

Canada's CFO of the Year Directeur financier canadien de l'année

Canada's CFO of the Year™ Award 2012 Submission Guidelines

Honouring Canada's financial leaders

Canada's CFO of the Year™ Award is presented to senior financial leaders who have made a contribution to business in Canada with quality, insight and steady direction. Candidates may be nominated in any business sector by CEOs, boards of directors, financial analysts, and other senior executives. All nominations are confidential. The nomination process is facilitated by Robert Half and the honouree is determined by an independent selection committee.

To submit a nomination visit www.cfoy.ca

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Eligibility requirements

- You are a Chief Financial Officer or Head of Finance with either a public or private organization.
- You are a Canadian citizen or landed immigrant, and a current resident of Canada.
- You have been in your current role for at least two years.
- Your nomination has been validated and endorsed by both yourself and the Chief Executive Officer of your organization.
- You are not employed by, or affiliated with, any of the organizations that sponsor Canada's CFO of the Year Award.

There will be a 10-year grace period before another CFO from the same organization can be considered for the Award.

The selection committee reserves the right to select 1 or 2 eligible candidates depending on the applicants and circumstances covering both public and private companies.

Nomination package requirements

Your submission includes two sections. Many nominees get support in compiling the following information from their marketing and communications or investor relations groups.

A. Personal and career information

Nominee's Information

- First Name
- Last Name
- Title
- Organization
- Business Address
- Business Telephone
- Cell Phone
- Email
- Assistant's Name, Phone and Email

Biography

- A detailed biography or resume, outlining career history and credentials.

Photograph

- A recent photograph (a head-and-shoulders business shot, 5 x 7 inch or larger print).

References

- Please list three individuals who have worked with you in your efforts and who may provide a reference. Include each person's name, title, company name, and full contact information including email address, company address and direct telephone number.

B. Award criteria

The context in which a CFO functions, including: transparency of financial reporting, highest standards of corporate behaviour, nature of accounting practices, and commitment to good corporate governance consistent with current standards and evolving guidelines will be considered in assessing potential candidates.

This section requires the submission of supplementary information on how you have exemplified the five Award criteria (Vision and Leadership, Corporate Reporting and Performance, Social Responsibility, Innovation, and Business Complexity) as detailed below.

This section should not exceed five pages or 2,000 words in length, not including the financial information required for the Corporate Reporting and Performance section.

1. Vision and leadership

The role of the CFO provides leadership beyond the balance sheet and financial reporting. Today's CFO combines the ability to lead and inspire people within an organization with requisite financial acumen.

Outline the vision you've shown, highlighting leadership ability within your team and organization. This may include specific situations or initiatives where your insight, judgment, and ability to lead and inspire have shaped the success of your organization. In these difficult times, it is particularly important to recognize CFOs that display these qualities of teamwork and leadership. Please submit a one-page statement describing how, as CFO, you have guided your organization to manage financial turbulence, achieve a new level of growth, or contribute to maintaining shareholder value in difficult times.

2. Corporate reporting and performance

Full and fair disclosure, sound financial management, integrity and a commitment to ethical business conduct are central to the role of CFO and to your organization's financial performance. Amid the current economic uncertainty, steady and pragmatic financial leadership among Canadian CFOs is important.

Company profile and financial information

Please include a description of the organization for which you are a CFO, including a description of products, services and overall strategic goals as well as details of your role and your impact on the organization's initiatives and performance.

Enclose one copy of the organization's latest annual report (or financial statements for each of the last two years if no annual report is available). Public companies should also include a full share price history for the last two years.

Submit detailed financial information including but not limited to:

- Revenues
- Total assets
- EBITDA (earnings before interest, taxes, depreciation and amortization)
- Total debts
- Earnings per share
- Return on shareholder's equity
- Market position
- Cash flow from operations

Submission materials checklist

You must disclose any regulatory action or material financial restatements that have transpired during your tenure at your current or past organization(s). Neither will necessarily disqualify a candidate. Please refer to the Confidentiality section of this package.

3. Social responsibility

In addition to a commitment to integrity and a passion for the future of Canadian business, the CFO applies his or her influence, skill, and creativity to make a significant contribution to the profession and to the community.

Please include a one-page description of how you have used your skills and creativity to contribute positively to the community or profession. Describe the strategy and the resources committed to this initiative and the benefits derived as a result.

4. Innovation

As an innovator, the CFO can transform and shape the successful financial performance of an organization while exercising sound business judgment and demonstrating excellence in his or her field.

Please include a one-page description of how your organization has an innovative approach to its employees, customers and overall financial processes. Include evidence that indicates why this innovative approach has demonstrated excellence in this particular field.

5. Business complexity

Increasingly, organizations are required to anticipate changes in the marketplace and be proactive in developing creative solutions that provide value to their stakeholders.

Organizations of all sizes and from all industries face their own unique challenges from an internal and external perspective. The CFO plays a key role in proactively managing and reporting on the financial health of their organization. Please include a one-page description of initiatives you have undertaken to provide a better and more proactive approach to managing change and turning it into a competitive advantage.

Suggested areas for examples of such initiatives include, but are not limited to: people, IT, international expansion and growth strategies.

Please include one copy of each of the following by **January 20, 2012**

**Please note that submission materials, including photos, will not be returned.*

Part A: Personal and career information

- Nominee's Information
- Biography
- Photograph
- References

Part B: Award criteria

- Vision and leadership
 - Corporate Reporting and Performance
(Company Information and Financial Information)
 - Social responsibility
 - Innovation
 - Business complexity
-

Please submit all information directly to:

Canada's CFO of the Year
Robert Half
181 Bay Street, Suite 820
Toronto, ON M5J 2T3
cfoy@rhi.com

Confidentiality

Nominee information will be only used for determination of the Award, and will only be seen by Robert Half and the Selection Committee.

The award recipient(s) may be asked to participate in a profile article to appear in various Canadian media outlets and subsequent interviews. Once the award recipient(s) have been determined, the Canada's CFO of the Year Award program will liaise with the winner's organization to facilitate the aforementioned promotion.

By submitting a nomination, you are consenting to be considered for Canada's CFO of the Year Award.

Frequently asked questions

1. *Who can nominate a CFO?*

Candidates may be nominated by CEOs, boards of directors, financial analysts, and other senior executives. The nominee and the nominee's Chief Executive Officer must acknowledge awareness and acceptance of the nomination in a signed letter.

2. *Is this an award solely for public company CFOs?*

The program will strive to ensure that it receives a large number of applicants from smaller cap and private company sectors who have just as deserving CFOs as those from the large public companies. Furthermore, the selection committee will, at their discretion, consider multiple winners. This approach will ensure that we recognize excellence among CFOs from all businesses, large and small, however they are structured.

3. *I've been nominated by one of my peers. What's the next step?*

Canada's CFO of the Year Award program has been designed so that participation by both the nominators and their candidates will be as easy and straightforward as possible. Once you have been nominated, you must provide the Selection Committee with information that supports your nomination. Detailed information requirements are outlined in the Submission Requirements section.

4. *Is there any fee to nominate a candidate in Canada's CFO of the Year Award program?*

There is no entry fee to participate in Canada's CFO of the Year Award program.

5. *What are the deadlines for all nominations and for submission of the completed nomination package?*

Nominations will be accepted from October 12, 2011 to December 16, 2011. Submissions of the completed nomination package from nominees are due January 20, 2012.

6. *How will I know if my nomination has been received and processed?*

Upon receipt of a completed nomination, the nominator will receive confirmation of receipt from Robert Half. Included in this communication will be a timeline outlining the selection process and dates at which nominators will be contacted about the status of their nomination. Please indicate a lead point of contact on the online Nomination Form.

7. *Who will be judging the entries?*

A distinguished Selection Committee will review each entry for Canada's CFO of the Year Award. Please see www.cfof.ca/selection.html for the members of the Selection Committee.

8. *How will the Award recipient be notified?*

The nominee(s) selected as Canada's CFO of the Year will be notified of his or her status by telephone in late February, 2012. The nominator(s) will also be notified of the nominee's status at this time. Canada's CFO of the Year Award asks that this information be held in confidence until the designated official announcement of the Award's 2012 recipient.

9. *What will the 2012 Canada's CFO of the Year Award recipient receive?*

The honouree(s) will receive an award as well as a \$5,000 contribution to the charity of their choice, and will be honoured at a dinner reception at The Fairmont Royal York in Toronto, Ontario on May 3, 2012. The accomplishments of the honouree(s) will be highlighted on Canada's CFO of the Year Award web site, on participating sponsors' sites, and in an advertisement in The Globe and Mail following the 2012 award dinner. A news release announcing the 2012 Canada's CFO of the Year will be issued in early March 2012. The award recipient(s) will receive advance notification and the award program will work with the award recipient's organization to determine appropriate timing of the announcement during this timeframe.

10. *How recent should submitted initiatives be to be considered for this Award?*

Broadly speaking, the Selection Committee seeks to identify and reward the CFO who has had the greatest impact on their organization's performance during the last 12 to 24 months.

11. *Can in-process initiatives be submitted?*

Only initiatives that have measurable results can be submitted for consideration. If a project is a multi-step endeavour, accomplishments for individual steps may be entered provided that results are available.

12. *What will be done with all of the information I've submitted?*

Information submitted as part of the Award process will be collected and kept in the strictest confidence. Please see the Confidentiality section.

13. *How do you ensure the independence of the selection process?*

The Selection Committee and its processes operate independently from all sponsors and associated organizations.

14. *Must a candidate for this Award have the title of CFO?*

Only CFOs and Heads of Finance are eligible to win Canada's CFO of the Year Award. For more information, please see the Qualification Guidelines section.

15. *Who can be contacted for more information?*

Please direct any questions related to the nomination process to:

Robert Half
1-877-865-01 99
cfof@rhi.com