

- Transition – exposure to an organization that has gone through a transition
- Program design, delivery, and management experience
- Creative, innovative, entrepreneurial style
- Bring passion for what Stewardship Ontario can achieve

#### *Special Areas/Technical Depth*

- Financial acumen, business experience (large organization of people and large budgets)
  - Analytical, due diligence
  - Risk management
  - Transactional activities
  - New business start-ups
- Reputational management, positioning and marketing, corporate communications skills, influence behavioural change to target markets and stakeholders
- Experience developing strategies or approaches in an environment of emerging competition (i.e. where the business or some of its products were first to market but then faced growing competition from other market entrants)
- Human Resources management
- Government relations – proactive and solutions oriented interface. Two-way interaction and anticipation of issues. Gets in at the policy making level of Government
- A positive attitude to sustainability
  - Bring a balance in business context (i.e. looks at long-term vision)
  - Lowest costs versus right thing for environment

#### *Personal Qualities*

- Pragmatism
- Integrity
- Perspective and judgment
- Courage
- Commitment
- Energy
- Sense of humour