



Sheila Hart, FSA, FCIA

Board Director | Former CFO |
Financial Services Executive

Finance executive with over 40 years of experience across diverse financial institutions, including a leadership assignment in Japan. Currently serving on the Board of Directors at Equitable Life of Canada, the largest federally regulated mutual life insurance company in the country.

PROFESSIONAL EXPERTISE SUMMARY

Executive Financial Leadership: Extensive experience leading financial, actuarial, capital, risk management, tax and internal audit functions. Managed relationships with regulator (OSFI), Board Audit Committee, rating agencies and external auditors. Successfully led major finance initiatives including implementation of the LICAT capital regime, adoption of IFRS 9 & 17 accounting standards and the integration of a significant M&A transaction.

Governance and Oversight: Board-level experience with a focus on investment and compliance oversight, corporate governance and enterprise risk management.

Risk Management: Held leadership responsibility for global product risk at a multinational insurer. Developed and implemented enterprise-wide pricing standards and governance structures. Led the evolution of the risk oversight function at a Canadian mutual insurer.

Business Acumen: Deep knowledge of Canadian life, health, and wealth insurance industry with exposure to strategy, investments, operations, M&A and a specific focus on finance, product development, pricing and distribution. International experience leading an insurance pricing function in Japan.

Team and Culture Leadership: Demonstrated ability to build, lead, and inspire high-performing, collaborative teams with diverse backgrounds. Strong interpersonal and communication skills.

WORK EXPERIENCE

Board Director | Equitable Life of Canada
2023 – Present

Chief Financial Officer | Equitable Life of Canada
2016 – 2023

Senior Executive Roles | Manulife Financial
1996 – 2016

Zurich Life of Canada, North American Life
1982 – 1995


EDUCATION


Fellow, Society of Actuaries

Fellow, Canadian Institute of Actuaries

Bachelor of Science | University of Toronto

CONTACT

 sheila@hartsound.com

 (226)-220-7293