



Mosaik
CREDIT UNION

Board of Directors

Nomination Package 2026



Deadline for Nominations: March 19, 2026
Please submit to: nominations@mosaikcu.ca

Message from the Nominations Committee



Dear Prospective Board Candidate:

Mosaik Credit Union is a full-service financial institution with branches across 9 locations, over 14,000 members and approximately \$355Mil in assets.

On behalf of the Board of Directors of Mosaik Credit Union I am pleased to invite you to consider standing for election to our Board of Directors. Serving as a Director is a meaningful opportunity to contribute to the governance and strategic direction of a member-owned organization that plays a vital role in our community.

Our Board is responsible for overseeing the credit union's performance, ensuring financial sustainability, and safeguarding the interests of all members. Directors bring a diverse range of skills, experience, and perspectives, and collectively, we strive to ensure strong governance, sound decision-making, and alignment with our cooperative principles. Directors are responsible for guiding the credit union in alignment with our mission, values, and regulatory requirements.

We encourage members with a commitment to ethical leadership, community engagement, and financial stewardship to consider this opportunity. Your expertise, insights, and dedication can help shape the future of Mosaik Credit Union and strengthen the value we deliver to our members.

This Nomination Package provides information on the role of a Director, the competencies and skills sought, and the process for nomination. We hope it will support you in understanding the expectations and responsibilities of board service.

Thank you for your interest in contributing to the governance of Mosaik Credit Union. Your participation strengthens our credit union and helps ensure that we continue to serve our members with integrity, prudence, and excellence.

Sincerely,

Carolyn Allen
Chair, Nomination Committee
Mosaik Credit Union

Eligibility for the Board

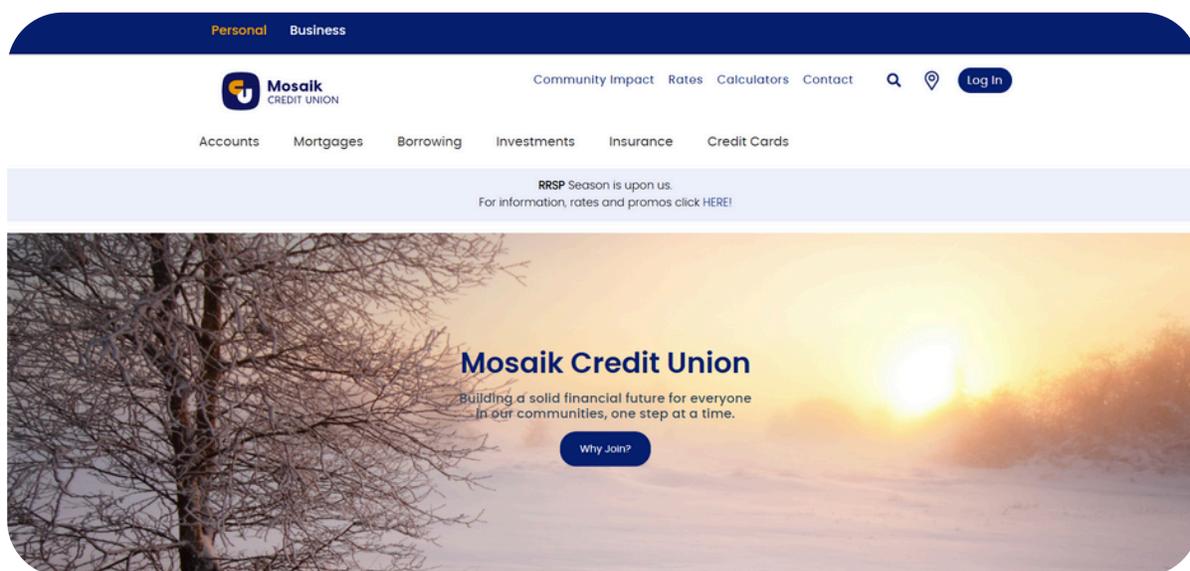
A citizen of Canada, or permanent resident of Canada, who is eighteen (18) years of age, a member of the Credit Union and satisfies the requirements set out in these by-laws is eligible to serve as a director unless they are:

- an undischarged bankrupt;
- an employee of a member of the Central, the Nova Scotia Credit Union Deposit Insurance Corporation or a deposit insurer;
- an auditor, or a partner of the auditor's firm, of any member of the Central;
- a member who is in arrears for more than ninety (90) days under a debt obligation to a member of the Central;
- the solicitor, or a partner of the solicitor's firm, of any member of the Central; or
- a civil servant whose official duties are concerned with the affairs of credit unions

Role of the Board

Directors are entrusted with the governance of the credit union and are accountable to members. Key responsibilities include:

- Setting strategic direction and oversight of performance
- Monitoring financial and operational risks
- Ensuring regulatory compliance and governance standards
- Appointing and evaluating the CEO
- Protecting and advancing the interests of members
- Upholding cooperative principles and ethical conduct



Powers and Duties of Directors

As outlined in Article 5.03 of the Credit Union By-laws the directors shall:

- exercise the powers of the Credit Union directly, or indirectly through the employees and agents of the Credit Union; and
- direct the management of the business and affairs of the Credit Union;
- authorize termination of membership and establish the form and manner in which all applications for membership or associate status are accepted. The Board of Directors may delegate to the President & CEO the authority to approve applications for membership or associate status;
- establish the manner in which interest rates on loans, and deposits are determined;
- declare such dividends and patronage refunds as these by-laws may authorize;
- appoint a credit committee and an audit committee and any other committees it deems necessary and delegate appropriate levels of authority to these committees;
- approve a loan policy for the Credit Union;
- approve an investment policy and authorize investments on behalf of the Credit Union, approve all other policies deemed necessary for the effective operation of the Credit Union;
- ensure effective internal control processes are in place for the Credit Union;
- oversee the risk management program of the Credit Union;
- ensure the Credit Union maintains adequate insurance and bonding coverage
- authorize the write-off of uncollectible loans;
- appoint signing authorities for the Credit Union;
- elect officers of the Credit Union;
- hire a President and CEO for the Credit Union;
- appoint delegates and alternate delegates as required by Atlantic Central's By-laws and the policies of the Credit Union; and
- perform such other duties as may be required by the Act, the Regulations, these by-laws to ensure the effective and efficient management of the Credit Union.



Director Fiduciary Responsibilities

The Director, in discharging his or her duties, must act:

Honestly and in good faith

Every Director is to act honestly and in good faith with a view towards the best interests of the Credit Union.

The key elements of this standard of behaviour are:

- A Director must act in the best interests of the Credit Union and not in the best interest of a special interest group or constituency;
- A Director must adhere to the Conflict of Interest Policy of the Credit Union;
- A Director must adhere to the Code of Conduct of the Credit Union as well as the ethical standards of the Credit Union;
- A Director must act in a manner that reflects the reputation of the Credit Union and in a manner that honours the values of the Credit Union.

With care, diligence, and skill

- A Director must respect the confidentiality of information learned in the performance of their duty as a Director; this confidentiality remains after the person is no longer a Director of the Credit Union;
- A Director shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in similar circumstances. It is recognized that the standard of behaviour expected of a Director will depend upon the particular qualities or characteristics that the Director brings to the discussion;
- A Director shall demonstrate good judgment, interact appropriately with the leadership and management of the Credit Union, be a positive and constructive force within the Board, demonstrate an openness to other's opinions and be willing to listen, have the confidence and willingness to make tough decisions including the strength to challenge the majority view while maintaining collaborative and congenial relationships with colleagues on the Board;
- Advise the Board Chair in advance when introducing significant and/or previously unknown information or material at a Board meeting.

Without self-interest

The Director has a fiduciary duty to the Credit Union. This duty recognizes that Directors are in a position of trust over the actions of the Credit Union and can engage in activities that can harm the organization. The Director is responsible to act for the Credit Union's benefit, rather than for himself/herself. Directors will be prohibited from:

- Engaging in activities that put their personal interests in conflict with the best interests of the Credit Union;
- Engaging in activities that would provide the Director, or others, with a direct benefit that should have been earned by the Credit Union;
- Failing to act in a situation where action would be in the best interests of the Credit Union;
- Taking an opportunity for personal profit that the Credit Union either could have obtained for itself or that it was actively seeking.

With compliance

- Director must comply with the requirements of Directors as stipulated in the bylaws of the Credit Union and the Credit Union Act ("Act");
- Identify conflict of interest or unacceptable behaviours or actions conducted by fellow Directors or Executive to the Board Chair.

Core Board Competencies

We seek candidates with strengths in one or more of the following areas. Collectively, these competencies ensure the board's effectiveness and the credit union's sustainability.

Competency	Description
Governance & Fiduciary Oversight	Knowledge of cooperative governance principles, fiduciary duties, and director accountability. Ability to provide independent judgment and uphold integrity.
Strategy & Risk Management	Experience contributing to strategic planning and oversight of enterprise risks, including credit, operational, and strategic risks.
Financial Literacy & Business Acumen	Ability to interpret financial statements, budgets, and performance metrics. Understanding of capital adequacy, asset-liability management, and cooperative financial models.
Credit & Retail Financial Services	Understanding of lending practices, member products, credit risk, and service delivery within financial institutions.
Regulatory & Compliance Awareness	Familiarity with regulatory frameworks, prudential standards, and compliance obligations relevant to credit unions.
Leadership & Human Capital Oversight	Experience overseeing executive leadership, CEO performance, succession planning, and organizational culture.
Member & Community Focus	Commitment to member service, financial inclusion, and community impact. Understanding of cooperative values and member perspectives.
Technology & Digital Innovation	Awareness of digital banking, cybersecurity, fintech trends, and technology strategy critical to operational resilience.
Ethics & Integrity	Strong ethical judgment, awareness of conflicts of interest, conduct risk, and reputational considerations.
Board Collaboration & Effectiveness	Ability to contribute to board discussions constructively, work collaboratively, and demonstrate professional diligence.

Positions available in 2026

This year there are three (3) full term positions up for election. All Director terms will end in 2029.

Skills and Qualifications

To best serve the Credit Union, our Board needs directors with demonstrated experience and skills needed to enable the effective functioning of our Board of Directors. Candidates should ideally demonstrate a combination of the following:

- Practical governance or board experience
- Strategic thinking and risk oversight capability
- Financial and accounting literacy
- Knowledge of credit unions, financial services, or cooperative models
- Leadership, talent oversight, and organizational development experience
- Awareness of regulatory, compliance, and legal obligations
- Commitment to ethical conduct and fiduciary responsibility
- Member and community engagement experience
- Digital and technology literacy
- Collaborative and effective communication skills

Note: *Directors are not expected to possess all skills. The Board seeks a complementary mix to ensure collective effectiveness.*

Commitment of Directors

Directors are expected to:

- Attend board and committee meetings regularly
- Dedicate time to review materials and prepare for discussions
- Participate in continuing education and board development
- Comply with regulatory requirements and ethical standards

Nomination Process

1. Complete the Nomination Package, and attach a head shot photo of yourself.
2. Submit a brief biography highlighting governance, financial, leadership, and sector experience.
3. Nominations are reviewed by the Nominations Committee for suitability, skills balance, and board diversity considerations.
4. Shortlisted candidates may be invited for an interview or discussion with the committee.
5. Successful nominees are presented to members at the Annual General Meeting.

Note: *If the number of qualified nominees is less than or equal to the number of positions to be filled, the nominees will be declared elected by acclamation at the Annual General Meeting.*

If the number of qualified nominees is greater than the number of available board positions, an election will be held. The Nominations Committee will provide details on the election to all members, including election dates and how to cast your vote. The results of any election will be announced to members at the Annual General Meeting.

Important Timelines

1. Call for Nominations Open/Nomination packages available
 - **February 17, 2026**
2. Deadline or closing date for all nominations
 - **March 19, 2026**
3. Evaluation of nominations, including interviews
 - **by March 27, 2026**
4. Notice of AGM to members
 - **March 29, 2026**
5. Advance poll for elections
 - **April 3 - 23, 2026**
6. Annual General Meeting
 - **April 28, 2026**

Contact Information

For questions or support with the nomination process, please contact:

Cris Sanford, Corporate Secretary

Email: csanford@mosaikcu.ca

Phone: 902-895-4502

Nominations Committee:

Carolyn Allen (Committee Chair)

E-mail: callen@mosaikcu.ca

Andre Veinotte

E-mail: aveniotte@mosaikcu.ca

VanEssa Roberts

E-mail: vroberts@mosaikcu.ca

Andre Myette

E-mail: amyette@mosaikcu.ca



"If we are wise, we will help the people everywhere to get the good and abundant life...to become masters of their own destiny."

Rt. Rev. Dr. Moses Coady (1882-1959)

Endorsement Form



We, the undersigned, nominate _____, of
(name of candidate)

_____, Nova Scotia, for the position of Director of the Board of Mosaik
(county)

Credit Union Limited.

Dated this _____ day of _____, 2026, at _____, Nova Scotia.

Endorser Name	Account #	Signature	Date
1.			
2.			

Note: Sponsors must be Mosaik Credit Union members.

By signing below, I conform that:

- I am a member in good standing of the Credit Union as defined under the Nova Scotia Credit Union Act.
- I am at least 18 years of age.
- I am not disqualified from serving as a director under the Act, Regulations, or the Credit Union's bylaws.
- I understand that directors are subject to fit and proper requirements, fiduciary duties, and conflict of interest rules.
- I consent to my name standing for election and to the use of my information for election and governance purposes.

Nominee Signature _____

Date _____

Credit Union Director - Skills & Competencies Self-Assessment



Instructions:

Please rate your level of experience for each competency and provide examples of your relevant experience or achievements in the box provided on the following page. This helps the Nominations Committee ensure a balanced and effective board.

Competency	Basic (1)	Good (2)	Strong (3)	Expert (4)
Governance & Fiduciary Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy & Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Literacy & Business Acumen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Credit & Retail Financial Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory & Compliance Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership & Human Capital Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Member & Community Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Guidance for Completion:

- Directors are **not expected to have all competencies**; focus on areas of strength and relevant experience.
- Ratings are based on **practical experience and demonstrated impact**, not formal titles or qualifications

