

DEDICATED TO THE ADVANCEMENT OF PROFESSIONAL WOMEN

WOMEN OF INFLUENCE MAGAZINE



+ Celebrating
our 2012
Canadian
Diversity
Champions

2nd Annual Special Issue

TOP **25** WOMEN OF INFLUENCE™



CELEBRATING WOMEN OF INFLUENCE'S 2012 CANADIAN DIVERSITY CHAMPIONS

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At this time last year and in conjunction with Women of Influence's inaugural magazine edition celebrating the **Top 25 Women of Influence** we felt it was important to also recognize and celebrate the leadership of outstanding **men** at the board and executive tables, who had opened doors, sponsored and mentored upcoming senior executive women and who had each led the way for their own corporation's innovative diversity initiatives, while championing women in business, not only across Canada, but globally.

In our magazine's quarterly series column: *The Future of North American Business*, and within our article 'Celebrating the Men in the Room, WOI's 2011 Canadian Diversity Champions', (WOI Magazine, Winter 2011), we recognized close to 100 male leaders across Canada that were making a significant mark on the diversity front, in the hope that it would inspire many more across corporate Canada and indeed globally to get on the diversity bandwagon.

Within that article, we noted the statistics we are all aware of: in the U.S.,

the number of women on S&P 500 company boards was approximately 16%, according to recent Bloomberg rankings. The statistics at the CEO and senior executive level, while improving, were similarly slight. Catalyst, the leading global research organization dedicated to expanding opportunities for women in business, reported that women held 14.4% of executive officer positions in Fortune 500 companies. Further, Forbes.com noted, "that men still make up 92% of the highest paid positions within major U.S. corporations". In Canada, recent Catalyst research found that women currently held 17.7% of corporate officer positions, and that 30% of FP500 companies in Canada had no senior women officers. Further, Catalyst found 40% of Canadian public companies still did not have a single woman on their board of directors.

It's hard to ignore the evidence that more women on boards and at the executive table simply makes good business sense. McKinsey's *Women Matter* study found that, "companies with the highest share of women on executive committees outperformed those with all-male executive committees

by 41% in terms of return on equity and 56% in operating results." In addition, Catalyst research has consistently demonstrated that companies with more women in corporate officer positions and on their boards financially outperform those with fewer women.

Although the 2012 statistics have not yet significantly changed on either side of the border, what has changed dramatically in the past year is that the business case for diversity is really catching on, globally. This was never better evidenced in Canada, than from the immediate response from board directors, CEOs and senior executive team members from Canada's leading corporations when asked "Why does diversity matter to you, your team, your business and to Canadian business broader?" The response across the country has been nothing short of inspirational and overwhelming. To our delight this year's Diversity Champions list has more than tripled in size as it includes both men and women leaders and its reach is Canada wide in scope. Today close to 300 individuals are being recognized across Canada in the 2012 WOI Canadian

Diversity Champions list, each and all of whom have made an individual and collective mark on the diversity front within Canada and will be recognized as a **WOI 2012 Canadian Diversity Champion**.

The business case for diversity is well understood by these outstanding Canadian leaders, including the CEO's of our Canadian banks. For Rick Waugh, President & CEO of Scotiabank, it was the knowledge that "great organizations become so with great people. Scotiabank recognizes the importance of attracting the broadest spectrum of talent (and) the evidence is clear: diversity generates more innovative thinking, better decision making and stronger business results." Bill Downe, CEO of BMO concurs. "The first thing to understand about diversity in the workplace is that it comes down to profits. It's important that all banks in Canada, especially because we are Canada's biggest employers, take responsibility together and show leadership. This is not an issue we can be complacent on. It is about many of your key employees, your customers, and in the end it is all about good business."

Without question, it's evident we still have a long way to go on both sides of the border, and that there is much work to be done to remove barriers that stand in the way of full participation for all. What's inspiring and encouraging however, is just how many of these current board Chairs, CEOs, and senior executive leaders, are engaged, not only as part of the diversity conversation, but are innovatively and actively leading the charge as champions for change. What these transformational leaders share in common is that each of them, individually, truly understand the business case for diversity, globally.

We know for certain that sustainable leadership and change initiatives are, and must be, driven from the top. Persuasive, strategic and inspirational leadership, from both board and senior executive levels by leaders that are individually and collectively driving

change to open doors and promote women and those with diverse backgrounds and experience into senior leadership roles, is both essential and has already proven effective. These champions of diversity, those that understand it's a business imperative can, and are, acting as significant influencers and agents of change across corporate Canada, and further *serve as powerful role models to inspire many other business leaders to become diversity champions*.

What's unique about Women of Influence's Diversity Champion recognition in Canada, is it recognizes the individual for their dedication and commitment (not just the company or organization) and intentionally does not limit it to the top 50 or 100 'best'. The intent is to include and recognize the vast scope of leadership shown both individually and collectively across industry sectors that are truly making a difference across Canada with the belief and the knowledge that it's *going to take a village* to move the needle on the existing diversity statistics and in the hope that it encourages other individual leaders to join and get with the diversity program. *And what a community of innovative leaders this is!* When you read the inspirational responses across the country on *Why Diversity Matters* (further details below) and examine the extensive individual and corporate leadership on innovative diversity initiatives taken on behalf of corporations and organizations across Canada, and the "who's who" on our list, it's pretty hard to remain anything but optimistic and impressed with the leadership these individuals have shown *on perhaps the most important issue for Canadian business*.

As a few examples, our Diversity Champions include board members who dedicate their time and thought leadership to *Catalyst Canada*, the leading global research organization committed to expanding opportunities for women in business, to mentors of *WomenonBoard™* an innovative

initiative dedicated to advancing the placement of women on boards through their mentoring program which strategically matches Canadian directors with senior executive women as mentees. It includes board members and advisors of *Women in Capital Markets (WCM)*, a non-profit organization that promotes the advancement of women in the Canadian financial industry, to dedicated advisors to the *Canadian Board Diversity Council (CBDC)*, whose goal is to improve the diversity of Canada's corporate boards by increasing the representation of women, visible minorities, Aboriginal People including First Nations, Inuit and Métis, persons with disabilities and members of the LGBT community. It includes sponsors and advocates for *Pride at Work Canada*, an organization dedicated to improving the climate of inclusiveness for lesbian, gay, bi-sexual and LGBT employees in the workplace. It includes members of the Canadian founding advisory team of *Women's Foodservice Forum (WFF)* whose goal is to develop diverse leadership within the foodservice industry across Canada. It includes Managing Partners and diversity and inclusion advocates from our leading Canadian law and professional services firms, leaders involved in city based initiatives like *DiverseCity* and *Toronto Region Immigrant Employment Council (TRIEC)*, as well as thought leaders that have made their mark in the community and in the private, public and not-for-profit sectors on the diversity agenda, speaking out on a variety of diversity panels and throughout the national media. It also includes General Counsels from over 60 corporations across Canada, each individual signatories and members of *Legal Leaders on Diversity*, an extraordinarily successful initiative dedicated to "promoting diversity within their own corporate departments, to consider diversity in their hiring and purchasing practices and to encourage Canadian law firms to follow in their example".

Each of our WOI 2012 Canadian Diversity Champions are exceptional examples of Canadian board directors, CEO and/or senior executive leaders, celebrated by Women of Influence and recognized for their consistent dedication and commitment to i) sponsoring and mentoring senior executive women, ii) advancing women in business, iii) leading and developing innovative diversity initiatives and programs across Canada, iv) championing diversity in the workplace and boardroom and v) contributing significantly to thought leadership in the areas of diversity and inclusion. The list is intended to be wide and inclusive, as we hope by demonstrating the depth of commitment by each of these leaders to the business case for diversity, that it continues to inspire many other corporate leaders across Canada, the U.S., and globally, to follow in this visionary path.

Due to the incredible response

to this initiative, and at the request of numerous Diversity Champions, Women of Influence has also just announced that there will be additional recognition in the Spring 2013 WOI edition of our WOI magazine, distributed in *The Globe and Mail*, and all of the Diversity Champion quotes on *Why Diversity Matters* and their bio photos will be highlighted at a dinner celebrating and recognizing all 2012 Champions. This dinner will also give our Champions an opportunity to meet other key diversity leaders across industry sectors from across the country. Should you be interested in being considered or would like to nominate an exceptional Diversity Champion for next year's WOI

Canadian Diversity Champion list, or want to share your active involvement and achievements on the diversity front with us please do so at lheidman@bedfordgroup.com. We want to know about you. For a complete list of WOI's Canadian 2012 Diversity Champions and their individual responses to *Why Diversity Matters*, please see www.womenofinfluence.ca/2012DiversityChampions in early Spring 2013.

In the meantime, a special thanks to all of you who are making such a difference on the diversity agenda, and the warmest congratulations to all WOI's 2012 Canadian Diversity Champions from all of us at Women of Influence! ♦

Lisa Heidman, LL.B., Senior Client Partner, The Bedford Consulting Group, North American Director of Bedford Legal, brings over 15 years of Legal, Board and Executive Search experience working with Boards and their Senior Leadership Teams, placing Board, CEO and C-Suite Executives across functions, globally. Appointed to the Board of Directors of Women of Influence in 2009, Lisa is a regular contributor to the Women of Influence Magazine. Lisa can be reached at lheidman@bedfordgroup.com.

WOMEN OF INFLUENCE'S 2012 CANADIAN DIVERSITY CHAMPIONS (LISTED ALPHABETICALLY)

Elyse Allan
President & CEO, GE Canada

Jacqui Allard
President, Manulife Asset Management Canada

Jane Allen
Chief Diversity Officer, Deloitte and Touche LLP

Paul Allen
Senior Vice President, Canada East, Stantec Consulting Ltd.

David Allgood
Executive Vice-President & General Counsel, RBC

Paul Alpern
Vice President, Secretary and General Counsel, Stantec Inc.

William Anderson
Chair, Nordion Inc.

Brian Armstrong
Executive Vice President and General Counsel, Bruce Power

Nouman Ashraf
Research Fellow, Desautels Centre for Integrative Thinking, Rotman School of Management

Michael Bach
National Director of Diversity, Equity and Inclusion, KPMG LLP

Terry Badour
Executive Vice President, Law & Administration, Fairmont Raffles Hotel

David Beatty
Director, Clarkson Centre for Business Ethics and Board Effectiveness, Rotman School of Management

Clare Beckton
Executive Director, Carleton University Centre for Women in Politics and Public Leadership

Aldo Belvedere
President, Rich Products of Canada

Gail Cook Bennett
Chair, Manulife Financial Corporation

John Betts
President and Chief Executive Officer, McDonald's Restaurants of Canada Limited

Courtney Betty
Founder, Diversity Business Network

Rahul Bhardwaj
President & CEO, Toronto Community Foundation

Ritu Bhasin
People Strategist & Diversity Specialist, bhasin Consulting Inc. & Co-Founder, Mivoko

Sue Black
Vice President, Global Transformation, Sodexo Canada

Susan Black
Member, Board of Governors, York University

Willa Black
Vice President, Corporate Affairs, Cisco Canada

Carrie Blair
Executive Vice-President, Human Resources, Sun Life Financial Inc.

William Blair
Chief of Police, Toronto Police Department

Marc-Andre Blanchard
Chair & CEO, McCarthy Tetrault LLP

Jocyanne Bourdeau
Executive Vice President, Quebec Discount Division, Loblaw Companies Limited and Chair, Loblaw Inclusion Council, Loblaw

Ian Bourne
Chair, Ballard Power Systems Inc.

Alan Broadbent

Chair, Maytree

Shelley Broader

President & CEO, Walmart Canada

Kate Broer

Partner, Fraser Milner Casgrain LLP

Bonnie Brooks

President & CEO, The Bay

Brenda Brown

Senior Vice President, Human Resources, Compass Group Canada

Keely Brown

General Counsel, Edmonton Oilers Hockey Club

Irène Bujara

Director of the Human Rights Office, Queen's University

Ann Buller

President & CEO, Centennial College

Elisabeth Bussé

Director of Leadership Development and Talent Management, Bombardier Aerospace

Elaine Campbell

President & CEO, AstraZeneca Canada Inc.

Brain Canfield

Chair, TELUS Corporation

Robin Cardozo

Chief Operating Officer, SickKids Foundation

Brent Chamberlain

Executive Director, Pride at Work Canada

Kate Chisholm

Senior Vice President, Legal, Regulatory and Government Affairs, Capital Power Corporation

Deepak Chopra

President and CEO, Canada Post

Ed Clark

Group President & CEO, TD Bank Group

Kim Clark

Director, Inclusion & Diversity, CBC

Hazel Claxton

National Human Capital Leader, PwC

Charles Coffey

Chair, Advisory Council of UN Women Canada

Chris Compton

Senior Vice President MLCF Foodservice Sales & Marketing, Maple Leaf Foods Inc.

Sauna Cooper

CEO, HR Resourcing, Aon Hewitt Canada

George Cope

President & CEO, Bell Canada & BCE Inc.

Sherry Cooper

Executive Vice-President and Chief Economist, BMO Financial Group

Dianne Craig

President & CEO, Ford Motor Company of Canada, Ltd.

Purdy Crawford

Corporate Counsel, Osler, Hoskin & Harcourt LLP

Sylvia Chrominska

Group Head, Global Resources and Communication, Scotiabank

Wendy Cukier

Founder, Diversity Institute, Ryerson University and Vice President, Research and Innovation, Ryerson University

Teri Currie

Group Head, Direct Channels, Corporate and People Strategies, TD Bank Group

Hope Cushman

Counsel Corporate Secretary & Director, Ford Motor Company of Canada Ltd.

Lorna Cuthbert

Partner, Stikeman Elliott LLP

Beatrix Dart

Associate Dean, Executive Degree Programs and Executive Director, Initiative for Women in Business, Rotman School of Management

Elizabeth Dalzell

Assistant Vice President, People and Culture, CBC/Radio-Canada

Janet Davidson

Head of the Global Healthcare Center of Excellence, KPMG LLP

Gordon Davies

Chief Legal Officer and Corporate Secretary, OpenText

Sarah Davis

Chief Financial Officer, Loblaw Companies Limited

Shirley Dawe

Corporate Director, Birks Mayors Inc.

Christine Day

CEO, lululemon athletica

Julia Deans

Chair, Ontario Expert Roundtable on Immigration

Marcia Decter

Vice President and General Counsel, Chevron

Sandy Delamere

Vice President Human Resources, Sun Life Financial

Michael Denham

President & Managing Director, Accenture Canada

Kevin Derbyshire

Vice President and General Counsel, Acklands Grainger Inc.

Denis Desautels

Chairman, Laurentian Bank

Nathalie Desrosiers

General Counsel, Canadian Civil Liberties

Daniel Desjardins

Senior Vice President & General Counsel, Bombardier Inc.

Betty DeVita

President, Mastercard Canada

Terrie Devonish

Chief Counsel, AON Canada

Peter Dey

Chair, Paradigm Capital

Jacques Dignard

Senior Vice-President People and Culture, Desjardins Group

Aaron Dhir

Associate Professor, Osgoode Hall Law School, York University

Ana Dominguez

President & General Manager, S.C. Johnson and Son, Limited

Susan Doniz

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Esther Dryburgh

Partner, Financial Services, IBM

Kevin Drynan

President & CEO, State Street Trust Company Canada

Bill Downe

President & CEO, BMO Financial Group

Rupert Duchesne

CEO, Aimia

Claude Dussault

Chairman, Intact Financial Corporation

Leah Eichler

Founder, Femme-o-Nomics

Richard Ellis

Chair, Ronald McDonald House Charities of Canada

Marilyn Emery

President & CEO, Women's College Hospital

Darren Entwistle

President & CEO, TELUS Corporation

Lynn Ervin

Vice President, Human Resources, ARAMARK Corp.

Gerard Etienne

Director General, Human Resources, Health Canada-Santé Canada

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Director of Diversity and Inclusion, Ministry of the Attorney General

Sandy Fallon

Senior Vice President, People Development, CARA Operations

Martha Fell

CEO, Women in Capital Markets

Danielle Ferron

Partner & Co-Chair, Litigation Group, Langlois Kronström Desjardins

Randall Finlay

Chair, Canadian Helicopters Fund

Walter Fiotanvanti

SVP Legal, Regulatory & Compliance, General Counsel & Corporate Secretary, OLG

Charles Fischer

Corporate Director, Enbridge Inc.

Debbie Fischer

Senior Vice President, Strategy and Organizational Development, Mount Sinai Hospital

WOMEN OF INFLUENCE'S 2012 CANADIAN DIVERSITY CHAMPIONS

Simon Fish

Executive Vice-President
and General Counsel,
BMO Financial Group

Barry Fisher

Vice President, General
Counsel and Corporate
Secretary, SAP Canada

Gayle Fisher

Senior Vice President,
Human Resources, LCBO

Kim Forgues

Vice President, Human
Resources, Communications
& Sustainability, The Home
Depot Canada

Kenneth Fredeen

General Counsel, Chair of
Inclusion and Diversity Council,
Deloitte and Touche LLP

Diane Francis

Editor-at-Large, National Post

Lili Fournier

Founder, Women's Day Live

Robert Foy

Vice President, Foodservice,
PepsiCo Canada

Eric Gales

President, Microsoft
Canada Inc.

Fernando Garcia

General Counsel, Navistar
Canada Inc.

Jim Gauthier

Vice President, North American
Food Service Sales, Campbell
Company of Canada

Leanne Geale

Vice President and General
Counsel, Shell Canada Limited

Charles Gervais

General Counsel,
Assomption Life

Deborah Gillis

Senior Vice President,
Membership & Global
Operations, Catalyst Canada

Michele Goddard

SVP & Managing Director,
BMO Nesbitt Burns

Anne Golden

Former President & CEO,
The Conference Board
of Canada

Blake Goldring

Chairman & CEO, AGF
Management Limited

Lindsay Gordon

President & CEO, HSBC
Canada

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President & CEO, Linamar
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Managing Director, People and
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Officer, CIBC Mellon

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Director of Legal Services,
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Resources International Ltd.

Almas Jiواني

President & CEO, UN Women,
National Committee of Canada

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Chief Financial Officer,
TD Bank Group

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President, Sodexo Canada

Steve Kampstra

President, GFS Ontario,
Gordon Food Service, Canada

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Health Equity, Mount Sinai
Hospital

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& CEO, Desjardins Group

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General Counsel & Secretary,
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Counsel, International,
Kellogg Canada

Medhat Mahdy
President & CEO, YMCA
of Greater Toronto

John Manley
President & CEO, Canadian
Council of Chief Executives

Joseph Mapa
President & CEO, Mount Sinai
Hospital

Frank Markel
President & CEO, JVS Toronto

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Senior Vice President,
Human Resources,
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Board Director, Women
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Human Resources Manager,
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Responsibility, SaskTel

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BMO Capital Markets

Gerry McCaughey
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Judy McCrie
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Labour Relations, Loblaw
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Counsel, Nexen Inc.

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General Manager, Diversity
and Social Inclusion,
YMCA of Greater Toronto

Lorraine Mitchelmore
President & Canada Country
Chair, Shell Canada Limited

Farah Mohamed
President & CEO,
G(irls)20 Summit

Nadir Mohamed
President & CEO, Rogers
Communications Inc.

Christopher Montague
Executive Vice President,
General Counsel,
TD Bank Group

Ellen Moore
President & CEO, Chubb
Insurance Company
of Canada

Colleen Moorehead
Chief Client Officer, Osler,
Hoskin & Harcourt LLP

John Mountain
Senior Vice President,
Legal, NEI Investments

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President & CEO,
The Second Cup Ltd.

Suhayl Muhtaseb
Director of Global Accounts
& Strategic Market Divisions,
Cintas Canada Ltd.

**The Right Honourable M.
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Senior Partner, Norton Rose
Canada

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Vice President, Sales,
Mondelez Canada Inc.

John Murray
Vice President of Standards
Enforcement, Institute
of Chartered Accountants
of Ontario

Sheila Murray
Senior Vice President &
General Counsel, CI Financial
Income Fund

Jim Muzyka
Vice President and General
Manager, Xerox Global
Services, Xerox Canada

Richard Nesbitt
Senior Executive Vice
President, Group Head,
Wholesale, International, and
Technology & Operations,
CIBC

Gord Nixon
President & CEO, RBC

Cindy Novak
President, C.L. Network

Leslie O'Donoghue
Executive Vice President,
Operations, Agrium Inc.

Anne Marie O'Donovan
Executive Vice President
& CAO, Global Banking
and Markets, Scotiabank

Nan Oldroyd
Vice-President, Human
Resources, Loblaw Companies

Ratna Omidvar
President, Maytree

The Honourable David Onley
Lieutenant-Governor of Ontario

Robert Osborne
General Counsel, PwC

Susan Paish
CEO, Lifelabs Inc.

Anna Pangrazzi
Founder, Northern Lights
Award Foundation

Ricardo Pascoe
Executive Vice President
Financial Markets,
National Bank

Ian Pearce
CEO, Xstrata Nickel

Brigid Pelino
Senior Executive Vice
President, Human Resources,
Tim Horton's Inc.

Barbara Peters
Director of Sales, Kraft
Foodservice Canada

Jamie Peters
Regional Vice President,
Eastern Canada, Starbucks

Linda Kuga Pikulin
Former President, Pepsico
Beverages Canada

Christopher Pinnington
CEO, Fraser, Milner,
Casgrain LLP

Dale Ponder
Managing Partner, Osler,
Hoskin & Harcourt LLP

Katherine Pollock
Partner, Chair, National
Steering Committee on
Women's Issues, Fasken
Martineau LLP

Chris Power
CEO, Capital Health

Courtney Pratt
Chair & CEO, Toronto Region
Research Alliance

Robert Prichard
Chair, Torsys LLP

Jocelyn Proteau
Chair, BTB Reit

Poonam Puri
Associate Professor,
Osgoode Hall Law School,
York University

Dorothy Quann
Vice President, General
Counsel, Xerox Canada Ltd.

John Rafferty
President & CEO, CNIB

Sharon Ramalho
Vice President, Ontario Region,
McDonald's Restaurants
of Canada Limited

Joseph Randell
President and CEO,
Jazz Aviation LP

WOMEN OF INFLUENCE'S 2012 CANADIAN DIVERSITY CHAMPIONS

Tracy Redies

President & CEO, Coast Capital Savings

Kasey Reese

Vice President of Risk Management and Chief Internal Auditor, TELUS

Riva Richard

Executive Vice President, Legal Affairs and General Counsel, Pollards Banknote Limited

Noelle Richardson

Chief Diversity Officer, Ontario Public Service, Ministry of the Attorney General

Lynn Roger

Senior Vice President, Talent Strategies and Executive Resourcing, BMO Financial Group

Anne Sado

President, George Brown College

Peter Sahagian

General Counsel, KPMG LLP Canada

Guylaine Saucier

Corporate Director, BMO Financial Group

Michelle Savoy

Corporate Director, Canadian Scholarship Trust Foundation

Brian Selinger

Managing Counsel, Canada Region, BP Canada Energy Company

Paulette Senior

CEO, YWCA Canada

Deborah Shannon Trudeau

President, Chair, International Women's Forum Canada

David Sharma

Chief Procurement Officer & Senior Vice President, TELUS

Rajeev Sharma

Vice President & General Counsel, Ricoh Canada

Mandy Shapansky

Chair, President & CEO, Xerox Canada

Geeta Sheker

Director, Initiative for Women in Business, Rotman School of Management, University of Toronto

Patti Perras Shugart

Managing Director & Head, Corporate Banking & Deputy Head of Global Credit RBC Capital Markets

Georgia Sievwright

Vice President, Law and Government Affairs, HP Canada

Stephen Sigurdson

Senior Vice President and General Counsel Canada, Manulife Financial

Barbara Silverberg

General Counsel & Corporate Secretary, Dell Canada

John Silverthorn

Senior Vice President, Talent Management, CIBC

Bruce Simpson

Director, McKinsey & Company Canada

Diane Sinhuber

Partner, Financial Accounting Advisory Services Leader, Ernst & Young LLP

Kathryn Smith

Chief of Staff, Global Operations and Technology, TD Securities

Barbara Snowden

General Counsel and Corporate Secretary, Jazz Aviation LP/Chorus Aviation Inc.

Lorne Sossin

Dean, Osgoode Hall Law School, York University

Doris Stamml

Chief Legal Counsel, Ernst & Young LLP

Norman Steinberg

Chairman, Norton Rose Canada

Carol Stephenson

Dean, Richard Ivey School of Business

Kirstine Stewart

Executive Vice-President, English Services, CBC/Radio-Canada

Douglas Stollery

General Counsel, PLC Construction

Connie Sugiyama

Vice Chair, Canada Health Infoway

Paul Swanson

National Director of Legal Services and General Counsel, BDO Canada

Don Sword

Vice President, Legal & Regulatory and Corporate Secretary, Johnson Inc.

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