

FPM

FINANCIAL POST MAGAZINE

THE BOARD GAMES PEOPLE PLAY

Why director
diversity is
such a struggle

Plus
THE 14TH
ANNUAL
BOSSIES
AWARDS
p. 12

THE
STATE OF
CORPORATE
PHILANTHROPY
p. 19

DEC.
2018

+ SPECIAL SECTION CANADA'S MOST POWERFUL WOMEN: TOP 100



Michigan Ave. in Chicago lights up during the holiday season

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EDITORIAL Editorial Director Kevin Libin, Editor Andy Holloway | **ART** Art Director Becky Guthrie | **FINANCIAL POST MAGAZINE (EDITORIAL)** 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4 | Phone: 416-383-2300 | E-mail: letters@financialpostmagazine.com, Customer service: 1-800-668-7678 | www.financialpostmagazine.com | **FINANCIAL POST MAGAZINE (ADVERTISING)** 365 Bloor Street East, 4th floor, Toronto, Ontario M4W 3L4 | phone: 416-383-2300 | fax: 416-442-2949 | E-mail: advertising@financialpostmagazine.com | Financial Post Magazine is published six times a year by The National Post, a division of Postmedia Network Inc. Contents copyright. Financial Post Magazine is included with subscriptions to National Post in Canada. The next issue will be published on April. 2, 2019. (subject to change). Publications mail registration number 40069573. Return undeliverable Canadian addresses to: Financial Post Magazine, 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4

CANADA'S MOST POWERFUL WOMEN TOP 100

HONOURING THE ACHIEVEMENTS OF 100 STRONG FEMALE LEADERS ACROSS
THE COUNTRY IN THE PRIVATE, PUBLIC, AND NOT-FOR-PROFIT SECTORS

THIS SECTION WAS CREATED BY CONTENT WORKS, POSTMEDIA'S COMMERCIAL CONTENT DIVISION, ON BEHALF OF PHASENYNE
(PARENT COMPANY OF WOMEN'S EXECUTIVE NETWORK - WXN, STEVENS RESOURCE GROUP - SRG, AND CANADIAN BOARD DIVERSITY COUNCIL - CBDC)

MAAYAN ZIV IS AN ACTIVIST, A PHOTOGRAPHER AND AN ENTREPRENEUR. LIVING WITH MUSCULAR DYSTROPHY, MAAYAN IS A PASSIONATE AND RELENTLESS ADVOCATE FOR CREATING A MORE ACCESSIBLE AND INCLUSIVE WORLD. IN 2015, MAAYAN FOUNDED ACCESSNOW. SEE PAGE 32.

PHOTOGRAPHED BY: PETER POWER FOR POSTMEDIA



CELEBRATING POWERFUL WOMEN, NO MATTER WHAT THE DEFINITION

BY SHERRI STEVENS

THE WOMEN WE'RE CELEBRATING AT THE 2018 CANADA'S MOST POWERFUL WOMEN: TOP 100 AWARDS GALA PROVE THAT POWER COMES IN MANY SHAPES AND FORMS. Power can be a quiet confidence or an assertive voice at the boardroom table. It can be making a difference in your own community or in the economy at large. Most importantly, it can be embodied by a woman on Bay Street, in the oil patch, the classroom or the boardroom who is giving back in an amazing way, not only financially but also using her experience and talent to guide and support the next generation of women.

While this year's award winners are each unique and powerful in their own way, they certainly share some characteristics. They're high-performing leaders. They're dedicated to their industry, their community, their country and their world. And they look forward, using their power for the greater good of society and to leave a legacy in their chosen field.

At the Women's Executive Network (WXN), we believe that these women, powerful as they are, still need to be celebrated here in these pages, far and wide on social media, and at the Top 100 Awards Gala. Why do we need to further promote these already accomplished individuals? Because the glass ceiling has not yet been shattered. Yes, it's cracked, but there's so much more work to do. For instance, women only make up 24.5 per cent of the seats on the corporate boards of FP500 companies in Canada, and according to our Annual Report Card that number only increased by two per cent from 2017 to 2018. Women still earn an average of about 87 cents for each \$1 earned by men in our country. And the number of women in

senior executive roles is shrinking, here and internationally.

One small part of reversing those trends is to acknowledge powerful women and their achievements.

Beyond just recognizing these women, I encourage you to read their stories. You'll see that they represent a broad range of industries, geographies, ages and experiences. Their diversity, in fact, is part of what makes them so powerful. These stories can be the catalyst for change in themselves or motivation to reach the next rung, whatever that may represent. They can also serve as a reminder that half our population can't be ignored when searching for new employees, colleagues, board members and community leaders. And for the next generation of young people, these stories will serve as pure and simple inspiration.

Look at Top 100 Award winner Maayan Ziv, for example. She's the founder and CEO of AccessNow, a for-profit social enterprise that maps the accessibility of places and experiences worldwide. She's used a wheelchair her whole life due to muscular dystrophy, and will be sharing her story, in person, at this year's Canada's Most Powerful Women: Top 100 Summit. She'll be joined by Prime Minister Justin Trudeau's chief of staff, Katie Telford, who is one of the most powerful women in Ottawa these days, and Nova Scotia-based Nicole Doria, co-president of the Indigenous Health Interest Group. Later that evening, Ugandan-born Canadian entrepreneur and UNICEF ambassador Zahra Al-Harazi, a previous Top 100 Award winner, will give the keynote address at the Awards Gala.

As president and CEO of PhaseNyne, parent company of WXN and the Canadian Board Diversity Council, I'm immensely proud to help share these inspiring stories with you. To date, we've named more than 1,000 Top 100 Award winners and they constitute a powerful force that's creating changes throughout our society. But, quite honestly, I'll be prouder when our work is done. When the glass ceiling lies in shards on the floor, when Canadians stand toe to toe and see eye to eye in companies, governments, foundations and other organizations in Canada and around the world. For now, we will continue to act deliberately to increase equality, diversity and inclusion, and bring you uplifting stories of power and pride.



Sherri Stevens is president and CEO of PhaseNyne (parent company of Women's Executive Network - WXN, Stevens Resource Group - SRG, and Canadian Board Diversity Council - CBDC)



From left: **Veni Iozzo** – Executive Vice-President, Communications & Public Affairs; **Sandy Sharman** – Senior Executive Vice-President, Chief Human Resources and Communications Officer; **Susan Rimmer** – Managing Director and Head, Global Corporate Banking; **Maili Wong** – First Vice-President & Portfolio Manager, CIBC Wood Gundy

Bold Leadership that Inspires

Congratulations to our four CIBC leaders who were recognized as this year's WXN Canada's Most Powerful Women: Top 100!

Veni Iozzo, Sandy Sharman, Susan Rimmer and Maili Wong each set an example for all of us at CIBC by bringing their own unique talents, perspectives and passion to work every day.

We are also thrilled to congratulate our CIBC Board member, **Kate Stevenson** who was recognized in the Corporate Directors' category.

At CIBC, we are proud of our client-focused culture where our bold leaders continue to inspire, while helping to build a relationship-oriented bank for a modern world.

CIBC Cube Design is a trademark of CIBC.



TAKING THE ROAD LESS KNOWN: THREE WOMEN WHO FOUND SUCCESS BY FOLLOWING THEIR PASSION

BY NANCY CARR

For some people, following an established career path is the way to find workplace success and satisfaction: You get a degree, get a job, and rise through the corporate ranks, with promotions and salary increases along the way. For others, a linear career in a highly structured organization was just never in the cards.

Maayan Ziv is a perfect example of the latter.

“I wanted to throw the rule book out the window and figure it out from scratch,” says Ziv, founder and CEO of AccessNow, a for-profit social enterprise that maps the accessibility of places and experiences worldwide. “I think I’ll consistently be turning over rocks that have not yet been turned over and looking for interesting innovations and opportunities to create change, especially in the world of access and disability advocacy.”

Ziv, who holds a bachelor’s degree in radio and television arts from Ryerson and a master’s in digital media from the same university, has muscular dystrophy. It’s a disease that causes progressive weakness and loss of muscle mass, and it’s meant that Ziv’s used a wheelchair since childhood. She credits her condition with helping her develop into the activist and entrepreneur that she is today.

“My childhood actually was, in many ways, the training that led me to be an entrepreneur, because I was a young person growing up with a disability,” says Toronto-based Ziv. “I’ve had to figure things out that people who don’t live with a disability might not encounter, from figuring out how to enter a place that isn’t ideally accessible to using a tool that’s not designed for accessibility. I’ve always done things differently and carved my own path.”

Rachel Mielke also knew from a young age that her career path wouldn’t be a traditional one.

“I think entrepreneurialism was in my blood,” says Mielke, founder and CEO of Regina-based jewelry company Hillberg and Berk. “I came from a long line of entrepreneurs and growing up I had this idea that that’s just how life is: You have a business, you have a lot of flexibility and a lot of risk and a lot of uncertainty.”

With a passion for creating beautiful handmade items, and a knack for business, starting a jewelry company seemed like a logical choice for Mielke. But living in Regina, far from big-



Rachel Mielke

city suppliers and shoppers, she didn’t think it was possible. She was working at the non-profit organization Women Entrepreneurs of Saskatchewan when her friends encouraged her to display her jewelry in a booth at a three-day women’s conference. She sold out of everything, and knew she could make her dream a reality.

Just over a decade later, Mielke’s company, named after her great-grandmother Hilda Berkman and her now-deceased mini Pinscher Berkley, sells millions of dollars of jewelry a year through online and retail operations, employs 165 people, has been featured on Dragons Den and has designed two broaches for Queen Elizabeth.

Tricia Smith, a world-class rower who competed in four Olympic Games, started her career as a lawyer but she was ultimately able to marry her passion for sport with her love of the law.

“When you’re first starting out as a lawyer, you’re more obligated to follow the beaten path,” says Smith, president of the Canadian Olympic Committee, which is a volunteer position, and partner and deputy managing director at insurance adjuster BarnesCraig and Associates. “But both of my passions come together when it comes to leadership in sport.”

Smith describes her leadership style as one that demonstrates respect and integrity, whether it’s at her day job, or with the Canadian Olympic Committee, or the other two sport-related organizations of which she’s a member: the International Olympic Committee and the Council for Arbitration of Sport.

“I treat people like I like to be treated,” she says. “They can expect that from me and I expect

that from them.”

Her advice to other women looking for forge their own future in a non-traditional way is to put a plan in place, with short- and long-term goals, and be sure to include some fun along the way.

“For example, say I want to win a gold medal in four years, but in the meantime, I need to set short-term goals and accomplishments for myself that will be fun and exciting,” she says. “Later on, I’ll look back and say, ‘How did I get here?’ But then I see that step-by-step plan that got me here, and it’s a real confidence boost.”

She also advises looking to other women who’ve succeeded in their own unique way, and learning from them.

While AccessNow’s Ziv touts entrepreneurialism as the path that led her to success, she’s also a big fan of “intrapreneurialism” — creating change from the inside of an existing organization, rather than going out and starting fresh.

“There’s a lot of appeal in being an entrepreneur, especially when there are so many fantastic success stories in the news and media that celebrate success in entrepreneurship,” Ziv says. “But there’s a lot of value in being an intrapreneur, too, because sometimes that’s how someone can exert most power.”

It all comes down to what’s right for each individual, Mielke says, offering some advice that she recently gave to her 19-year-old stepson.

“I say to my stepson there’s no wrong door. You’re going to gain valuable experience from any opportunity you take,” she says. “Show up fully, do the very best job you can and don’t be afraid to take that first step.”



Tricia Smith



BCIT

CONGRATULATIONS KATHY KINLOCH

The British Columbia Institute of Technology School of Business is proud to congratulate BCIT President Kathy Kinloch as she is inducted into Canada's Most Powerful Women: Top 100 Hall of Fame by the Women's Executive Network.

Thanks to Kathy's guidance, our unique applied learning model is shaping generations of strong female leaders who embrace complexity and drive innovation in our rapidly changing world.

BCIT
BUSINESS

BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

BMO Arts, Sports & Entertainment Awards

Recognizing women who have shaped Canadian thinking, communications and culture



CHARMAINE CROOKS
President
NGU CONSULTANTS INC.

BIO: Five-time Olympian, Olympic silver medalist, member of the Order of Canada, entrepreneur, corporate director, speaker and leading advocate for sport and athletes, Charmaine Crooks is the founder and president of NGU Consultants, an international business consultancy. A committed volunteer and champion for bringing communities together through sport, she recently co-founded the 365 International Sport Foundation and the community cycling ride and festival, Our Cityride.

EARLY, LASTING LESSON: The lessons learned from life as an Olympian continue to resonate in my daily business today: staying focused, working with great teams and being passionate about what I do.

ON BEING DESCRIBED AS POWERFUL: Being a role model is an honour and responsibility. If the word "powerful" is used to help amplify the contributions I have made and if it impacts others, then I'm OK with it.

SUCCESS IS: Doing one's best.



LISA LYONS JOHNSTON
President & Publisher
KIDS CAN PRESS

BIO: Lisa Lyons Johnston heads Canada's leading globally recognized children's book publisher. She also led the company's diversification beyond traditional publishing into new revenue streams, developing a robust ebook program, cultivating content partnerships with blue-chip brands, and working on the development of content from page to screen. In 2015, Lyons Johnston was honoured with a Leadership Award by Women in Communications and Technology, recognizing her efforts in advancing women's representation and achievement in Canada's information, communications and technology sector. Kids Can Press was awarded the Bologna Prize for Best Children's Publisher, North America, in 2017.

SUCCESS IS: Giving your all to what is important to you in your life, with no regrets, whatever the outcome.

POWER SONG: "Ain't No Stoppin' Us Now" by McFadden & Whitehead.



ANITA GAFFNEY-MISENER
Executive Director
STRATFORD FESTIVAL OF CANADA

BIO: Under Anita Gaffney's leadership, the Stratford Festival has become one of the most self-sufficient organizations on the continent and a pioneer. It is introducing a number of new initiatives, including The Forum, The Laboratory, the HD film series and the Stratford Direct bus service. The Festival is in the midst of a \$100 million campaign to redevelop the Tom Patterson Theatre Centre. Gaffney is past chair of the City of Stratford's economic development agency, the Stratford Public Library, she served as the campaign chair of the United Way Perth-Huron, raising \$1.2 million and in 2008 was tapped to participate in the Governor General's Leadership Conference

ADVICE I WOULD GIVE MY YOUNGER SELF: Asking for help is a good thing.

POWER SONG: "Beautiful" by Christina Aguilera.



MICHÈLE MAHEUX
Executive Director & Chief
Operating Officer
TORONTO INTERNATIONAL
FILM FESTIVAL (TIFF)

BIO: Two-time Canada's Most Powerful Women: Top 100 Award Winner, Michèle Maheux has been with TIFF since 1989. Her focus includes organizational effectiveness and structure, leadership development, staff and volunteer resources, special projects and key operational activities at TIFF and for TIFF Bell Lightbox. Maheux has been a member of various industry and arts sector committees and advisory boards, has served as a juror at film festivals around the world and has been a mentor for arts administrators. An active board member, Maheux is also a recipient of the Queen Elizabeth II Diamond Jubilee Medal.

EARLY, LASTING LESSON: Hire people smarter than yourself.

SUCCESS IS: Following my bliss, giving back, helping to create strong teams and dedicated individuals.

POWER SONG: "Let the River Run" by Carly Simon.



MARCI IEN
Co-Host, The Social
BELL MEDIA

BIO: Marci Ien's award-winning career in television spans more than three decades and has taken her from Halifax, where she joined CTV National News as a reporter, to Vancouver, where she was the News Anchor for CTV's Olympic Morning at the 2010 Winter Olympic Games, to Toronto, where she was the news anchor and co-host on CTV's Canada AM for more than 13 years. Ien's charity work has seen her travel the globe, and her commitment to the advocacy, education and betterment of children and women is longstanding.

EARLY, LASTING LESSON: The power of "no" to propel. I've heard it many times throughout my career especially in the early stages. There's a choice. You either stop what you're doing or continue to put in the work despite the naysayers.

SUCCESS IS: Falling but always without fail—getting back up and moving forward.

POWER SONG: "Man In The Mirror" by Michael Jackson.



JANICE PRICE
President & CEO
BANFF CENTRE FOR ARTS
AND CREATIVITY

BIO: Janice Price has more than over 30 years of experience as a senior executive in leadership roles in the arts and entertainment sector in Canada and the United States. As founding CEO of Toronto's Luminato Festival, she helped it become one of the world's largest and most respected annual multi-arts festivals. She has served on numerous national and international arts sector boards and currently serves on the board of Business for the Arts and on the Council of Post-Secondary Presidents of Alberta.

EARLY, LASTING LESSON: Stay open to opportunities that may present themselves on the "periphery" of even the most well-thought-out career plan. Your next great opportunity might not be one that was in your original playbook.



JANE ROOS

Founder and CEO
CAN FUND (CANADIAN ATHLETES NOW FUND)
Owner, Jane Roos Gallery;
Artist; Speaker: Living Your Why

BIO: Jane Roos' mission is to impact people's lives by helping them succeed at what they do. She was a promising track athlete before a devastating car accident ended her athletic career. Jane turned this trauma into a positive by creating CAN Fund, a not-for-profit organization that helps fund Canadian athletes. She has been honoured with the Live Olympic Award and recognized as one of the most influential people in sport. She also an artist and owns the Jane Roos Gallery, which is celebrating its 10th anniversary.

EARLY, LASTING LESSON: As an athlete, I learned the easiest things to do are the easiest things not to do. After my car accident, I was left with an extraordinary sense of life.

SUCCESS IS: Living your "why".

ADVICE I WOULD GIVE MY YOUNGER SELF: Own your greatness, fail often, always be kind, be unstoppable. Be committed to your passion, not attached to your results.



TRICIA SMITH

President
CANADIAN OLYMPIC COMMITTEE
Member of the IOC board
member of the International Council of Arbitration for Sport, & vice-president of the International Rowing Federation

BIO: Tricia Smith is a lawyer and businesswoman, four-time Olympian, Olympic silver medallist, World Championships seven-time medallist and Commonwealth Games gold medallist, and a recipient of the Order of Canada. She took on the leadership of the Canadian Olympic Committee in 2015 at a time of crisis, related to allegations of harassment against the former president. She has also been an unwavering voice for clean and ethical sport and a strong supporter of the COC's inclusivity and diversity initiatives. During her tenure as President of the COC, Canadian athletes have achieved best-ever performances at both Summer and Winter Olympic Games.

EARLY, LASTING LESSON: What might seem overwhelming at first just needs a step-by-step plan to master.

ADVICE I WOULD GIVE MY YOUNGER SELF: Follow your passions and, if you don't know what they are just yet, investigate things that interest you. Education is never a waste of time.



INNOVATION NATION

Canada has a rich history of innovation, but in the next few decades, powerful technological forces will transform the global economy. Large multinational companies have a commanding head start in the race to succeed, and Canada risks falling behind. At stake is nothing less than the country's prosperity and economic well-being.

Over the coming months, the Financial Post will talk to some of the innovators, visionaries and scientists on the cutting edge of the new cutthroat economy about a blueprint for Canadian success.

Follow the entire series as it unfolds at innovation.financialpost.com

FINANCIAL POST
CANADA'S BUSINESS VOICE®

RBC Champions Awards

Recognizing women who have made a describable difference to the advancement of women in the workplace



SHANNON BYRNE SUSKO

Serial Entrepreneur/CEO
Coach/Best Selling Author &
Director
METRONOME UNITED

BIO: Shannon Byrne Susko has more than 20 years' experience building and leading high-growth technology companies. She also cofounded and led the sale of two companies. She is the author of the Amazon bestsellers *The Metronome Effect: The Journey to Predictable Profit and 3HAG Way* on the strategic execution system 3HAG. She currently coaches CEOs and leadership teams all over the world. Byrne Susko was recognized as one of Canada's Top 40 Under 40, as Dealmaker of the Year in Vancouver and received the Sarah Kirke Award for Canada's Leading Women Entrepreneurs.

EARLY, LASTING LESSON: Never burn a bridge.

ON BEING DESCRIBED AS POWERFUL: When I hear the word "powerful" I think of "confidence" and "impact", as these are two things that powerful people or outcomes possess and achieve. My framework I have created helps CEOs gain confidence and, as a result, ends up impacting them, their companies, and their communities.



VENI IOZZO

Executive Vice-President,
Communications & Public
Affairs
CIBC

BIO: Competitive, positive and engaging, Veni Iozzo is recognized for her ability to turn around or accelerate business performance, to facilitate large organizational change and for her commitment to giving back and supporting women. She brings more than 25 years' experience in financial services to her role providing strategic direction and leadership in the development, implementation and measurement of corporate communications across all of CIBC's group of companies. She is a two-time Canada's Most Powerful Women: Top 100 winner.

EARLY, LASTING LESSON: My parents came to Canada for a better life. They worked hard and taught me the importance of humility and to receive everything that comes my way as a gift not to be taken for granted.

SUCCESS IS: A mindset. It's not about achieving one specific thing. It's about setting goals and objectives based on your personal vision of success, not someone else's, accepting failures, and having the courage to continue.



DENISE BYRNES

Executive Director /
Directrice Générale
OXFAM-QUÉBEC

BIO: A seasoned manager, Denise Byrnes has been committed to working for social justice and women's equality for over 25 years. She is currently chair of the Canadian Humanitarian Coalition and vice-chair of the Canadian Council for International Cooperation, and she is a member of the Executive Board of Oxfam International, where she chairs the board committee on development programs and knowledge.

EARLY, LASTING LESSON: Be authentic and follow your passion.

ON BEING DESCRIBED AS POWERFUL: I feel proud. As women, we need to embrace our power and use it to change the world.

POWER SONG: "Respect" by the great Aretha Franklin.



GRACE PALOMBO

Executive Vice President
& Chief Human Resources
Officer
GREAT WEST LIFECO

BIO: Prior to working at Great West Lifeco, Grace Palombo served as EVP human resources for TD America's Most Convenient Bank, based in the United States, and as the senior vice-president, corporate human resources for CanWest Global Communications in Toronto. Her expertise is in general executive management, which includes corporate reorganizations, transformations and acquisition integration.

ADVICE I WOULD GIVE MY YOUNGER SELF: Be less serious, be kinder to others, share more, make time for others and for myself, focus on what is really important.

HOW I FIND WORK-LIFE BALANCE: Trying something new, learning something new, planning travel, being outside/gardening, cooking.

POWER SONG: "I Run for Life" by Melissa Etheridge.



JILL EARTHY

Head of Growth
FEMALE FUNDERS
powered by Highline BETA

BIO: Jill Earchy is a leader who believes diversity drives innovation. In her current role she is creating new models to increase the number of female investors and expedite access to capital for female entrepreneurs. Earchy has successfully built and sold two companies and spent eight years in leadership roles in the non-profit sector supporting entrepreneurs. She has won numerous awards for her civic activism, including the Canadian Centre for Diversity and Inclusion award as a community champion and the Greater Vancouver Board of Trade Wendy McDonald award as a community catalyst.

ON BEING DESCRIBED AS POWERFUL: We have been taught that 'powerful' is connected to ego and has negative connotations. We now have an opportunity to change this to be positive. Power for good. Power for impact. Power together. This new definition resonates with me.

ADVICE I WOULD GIVE MY YOUNGER SELF: Life is a marathon, not a sprint. Take time to enjoy each phase and don't be in a rush to get to the next one.



SEVAUN PALVETZIAN

Chief Executive Officer
CIVICACTION

BIO: One of Canada's leading experts on civic engagement, Sevaun Palvetzian is a voice of influence and advocacy on many urban issues. Under her leadership, CivicAction has focused on building inclusive cities, changing the face of leadership in our region, and youth unemployment and mental health in the workplace initiatives that level the playing field of opportunity and access. During a decade of senior executive leadership within the Ontario government she launched a strategy to attract and retain future generations, including the award-winning learn and work program for at-risk youth.

SUCCESS IS: The ability to manage the multiple priorities around you.

ADVICE I WOULD GIVE MY YOUNGER SELF: Enjoy the ride. Life's best moments are even better than you can imagine.

POWER SONG: "Be Mine" by Offenbach. Best. Beat. Ever.



**Congratulations to the 2018 Canada's Most Powerful Women:
Top 100™ Award Winners.**

We're proud to celebrate the accomplishments of the talented women of RBC receiving this honour. Their hard work, and the dedication of every woman across our organization, inspires us all to make a difference for our clients and communities.

Please join us in congratulating these amazing RBCers:

- **Jacqui Allard**, SVP, Strategy, Performance & Marketing, Personal & Commercial Banking
- **Laurie Pezzente**, SVP & CSO, Global Cyber Security
- **Dagmara Fijalkowski**, SVP & Head of Global Fixed Income & Currencies, Global Asset Management

RBC also congratulates **Alice Laberge**, Board Member, RBC.



DR. GAIL ERLICK ROBINSON
MD, FRCPC, C.M., O.Ont,
Professor of Psychiatry
**UNIVERSITY OF TORONTO/
SUNNYBROOK**

BIO: Dr. Gail Erlick Robinson is an internationally respected crusader in the fight against violence toward women, and co-founder of Canada's first rape crisis centre. She was president of the YWCA of Toronto, a board trustee of the American Psychiatric Association, and is immediate past-president of the American College of Psychiatrists. Her contributions to women's mental health, the advancement of women and her advocacy work have been recognized with numerous awards, including the Queen's Diamond Jubilee medal. In 2017, she received the Order of Canada. She is a two-time Canada's Most Powerful Women: Top 100 winner.

ADVICE I WOULD GIVE MY YOUNGER SELF: Believe in yourself instead of wasting time thinking you are an impostor.

HOW I FIND WORK-LIFE BALANCE: Karate.



KATIE TELFORD
Chief of Staff to the Prime
Minister of Canada
**OFFICE OF THE PRIME
MINISTER OF CANADA**

BIO: Katie Telford served as the national campaign co-chair and national campaign director for Justin Trudeau and the Liberal Party of Canada's successful 2015 federal election campaign. Her leadership spearheaded a new focus on grassroots organizing and innovative campaign technologies that contributed to the election of the first Liberal majority mandate from Canadians in 15 years. She was named one of the 50 Most Powerful People in Canadian Business and Canada's Top 40 Under 40.

EARLY, LASTING LESSON: Track the numbers. Numbers tell stories and provide evidence that is difficult to refute. From the number of Canadians a policy or program benefits, to the number of women around a boardroom or cabinet table, to the number of volunteers on the campaign trail, keeping track of the numbers is a practice I live by and learn from.



RUTH VACHON
President
**RÉSEAU DES FEMMES
D'AFFAIRES DU QUÉBEC**

BIO: A savvy business woman committed to the inclusion of women and minorities in business, Ruth Vachon brings more than 30 years of entrepreneurial experience to Quebec Women's Business Network. Her focus has been to mobilize economic development, entrepreneurship and women's management for the organization's 2,000 members. Mutual assistance, collaboration, inclusion and prosperity are the values she lives by.

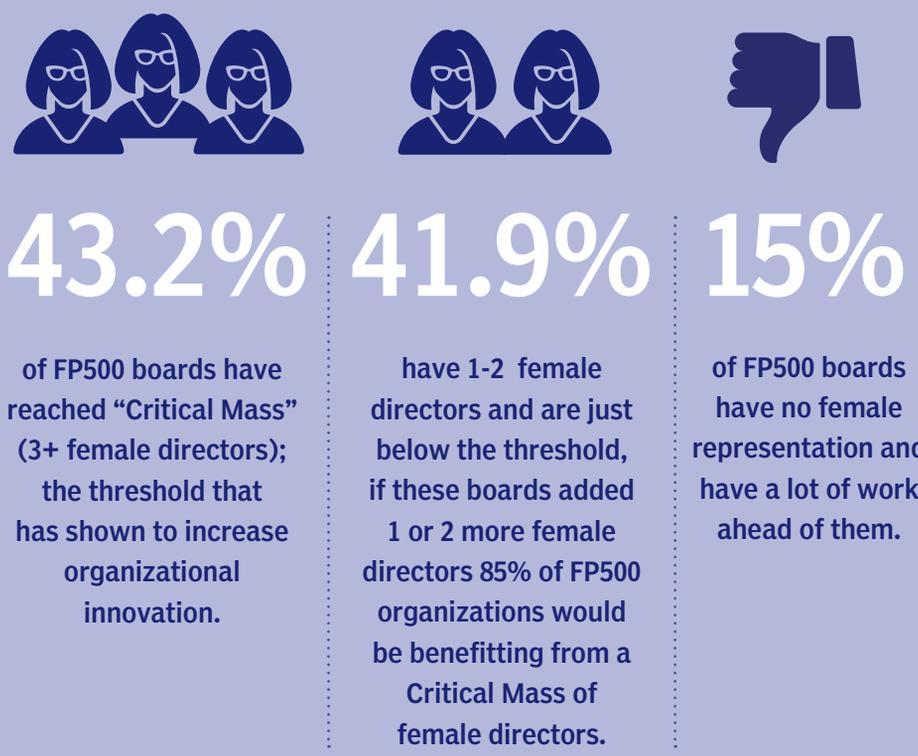
IN MEMORIAM



KATE MCINTURFF
Senior Researcher
**CANADIAN CENTRE FOR
POLICY ALTERNATIVES**

Kate McInturff was a nationally acclaimed feminist scholar, activist and trailblazer in gender equality. After starting her career in academia, she held leadership positions at Peacebuild, the Canadian Feminist Alliance for International Action and Amnesty International. In 2013, she joined the Canadian Center for Policy Alternatives (CCPA) as a senior researcher, where she directed the gender equality and public policy initiative, Making Women Count. McInturff achieved national acclaim for producing CCPA's annual report, "The Best and Worst Places to be a Woman in Canada: The Gender Gap in Canada's 25 Biggest Cities". In her last blog, written a few days before she passed of colon cancer, she wrote, "I have struggled to love my neighbor as I love myself. I have struggled harder to work in a way that creates a platform for my neighbor, for those in distress to speak their truth to power." To honour McInturff's legacy, CCPA has established a fellowship in her name.

* Honourary posthumous award



ACCENTURE Corporate Directors Awards

Recognizing women who serve as a director or governor of a private or public company, Crown corporation, hospital or university



ALICE LABERGE
Corporate Director
**ROYAL BANK OF CANADA,
NUTRIEN & RUSSEL METALS**

BIO: Alice Laberge has served in a number of capacities with various local professional and charitable organizations and is currently a director of the BC Cancer Foundation and on the advisory committee of the Institute of Corporate Directors (B.C. chapter). Prior to her work as a corporate director, she built her career in finance and was president and chief executive officer of Fincentric Corporation. Laberge has been recognized with the PEAK Award for Lifetime Achievement from the Association of Women in Finance, the Influential Women in Business Award and the Institute of Corporate Directors ICD Fellowship Award.

ADVICE I WOULD GIVE MY YOUNGER SELF: Don't stress about the small things and go with your gut. If you're ambitious, consider what industry you're going into, not just the job.



PATRICIA MCLEOD, QC
Board Chair & Corporate Director
CALGARY COOPERATIVE ASSOCIATION

BIO: Patricia McLeod, Q.C., is a lawyer and corporate director with extensive legal and governance experience in the areas of corporate/commercial, compliance and securities law, corporate strategy, privacy, ethics, sustainability and social responsibility and board governance. She provides strategic legal counsel, business advice and solutions to executive teams and boards of directors in complex regulated and deregulated industries. She is passionate about community building.

ON BEING DESCRIBED AS POWERFUL: With power comes the responsibility to influence positive change and to support others in their journeys.

ADVICE I WOULD GIVE MY YOUNGER SELF: Nothing is going to turn out like you planned, and that is okay, because it will be even better.



SARAH MORGAN-SILVESTER
Corporate Director,
CWB Financial Group
CANADIAN WESTERN BANK

BIO: Sarah Morgan-Silvester builds on her distinguished career in finance as a corporate director. As past chair of Vancouver Fraser Port Authority she oversaw the merger of three ports to form Canada's largest port. An active volunteer focused on health, education and the economy, she has received a number of awards in recognition of her community service and business leadership, including: the Order of British Columbia, Queen Elizabeth II Diamond Jubilee Medal, Association of Women in Finance Lifetime Achievement Award, and the Influential Women in Business Award.

ON BEING DESCRIBED AS POWERFUL: I hope I'm helping redefine what "power" looks like — and I feel perfectly comfortable doing just that.

SUCCESS IS: Leaving something better than I found it.



KATE STEVENSON
Director
(Member of the Board)
CANADIAN IMPERIAL BANK OF COMMERCE

BIO: Kate Stevenson has 25 years of experience as a senior financial executive with Nortel Networks and JP Morgan. She currently serves as chair of the CIBC corporate governance committee as well as on various committees of each of her boards. Her not-for-profit experience has been focused on education and she is currently co-chair of the parent committee at Duke University. More recently, Kate joined the board of St. Michael's Hospital Foundation, St. Michael's Hospital Research Innovation Council and she is an adviser for Lucky Iron Fish, a social impact company seeking to alleviate iron deficiency around the world.

ON BEING DESCRIBED AS POWERFUL: The word powerful is all about the ability to influence and inspire and sponsor others to help them achieve or exceed their goals.

SUCCESS IS: Not about power or money or title. It's ultimately about happiness and relationships and being able to make a difference in the lives of those around you — in a personal, professional and global context.



In 2018
81%
of Directors
reported that their
board is diverse

In 2017
86%
of Directors reported
that their board
is diverse

Almost
50%
(46.7%)
of FP500 directors
reported to have
6 or more FP500
board ready women
within their personal
network. Proof there
are plenty of
qualified women
for these positions.

This is an indication that more directors are becoming aware of the lack of diversity on their boards.

HSBC Corporate Executives Awards

Recognizing women who hold senior positions in Canadian companies, pension funds and co-operatives



JACQUI ALLARD
Senior Vice President
Strategy, Performance &
Marketing
RBC

BIO: Jacqui Allard leads teams responsible for developing business and marketing strategies that support and integrate lines of business. She has worked in financial services in the U.S., Australia, Ireland and the U.K. and is a member of the board of directors of Next Canada, a not-for-profit dedicated to supporting Canada's next generation of innovators and entrepreneurs. Allard also serves on the board of Up with Women, a not-for-profit providing career coaching and support for formerly homeless women. She is a two-time Canada's Most Powerful Women: Top 100 winner.

SUCCESS IS: Achieving my goals while creating an environment for others to achieve theirs.

ADVICE I WOULD GIVE MY YOUNGER SELF: Don't sweat the small stuff and stay focused on the big picture.



MÉLANIE DUNN
President & Chief Executive
Officer
COSSETTE

BIO: A highly accomplished businesswoman, Mélanie Dunn has over 20 years of experience in business management and marketing communications. In addition to her role heading Cossette, she is also a member of the executive management team of Vision7 International, a holding company with an extensive portfolio of communications firms in North America, Europe and Asia. She is actively involved in several professional and community organizations and sits on the boards of Canada Post Corporation, the Health Standards, Trade of Metropolitan Montreal and the CHU Sainte-Justine Foundation.

EARLY, LASTING LESSON: Build and nurture your networks from a young age. I was very active in student associations at my university and always sought out internships. This gave me access to many different people and companies early in my career, and it was really the beginning of my business network. In fact, many of the people I met in school are still in that network today.



CAROL BANDUCCI
Executive Vice President &
Chief Financial Officer
IAMGOLD CORPORATION

BIO: A three-time Canada's Most Powerful Women: Top 100 recipient, Carol Banducci is a finance executive with over 25 years of progressive experience at both corporate and operating levels. Responsible for ensuring the integrity of IAMGOLD's global financial operations and results, she works closely with the executive leadership team to develop and drive sustainable business strategy. Banducci is recognized for the positive contributions she has made to responsible mining, diversity and women's advancement in business, and she founded the Miner's Lamp Award Campaign to raise funds for research into the detection and early prevention of mental illness in youth and young adults.

EARLY, LASTING LESSON: The importance of being curious.

POWER SONG: "Feeling good" by Michael Bublé.



FRANÇOISE GAGNON
Chief Executive Officer
ADGA GROUP

BIO: Françoise Gagnon leads a team of more than 800 employees and consultants who deliver tailored solutions to the defence, security and enterprise computing sectors. She has successfully stewarded the company through a change of ownership and has made strategic acquisitions that have accelerated growth, revenues and profitability. A passionate advocate for gender equality, she is dedicated to having the first Canadian company in her industry with equal gender representation at senior and executive management levels.

EARLY, LASTING LESSON: Punctuality is the politeness of kings. Be respectful of others and their time.

SUCCESS IS: Our ability to attract, retain and empower our people.

POWER SONG: "A lovely Day" by Bill Withers (sung at the top of my lungs).



MADELEINE CHENETTE
Montreal Products Industry
Lead and Office Managing
Director, Montreal
ACCENTURE

BIO: As the youngest in a family of eight children, Madeleine Chenette learned early to develop creative ways to be heard and have influence. She started her career driving innovation and doing things differently to help improve the lives of the elderly. She took that willingness to challenge the status quo into business consulting, driving growth for SECOR, KPMG Canada and now Accenture. She has been recognized by the Association of Quebec Women in Finance and this is her second time being named one of Canada's Most Powerful Women: Top 100.



CYNTHIA HANSEN
Executive Vice President,
Utilities & Power Operations
ENBRIDGE INC.

BIO: Cynthia Hansen brings more than 19 years' experience working in operational, financial and safety leadership roles within Enbridge to her current role, where she is responsible for the overall leadership and operations of Enbridge Gas Distribution. She is also a member of the executive leadership team, is chair of the Ontario Energy Association and serves on the boards of Energir Inc. and the Energy Council of Canada. She is a two-time Canada's Most Powerful Women: Top 100 recipient.

EARLY, LASTING LESSON: All I can control in life is my behaviour and my attitude.

SUCCESS IS: Living by your values and making valued contributions.

POWER SONG: "Walking on Sunshine" by Katrina and the Waves

Each one of us can make a difference.

Inclusion is a personal and professional struggle for many across our country. Some of us have already made a difference and others are still on their journey. We all set ambitious goals for ourselves, but we should also want success for everyone around us. We're committed to improving acceptance and achievement for all.

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HSBC CORPORATE EXECUTIVES AWARDS
CONTINUED**JUDI HESS**Chief Executive Officer
COPPERLEAF

BIO: Under Judi Hess' leadership, software and analytics company Copperleaf has become one of the top 20 biggest software companies in B.C. and one of the fastest-growing software companies in Canada. She began her career as a software developer and rose to become president of Creo Inc., a position she held until it was acquired by Eastman Kodak for just under US\$1 billion. Recognized as one of B.C.'s Most influential Women in Business by BCBusiness Magazine, Hess is a member of the Federal Economic Strategy - Clean Technology Table.

EARLY, LASTING LESSON: The power of a genuine Thank You. People just want to be appreciated for their contributions.

HOW I FIND WORK-LIFE BALANCE: Yoga.

POWER SONG: "Burning Down the House" by the Talking Heads.

**LAURIE PEZZENTE**Senior Vice President & Chief Security Officer, Global Cyber Security
ROYAL BANK OF CANADA

BIO: Working with RBC's executive leadership team, Laurie Pezzente directs the development and deployment of effective cyber strategies and solutions to assess and mitigate risk globally, manage crises and incidents, maintain continuity of operations, and protect RBC, employee and client data while meeting regulatory requirements. She brings more than 25 years of IT experience, a solid track record of building strong relationships, encouraging creativity and excellence to the role. Pezzente is recognized as a thought leader in IT GRC with execution expertise in information security, SOX, disaster recovery, IT governance and technology standards.

EARLY, LASTING LESSON: Never shy away from a challenge and ask for help when you need it.

SUCCESS IS: Self-satisfaction in knowing that you did your best to become the best you are capable of.

**BARBARA HOOPER**Executive Vice President, Treasury & Corporate Development
TD BANK GROUP

BIO: Barbara Hooper is responsible for corporate development and for TD's treasury and balance sheet management activities, including liquidity, funding, investments, funds transfer pricing, capital management, asset-liability management and treasury operations. She joined TD in 1994, holding progressively senior roles. She volunteers with United Way, Pelletier Youth in Transition, a registered charity supporting Toronto youth, and Eva's Initiatives, an organization providing shelter and services to Toronto's homeless and at-risk youth.

EARLY, LASTING LESSON: When they say "yes", stop talking.

SUCCESS IS: Looking forward to every day.

ADVICE I WOULD GIVE MY YOUNGER SELF: Aim high.

POWER SONG: "Respect" by Aretha Franklin

**CATHERINE ROCHE**Head, Marketing & Strategy,
BMO FINANCIAL GROUP

BIO: A published expert in consumer analytics, data and customer experience, Catherine Roche oversees the bank's strategic positioning relative to emerging business opportunities, with a view to challenging business models, strengthening cost-efficiency and enriching customer relationships. As a key member of the bank's executive committee, she is accountable for setting the overall strategic direction for the enterprise and operating groups. Prior to joining BMO, Roche spent 20 years working with the Boston Consulting Group (BCG) and founded BCG's global Center for Consumer and Customer Insight.

ON BEING DESCRIBED AS POWERFUL: I feel incredibly proud to be described as a powerful woman. As a society in general, I think it needs to feel much more natural than it does to us today to recognize and celebrate the accomplishments of women.

**SHELLEY MARTIN**President & Chief Executive Officer
NESTLÉ CANADA INC.

BIO: Shelley Martin has executive responsibility for Nestlé in Canada, which employs approximately 3,500 people in over 20 facilities. She actively participates in industry initiatives and serves on the boards of the Vineland Research Innovation Centre, the Government of Canada's Agri-Food Table and the Grocery Innovation Foundation, which has raised over \$75 million to provide a better life for challenged children and to answer many other community needs. A three-time Canada's Most Powerful Women: Top100 recipient, she recently received the Food Industry of Canada's 2017 Golden Pencil Award for her significant contributions to the Canadian food industry and its communities.

**LAURIE SCHULTZ**President & CEO
ACL

BIO: Laurie Schultz is responsible for leading the transformation of ACL's global business by mobilizing talent toward category disruption, pivoting the company to a SaaS model and double-digit growth. With over 25 years of experience in software and technology sectors, Schultz has doubled profits by empowering change and relentlessly focusing on the "right critical few." Schultz has received multiple leadership awards, including the Gold Stevie Award for Female Executive of the Year, the YWCA's Women of Distinction Award and Business in Vancouver's Women of Influence Award. This is her third Canada's Most Powerful Women: Top 100 award.

EARLY, LASTING LESSON: Be the same person 9-5 as you are 5-9.

SUCCESS IS: Synchronized performance that envelops all three of employee engagement, customer engagement and financial performance.

POWER SONG: "We're Here for a Good Time" by Trooper.

BOARD WORK CAN BE A ‘GRIND,’ BUT WELL WORTH IT FOR THOSE WITH PASSION

BY NANCY CARR

Being a corporate director or chair of a board can sound like a plum position. These people jet off to meetings in distant cities, hobnob with power brokers and get the inside scoop on vibrant companies and their industries. And while most governance professionals will agree that serving on a board is an honour, they’ll also tell you it’s anything but cushy.

“It can sound incredibly glamorous and interesting and high-falutin, but it’s hard work and it can be a bit of a grind,” says Patricia McLeod, a board chair and corporate director based in Calgary. “It can go from routine to crisis but, if you’re lucky, you’ll find the sweet spot of corporate governance.”

McLeod should know: She’s one of a handful of women in Canada making a career out of governance. She’s been a chair, vice-chair and committee chair with corporate, crown and not-for-profit organizations, including the Calgary Co-op, Calgary Economic Development, the Calgary Film Centre and the YWCA of Calgary. A practising lawyer for 22 years, McLeod resigned from her job a few years ago to see if she could cobble together full-time work in corporate governance and “see what that runway looks like.” Within a few years, she’s taken off and never looked back.

As the chair of the board of the Calgary Co-op, McLeod is not alone in the Canadian corporate board landscape. There have been several women in the same role before her at the iconic Alberta retail co-operative, and there are currently more women than men on the board. Most crown companies she works with stipulate that the number of men and women on their boards must be equal, while some of the Inuit boards she’s involved with have an Inuit representation quota.

“It’s a wonderful experience to have gender not be the reason you’re at the table,” says McLeod, who holds a law degree and an MBA.

When it comes to corporate boards, however, women are still vastly under-repre-



Maureen Jensen

sented, especially in the chair position. Women hold approximately 10.3 per cent of the chair positions on the FP500 ranking of Canada’s biggest corporate revenue earners, and less than five per cent of the chairs of companies on the S&P/TSX 60 Index. But that’s changing, albeit slowly, in part thanks to initiatives put in place by organizations like the Ontario Securities Commission (OSC), which now requires companies to disclose details about diversity policies, the number of women on their boards and how they consider people for board appointments.

“We think that diversity, at the board level, makes boards ask better questions and see risks more clearly,” says Maureen Jensen, the Toronto-based CEO and chair of the OSC, who worked as a mining and exploration geologist for 20 years before becoming a regulator. “If everyone looks the same, sounds the same, comes from the same background, you’re not going to get a diversity of opinion, and that’s what makes people see the risks around the corner.”

For Christiane Bergevin, immediate past chair of the board of the Canadian Chamber of Commerce and current director of precious metal producer Yamana Gold and RATP Dev in France, it’s important to serve on boards that consciously aspire to have higher numbers

of women directors or who already do so. The Chamber launched its first-ever diversity and inclusion policy this year, when she was chair, setting a 40 per cent female target for its executive and board.

Governance is a passion for Bergevin, who splits her time between Montreal and Toronto, and is still an active executive as president of her own consulting company, Bergevin Capital. Her advice to women – or anyone – looking to join a board, is “don’t try to be on a board just to be on a board.”

“Your objective shouldn’t necessarily be to be on a corporate board,” says Bergevin, “but to also serve on a community cause that you’re passionate about.”

She advises that people look to community organizations for their first board experience, because they’re great places to learn. The first board that she herself served on was the Women’s Centre of Montreal and her non-profit board work has also included Tennis Canada and the Canadian African Chamber of Commerce.

But she warns that board work can take a lot of time and that professionals with full-time jobs should be sure they have enough bandwidth. McLeod agrees, adding that before she became a full-time governance professional, she would insist that her contracts included mention of her board responsibilities at other organizations and ensured she had time to devote to them.

“Many, many corporate roles will find the role of a board to be quite distracting to their day job,” McLeod says. “I think you have to be really open with your employer and you have to be really clear about what you’re getting out of it. Otherwise, it can be detrimental.”

The OSC’s Jensen agreed that the key to contributing successfully at the board level is passion.

“Any time you want to be a success at anything, you have to know: What do I love to do? What am I really good at? What feels like a vacation every day?”

HSBC CORPORATE EXECUTIVES AWARDS CONTINUED



SANDY SHARMAN
Senior Executive Vice President, Chief Human Resources & Communications Officer
CIBC

BIO: Sandy Sharman is focused on creating a diverse, inclusive and engaged team that is enabling CIBC to build a relationship-focused bank for a modern world. She began her career in financial services as a branch manager. Over her 30 years of experience, she has had progressively more senior roles, both at CIBC and at other major financial institutions.

EARLY, LASTING LESSON: Everything happens for a reason. Embrace change and make the most of it for your development and learning.

SUCCESS IS: Being in a position where I have achieved what I set out to do and am now able to help others achieve their goals.

ADVICE I WOULD GIVE MY YOUNGER SELF: Life is not always a straight road. Enjoy all the twists and turns. Embrace what makes you so unique.



SOPHIA TSUI
Senior Vice President & Chief Auditor
HSBC BANK CANADA

BIO: Sophia Tsui is a risk and internal control professional with extensive experience in global financial services in Vancouver and London. She excels in leadership roles under intense and rapidly changing environments that require outstanding analytical ability and professional judgment. Respected as a credible voice in decision-making, establishing governance and control boundaries, Sophia earns a seat at the table wherever she serves.

EARLY, LASTING LESSON: Face conflicts head-on; being mindful to be empathetic and open to different perspectives are the first steps to ensuring resolutions are fair and equitable and that we land in a better place.

ADVICE I WOULD GIVE MY YOUNGER SELF: We often put up barriers in our own mind where they don't actually exist, so my advice would be to get comfortable being uncomfortable, as in my experience that's where all my personal development has come from.



MARILYN TYFTING
Chief Corporate Officer
TELUS INTERNATIONAL

BIO: Since joining TELUS International Marilyn Tyfting has been focused on growing what was then a regional outsourcing provider into what is now a competitive international player valued at over US\$1 billion, with over 30,000 team members around the world. As a member of the B.C. Minister's Council on Disability and Employment and on the President's Group for Inclusion and Employment, she is committed to increasing employment opportunities and accessibility for people with disabilities.

EARLY, LASTING LESSON: Embrace being different and as a leader strive to thoughtfully and purposefully embrace diversity. The multitude of perspectives, skills and knowledge will help ensure you are constantly innovating, improving and growing as a team and an organization.

ON BEING DESCRIBED AS POWERFUL: It means I have the opportunity to continue to learn and grow, and to help others do the same.

POWER SONG: "Roar" by Katy Perry.



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MERCEDES-BENZ Emerging Leaders Awards

Recognizing women between the ages of 30 to 40 years, who have been targeted for successive leadership positions within their organizations and have a proven passion for learning and innovation



DR. MARCIA ANDERSON

Executive Director, Indigenous Academic Affairs, Ongomiizwin Indigenous Institute of Health & Healing, Rady Faculty of Health Sciences

UNIVERSITY OF MANITOBA

BIO: Dr. Marcia Anderson is Cree-Anishinaabe with roots going to Peguis First Nation and Norway House Cree Nation. She led the development of action plans in response to the Truth and Reconciliation Commission of Canada's Calls to Action and has been recognized nationally and internationally as a leader in Indigenous health. As a medical officer of health, she has helped develop culturally safe models for prevention and treatment of sexually-transmitted and blood borne infections and for the prevention and reduction of substance abuse harms. She is a member of the International Indigenous Academic Health Network and was recently named the inaugural chair of the Association of Faculties of Medicine's Indigenous Health Network.

ON BEING DESCRIBED AS POWERFUL: Reconciliation and closing Indigenous health gaps are the biggest challenges our country faces. The passion and purpose that I have to contribute to this work are powerful.



GENESA GREENING

President & CEO
BC WOMEN'S HOSPITAL
FOUNDATION (BCWHF)

BIO: In her 20 years as a senior non-profit professional, Genesa Greening has led and advised more than 20 charitable causes and raised over \$250 million to address some of the most pressing social issues in British Columbia, the United States and abroad. She has done it all as a staunch advocate for gender equality, racial justice and marginalized communities. Under her leadership, the BC Women's Hospital Foundation secured the three largest gifts in the foundation's history.

EARLY, LASTING LESSON: People will listen to you when you speak provocatively with purpose.

ON BEING DESCRIBED AS POWERFUL: I am powerful because I am a woman. My ability to inspire, process complexity, institute creative solutions, move the needle on entrenched attitudes, and execute with lasting impact through healthy, engaged teams is a direct result of my ability to engage my femininity.



ZAHRA EBRAHIM

Co-leader, Doblin

DELOITTE

BIO: Zahra Ebrahim is a public interest designer focused on engaging diverse sets of stakeholders to use human-centred design and disciplined innovation approaches to address complex organizational and industry challenges. She has scaled Doblin into the largest human-centred design practice in Canada and one of the country's most inclusive employers. Prior to Doblin, she founded and led one of Canada's first design-led innovation firms. She has been recognized as one of Toronto's most influential people, a civic leader and change-maker to watch.

ADVICE I WOULD GIVE MY YOUNGER SELF: You're not just a young voice at the table but an important, trusted and thoughtful contributor.

HOW I FIND WORK-LIFE BALANCE: Designing, making, ANYTHING.



KIM HALLWOOD

Head of Corporate
Sustainability

HSBC BANK CANADA

BIO: Kim Hallwood is a sustainability professional who is passionate about using business as a catalyst for positive, long-lasting change. As the youngest member of HSBC Bank Canada's executive committee, she is responsible for leading the bank's global sustainable finance and community investment strategies in Canada. Under her leadership, the bank has been consistently recognized as one of Canada's best corporate citizens. Hallwood was named one of Canada's Clean50 Emerging Leaders in 2016.

SUCCESS IS: Being excited by what you do, knowing you are making a difference and finding alignment between your values at work and at home.

ADVICE I WOULD GIVE MY YOUNGER SELF: Believe in yourself, you are stronger than you think.

POWER SONG: "Fight Song" by Rachel Platten.



DR. BREANNE EVERETT

CEO & President

ORPYX MEDICAL
TECHNOLOGIES INC.

BIO: Seeing the burden that diabetic foot complications pose on both patients and the health-care system, and with the goal of addressing these issues, Dr. Breanne Everett founded Orpyx to create meaningful, life-changing impacts with medical-grade wearable technologies. Orpyx has developed a proprietary, pressure sensor platform designed to empower patients to optimize the medical care of conditions such as diabetic peripheral neuropathy and to optimize athletic performance and prevent injury. She was one of six national winners awarded with the Governor General's Innovation Award in 2016.

EARLY, LASTING LESSON: Take your pulse before entering the trauma bay or an emergency situation. This grounds you. It reminds me that you don't have control over everything and that you don't know everything, but you can do the best with what you know.



KARINA KESSERWAN

Founder & Partner

KESSERWAN ARTEAU INC.

BIO: Karina Kesserwan is a lawyer, strategic adviser, teacher, sought-after speaker and social entrepreneur. She launched her firm, Kesserwan, in 2013 and joined with Jean-François Arteau in 2016 to provide strategic analysis and advice, development of governance structures and internal policies, consultations with communities, negotiation of agreements, establishment of partnerships between businesses, conflict resolution and training. She began her career at a boutique firm specializing in aboriginal law, served as a policy adviser to two Quebec ministers of aboriginal affairs and is an Arctic correspondent for the World Policy Institute.

EARLY, LASTING LESSON: Always keep in mind why you are doing what you are doing.

ADVICE I WOULD GIVE MY YOUNGER SELF: Slow down and enjoy the present moment.

POWER SONG: "No No Keshagesh" by Buffy Sainte Marie.



EMILY MILLS
Founder
HOW SHE HUSTLES

BIO: Emily Mills founded How She Hustles to connect diverse women through social media and special events in Toronto. Her buzz-worthy women's brunches, panels and networking events have consistently sold out and trend on Twitter. Mills is also the creator of HERstory in Black, a digital photo series of 150 inspiring black women to mark Black History Month and Canada's 150th anniversary last year. Mills was named a CivicAction DiverseCity Fellow - one of 25 rising city leaders making an impact across the GTHA - and one of 100 Black Women to Watch in Canada.

EARLY, LASTING LESSON: Tomorrow is never promised.

ON BEING DESCRIBED AS POWERFUL: To me, it's about how to truly leverage 'power' to leave a legacy where more women like me can have a seat at the table. Or, build their own.

ADVICE I WOULD GIVE MY YOUNGER SELF: You know who you are. Seek wisdom from others but trust yourself. You got this.



AMANDA SHATZKO
President
AS CONSULTING

BIO: Award-winning director and champion for creativity, Amanda Shatzko was named a young global cultural leader. As a consultant, she supports organizational leadership and governments in building healthy and innovative communities. She is a sought-after speaker and her experience working with multinational companies and organizations around the world has earned her a reputation for creative leadership and a track record of providing guidance on complex and strategic governance, cultural diplomacy, sales growth, intercultural communications, creative intelligence skills, and public engagement projects.

EARLY, LASTING LESSON: Diversity and inclusion are important. Those two concepts can bridge divergent ideas to create innovation, or build collaborations that can solve problems.



GENEVIEVE PINTO
Partner
RENEWAL FUNDS

BIO: As an investment partner at Renewal Funds, a sustainability-focused venture capital fund, Genevieve Pinto brings her transactional expertise to support Renewal Funds' mission of proving that venture capital can make a positive environmental and social impact while also generating strong financial returns. Pinto is also a co-founder of the Raise Collective, an organization on a mission to increase gender balance and diversity in funding and innovation, through the development of women investors and entrepreneurs.

EARLY, LASTING LESSON: Treat others the way you would like to be treated — treating everyone, regardless of role, respectfully and building a team where everyone feels valued will result in far greater success overall.

ADVICE I WOULD GIVE MY YOUNGER SELF: Trust your instincts, know your self-worth, and take more risks big and small. As a great mentor once told me, "don't overthink it, just go for it!"



DR. NIRVANI UMADAT
Doctor, Founder & President
DR. NIRVANI UMADAT DENTAL CORPORATION
Co-Founder
BDIN

BIO: A leader in the dental industry focused on leveraging technology to improve health, Dr. Nirvani Umadat's career includes clinical practice, consulting and dental product development. Over the last nine years she has provided care to remote communities in Northern Canada, Southeast Asia, South America and Central America. She has also used her scientific knowledge to inform dental protocols for space science as a citizen-scientist astronaut.

ON BEING DESCRIBED AS POWERFUL: To be powerful is to recognize your potential is not set. It grows based on your mindset.

SUCCESS IS: Making an attempt to know myself better each day. It's making an effort to be better than I was the day before, and day by day work towards something bigger than myself.

POWER SONG: "Power" by Kanye West.



JULIE QUENNEVILLE
President
MCGILL UNIVERSITY HEALTH CENTRE FOUNDATION

BIO: Since assuming the leadership of the MUHC Foundation in October 2015, Julie Quenneville has spearheaded a transformation of the charitable organization resulting in a 60 per cent increase in annual revenue and a drop in the cost ratio from 22 per cent to 16 per cent. Prior to her career in philanthropy, Quenneville worked in Quebec's Ministry of Health and Social Services, where she steered key health legislation and helped keep the Shriners Hospital of Canada in Quebec.

EARLY, LASTING LESSON: Always bring passion and strategy.

SUCCESS IS: Having a positive impact on my community.

ADVICE I WOULD GIVE MY YOUNGER SELF: Be proud of your ambitions.

POWER SONG: "Respect" by Aretha Franklin.



MAILI WONG
First Vice President, Investment Advisor & Portfolio Manager & Author of 'Smart Risk',
CIBC WOOD GUNDY

BIO: Maili Wong is a powerful business leader, best-selling published author, mother of two young children, active board member, mentor and community leader whose life's work has been driven by a purpose for creating exponential impact. In her role as portfolio manager, her goal is to empower Canadians to take control of their finances so they can lead healthy, productive lives. A top-producing adviser, she was recognized with membership on the Chairman's Council at CIBC Wood Gundy.

EARLY, LASTING LESSON: I was 21 years old when I moved to New York City to pursue my career, but on the second day of my new job, Sept. 11, 2001, two planes struck the World Trade Center, connected to the building I was in. The tragedy taught me how to dig deep and find the courage to move forward, despite the fear, and that life can be filled with challenges that require a change in mindset.

POWER SONG: "I Will Survive" by Aretha Franklin.

Entrepreneurs Awards

Recognizing women who own and operate thriving businesses



CLARA ANGOTTI
President
NEXT PATHWAY INC.

BIO: Clara Angotti is a technology entrepreneur. Her ability to anticipate market trends and deliver with quality and excellence has allowed her to build and sell two technology businesses. Most recently she founded Next Pathway, a leading provider of software that prepares Big Data for AI and analytics. Angotti has been recognized with the RBC Canadian Women Entrepreneur Award. This is her second Canada's Most Powerful Women: Top 100 award.

EARLY, LASTING LESSON: People only do business with people that they like.

SUCCESS IS: Being paid for something that you love doing and are good at.

ADVICE I WOULD GIVE MY YOUNGER SELF: Trust your instincts.

POWER SONG: "We are the Champions" by Queen.



ELLEN MCGREGOR
President & Chief
Executive Officer
FIELDING ENVIRONMENTAL

BIO: A champion for innovation, Ellen McGregor leads Fielding Environmental, an award-winning clean-tech company specializing in chemical and refrigerant recovery to produce high-quality recycled chemicals. She believes Canada can and should be the world's leader in resource recovery and is a vocal advocate for changes in legislation that will incentivize the growth of the recycling industry. McGregor has been recognized for her business acumen, environmental leadership and her community contributions.

EARLY, LASTING LESSON: The need to focus on social licence as a key element of corporate sustainability.

HOW I FIND WORK-LIFE BALANCE: Writing music and dancing to the music I have written.

POWER SONG: One of the songs I wrote, called "Dare to Dream".



CHRISTIANE GERMAIN
Co-Founder & Co-President
GROUP GERMAIN HOTELS

BIO: Raised in an entrepreneurial family, Christiane Germain and her brother and co-founder Jean-Yves Germain pioneered the boutique hotel concept in Canada with three hotel banners: Le Germain Hotels, Alt and Alt+ Hotels. Its unique business model is based on a vertical integration strategy sustained by organic growth. Germain's approach is straightforward and has proven to be a winning strategy: build on global best practices while staying true to local warmth and hospitality. The co-presidents are getting closer to reaching their goal of offering travellers a network of 20 hotels across Canada by 2020.

EARLY, LASTING LESSON: My father often told me that if you want to move forward, you have to keep reinvesting in your business. This is exactly what we did, and it paid off.

SUCCESS IS: A decision. "If you don't run your own life, someone else will" - John Atkinson.



RENEE MERRIFIELD WASYLYK
Chief Executive Officer
TROIKA MANAGEMENT
CORP

BIO: Jobs were scarce when two-time Canada's Most Powerful Women: Top 100 winner Renee Merrifield Wasylyk moved to the Okanagan Valley in the 1990s, so she built her own business. She launched Troika as a development and property management consulting firm and has grown it into a progressive organization with its own commercial and residential development projects and construction companies. The company now has developments in four provinces and Merrifield Wasylyk has been recognized with numerous awards for her business acumen.

EARLY, LASTING LESSON: Bravery is an action, not a feeling. Don't wait for the feeling before the world needs you to act bravely. Just do it.

ADVICE I WOULD GIVE MY YOUNGER SELF: Be more confident in who you are and in your position in the world's destiny. Don't try to be loud, but influential. It's not always those that achieve the most attention that will achieve the greatest results.



ANGELA LIDDON
President
OH SHE GLOWS

BIO: Ten years ago, Angela Liddon founded Oh She Glows — a destination for energizing plant-based recipes and inspiration for healthy living. Since then, she's become the award-winning author behind bestselling cookbooks *The Oh She Glows Cookbook* and *Oh She Glows Every Day*. Building on the success of her wildly popular cookbooks, Liddon launched *The Oh She Glows Recipe App* in 2016. It has been downloaded over 200,000 times globally and is regularly selected as Apple's App of the Day. She has won several major writing and blogging awards.

SUCCESS IS: Knowing that I have the power to push through challenges while taking the time I need for myself to balance and stay healthy.

ADVICE I WOULD GIVE MY YOUNGER SELF: Treat myself with compassion, nourish my body with foods that make me feel good, and surround myself with other women who are healthy role models inside and out.

POWER SONG: "Courage" by The Tragically Hip.



RACHEL MIELKE
Chief Executive Officer
HILLBERG & BERK
ACCESSORIES INC.

BIO: Through determination, hard work and business savvy, Rachel Mielke was able to turn her passion for creating beautiful jewellery into a multi-million-dollar business that empowers women and strives to make a difference in the world. Hill & Berk now has retail locations in Saskatchewan and Alberta, wholesale stores across Canada, and an online store serving customers globally. Her company has been commissioned to design custom jewellery for the Queen and the brand has been showcased at the Oscars. Mielke previously received the Canada's Most Powerful Women: Top 100 award in 2017.

EARLY, LASTING LESSON: I learned many lessons from my first job as a paper girl: build relationships, be reliable, and do a good job even when things get tough.

SUCCESS IS: Having the freedom to choose.

ENTREPRENEURS AWARDS
CONTINUED



MANJIT MINHAS
CEO & Co-founder
**MINHAS BREWERIES AND
DISTILLERIES**

BIO: Manjit Minhas and her brother and business partner, Ravinder Minhas, launched their business when she was just 19. Today, Minhas Breweries is the ninth-largest brewer in the world, with over 90 brands of beers, spirits, liqueurs and wines, and their products are sold globally. She has built the business with a focus on social responsibility and sustainability and personally donates her time and money to many philanthropic endeavours that benefit youth and help educate girls in STEM.

ON BEING DESCRIBED AS POWERFUL: I feel honoured because I want to inspire as many women as I can to become powerful in their personal lives, businesses and careers.

SUCCESS IS: Having a job that you enjoy and enables you financially, a spouse and family that loves and cares for you, children that make you proud by who they are and what they do, having the freedom to do what you want.



JACQUELINE MOSS
CEO & Founder
GIFTGOWNS

BIO: After holding a variety of senior corporate and legal positions and enjoying being a member of various boards since 2000, a personal experience inspired Jacqueline Moss to launch Giftgowns in 2016. Giftgowns are fun and stylish hospital gowns meant to boost morale and bring a smile to those who find themselves in the hospital. She is also currently a corporate board director at IMCO and at Minto REIT and chairs the human resources and nominations and governance committees, respectively, on those boards. This is her third Canada's Most Powerful Women: Top 100 award.

EARLY, LASTING LESSON: Hard work is key.

ADVICE I WOULD GIVE MY YOUNGER SELF: Don't sweat the small stuff.

HOW I FIND WORK-LIFE BALANCE: Tennis.



In 2018 we saw a slight decrease in female representation in the C-Suite.

In 2017

19.6%

of C-Suite executives were women

This decreased to

19.5%

in 2018

The talent pipeline is where the directors of tomorrow will come from. Organizations need to nurture their internal resources to maximize the potential of their talent pipeline.

Delivering on our commitments. Today and tomorrow.

Congratulations, Grace Palombo, for joining a growing list of Great-West Life leaders to be recognized among Canada's Most Powerful Women.

A true testament to our shared values of doing what's right, building trust and partnership, and putting people first in all that we do.



Grace Palombo,
Executive Vice-President and
Chief Human Resource Officer,
Great-West Lifeco



TELUS Future Leaders Awards

Recognizing women under the age of 30 who have distinguished themselves early in their careers



JENNIFER COULDREY
Executive Director
THE UPSIDE FOUNDATION
OF CANADA

BIO: Jen Couldrey is widely known and respected as a 'tech + philanthropy' champion. As the executive director of The Upside Foundation, she has led the organization's growth to over 200 companies having pledged to donate equity for charity, built the organization's brand, and is driving the conversation about social responsibility in tech. She has been recognized as one of the Top 30 Women Making a Difference in Tech by Ryerson DMZ and as a Corporate Knights Top 30 under 30 Sustainability Leader.

EARLY, LASTING LESSON: Pay attention to your gut. Always look for opportunities to learn new things. Say yes to that which excites you. Be kind.

SUCCESS IS: Continuous learning and growth, finding joy in daily life, and having a deeper purpose than yourself.



ALEXANDRA NUTH
Managing Director,
Challenger Bank Initiative
ATB FINANCIAL

BIO: Alexandra Nuth leads the team responsible for standing up a new digital venture for the organization. Responsible for a multi-million-dollar capital expenditure budget, she drives the strategy and activities across a wide range of work streams. Nuth is active in her community, serving on the boards of the Calgary Homeless Foundation and the Alberta Science Network, and on the Haskayne School of Business' industry advisory council and the Calgary Stampede's next generation committee.

EARLY, LASTING LESSON: Nothing is beneath you.

ADVICE I WOULD GIVE MY YOUNGER SELF: Take risks often and always. If you are uncomfortable, it's probably the right thing to do.

POWER SONG: "Started From the Bottom" by Drake.



NICOLE DORIA
Research Manager
DALHOUSIE UNIVERSITY

BIO: Nicole Doria is a dynamic researcher, award-winning advocate and change-maker in the areas of Indigenous health and sexualized violence. Doria holds leadership positions with the Indigenous Health Interest Group at Dalhousie University and the Avalon Sexual Assault Centre board of directors in Halifax, N.S. She has been recognized with Dr. Burnley Allan "Rocky" Jones Individual Award from the Nova Scotia Human Rights Commission and with Dalhousie's Governor General's Gold Medal Award and the Board of Governors' Award for exceptional leadership on and off campus.

ON BEING DESCRIBED AS POWERFUL: It is a privilege to work fearlessly towards influencing change that I believe in.

SUCCESS IS: Loving what you do and doing it your utmost potential.



MAAYAN ZIV
Founder & CEO
ACCESSNOW

BIO: Maayan Ziv is an activist, a photographer and an entrepreneur living with muscular dystrophy. In 2015 she founded AccessNow, a digital platform that is mobilizing communities by mapping the accessibility of places and experiences worldwide. Ziv has been recognized with numerous awards for her innovative solutions and commitment to improving the lives of people of all abilities. She is an adviser to the government of Canada on disability and inclusion initiatives and sits on the boards of the Toronto Arts Council and the Centre for Independent Living in Toronto.



SELENA NG
Director, HR Business Partner
SUN LIFE FINANCIAL

BIO: Selena Ng is passionate about the employee experience and partnering with client groups to develop and grow their talent by balancing the advocacy of both employees and the business. She uses her dynamic leadership skills to attract, engage and grow employees - and foster a collaborative and inclusive culture. She is known as an effective critical thinker and a fast and avid learner who drives progress and change within the organization, all while effectively managing employees' needs. A firm believer in being vested in the community, Ng volunteers with the United Way Greater Toronto and is a mentor and adviser to new immigrants to Canada with the Toronto Region Immigrant Employment Council.

EARLY, LASTING LESSON: Always be honest with those around you and bring your genuine self. This builds the transparency needed to have trustworthy, strong relationships in both your personal and professional life.

POWER SONG: "Shake it Off" by Taylor Swift.



FP EXECUTIVE WOMEN

Insightful and inspirational profiles
of highly effective women.

[Financialpost.com/executivewomen](https://financialpost.com/executivewomen)

KPMG Professionals Awards

Recognizing women who are professionals in practice who play a leadership role within their organizations



LINDA BLAIR
Managing Partner,
Ontario Region
DELOITTE

BIO: Linda Blair transitioned from being a nurse to a corporate leader transforming Canada's health-care system and a member of Deloitte Canada's Executive team. She has over 20 years of experience working on large-scale transformational projects and IT integration in the health-care sector in both Canada and the United States. Her passion for health care goes beyond her professional life: An avid community builder, Blair has dedicated her time to various causes focused on improving the lives of children.

EARLY, LASTING LESSON: Lead with empathy, humility and fun. Relentlessly invest in people and relationships and build a diverse team that supports each other.

ON BEING DESCRIBED AS POWERFUL: To me, power is the strength to have the courage to stand up for what you believe in and make difficult decisions.

POWER SONG: "Girl on Fire" by Alicia Keys.



CATHERINE GIBSON
Managing Partner,
Vancouver Office
DLA PIPER (CANADA) LLP

BIO: A change maker committed to promoting diversity and inclusion, Catherine Gibson is a nationally recognized business lawyer with a practice that focuses on corporate/commercial and real estate matters. She has over 20 years' experience providing strategic advice to her clients in a broad range of commercial matters, including mergers and acquisitions; office, retail and industrial leasing; real estate development; corporate finance and lending; and corporate structuring.

EARLY, LASTING LESSON: Be true to yourself and speak up.

SUCCESS IS: Feeling good about yourself.

HOW I FIND WORK-LIFE BALANCE: Walking and running; travel.

POWER SONG: "Heartlines" by Florence + the Machine.



SONIA BOISVERT
Partner & Leader,
Assurance, Greater Montréal
PwC

BIO: Sonia Boisvert has more than 25 years of experience in audit and assurance. Her clients include some of Canada's leading corporations and she has worked with major multinationals. Boisvert also leads PwC's Family Inc. group, which is dedicated to serving family businesses in different industries with a focus on successful transition between generations. In 2017, she was designated as Fellow of the Quebec CPA Order and serves on its board and executive committee.

EARLY, LASTING LESSON: Be fair with everyone and always remain open to opportunities that can bring you forward.

SUCCESS IS: When, as a team, we feel we did great work and exceeded our, and others', expectations.

ADVICE I WOULD GIVE MY YOUNGER SELF: Be yourself. Take your career in hand, don't wait for others. And do what you enjoy in life. Have fun!



TINA GIESBRECHT
General Counsel,
Legal & Privacy
ALBERTA HEALTH SERVICES

BIO: Tina Giesbrecht has been a lawyer for over 20 years, practising for most of her career in private practice in the complex area of labour and employment law. She has been a strong advocate for diversity policies and programs, respectful workplaces, human rights and effective labour relations. Prior to joining Alberta Health Services, she was a partner at McCarthy Tétrault. Her work at AHS has helped make Alberta a leader in the area of medical assistance in dying.



DAGMARA FIJALKOWSKI
Head, Global Fixed Income & Currencies, Senior Vice President, Senior Portfolio Manager
RBC GLOBAL ASSET MANAGEMENT INC.

BIO: Dagmara Fijalkowski leads a team of more than 40 investment professionals in Canada, the U.K. and the U.S., with approximately \$100 billion in assets under management. She also leads the management of active currency overlay programs and foreign exchange hedging for the firm, an area she has built from the ground up and that has been one of the differentiating factors for RBC GAM. Fijalkowski is member of the investment policy committee and the RBC GAM executive committee.

EARLY, LASTING ADVICE: Think for yourself. I grew up in socialist Poland and my parents taught me to question dogma, evaluate the information and make my own decisions.

SUCCESS IS: Loving what you do for a living.



LYNNE HUDSON
President & Chief Executive Officer
CANADIAN CANCER SOCIETY

BIO: Lynne Hudson leads the largest national charitable funder of cancer research in Canada. Prior to joining CCS she served as CEO of the Canadian Breast Cancer Foundation (CBCF). Hudson's visionary leadership was instrumental in the success of the merger between CBCF and CCS in February 2017. Her results-oriented approach helped guide CCS through tremendous transformational change to achieve 28 per cent year-over-year reduction in fundraising expenses in its first fiscal year post-merger.

EARLY, LASTING LESSON: You can't possibly have all the answers yourself. If you are lucky enough to find true mentors and trusted colleagues, learn from them and value them to bring shared success.

ADVICE I WOULD GIVE MY YOUNGER SELF: What happens this year is not forever, so don't get hung up on missteps. Stay focused on the big picture.

AUTHENTICITY KEY TO SUCCESS FOR WOMEN IN MALE-MAJORITY FIELDS

BY NANCY CARR

Women working in areas such as mining, finance and the armed forces will agree that these are still male-majority fields. But rather than criticize their chosen sectors for a lingering gender imbalance, they forge ahead – and implore other women to do the same.

“I know it’s cliché,” says Lt.-Col. Maureen Wellwood from her office at Canadian Forces Base Valcartier, northwest of Quebec City. “But the best way to make a change is to be it.”

She should know. Wellwood served in the former Yugoslavia as an infantry platoon commander with the Peace Implementation Force, and in Bosnia she held the role of information operations officer with the Stabilization Force. This mother of two from a military family, who swore she’d never join up or marry a soldier (she eventually did both), feels like she won the career lottery by joining the armed forces.

Her desire to see other women join her field is echoed by Heather Christie-Burns, president and CEO of Calgary’s High Ground Energy Inc., an exploration and production company with expected revenues of \$50 million in 2018.

“Rather than being on the sidelines or being in a position to be a critic, come here and work on the problems; there are amazing things you can do,” she says.

Both Wellwood and Christie-Burns, as well as Carol Banducci, CFO and executive vice-president of mining company IAMGOLD Corp., have seen an increasing number of women entering their fields since they began their careers. And they all agree that there’s more work to be done.

“The way we make it happen is by really focusing on it and making it a priority,” says Toronto-based Banducci, a mother of two adult children who started her career in

finance and joined IAMGOLD, a company worth more than \$2 billion, just over 10 years ago. “What we’ve been doing here, to focus on attracting women to the mining sector, is to continually sponsor, promote and provide opportunities for women to advance. It’s something that, as a board and an executive team, we embrace. We want to bring the best talent to this organization, and that means accessing a broader pool and recognizing the talent and skills that women can bring to our industry.”

Women looking to advance in any career need to play an active role in building their résumés. For women in male-majority fields, according to Christie-Burns, that means rolling up your sleeves and getting involved in the operations side of things, which she did at the beginning of her career, going from chemical engineering at the University of Calgary to running a field office at an oil-and-gas operation.

“If you can get involved in something that’s at the core of the operation, you’ll learn lots, quickly,” she says, noting that she was a bit of a novelty as a young woman in the field in the 1990s. “You need to touch things and see them with your own eyes. Afterwards, if you’re looking at running a company or starting a venture, you need to be financially literate.”

Banducci’s advice is similar.

“What I say to women, especially young women, is to work outside their comfort

zone,” she says. “That’s how you learn, that’s how you grow, that’s how you’re able to take advantage of opportunities that don’t necessarily fall in your wheelhouse.”

Christie-Burns maintains she never had to change her personality to climb the male-dominated corporate ladder, but she did alter her communication style.

“Some approaches are more effective if you’re dealing with a mostly male audience,” says Christie-Burns, who lives with her twin 10-year-old sons and her husband.

“I try to be much more succinct and direct and get to the point more quickly.

It doesn’t change my personality, it’s just a better way to communicate.”

For Wellwood, an early attempt to emulate a stereotypical successful leader, by de-emphasizing stereotypical feminine characteristics, was called out by a colleague.

“I had a really good work partner early on who took me aside and explained that I would be better off if I would be myself,” she said. “Today I’m a really strong proponent of authentic leadership.”

The best path to success, the women agreed, is to let passion lead.

“I was never deterred from my chosen field because I followed my passion,” IAMGOLD’s Banducci says. “I had a real curiosity for business and I really enjoyed the math and problem-solving aspect of finance, so I followed that passion. And here I am.”





Carol Banducci

“What I say to women, especially young women, is to work outside their comfort zone”

KPMG PROFESSIONALS AWARDS
CONTINUED



SILVIA MONTEFIORE
Canadian Managing Partner,
Business Enablement &
Operations (Chief Operating
Officer)
KPMG LLP

BIO: In this role, Silvia Montefiore, a CPA with more than 25 years' experience, is responsible for finance, human resources, procurement and real estate, information technology, and office of the partner. She is a past vice-chair and past member of the board of directors for KPMG Canada and is a key member of the firm's management committee. Montefiore is a founding sponsor of Women Get On Board, which aims to get more women involved in board work.

EARLY, LASTING LESSON: Stay focused on what's really important and don't sweat the small stuff.

SUCCESS IS: Helping others achieve their full potential.

ADVICE I WOULD GIVE MY YOUNGER SELF: Always be open to new opportunities and challenges that take you outside your comfort zone.

POWER SONG: "Brave" by Sara Bareilles.



OLIVIA STEEDMAN
Managing Director,
Infrastructure & Natural
Resources
**ONTARIO TEACHERS'
PENSION PLAN**

BIO: Olivia Steedman has over 20 years' experience in private equity investing in the infrastructure and natural resources sectors. While at OTPP she has held various roles as it relates to the INR portfolio, heading the greenfield and renewables group, which focuses on investments in the development and construction phases; serving on multiple portfolio company boards; and overseeing the portfolio construction function. A professional engineer and chartered professional accountant, Steedman also has an ICD.D certification from the Institute of Corporate Directors.

EARLY, LASTING LESSON: Take risks. Embrace change. Always be learning.

SUCCESS IS: Liking yourself, liking what you do, and liking how you do it - Maya Angelou.



CATHERINE ROOME
President & CEO
TECHNICAL SAFETY BC

BIO: A futurist, Catherine Roome is building Technical Safety BC's place in the algorithmic economy — where predictive insights create long-term value — with a vision of safe technical systems. An electrical engineer and one of B.C.'s senior leaders in the engineering and technology sector, she has consistently delivered game-changing strategies that use technology innovation for public good.

EARLY, LASTING LESSON: Once, when stressing over an outcome, I was told to "hold it lightly" ... and forever after I have tried to focus much more on building leadership strengths in others as a way to reach a goal, and far less on the goal itself.

ADVICE I WOULD GIVE MY YOUNGER SELF: Practise compassion starting with yourself.

HOW I FIND WORK-LIFE BALANCE: I am a passionate gardener and try to bring a little bit of the Himalayas into my North Vancouver backyard.



JOY THOMAS
President & CEO
**CHARTERED PROFESSIONAL
ACCOUNTANTS OF CANADA**

BIO: Joy Thomas, is president and CEO of Chartered Professional Accountants of Canada (CPA Canada), one of the largest national accounting organizations in the world representing more than 210,000 members. CPA Canada, created through the unification of three legacy accounting designations, is a respected voice in the business, government, education and non-profit sectors and champions sustainable economic growth and social development. CPA Canada develops leading-edge thought leadership, research, guidance and educational programs to ensure its members are equipped to drive success and shape the future.

ADVICE I WOULD GIVE MY YOUNGER SELF: Have the confidence to go after the next job, stretch yourself — you do not need to have 100 per cent of the required skills to take on a new role. Have faith in your ability and value your strengths.



GEORGIA STAVRIDIS
SVP Head of Financial Crime
Compliance
HSBC BANK CANADA

BIO: Georgia Stavridis joined HSBC in 2001, and has held a variety of senior compliance roles in the bank. Previous roles include: chief anti-money laundering officer, chief compliance officer of the trust and mutual fund businesses, head of compliance for the retail banking business, head of anti-money laundering and senior legal counsel. Before joining HSBC, Stavridis practised law at a Canadian law firm and held a client-facing role in corporate trust.

ON BEING DESCRIBED AS POWERFUL: It reinforces my sense of responsibility and aspiration to be a role model, a mentor and sponsor to future female leaders, ensuring they too have the opportunity to achieve all they are capable of.

HOW I FIND WORK-LIFE BALANCE: I love to travel and read. I am also working exercise back into my life, having completed triathlons in the past (including Ironman Canada in 2005).



BETH WILSON
Canada Chief Executive
Officer
DENTONS CANADA LLP

BIO: A respected senior strategic business leader, Beth Wilson joined Dentons in July 2017, bringing extensive professional services experience following a 26-year career at KPMG. As Dentons Canada chief executive officer and member of the global board and global management committee, she is leading the firm through a time of disruption and transformation and she is doing so by focusing on exceeding clients' expectations of value and results, and empowering diverse teams.

EARLY, LASTING LESSON: Lifelong learning is key to personal growth.

ADVICE I WOULD GIVE MY YOUNGER SELF: Be patient. You have so many years and opportunities in front of you so don't be afraid to veer off the beaten path to explore options along the way.

POWER SONG: "Ain't No Mountain High Enough" by Marvin Gaye.

PwC Public Sector Leaders Awards

Recognizing women who hold senior positions in Canada's public sector organizations, not currently in public office



DR. JODI L. ABBOTT
President & CEO
NORQUEST COLLEGE

BIO: Since joining the college in 2010, Dr. Jodi Abbott has more than doubled NorQuest's student population through expanded credit and non-credit programming; unveiled innovative partnerships including the Alberta Indigenous Construction Career Centre, the Edmonton Oilers Community Foundation Hospitality Institute, the NorQuest College ATB Agency, and the Colbourne Institute for Inclusive Leadership; and enhanced NorQuest's brand recognition. She has been recognized with numerous awards for her international work with figure skating and for championing improved health-care services. This is her second Canada's Most Powerful Women: Top 100 award.

EARLY, LASTING ADVICE: My mother taught me that you can do anything if you set your mind to it and persevere.

ADVICE I WOULD GIVE MY YOUNGER SELF: Take risks early, work hard and don't undersell yourself. Outcomes will tell your story.



JULIA HANIGSBERG
President & CEO
HOLLAND BLOORVIEW KIDS
REHABILITATION HOSPITAL

BIO: Julia Hanigsberg leads Canada's largest paediatric rehabilitation hospital, serving children and youth with disabilities and complex medical needs. A top-40 Canadian research hospital, it is renowned for providing exceptional care. As a workplace it has garnered recognition as a Greater Toronto's Top Employer, Canada's Top Employers for Young People and Canada's Most Admired Corporate Culture. The hospital is in the midst of a \$25 million campaign to expand its research institute and is in the second year of its disability stigma-busting campaign Dear Everybody (deareverybody.ca).

EARLY, LASTING LESSON: Don't be afraid to take on a challenge. Big problems teach big lessons and help you make a big impact.

ON BEING DESCRIBED AS POWERFUL: I think more about how I empower people around me than about exerting power. Every accomplishment personal and professional has been alongside great people and teams.



DEAN MARY CONDON
Dean (Interim)
OSGOODE HALL LAW
SCHOOL, YORK UNIVERSITY

BIO: Dean Mary Condon joined the Osgoode faculty in 1992 and from 2008 to 2016 was appointed by the Ontario government as a commissioner and board member of the Ontario Securities Commission (OSC). For three years she served as one of two full-time vice-chairs of the OSC. In early 2018, she was appointed a member of the board of the Capital Markets Authority Implementation Organization (CMAIO). Condon's research interests are focused primarily on the regulation of securities markets, investment funds, online investing and pensions.

EARLY, LASTING ADVICE: Don't be afraid to break from the accepted path if it seems to be the right thing for you to do.

ADVICE I WOULD GIVE MY YOUNGER SELF: Focus more on seeing challenges as learning opportunities and less on worrying about the possibility of failing.



AMANDA HOBSON
Chief Financial Officer &
Vice President, Finance &
Corporate Services
BC LOTTERY CORPORATION
(BCLC)

BIO: Amanda Hobson is a senior finance professional with more than 20 years of diverse experience in large and international private, public and public sector organizations. Recognized as 2017 BC CFO of the Year in the Emerging Leader category by Business in Vancouver and CPABC, she is passionate about inspiring and motivating others to achieve strategic objectives and organizational excellence. Dobson currently serves on the boards of the Royal Inland Hospital Foundation and the Interprovincial Lottery Corporation.

EARLY, LASTING LESSON: It is important to treat everyone with respect, whether it is the janitor or the board chair.

ON BEING DESCRIBED AS POWERFUL: It makes me feel like I can do anything I set my mind to.

ADVICE I WOULD GIVE MY YOUNGER SELF: Passion, patience and perseverance get you everywhere.



DARLENE DASENT
Vice President & Chief
Financial Officer
UNIVERSITY HEALTH
NETWORK (UHN)

BIO: Darlene Dasent is a key business enabler with responsibility for overall financial management of world-renowned UHN. Since joining UHN she has held progressively senior management roles providing strategic financial advice to support the hospital. With a reputation as a strong mentor who leads by example, she has been instrumental in developing financial governance models. Dasent has over 20 years of leadership experience and is currently leading UHN's finance transformation.

EARLY, LASTING LESSON: Everyone has something to offer. Put in the extra effort to make people feel comfortable being around you and encourage them to be themselves. This helps amazing ideas and perspectives come forth.

POWER SONG: "I Hope You Dance" by Lee Ann Womack.



MAUREEN JENSEN
Chair & Chief Executive
Officer
ONTARIO SECURITIES
COMMISSION

BIO: Prior to her appointment as chair and CEO, Maureen Jensen was the executive director and chief administrative officer of the OSC from 2011 to 2016. As the senior member of staff, she was responsible for co-ordinating and managing the organization's day-to-day operations, including its enforcement, market regulation and compliance functions, and providing leadership on policy development. Jensen has also held senior positions in regulatory and business portfolios at the Toronto Stock Exchange and had a 20-year career in the mining business, holding both executive and technical management positions.

EARLY, LASTING LESSON: Work hard and do the right thing.

SUCCESS IS: Making a difference through my actions.

ADVICE I WOULD GIVE MY YOUNGER SELF: Don't believe people when they say that gender equality in business is just around the corner.

PwC PUBLIC SECTOR LEADER AWARDS
CONTINUED**LAURA LEE LANGLEY**

Deputy Minister, Office of the Premier; CEO, Communications NS; Public Service Commissioner

PROVINCE OF NOVA SCOTIA

BIO: Laura Lee Langley began her career as a journalist in the early 1980s before entering her public service career in strategic communications. She was first appointed deputy minister in 2010 and has served as a board member for various professional and community organizations. Langley has been recognized by the Nova Scotia Human Rights Commission as a Champion of the Workplace. She is passionate about employee engagement and is leading a campaign called 'Be the Change', encouraging innovation and pride in the N.S. public service.

SUCCESS IS: Being happy. Being a valued contributor in a fulfilling environment where I can be myself in mind, body and spirit.

ADVICE I WOULD GIVE MY YOUNGER SELF: Listen more, talk less; everybody has a story; and everybody brings gifts to the table. If you work for the success of others, it will come back to you tenfold.

**HEATHER MCPHERSON**

Executive Vice President, Patient Care & Ambulatory Innovation

WOMEN'S COLLEGE HOSPITAL

BIO: Heather McPherson has been transforming health leadership and driving innovation in patient care for over 20 years. Since 2008, she has served on the senior executive team of Women's College Hospital (WCH), revolutionizing health care for women and helping to build the hospital of the future. She works tirelessly to rethink our systems of clinical care delivery and redefine what it means to be a patient: engaged, empowered, and understood.

EARLY, LASTING LESSON: Say yes to new possibilities... you never know where they might lead.

ON BEING DESCRIBED AS POWERFUL: Humbled.

SUCCESS IS: Achieving outcomes with respect and integrity.

ADVICE I WOULD GIVE MY YOUNGER SELF: Explore every avenue of opportunity - regardless of how big or small.

**CAROLYN WILKINS**Senior Deputy Governor
BANK OF CANADA

BIO: Carolyn Wilkins oversees the bank's strategic planning and economic and financial research. As a member of the bank's governing council, she shares responsibility for decisions with respect to monetary policy and financial system stability. She also oversees the bank's analysis of international economic developments, is a member of the bank's board of directors, serves as G20 and G7 deputy and represents the bank on the financial stability board (FSB) plenary. She is also a member of the IMF's high-level advisory group on fintech.

EARLY, LASTING LESSON: Be bold and take the road less travelled if that's where your heart tells you to go. It's where you'll find yourself, and those who matter most to you.

SUCCESS IS: As a central banker, success means taking tough decisions that stand the test of time, even if they are not initially popular.

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CIBC Trailblazers & Trendsetters Awards

Recognizing women who are first in their field and have made a great contribution to Canadian society



MELODY ADHAMI
Chief Operating Officer
HAVAS CANADA

BIO: Melody Adhami started her career working at the \$1 billion company Unilever. Then, Steve Jobs launched the iPhone and she saw the first signs of a new mobile age appear. Adhami quit her job to launch mobile app developer Plastic Mobile. Today, Plastic Mobile is a top player in the world of mobile. In 2015, it was acquired by global communications company Havas, where Adhami is now COO, tasked with helping reinvigorated and reposition the Toronto Havas office.

EARLY, LASTING LESSON: Don't be afraid to fail, as many times as it takes. Life isn't a science. We have to live through and appreciate the trial and error to get things right.

SUCCESS IS: My definition of success is always evolving but the core of it never changes: never settle. Continue striving for what you believe you're capable of and what you truly deserve.



FATEN ALSHAZLY
Principal & Chief Creative Officer
WEUSTHEM INC.

BIO: Multi-award-winning Faten Alshazly leads a full-service ad agency with a blue-chip client roster. Under her leadership, WeUsThem has won numerous prestigious industry awards — all firsts for an East Coast firm. Active in the community, Alshazly champions women in STEM fields, she is a vocal advocate for women returning to the workforce by providing work placements, mentorship and career advice, she mentors women in her industry and across Canada through WXN. This is her second recognition as one of Canada's Most Powerful Women: Top 100.

ADVICE I WOULD GIVE MY YOUNGER SELF: Become entrepreneurial early. This doesn't mean only being an entrepreneur simply by building a business, this also means being entrepreneurial in the work you do as that will set you apart.



HEATHER CHRISTIE-BURNS
President & CEO
HIGH GROUND ENERGY INC.

BIO: A professional engineer and entrepreneur, Heather Christie-Burns has been building successful companies for the past 14 years. In 2014, she co-founded High Ground, one of a very few 'blind pool' (building from no assets) private company startups in Alberta in the last four years. With a \$230 million equity backing it purchased assets from Penn West Petroleum and has transformed it from a liability-weighted legacy gas base without cash flow into a healthy going concern. She has been recognized for her leadership and is a mentor to high-performing female leaders.

EARLY, LASTING LESSON: Curiosity, sharpened by focus, added to the willingness to work hard, will take you far.

ADVICE I WOULD GIVE MY YOUNGER SELF: Spend more time listening, and define the problem well before hunting for the solution.



CHRISTYN CIANFARANI
President & CEO
CANADIAN ASSOCIATION OF DEFENCE AND SECURITY INDUSTRIES

BIO: For two decades, Christyn Cianfarani has blazed a trail for women in the aerospace, defence and security industries. She is the first woman to lead CADSI, an organization that represents more than 900 member companies employing more than 63,000 Canadians and generating \$10 billion in annual revenues. As its leader, she has helped change the perception of the defence industry from one that is focused on arms manufacturing into a high-tech innovator that benefits all Canadian society. She has also increased female representation on the board from zero to 30 per cent.

EARLY, LASTING LESSON: Don't be upset when the boys move in on the baseball pitch because they think that you can't hit; knock it over their heads.

ON BEING DESCRIBED AS POWERFUL: I love it.



NATALIE DAKERS
President & CEO
ACCEL-RX HEALTH SCIENCES ACCELERATOR SOCIETY

BIO: Natalie Dakers is a leading figure in the Canadian biopharmaceutical industry and one of B.C.'s most influential women. With four successful startup companies to her credit, she's regarded as a life science industry visionary with an ability to get things done. She has served on numerous boards and advisory panels and received several honours. She is a two-time Canada's Most Powerful Women: Top 100 recipient.

EARLY, LASTING LESSON: All you have is your reputation, so guard it well.

SUCCESS IS: Doing things well, with integrity, having fun and sharing it.

ADVICE I WOULD GIVE MY YOUNGER SELF: Breathe. If you follow your passions, things will unfold as they should.



JENNIFER FLANAGAN
President & CEO
ACTUA

BIO: Two-time Canada's Most Powerful Women: Top 100 recipient Jennifer Flanagan is a social entrepreneur and national thought leader focused on youth, innovation, STEM, digital literacy and inclusion. Under her leadership, Actua has become a national leader, annually engaging 250,000 under-represented and at-risk youth, including First Nations, Inuit and Métis youth, girls and young women in building skills and confidence in STEM. Flanagan's social entrepreneurship model has attracted significant investments from companies such as Google, GE, Microsoft, Suncor and all levels of government. She has been recognized by RBC Entrepreneur of the Year, Top 40 Under 40, and YWCA Women of Distinction.

EARLY, LASTING LESSON: Never accepting no; there's always a way.

CIBC TRAILBLAZERS & TRENDSETTERS AWARDS
CONTINUED**ÉLOÏSE GRATTON**Partner & National Co-Leader,
Privacy and Data Protection
Practice Group**BORDEN LADNER GERVAIS
LLP**

BIO: One of Canada's most influential lawyers, Éloïse Gratton is also one of Canada's foremost experts in the field of privacy and is recognized as the go-to person, relied upon by privacy commissioners as well as the provincial and the federal governments. On the international scene, she is a member of the International Association of Privacy Professionals (IAPP)'s women leading privacy advisory board. She has published several books on IT and privacy issues, which have been cited by the Supreme Court of Canada in some of its landmark privacy decisions.

SUCCESS IS: Achieving set goals, helping people around us, striking balance between work life and family.

ADVICE I WOULD GIVE MY YOUNGER SELF: Set your priorities, focus, bring discipline to the table and don't hesitate to take some risks, they may pay off in the end.

POWER SONG: "Independent Woman" by Destiny's Child.

**TINA JONES**

CEO

**BANVILLE & JONES GROUP
OF COMPANIES**

BIO: Tina Jones is a highly successful Manitoba entrepreneur, community contributor and philanthropist who has grown WDCM into the largest private wine store and destination wine school in Manitoba. Jones is also an active partner in The Rink Training Centre, providing innovative individual skill development to all levels of hockey players. A tireless community builder recognized as Volunteer Fundraiser of the Year, 2017, her fundraising work has helped raise tens of millions of dollars.

EARLY, LASTING LESSON: I grew up knowing that anything worth achieving takes a lot of hard work, determination, perseverance, sacrifice and support. Raising a family at the same time as developing a business requires all of these.

ADVICE I WOULD GIVE MY YOUNGER SELF: Go get it. Create it. It is yours for the making and you are in charge of making it great. Make it happen.

**LYNNE GROULX
LL.L., J.D.**

Executive Director

**NATIVE WOMEN'S
ASSOCIATION OF CANADA**

BIO: Lynne Groulx's passion and expertise on Indigenous women's rights, gender equality, human rights and economic development have made her a highly sought-after keynote speaker and leader. She has worked at the Human Rights Commission of Canada as a senior adviser regarding Indigenous peoples and is dedicated to the empowerment of Indigenous women, girls and gender-diverse people. Groulx is developing a social and cultural innovation centre, which will launch NWAC's latest initiative: the Resiliency Centre, dedicated to addressing the missing and murdered Indigenous women's crisis.

**LEANN HACKMAN-
CARTY**

Principal

**HACKMANCARTY &
ASSOCIATES**

BIO: For almost 30 years Leann Hackman-Carty has led public, private and non-profit organizations through eras of change to new levels of growth and stability. Her specialties are community economic development, business and economic recovery and entrepreneurship. Since 2009, she has provided CEO consulting services to Economic Developers Alberta. In 2017, she released her Master Your Disaster series of readiness, response and recovery guides for families, business and communities based on her work in Alberta spearheading a community tool kit to help prepare and respond to future economic disruptions.

ADVICE I WOULD GIVE MY YOUNGER SELF: Life is a fantastic journey, with many good and bad experiences. Work hard, but make faith, family and friends a priority. Be gracious. Task risks. Live each day as if it were your last.

**ROXANNE JOYAL**

CEO

ME TO WE

BIO: When she first travelled to Kenya as a teenage volunteer, Roxanne Joyal was tasked with starting a fair trade program so women in the impoverished communities could sell their beadwork to visitors. In helping to empower these women, she found her calling leading social and economic empowerment initiatives for women in developing countries. Me to We products are now sold in over 12,000 locations across North America, and Me to We has expanded to offer volunteer travel opportunities. Joyal received the Order of Canada in 2017.

EARLY, LASTING LESSON: If it was easy to do, someone else would have done it already.

SUCCESS IS: Having more women to empower; more communities and kids to serve.

HOW I FIND WORK-LIFE BALANCE: I work out five times a week and practise yoga.

**DAWN MADAHBEE
LEACH**

General Manager

**WAUBETEK BUSINESS
DEVELOPMENT
CORPORATION**

BIO: Dawn Madahbee Leach is a proud member of the Aundeck Omni Kaning First Nation on Manitoulin Island in Northern Ontario, where she has served as a member of her community's council. She is the first Aboriginal woman in Canada to head a commercial lending institution. Under her leadership, Waubetek has invested \$80 million in 3,600 Aboriginal businesses. Madahbee Leach was instrumental in the development of the National Aboriginal Economic Benchmark Report (2012) and the follow-up National Aboriginal Economic Progress Report (2015). She also co-chaired the development of the "Anishnawbek Nation Economic Blueprint", which is used today by several First Nations in Ontario. She is a recipient of the Anishnawbek Nation's Lifetime Achievement Award and the MNP-AFOA Canada Excellence in Aboriginal Leadership Regional Award.



CLAUDETTE MCGOWAN
CIO, Enterprise Technology
Employee Experience
BMO FINANCIAL GROUP

BIO: Claudette McGowan is an award-winning, globally-focused information technology leader with more than 17 years' success leading digital transformation, optimizing infrastructure and designing new approaches that improve service experiences. She joined BMO in 2000 as a help desk manager, moved on to progressive leadership roles and is credited with developing a multi-year workplace technology strategy. McGowan launched the first Women in Technology affinity group at BMO. She also created the Black Arts and Innovation Expo (BAIE), which promotes diversity and inspires excellence in STEM and the arts.

SUCCESS IS: About living undefined and without fixed limits. We are multi-dimensional beings that need to live multi-dimensional lives. My belief is if you want to do it, do it. If you want to be it, be it.

POWER SONG: "I Love My Life" by Demarco.



GLORI MELDRUM
Founder & Chair of the Board
LITTLE WARRIORS

BIO: Business leader and committed social entrepreneur Glori Meldrum is known for her energy, determination and 'let's-get-it-done-and-done-right' approach. As CEO of a successful strategic marketing agency and a survivor of childhood sexual abuse, Meldrum founded Little Warriors, a national charitable organization dedicated to raising awareness of child sexual abuse and educating adults to recognize and prevent it. She also championed the creation of the Be Brave Ranch — Canada's first long-term residential treatment program for child sexual abuse survivors. Meldrum has been recognized with numerous awards, including the Queen Elizabeth II Diamond Jubilee Medal.

EARLY, LASTING LESSON: The only way to get through the storms of life is head-on through the storm. There are no shortcuts.

SUCCESS IS: Knowing who you are and loving yourself.



DENISE POTHIER
Vice-President Practice
Services & Vice-President
Indigenous Relations
STANTEC CONSULTING LTD.

BIO: A professional engineer, Denise Pothier has more than 25 years of experience in oil and gas, regulatory compliance, quality assurance, process engineering and risk assessment. An award-winning champion of diversity and inclusion, she has served on Stantec's diversity and inclusion council for the last decade and is committed to providing opportunities for training, hands-on skill development, employment and business to Indigenous community members. Over the past few years, Pothier has been learning more about her Mi'kmaw heritage and has been mentoring young girls on careers in STEM.

EARLY, LASTING LESSON: Always be mindful of the well-being of the people and the communities that surround and support you.

HOW I FIND WORK-LIFE BALANCE: Spending time with nature, beachcombing, hiking, or gardening.

POWER SONG: "Learn to Fly" by the Foo Fighters.



SUSAN RIMMER
Managing Director & Head,
Global Corporate Banking
CIBC CAPITAL MARKETS

BIO: Susan Rimmer is responsible for CIBC's corporate banking, cash management and correspondent banking businesses across Canada, U.S., Europe and Asia. She joined CIBC following a 15-year career in global capital markets and investment banking at Bank of America Merrill Lynch in London, U.K., and Toronto. Rimmer is a member of the CIBC operating committee, the Capital Markets executive committee and serves on the board for CIBC Mellon. She is co-chair of the annual CIBC United Way Campaign.

SUCCESS IS: Being empowered to make a difference.

ADVICE I WOULD GIVE MY YOUNGER SELF: Tenacity and resilience are keys to success.

POWER SONG: "Ahead by a Century" by the Tragically Hip.



CAROLINE RISEBORO
President & CEO
**PLAN INTERNATIONAL
CANADA**

BIO: Two-time Canada's Most Powerful Women: Top 100 winner Caroline Riseboro heads the leading NGO in Canada, advancing the rights of children and equality for girls. As the youngest person to ever lead a major Canadian charity, she is a passionate advocate for gender equality and has a proven track record of leading organizations to new heights by challenging the status quo. Under her leadership, Plan delivered record-breaking results. In 2017, she received the bronze medal in the Woman of the Year – Government or Non-Profit category at the Stevie Awards for Women in Business.

EARLY, LASTING LESSON: Always ask Why? It's the most important question in life because you can't challenge the status quo without it.

ADVICE I WOULD GIVE MY YOUNGER SELF: Stop giving so much credibility to harsh criticism.



LIEUTENANT COLONEL MAUREEN WELLWOOD
Commanding Officer,
2 Canadian Division Training
Centre **CANADIAN ARMED
FORCES, DEPARTMENT OF
NATIONAL DEFENCE**

BIO: Maureen Wellwood started her military career at the age of 18 and has served in ex-Yugoslavia as an infantry platoon commander with NATO, in Bosnia as information operations officer, and she participated in Operation Athena in Kandahar. She is the first woman in the Canadian Infantry to attain the rank of lieutenant-colonel. Wellwood assumed command of the 2 Canadian Division Training Centre in June 2017, where she leads a team dedicated to the individual training of members of 2 Division of the Canadian Army.

EARLY, LASTING LESSON: Never give up. Failing is an opportunity to learn. Failure itself never defines a person; it's one's reaction to failure that is indicative of one's character.

SUCCESS IS: Represented by the positive change one brings to the world.

HOW I FIND WORK-LIFE BALANCE: My family brings a work-life balance: We enjoy camping, sports and reading together.



Together we can make a change.

Together, we can accomplish more. There's strength in numbers and a Women's Executive Network individual membership provides you with the opportunity to grow personally and professionally, joining others like you to build a stronger community. We all want more for ourselves, but we also want more for everyone around us. Let's build a diverse and inclusive future in our country together.

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MEMBERS OF THE PHASENYNE NETWORK OF COMPANIES

INCLUSION VANGUARD AWARD

Deloitte.

“ In diversity there is beauty and there is strength. ”
— *Maya Angelou*

The gender-neutral Inclusion Vanguard Award category, presented by Deloitte, was first introduced in 2016 and recognizes an individual, male or female, who has made an impact on the diversity and inclusion landscape of our country. They are champions for change and have demonstrated outstanding commitment to a broader diversity agenda within their organizations, bettering the experience of their colleagues and counterparts and a broader community of clients and contacts. They are those who have made us stronger.

This year, we are proud to honour the achievement of Rich Donovan, chairman and CEO of The Return on Disability Group. The Inclusion Vanguard Award celebrates the beauty and strength of his accomplishments with respect to diversity and inclusion in the workplace and beyond.



RICH DONOVAN

Chairman & CEO

THE RETURN ON DISABILITY GROUP

Rich Donovan is CEO of The Return on Disability Group and is a globally recognized expert on the convergence of disability and corporate profitability. He spent 10 years defining and unlocking the economic value of the disability market, created the Return on Disability concept and model, and acted to have the Barclays Return on Disability exchange-traded note listed on the New York Stock Exchange. Donovan specializes in providing insights and tools to frame disability as a global emerging market, and his clients have included TD Bank, RBC, BMO, Rogers, PepsiCo, the World Bank. He has been named one of the 50 most-influential people with disabilities in the world by U.K.-based Powerful Media and Shaw Trust, and is the chair of Ontario's Accessibility Standards Advisory Council. Prior to starting The Return on Disability Group, Donovan founded Lime, a leading recruiter in the disability sphere. Before that, he worked as a proprietary trader and portfolio manager at Merrill Lynch. He holds an MBA from Columbia Business School and a BBA from Schulich School of Business at York University. He is an avid sailor and proud father of his son, Maverick, along with his wife and business partner, Jenn. He also happens to have cerebral palsy.

2018 HALL of FAME

RECOGNIZING WOMEN WHO HAVE WON THE
TOP 100 AWARD FOR THE FOURTH TIME



ULRIKE BAHR-GEDALIA

PRESIDENT & CEO, **DIGITAL NOVA SCOTIA**

BIO: Ulrike Bahr-Gedalia is a multilingual, award-winning innovator and entrepreneur with more than 20 years of combined global experience in the private, public, non-profit and academic sectors. Originally from Germany, she has held senior executive roles at prominent multinational high-tech corporations, SMEs and startups. In recognition of her unprecedented leadership with Digital Nova Scotia and lifelong advocacy for equity, diversity and inclusion (EDI), she has received numerous awards, including RBC Top 25 Canadian Immigrant Award, The Atlantic Business Magazine Top 50 CEO Award, the Progress Women of Excellence, and Top 40 Change Maker in Canada by Canadian Living.

EARLY, LASTING LESSON: Attitude is key in all we do. If you see an opportunity or a challenge, embrace it. Acknowledge that one's EQ and IQ are equally important to succeed in life, and don't underestimate the EQ or overestimate the IQ. Don't let fear command who you are. The biggest risk is not taking any risk.



CHRISTIANE BERGEVIN

PAST CHAIR OF THE BOARD, CANADIAN CHAMBER OF COMMERCE; BOARD DIRECTOR, YAMANA GOLD; PRESIDENT, **BERGEVIN CAPITAL**

BIO: As a business leader and strategic adviser to major clients across sectors and internationally for close to 30 years, Christiane Bergevin has a distinguished track record in transformational leadership and governance. Prior to starting her own consulting firm she served as president of SNC-Lavalin Capital and as executive vice-president, strategic partnerships and business development, for Desjardins Group. She was the first North American appointed to the board of global mass transit operator Paris-based RATP Dev, and the fourth woman ever to chair the board of the Canadian Chamber of Commerce.

EARLY, LASTING LESSON: Be patient and persevere.

ON BEING DESCRIBED AS POWERFUL: We are not used as women to be called powerful. I am always surprised and I confess I prefer strategic, determined, innovative.

ADVICE I WOULD GIVE MY YOUNGER SELF: Go and work abroad, build contacts and networks at a younger age, and don't be afraid to venture outside your zone of comfort.

NORIE CAMPBELL

GROUP HEAD, CUSTOMER & COLLEAGUE EXPERIENCE, **TD BANK GROUP**

BIO: A member of the senior executive team, Norie Campbell leads the teams responsible for human resources, marketing, corporate and public affairs, and enterprise projects. She has been recognized with numerous awards for her leadership, including Canada's Top 40 Under 40 and a Distinguished General Counsel award. She chairs TD's inclusion and diversity council, which is committed to advancing its inclusion and diversity goals.



CHRISTY CLARK

PREMIER OF **BRITISH COLUMBIA (2011 - 2017)**

BIO: Christy Clark's political career is full of firsts. Her hard-won record includes being the longest-serving female premier in Canadian history, the only female premier ever to be re-elected in Canada, and the first cabinet minister in Canada to give birth while holding office. She was also the first premier in the country to openly discuss personal experiences of sexual assault. Over her time as premier she balanced five budgets, diversified B.C.'s economy and ensured B.C. led the country in job creation.



PATRICIA KAREN GAGIC, DStG

CHIEF FINANCIAL OFFICER, **HAMILTON VEIN CLINIC** / PRESIDENT, **PATRICIA KAREN GAGIC ART ENTERPRISES INC.** / DIRECTOR, **HELP HEAL HUMANITY**

BIO: Artist, author, finance professional Patricia Gagic has built a career and life that spans many passions and areas of expertise. An established contemporary artist, author and champion for social justice, she has also created an extensive career in finance, banking and property management. Her collection of professional and philanthropic accolades continues to grow. In 2017 she was presented the Excellence in the Arts for courage and commitment to human rights, dignity and freedom by the Canadian Civil Liberties Association. She has exhibited across Europe and her work will appear at the Louvre this December.

SUCCESS IS: Taking each second of life to the fullest.

ADVICE I WOULD GIVE MY YOUNGER SELF: Never let one opinion guide you. Seek, search, ask and rip apart everything until you equalize your intuition. Do not let your personal emotions guide you, take a step backward and see beyond that which is being exposed and remember we are not defined by others.



2018 HALL of FAME

CONTINUED



KATHY KINLOCH

PRESIDENT, **BC INSTITUTE OF TECHNOLOGY**

BIO: Kathy Kinloch is recognized for leading organizational renewal in complex environments and has won numerous awards for her leadership. She has spearheaded strategic change initiatives in the post-secondary as well as government and health-care sectors. Her focus at BCIT is to broaden and deepen its partnerships with business, industry and community within B.C., across Canada and globally. She chairs the provincial Emerging Economy Task Force.

EARLY, LASTING LESSON: When I was eight years old, my father was very ill and hospitalized for some time. I was inspired by his health-care team. It made me want to 'make a difference' in whatever I did. I also wanted to learn through reaching out to leaders I admired. To this day, I enjoy learning from leaders from different sectors and walks of life. I've made a commitment to do the same for others.

HOW I FIND WORK-LIFE BALANCE: I've intentionally kept my personal life separate from work so it gives me an escape and perspective.



VALERIE MANN

PARTNER, **LAWSON LUNDELL LLP**

BIO: Recognized as one of the best lawyers in Canada, Valerie Mann is the co-chair of the firm's mergers and acquisitions practice group. She has been lead counsel on a number of large mid-market transactions, including in the resource/commodities, real property and manufacturing sectors, in addition to acquisition activity in the technology sector. In 2017, she was selected as Diversity 50 member by the Canadian Board Diversity Council.

EILEEN MERCIER

CHAIR, BOARD OF DIRECTORS, **PAYMENTS CANADA**

BIO: Eileen Mercier has played a crucial role in transitioning Payments Canada from a member-controlled organization to a new governance model, which now includes seven independent directors and five financial institution directors. She is a professional director, and was chair of the Ontario Teachers' Pension Plan Board from 2007 to 2014. Her career encompasses over 40 years of general management experience in the financial services, communications, integrated oil, and paper and forest products sectors. She is a Fellow of the Institute of Corporate Directors of Canada.

EARLY, LASTING LESSON: Never be afraid.

ON BEING DESCRIBED AS POWERFUL: Humble.

SUCCESS IS: I have a wonderful husband, many children and grandchildren and they all love me.

ADVICE I WOULD GIVE MY YOUNGER SELF: If you are offered a chance to do something, say yes, without analyzing it to death.

HOW I FIND WORK-LIFE BALANCE: Singing.



MANDY RENNEHAN

BLUE-COLLAR CEO & FOUNDER, **FRESHCO.CA**

BIO: Mandy Rennehan is called the Blue-Collar CEO for her ability to seamlessly navigate between the white- and blue-collar worlds, and to respectfully tell it like it is. She is a sought-after speaker, multiple award-winning entrepreneur, philanthropist and trade industry ambassador. By 19, she founded Freshco, Canada's No. 1 full-service, reconstruction and retail maintenance provider operating across Canada and the eastern United States, serving top multinational clients. She is tackling the skilled trade shortage by challenging the misconception that white-collar jobs are somehow better.

EARLY, LASTING LESSON: Don't believe one opinion.

ON BEING DESCRIBED AS POWERFUL: I think the word 'powerful' is like the word 'integrity', and I have lots of it to give.

SUCCESS IS: Every day I wake up! That is the true meaning of success.

HOW I FIND WORK-LIFE BALANCE: Expensive alcohol.

POWER SONG: "Staying Alive" by the Bee Gees.



RHIANNON TRAILL

PRESIDENT & CEO, **ECONOMIC CLUB OF CANADA**;
FOUNDER & PRESIDENT, **JR. ECONOMIC CLUB OF CANADA**

BIO: Rhiannon Trill is recognized as one of the most accomplished business influencers in the country, hosting more than 100 events per year featuring world leaders from politics, industry, the arts and culture, discussing the most important issues of the day. A graduate of Ryerson University, Rhiannon joined The Economic Club in 2008 and became owner, president and CEO in 2011. She was named one of Canada's Change Agents by Canadian Business Magazine and recognized as a major influence in shaping our society by Bay Street Bull Power 50.

EARLY, LASTING LESSON: Relationships are everything. Treat everyone like they are as important as a CEO, and watch how wonderful the reward will be.

ON BEING DESCRIBED AS POWERFUL: I think women should own the idea of being powerful. It's not always something we think of when describing ourselves but it should be.

POWER SONG: "Rhiannon" by Fleetwood Mac

