



Canada's CFO of the Year™ Award Criteria

The context within which a CFO functions, including: transparency of financial reporting, the nature of accounting practices, adherence to the highest standards of business behaviour, and a commitment to strong corporate governance practices consistent with current standards and evolving guidelines, will be taken into consideration when evaluating potential candidates.

As a guideline, this section should be approximately six pages or 2,500 words in length, not including the financial information required for the Demonstrating Financial Accountability section.



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Inspirational Leadership

The contemporary CFO role provides leadership far beyond the balance sheet and financial reporting. Today's CFO builds upon their requisite financial acumen by developing/implementing their organization's strategy and leading and inspiring its people.

Consider the following guidelines:

- Outline a vision the nominee has provided and/or created, highlighting their leadership within their team and organization. How did the nominee inspire their team to embrace the vision they put forward and achieve success working toward that goal?
- Describe a critical strategy or initiative that the nominee led that resulted in a successful outcome. How has the nominee led the strategy while also demonstrating an understanding of the macro environment and changing contemporary landscape in which the company and industry operates?
- Describe specific situations or initiatives where the nominee's insight, judgment, and ability to lead and inspire have been instrumental in helping to shape the strategic direction and success of the organization.
- How has the nominee managed to leverage key external partners/stakeholder relationships, such as clients, shareholders, and vendors, among others, to support their organization's strategies and objectives?
- Describe how the nominee has helped their organization achieve new levels of growth, and/or has contributed to enhanced valuation.
- If applicable, describe how the nominee has successfully guided their organization through financial turbulence.

Business Performance

The CFO plays an important role in ensuring the success of their organization – whether that is a publicly listed entity or private company, a not-for-profit, or institutional organization, by contributing to its strategic direction and, in turn its business performance.

Outline how the nominee's organization has performed, as measured by profit, growth, or another metric, along with the role the nominee has had in achieving this success.

Consider the following guidelines:

- Describe how the nominee tackled a business challenge their organization has faced in the past two years. For example, how did the nominee use their personal credibility, act as a catalyst to mobilize staff, and demonstrate analytical and problem solving skills to effect change within their organization?
- Provide examples to illustrate how your nominee has excelled in the area of deploying resources to meet and exceed financial and operating objectives.
- Where appropriate, and using metrics where possible, describe how the nominee's organization's performance compares to that of its competitors or peers over the past three to five years, under the nominee's leadership.



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Demonstrating Financial Accountability

Full and fair disclosure, sound financial management, integrity, and a commitment to ethical business conduct are central to the role of CFO and to an organization's financial performance, whether their entity is publicly listed, private, a not-for-profit, or an institutional organization.

Entity profile and financial information:

Please include a description of the nominee's organization, including a description of its products, services and overall strategic goals, as well as details of the nominee's specific role and their impact on the organization's initiatives.

Consider the following guidelines:

- Describe notable investor or creditor relations activities that the nominee led or had a prominent role participating in. For example, efforts to successfully attract investment or financing to their organization should be highlighted.
- Illustrate the nominee's leadership in stakeholder relations by describing significant interactions the nominee has undertaken with various internal or external corporate stakeholders, such as the board of directors, senior executives, employees, shareholders, analysts, or the wider community.
- Describe how the nominee has demonstrated leadership in driving financial accountability in their organization and has contributed to ensuring transparency and compliance with financial and operating reporting requirements.
- Describe how the nominee has communicated their risk management of the organization's finances to its key stakeholders.
- Provide examples of excellence in financial and/or operational reporting led by the nominee that have contributed to its various stakeholders having an improved understanding of current and expected future performance.



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Demonstrating Financial Accountability

Publicly-listed entities:

Please 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). Please also include a full share price history for the past two years, and submit detailed financial information including, but not limited to, the following metrics:

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

Or:

Private, not-for-profit, or institutional organizations:

submit detailed financial information that includes, but is not limited to, the following metrics:

- Capital management
- Capital/Operating budget
- Market position
- Budgeting
- Allocation of funds
- Revenue recognition
- Regulatory compliance
- Cost control
- Value for money

Any regulatory action or material financial restatements that have transpired during the nominee's tenure at their current or past organization(s) must be disclosed. Neither activity will necessarily disqualify a candidate. Please refer to the confidentiality section.



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Social Responsibility

In addition to illustrating commitment to integrity and a passion for business, many CFOs apply their influence, skill and creativity to make a significant contribution to their community, both in and out of the office.

Consider the following guidelines:

- Describe an organizational commitment to social responsibility and the role of the nominee in making it successful. If available, please provide a corporate social responsibility or sustainability report, and/or other relevant documentation that can illustrate the work the organization and nominee are doing.
- How has the nominee's commitment to social responsibility positively impacted the community and also improved your organization's reputation?
- Describe any community outreach programs that the nominee has personally participated in, and the result of their involvement in these programs

Mentoring & Development

Today's CFO understands the importance of building a great team, supporting the careers and skill development of their staff, succession planning, and furthering the capabilities of finance team professionals.

Please outline how the applicant has personally contributed to the careers of finance team professionals (internally and/or externally). Examples can include the development of training programs and cross discipline learning experiences.

Innovation

An innovative CFO can help transform and shape their organization. Please provide a detailed description of how the nominee has personally applied an innovative approach to their company and its employees, customers and overall financial processes. Illustrate how this approach has demonstrated innovation and provided excellence to their company and to a particular industry or sector.

For example:

Perhaps best directed to a nominee from a for-profit entity, how has the nominee led transformational change to enhance their organization's success through business/financial growth and managing the related investor funding?

Perhaps best directed to a nominee from a non-for-profit or institutional entity, how has your nominee contributed to bringing innovation and creativity to their organization through managing public resources?



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