

Penn Millers
Board Member Recruitment Criteria

To be considered for Penn Millers Board membership, individuals should possess all of the following personal characteristics:

Integrity and Accountability. Character will be the primary consideration in evaluating all candidates for Board membership.

Sound Judgment. The ability to provide thoughtful counsel on a broad range of issues.

Financial Acumen. The ability to read and understand an income statement and balance sheet. The ability to understand and address core issues that underlay the financial results. The Board will try to have two Qualified Financial Professional (QFP) representatives on the Board at all times.

Emotional Intelligence. The ability to ask questions, listen and to approach others directly, responsibly and supportively. There must be a willingness to raise difficult and sensitive issues in a manner that encourages open discussion.

High Performance Standards. Candidates should have a history of achievements reflecting high standards for themselves and others.

In addition, the Board as a whole should process most, if not all, of the following core competencies:

- Strategic Planning
- General Management
- Marketing
- Finance and Accounting
- Legal
- Governance

And, lastly, the following characteristics/competencies must be considered for each Board opening:

- Maintaining diversity
- Knowledge of targeted industries
- Insurance industry knowledge
- Public company experience
- Information management