

# ENMAX DIRECTOR SKILL MATRIX

ATTACHMENT 5b

ISC: UNRESTRICTED

AC2019-0527

Key Skills	Neil Camarta	Laura Formusa	Gianna Manes	Eric Markell	Gregory Melchin	Elise Rees	Charles Ruigrok	Kathy Sendall	Richard Shaw
Commodities / Wholesale Electricity Trading			✓	✓					
Corporate Governance / Legal	✓	✓	✓	✓	✓	✓	✓	✓	✓
Electricity Utility Sector		✓	✓	✓			✓		✓
Energy Sector		✓	✓	✓	✓	✓	✓	✓	✓
Environmental	✓	✓	✓	✓			✓	✓	
Financial		✓		✓	✓	✓	✓		✓
Human Resources	✓	✓	✓			✓	✓	✓	✓
Political and/or Government	✓	✓	✓	✓	✓		✓	✓	
Project Management, Engineering or Construction	✓	✓	✓	✓			✓	✓	
Retail Industry		✓	✓			✓		✓	
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	
Technology		✓	✓						

Skill Area	Skill Descriptor	Skill Area	Skill Descriptor
Commodities / Wholesale Electricity Trading	Senior executive or consulting experience in commodity or whole electricity trade operations.	Human Resources	Senior executive experience or relevant board committee participation with an understanding of compensation, benefit and pension programs, human capital planning, legislation and agreements. Exec compensation expertise incl. base pay, incentives, equity and perquisites, and an understanding of retention, succession, training and recruitment.
Corporate Governance / Legal	Senior executive, board member or consulting experience in corporate governance and legal matters applicable to business. <i>(Note: Legal skill area represents a variety of legal areas and is not limited to a lawyer).</i>	Political and/or Government	Experience in or with senior levels of municipal, provincial or federal government, and/or senior management experience in political and public consultation.
Electricity Utility Sector	Senior executive experience in electric utility (e.g. regulated rate) involving retail transmission, distribution and/or generation. <i>(Note: Energy Sector Skill area captures competitive electricity.)</i>	Project Management, Engineering or Construction	Senior executive experience in large-scale infrastructure projects or capital investment programs. May include formal education in this regard.
Energy Sector	Senior executive or consulting experience in the competitive energy, electricity or natural gas markets, combined with a strong knowledge of ENMAX's strategy, markets, competitors, financials, operational issues, regulatory concerns and technology. May have technical training and formal education in this regard (e.g. engineering degree).	Retail Industry	Senior executive or consulting experience in retail operations.
Environmental	Thorough understanding of environmental and sustainability frameworks (legal, regulatory and policy) applicable to business and broader energy industry.	Risk Management	Senior executive experience in analyzing exposure to risk and successfully determining appropriate mitigants to best handle such exposure.
Financial	Senior executive experience or consulting in financial accounting and reporting and corporate finance, especially with respect to debt and equity markets. Comprehensive knowledge of internal financial controls and reporting standards. Expertise in auditing, evaluating or analyzing financial statements. May have formal education in this regard.	Technology	Senior executive or consulting experience with technology applicable to electricity system. May also include Information Technology.