



LEADERS OF CHANGE

A NEWSLETTER SERVICE PUBLISHED BY WOMEN IN THE LEAD INC. VOLUME 1 ISSUE 9 MAY / JUNE 2007

Wider distribution sought for directory and online database: We need your help !

There are many Canadian women qualified for corporate board appointment in this country. The challenges are to identify them and assist them in opportunities for appointment to private, public and not-for-profit boards. That is the purpose in publishing *Women in the Lead/Femmes de Tête* directory.

At the same time, the publication and online database provide a source of unique information for organizations looking for qualified persons as candidates for board appointment.

Therefore, it is in everyone's best interest the information found in the directory and online subscriber database be made avail-

able to all companies, business libraries and organizations involved in finding women, from across Canada, whose professional expertise, responsibilities, contributions and recognition recommend them as candidates for board appointment.

In order to do this, we need your help by asking all those listed and all those who advocate getting more women on boards in Canada, to each sell, or buy, one copy of the printed publication or online subscriber database. If your company has already purchased copies, you can personally supply a copy, or database subscription, to an appropriate organization or business library. (Details are found on page 3).

As Claude Delâge points out in the story on page 2 of this issue, there are not more women on company boards because “*Supply and demand are not connecting – that has been the obstacle in a nutshell*”.

This can be rectified by you, and the several thousand who read this newsletter, by connecting with those involved in finding new board members and supplying them with unique, updated information about diverse groups of talented, qualified women found in the directory.

It is your way of personally making this source known to those in business and government who are not aware of the vast pool of talent that exists among women. (information found on page 3)

Bill 53: New Quebec Rules Enhance Gender Diversity on Boards



Photo credit: John Kenney, *The Gazette*

Claude Delâge in an interview story published in *The Gazette*, Montreal and found on page 2 of this issue, discusses the effects Bill 53 is having in connecting supply and demand for women directors in that province. Delâge is an investment director for the \$6.8-billion development capital fund Solidarity Fund QFL. She is also a Board member of the New York-affiliated Financial Women's Association of Quebec (FWA), a networking association linking professional women in Quebec's financial world.

Alliance Partner



THE INSIDE STORY

We need your help in distributing the directory.....3

New Quebec rules enhance diversity.....2

Women board members by industry.....4

Governance for all.....5

Made in Canada Leadership.....5

“Let’s bank on the wealth of complementarity”6

50 New appointments & awards.....7 - 11

Meet the team members.....12

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Bill 53: New Quebec Rules Enhance Gender Diversity on Boards

For Claude Delâge, the answer to the question of why there are not more women on company boards of directors can be summed up in one simple phrase.

"Supply and demand are not connecting - that has been the obstacle, in a nutshell," she said.

Delâge is a member of the board of directors of the New York-affiliated Financial Women's Association of Quebec (FWA), a 4-year-old executive networking association that links professional women in Quebec's financial world. It recently held its second annual gala in Montreal (See page 3).

Now, Delâge said, a new Quebec law that obliges 24 government-funded corporations and agencies in the province to ensure that half of their board members are women within the next five years, is stoking a movement to work at connecting those demand and supply dots.

"There really is the beginning of a momentum - and the law is there to force it a bit - to create (gender) diversity on boards of directors, boards with a new vision, new competencies and new angles on seeing things in order to improve how companies are run," Delâge said.

As investment director for industrial innovations, and environment, computer and electronic products for the \$6.8-billion development capital fund Solidarity Fund QFL, she is among the small minority of Quebec women who have experience sitting on boards of directors.

Bill 53 was adopted by Quebec's National Assembly last Dec. 13 as the result of a Finance Department policy statement the previous April on the modernization of the governance of government corporations. It aims to improve transparency, integrity and responsibility through new rules for the forming and running of boards of government corporations and agencies, from Hydro-Quebec and the Caisse de depot et placement du Quebec to those that oversee health care and automobile insurance, lotteries, rents, real estate, liquor sales, and ports, among others.

In the year that has gone by since the policy was first announced, at least nine women have been appointed to government corporations, according to FWA-Quebec, and the organization has been approached for lists of possible candidates for more nominations.

Moreover, Delâge said, "the effect the law is creating goes beyond the 24 corporations and people (in the private sector) are now asking the question: 'Where are we on the question of women on boards?'"

In referring to Catalyst's 2006 Census showing only 12% of FP500 boards of directors are women, one FWA member said "At this rate, it will take 95 years before we reach 50%".

Statistics unveiled recently by Catalyst Canada, a research and advisory organization that tracks women in corporate leadership positions, provide a partial look at the answer.

Catalyst's 2006 Census of Women Corporate Officers and top earners in Financial Post 500 companies throughout the country found that 12 per cent of FP500 boards of directors members are women. That was the same number as in 2005, up from 11.2 per cent in 2003.

"At this rate, it will take 95 years before we reach 50 per cent," FWA-Quebec said in a brief to a parliamentary committee hearing on Bill 53 last November.

It noted that women in Canada "are responsible for 80 per cent of all household consumption decisions and (that women) contribute more than 50 per cent of tax revenues, retirement savings plans and a variety of mutual funds."

As well as fielding requests for nominations for government corporations from its ranks of more than 200 members, FWA-Quebec is also supporting the use of a directory listing 600 women as qualified for those looking to fill board memberships. The Vancouver-based organization Women in the Lead created the directory.

The number of Quebec-based women in the third annual edition of the directory, arranged in 22 sectors, from entertainment to finance to biotechnology, insurance and governmental affairs, is 165, up from 88 women the previous year.

Delâge is quick to point out that it is not only about talent, merit and degree of financial literacy or even the new law.

"It is very important that women network to make themselves known and to know the decision-makers who are active in building boards of directors and filling future board of directors positions," she said.

"In a training session I gave in March at the Institute for Governance of Private and Public Organizations (a research, reference and training centre launched in 2005 by HEC Montreal and Concordia University), I recommended women make at least two networking contacts a week. There is our association, all kinds of conferences and lunch meetings in the community, where you can start to get known, start new relationships and update your address book."

Women in the Lead:
www.womeninthelead.ca/

Results of the Canadian and a companion United States census on women on boards:
catalystwomen.org/

By Kathryn Leger Special to *The Gazette*

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(Continued from page 1)

This directory and online database, designed for easy cross reference, lists the résumés and contact information of more than 600 accomplished Canadian women whose expertise and business experience recommend them as candidates for private, public and not-for-profit boards. It contains information relating to: Sectors; Expertise; Education; Languages (other than English- 33 represented); Career highlights; Boards on which they are serving, or have served (2,000 listed); Community Involvement; Honours and Awards. Those women based in Quebec have their résumés appearing in both English and French.

Names included have been selected by an

advisory committee from the large number submitted. The criteria used has been rigorous, but admittedly not definitive. At the present time it is recognized there are no well-established and agreed upon standards as to what constitutes a “qualified director”, but progress is being made by a number of organizations and universities offering directors programs.

To order, online, the printed directory (\$295 plus GST & S&H) the online database (\$295) or a package of the two (\$472 plus GST and S&H) go to

<http://www.womeninthelead.ca/ordering.htm>.

The order will be shipped directly from the printers with ten-day delivery assured.

Financial Women’s Association of Quebec Presents Awards



The organizing committee for the second Annual Gala of FWA included: Brigitte Dupuis (Desjardins, Risk Capital) Martine Cantin (Association of financial Women of Québec), Léa Pascal, Master of ceremony, Andrée Corriveau, (Association of financial Women of Québec), Miriam Pozza (PricewaterhouseCoopers), Monic Gagnon (Borden Ladner Gervais), Anne-Marie Jodoin (Marquage Antivol Sherlock) Danielle Ferron (Borden Ladner Gervais)

With more than 400 financiers in attendance, The Association of Financial Women of Quebec paid tribute to three of its members who have reached outstanding achievements in one of the three categories outlined below. Here are the laureates of the 2007 Edition.

Leadership:

Madame **Monique Leroux** has demonstrated leadership in management in two domains : finance and business. Madame **Monique Leroux** is Chief Financial Officer at Desjardins Group.

Social Engagement:

Madame **Anne-Marie Hubert’s** social engagement shines through remarkably in the areas of : community, sports, culture ; she has also labored to advance the cause of women in Quebec. Madame **Anne-Marie Hubert** (Associate, Ernst & Young).

Involvement in the Association:

A member, **Nathaly Labbé** (Advisory Services, PriceWaterhouseCoopers of Quebec) came ax-aequo with **Micheline Renault** (Professor, MBA Program Director, Accounting Department, University of Quebec in Montreal). Mme Nathaly Labby’s demonstrates outstanding involvement through participating in various committees and initiatives of the Association of Women in Finance.

In addition, the Successors Award, made to celebrate the future, were given to two university students who are undertaking studies in finance. They are Madame **Marie-Christine Custeau** (Sherbrooke University) and Madame **Béatrice Vézina Vaughan**.

Something new was added this year. Through a partnership with the College of Business Administrators FWA awarded two recipients with a scholarship: Madame **Noëlla Lavoie** from Synergie Conseils and **Annette Dupré** from the City of Westmount.



An Update of Women Board Members by Industry

In 2003 the research, conducted by *The Globe and Mail's* Report on Business, investigating Corporate Governance found that 45 percent of the country's largest companies did not have a single female director. In reported results for 2004, this did not change. By 2006 the number of companies without a female director dropped to about 40 percent, a thirteen percent improvement. To get a better look at the data, the companies were classified according to the S&P/TSX index categorization scheme.

The S&P/TSX breaks down into ten industry segments: (1) Financials; (2) Materials/Mining; (3a) Consumer Discretionary; (3b) Consumer Staples; (4) Industrials; (5) Healthcare; (6) Information Technology; (7) Energy; (8) Telecommunications; (9) Utilities. We have used that classification for further analyses with one exception: Consumer Discretionary and Consumer Staples were coded under the same category. This was done because both were consumer goods and thought to be quite related in terms of target markets. Given the nature of the Canadian economy, the sectors of mining/materials and energy have the largest number of firms (about 40 percent of the data) while utilities and telecommunications have the smallest number of firms (about 5 percent of the data). The data presented in this table may vary slightly from other sources as not every company in the TSX composite is represented¹. Data is mainly drawn from those companies which are used for *The Globe and Mail's* Board Games² Governance ratings.

To add further insight, the number of board members was totalled

Judith Lynne Zaichkowsky
Professor of Marketing
Simon Fraser University

Dr. Zaichkowsky was recently re-elected to the Board of Governors of SFU for the term 2007-2010



for each company and used to determine the percentage of women as represented voice at the Board. What we have is a very dismal picture of less than ten percent of Corporate Board members being female. The best corporations for representation of women at the board level in 2005 were Utilities, with about 16 percent of the Board members represented by women, and the worst is Health Care where less than four percent of the members are women. The use of this data for determining the effectiveness of women at the board level is really inconclusive due to the small number of companies having more than ten percent women on their boards. I would think that once the average critical mass of women is over 15 percent we would be able to do further analyses on performance and other benchmark measures.

¹This data set is part of a bigger study by the author and certain firms which were outliers on ROI in the database were eliminated. Any errors or omissions are the author's.

²www.theglobeandmail.com/v5/content/boardgames2006

Number of Women on Boards by Industry

Industry N = (2004) (2006)	Zero		One		Two		Three+		% of All Members Mean (SD)	
	04	06	04	06	04	06	04	06	2004	2006
All Industries (211), (217)	96	91	64	68	34	38	17	20	7.6%* (8.4%)	8.4%* (8%)
Financials (25), (26)	7	9	6	5	4	3	8	9	11.5% ^a (10.1%)	10.1% ^a (8.7%)
Materials/Mining (51), (53)	28	30	15	15	7	5	1	3	5.7% ^b (6.9%)	6.2% ^b (7.7%)
Consumer Goods (40), (40)	10	9	15	12	11	15	4	4	11.2% ^a (10%)	12.3% ^a (8.3%)
Industrials (23), (20)	12	10	9	7	2	3	0	0	6.1% ^b (6.8%)	6.9% ^b (6.7%)
Healthcare (15), (16)	12	11	3	3	0	2	0	0	2% ^c (4.2%)	3.7% ^b (6.2%)
Information Tech (17), (18)	13	9	2	6	2	2	0	1	3% ^c (5.8%)	7.0% ^b (8.2%)
Energy (28), (33)	12	13	10	13	4	6	2	1	7.8% ^b (8.2%)	7.7% ^b (7%)
Telecom (7), (6)	2	0	2	4	2	2	1	0	9.3% ^a (7.7%)	10.9% ^{ab} (2.2%)
Utilities (5), (5)	0	0	3	3	1	0	1	2	13.9% ^a (6.7%)	15.9% ^a (6.8%)

* Significantly different among industries, $p < .001$.

abc - industries with different superscripts are significantly different from each other $p < .05$

And Governance for All...

The attention on corporate Canada by the media, investors, and the general public has typically outshone that accorded to the not-for-profit sector. However, ranking as one of Canada's leading areas of employment – with over 160,000 organizations and with more than \$112 billion in annual revenues representing around 10 per cent of Canada's GDP, and facing the same pressure as public companies to do more with less resources – the importance of the not-for-profit sector is not to be underestimated.

Around this time last year, the findings of a landmark national study of non-profit board governance practices in Canada were released. Sponsored by the ICD, and conducted by Strategic Leverage Partners, in partnership with the Centre for Voluntary Sector Research and Development, the report identified the key issues facing today's non-profit boards; but went one step further by providing an inventory of proven governance practices for NFP organizations across the country to learn from and implement.

For directors of private or publicly-traded companies, for example, the scrutiny on governance practices is greater today than ever before, the workload has deepened, and the very real risks (both financial and legal) of poor performance and oversight now serve as a clear and stern warning to prospective directors. While conventional wisdom may not pay much mind to the risks associated with not-for-profit governance, make no mistake: the perils are just as great.

Based on feedback from directors from across the country, the ICD recognized the need for a program designed for directors in this sector, and that's why, in early 2006, the ICD and the Rotman School of Management teamed up to create the Governance Essentials Program: For Directors of Not-For-Profit Organizations (GEP), a course which focuses on providing the voluntary and not-for-profit sector with tailored best practices in governance. In



Beverly Topping, ICD.D
President & CEO
Institute of Corporate Directors

partnership with presenting sponsor, TELUS, whose Community Boards established across Canada provide support to the not-for-profit sector, this program is now being delivered by leading business schools across Canada, in Montreal, Ottawa, Toronto, Calgary, Edmonton and Vancouver. As an additional show of support, TELUS has made a limited number of scholarships, valued at \$1000.00 CDN each, available for each program offering.

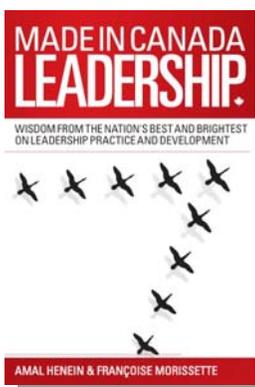
Taught by prominent faculty from leading business schools in Canada, as well as some of Canada's most accomplished not-for-profit directors, the curriculum combines traditional lecture and peer-to-peer learning styles, in order to maximize the benefit of blending theory and real-world experience.

Effective governance is critical to ensuring that good organizations become great, but effective governance should also be considered the end, rather than the means.

I therefore encourage anyone who sits on a not-for-profit board to make a lasting commitment to raise the profile of corporate governance in the boardroom by enrolling in our GEP. For more information about the curriculum and offerings in a major city near you, please consult our Web site, at www.icd.ca.

>>For details about Beverly Topping's background and accomplishments, visit www.womeninthelead.ca/profiles.htm

New Book is a Call for Action for Leadership in Canada



In recent years, much has been made about a leadership deficit in Canada. As baby-boomers prepare to retire and provincial economies boom, the crisis will intensify. To find solutions to this serious problem, Amal Henein and Françoise Morissette, conducted extensive research in writing their newly published book.

They sought the expertise and advice of two credible groups:

- 295 exceptional leaders from coast to coast, in all sectors of the economy: arts, business, community, cooperatives, public and sports. 44% of participants are female and about 20 are listed in Women in the Lead.
- 66 leadership development professionals involved with a wide variety of programs in universities, institutes, corporations, consulting firms etc.

The research focused on 3 main questions:

- What are the best ways to develop competent leaders?
- How to ensure Canada has access to a vast and reliable supply of capable leaders?
- How to strengthen Canadian leadership here and abroad

The authors concluded that to succeed, Canada must generate a critical mass of leaders. To make that happen, we must take a proactive and strategic approach instead of leaving leadership development to chance. *Made in Canada Leadership*, published by John Wiley & Sons Canada is therefore, a call to action to engage Canadians to think strategically about leadership development, align their efforts in a deliberate, conscious and proactive manner and reflect about their individual roles in grooming the next generation of leaders.

For additional information check www.leadership-canada.com

To order, contact Stella Goumas at (416) 646-4551 or Email sgoumas@wiley.com

Women on Boards: "Let's Bank on the Wealth of Complementarity!"

Motivated by the desire to see Montreal take its place among other internationally renowned large cities, Isabelle Hudon enthusiastically backs any cause that can help achieve this goal. The boards of directors of various economic, social, historical and cultural organizations are thus benefiting from this influential leader's vision and enthusiasm. Driven by her passion for what she calls "the cause"—Montreal—Hudon is convinced that complementarity is the key to highlighting the city's diversity and uniqueness. Complementarity of business and art, public and private sectors, European and American influences, various demographics, and last but not least, the wealth that the complementarity of talented and capable women in executive positions brings.

This is why Hudon did not hesitate to accept the honorary presidency of the third edition launch of the *Femmes de Tête/Women in the Lead* directory, which took place in the presence of more than 400 dignitaries and influential people from Québec business and politics. Her thinking regarding women on boards of directors and in top management positions is clear: It is not a question of striving for equality, but making sure that the arenas of power and influence are representative of society, and thus include a diversity of competent and dedicated individuals.

Courage and substance: traits of a go-getter

In 2004, she was offered the position of President and CEO of the Board of Trade of Metropolitan Montreal, which has enabled her to achieve her pinnacle by turning her attention to the organization's 7000 members and the people of Montreal. As the first woman in the history of the Board to hold this position, Hudon quickly took her place among major leaders, which earned her a spot on the prestigious Canadian lists "Top 40 Under 40" (2005) and "100 Most Powerful Women" (2006).

Success—a team matter

As Hudon likes to say, "Things evolve." Previously closed opportunities are opening up, and numerous societal changes have a lot to do with it. For example, women are transitioning increasingly from cultural and social organizations, which were traditionally reserved for them, to economic and financial organizations. "During the last five years, I have noticed a movement that is quietly establishing itself. Women are going to suddenly find themselves in significant numbers in high-level positions and on boards of directors," says Hudon, while mentioning, in particular, the strong presence of women students in universities.

This movement is set to transform organizations and will only improve the synergy and success of professional teams. Far from being a theoretical statement, this is her daily reality since her own team is 75% women with an average age of 34. Should this movement be free to develop on its own, or subject to government intervention? She has reservations about any measure that could be adopted requiring an increase in the number of women on

Isabelle Hudon, President & CEO
Board of Trade of Metropolitan
Montreal



boards of directors. "Women shouldn't be appointed just because they're women," she insists, fearing what such a decision would lead to in the long term. Appointees should be competent directors with diverse backgrounds, which, among others, include being women.

Before accepting a board of directors nomination, consider:

What are the personal and professional criteria she considers before agreeing to join a board of directors?

Don't accept a nomination just to improve your CV.

Don't fear a professional slowdown. This type of experience is a learning opportunity and later enables faster advancement.

Be capable of asserting your ideas correctly and firmly, but avoid doing so behind closed doors to prevent someone else from taking credit for them!

Don't worry what others think of you; follow your heart and convictions.

Be sure that you are being selected for the right reasons, that they really care about your point of view in ensuring the well-being of the organization. Fulfillment comes from knowing you have made a difference with your contribution.

A mentor, and an asset

Knowing how to surround herself with the right people is one of Hudon's recurring themes. In her opinion, mentors are, and continue to be, assets for young people. By sharing their experiences and the lessons they learned from them, mentors can help young people succeed faster by advising them against mistakes the mentors themselves made in the course of their careers. From Monique Landry to Jacques Parisien by way of Monique LeFebvre, Hudon credits the mentors who gave her confidence and recognized her for what she was and what she wanted to be. If she, in turn, had advice to give to women, what would it be? Be true to yourself and follow your instincts. Experience shows this worked for her.

Although she welcomes the various initiatives that contribute to the movement of society towards better representation for women, including the *Women in the Lead/Femmes de Tête* initiative, Hudon insists that competence remains the decisive factor in any nomination, whether it is for a board of directors or a top management position.

This article was written by Hind Sergieh, Vice-President and Co-Founder, Inicor Inc.

>>>For details about Isabelle Hudon., visit
www.womeninthelead.ca/profiles.htm

Appointments



Susan M. Armstrong, ICD.D, a Chartered Accountant and Board Director living in Toronto, has been appointed to the board of **Toronto Rehabilitation Institute** and serves as a member of the Governance and Audit committee. She is also the Community Representative of the Audit and Resources committee of **Trillium Health Centre**. She is a recent graduate of the ICD Directors Education Program at Rotman.



Adrian Burns, is newly appointed to the Board of **OMBUDSMAN for Banking Services and Investments**. She is a Board member of Shaw Communications Inc. and a former Commissioner of the Canadian Radio and Telecommunications Commission and the Copyright Board of Canada. (See also Awards, page 11).



Jane Arnot, whose most recent experience was with Canwest Media Works, has been appointed VP Corporate Strategy and Business Development **Intelligent Hospital Systems**, Winnipeg.



Kelly Butt, ICD.D, a consultant living in London, Ontario, has been appointed to the **Cumis Group Ltd.**, a company marketing a diverse portfolio of insurance, retail and wealth management products to Canadian financial cooperatives, credit unions and caisses opulaires and their members. She serves on the Conduct Review Committee.



Linda Banister, Principal, Banister Research & Consulting, Edmonton, has been appointed to the Board of **Little Warriors Foundation**, a not-for-profit organization providing support and advocacy for sexually-abused children.



Barb Carle-Thiesson, ICD.D, Partner in the firm of Tyce Carle-Thiesson, Chartered Accountants, Nanaimo, B.C., has been appointed to the Board of the **Nanaimo Hospital Foundation**. She recently completed the ICD Directors Education Program at Rotman.



Kelly Bottone, President of Frameworks For Change, an international management consulting practice situated in Mississauga, has been appointed to the inaugural Board of the **Mississauga Halton Community Care Access Centre**.



Valli Chettiar, a Vancouver lawyer, has been appointed a director of **B.C. Centre for International Education**, a Member of **Simon Fraser University India Advisor Council**, a Member of **University College of Fraser Valley Centre for Indo-Canadian studies and Research Advisory Council** and a Member of **The People's Law School Family Violence Initiative Advisory Group**.



Kathy Brooks, has been promoted to Director **Hay Group, Canada** of which she was formerly Senior Principal.



Melanie M. Clarence, Investment and Retirement Specialist for RBC and President of Contessa Capital Inc. of Whistler, B.C. was recently appointed to the Business Advisory Board of the **MultiSports Centre of Excellence (MCE)**.

Appointments



Leah Costello, of Vancouver's **The Fraser Institute** has been appointed Director of Events and has a new role as Host, Behind the Spin: Fraser @ spoke.



Cindy Gordon, CEO of Helix Commerce International, Toronto, has joined the following two Boards: the Governing Council for **Canadian Advanced Technology Association (CATA)** and **Canadian Advanced Technology Association for Women in Technology** where she is Co-Chair.



Annette Dupré, has been appointed Manager of Treasury and Budgets for the **City of Westmount**, Quebec. She is also on the Pension Plan Committee for the city.

In view of the recent Loi 30 of Régimes complémentaires de retraite in Quebec, pension plan committees assume the same role and responsibilities as Board of Director companies. (See also Awards, page 11).



Rebecca Grant, Faculty of Business, University of Victoria, has been appointed to **The Telus Community Board**. Telus developed a community board strategy, with a goal to work collaboratively with the community to identify key community issues in need of assistance.



Madeleine Féquière, Director, Credit, Abitibi-Consolidated Inc., has been appointed to the board of **The Foundation of Greater Montreal (FGM)**. This is a not-for-profit organization builds and manages permanent endowment funds and distributes the income in the form of grants to organizations dedicated to the well-being of the Greater Montreal community.



Lynn Haight, Chief Operating Officer and CFO at Foresters, Toronto, has been elected Chair of **World Agroforestry Centre**, Nairobi, Kenya.



Marguerite Ford, has been appointed to the **City of Vancouver Board of Variance** and has been elected Chair. She is also a Public Representative and Vice-Chair of the **College of Psychologists of B.C.** (See also Awards, page 11)



Christine Hart, ICD.D, a lawyer who is Founder and President of Accord/hart & Associates, has received two recent appointments in the not-for-profit sector as a member of the **Ontario Consent and Capacity Board** and as Vice Chair of Governors of **Kingsway College School**, Toronto.



Germaine Gibara, President of Avvio Management Inc., Montreal, has been elected to the Board of **Technip** in Paris. This company is a \$8-billion Euro engineering firm specializing in oil and gas. It operates world-wide offshore and onshore as well as in pipelines.



Brenda L. Hoffman, of Toronto, has been promoted to Senior Vice-President and Chief Information Officer of **TSX Group**.

Appointments



Peg Hunter, Senior Director of Marketing The Home Depot Canada, has been appointed to the Board of the **Canadian Marketing Association**

She is a member of the Board of Women in the Lead Inc.



Audrey Loeb, Associate Counsel, Miller Thomson LLP, Toronto, has been appointed to the Board of **Bridgepoint Health**.



Helen Kearns, was recently named President of **R.S. Bell & Associates** an independent financial management firm in Toronto. Prior to joining the firm, she was President of NASDAQ Canada (2001-2004). She is a Board member of several organizations including Ontario Teachers' Pension Plan.

She is a member of the Board of Women in the Lead Inc..



Sarah Morgan-Silvester, Chair of BC Women's Hospital & Health Centre Foundation, has been named Chair of **Vancouver Port Authority**, a board on which she has served for several years. She has just been appointed to **ENMAX Corporation**, an energy distribution, supply and service company, a wholly owned subsidiary of The City of Calgary.

She is a member of the Board of Women in the Lead Inc..



Alanna Koch, the first woman to be appointed a Director of Agricore United, Canada's largest grain company, has been elected President of **Canadian Agri-Food Trade Alliance**. This organization advocates a more open and fair trading environment for agriculture and agri-food products.



Margaret Nelligan Partner with Aird & Berlis LLP, Toronto, has been appointed to the Board of **Horizon Utilities Corporation** the third largest electricity company in Ontario which provides residential and commercial customers in Hamilton and St. Catharines.



Carolina Gallo La Flèche was appointed Treasurer of the **Societe de participation mutualiste** as well as a member of the committee promoting mutualism at **SSQ Financial Group**. She was also appointed to the Board of **CSSS de la Montagne**, a regional health services centre mandated by the Quebec Ministry of Health to manage and develop health and social services in the urban centre of Montreal.



Sue Paish, formerly with the law firm of Fasken Martineau DuMoulin LLP, Vancouver, on June 1, 2007, became CEO of **Pharmasave Canada** one of the largest retailers in Canada with over 360 stores coast-to-coast . Its head office is in Langley B.C.



Janet Lafortune, Principal Partner with Lafortune & Associates of Peterborough, Ont., has been elected to the national board of **United Way of Canada- Centraide Canada**. She recently completed the director education program of The Directors College and received her Charter Director designation.



Debi Rosati, founder of RosatiNet Inc., a venture catalyst firm focused on developing strategies for technology start-ups, has been appointed to the Board of **Sears Canada Inc.** where she is a member of the Audit and the Human Resources and Compensation committees.

Appointments



Sharon Sallows, Partner, Ryegate Capital Corporation, Toronto, was recently appointed to the Board of **Ontario Teacher's Pension Plan**. She has been a trustee of RioCan since 1999 and has served on the Boards of several real estate investment companies, several financial investment companies as well as a number of not-for-profit organizations.



Shelley Tratch, retired Partner with Borden Ladner Gervais LLP, Vancouver, has been appointed to the Board of **Health Employers Association of B.C.** to the Board of Governors of **Collingwood School** and to the Board of **Canadian Deposit Insurance Corporation**.



Anne-Marie Sheahan of the law firm **McCarthy Tétrault** has been appointed to the firm's Board of Partners where she has been a Partner in the Montreal office since 1998.

She leads the firm's National Environmental Group. Her practice focuses on counselling and analysing emerging regulations and the environmental aspects of commercial transactions.



Nermine Vermette, is Vice-President, Finance at Future Electronics Inc., Montreal. She has been appointed to the Canadian Board of **International Women's Forum**. She is also President of the Montreal Chapter. Currently, she is enrolled in the Institute of Corporate Directors' Directors Education Program.



Jane Sidnell, has recently been made a Partner with the Calgary business law firm of **Fraser Milner Casgrain LLP**.



Lori Weir, Managing Partner Finnacle Weir Inc., Saint John, N.B., was elected to the Executive of **ALS Canada**, an organization providing hope to over 3,000 Canadians living with ALS commonly known as Lou Gehrig's Disease.



Barbara E. Stanley, President and CEO of BESCO holdings 2002 Inc., of Rothesay, N.B., has been appointed to **National Research Governing Body**. She is Past-Chair, National Research Council Industrial Research Assistance Program (IRAP) Advisory Board and Past-Chair Industry Canada Marine and Ocean Industry Technology Roadmap Steering Committee.

Picture not available

Madeleine Chenette has been appointed Administrator of **Groupe Conseil Omnitech Inc. ("GCO") (Bourse de croissance TSX : GCO)**. She is a member of the Board of SECOR and Cercle Canadien de Montréal and is on the orientation committee of Concordia University. Over the years she has been on the Boards of the Centre Pierre Pé-ladeau and the Montreal Young People Symphony.



Susan Steeves, co-owner and operator of Vancouver-based Seeton Shinkewski Design Group, a company specializing in commercial design and project management, has been elected to the Board of **British Columbia Automobile Association**.

► For details about the background and accomplishments of all 39 women listed under Appointments, visit www.womeninthelead.ca/profiles.htm

Awards



Nicole Beaudoin, CEO of Quebec Business Women's Network, Inc. and of the Women's Entrepreneurial Center of Quebec was recognized as "one of the most powerful women in Canada" in 2006 Champions Category given annually by **Women's Executive Network**.



Rosemary Polegato, Professor of Commerce, Mount Allison University, Sackville, B.B., has received the **J.E.A. Crake Teaching Award in the Faculty of Social Sciences** (inaugural recipient).



Maryse Bertrand of the law firm Davies Ward Phillips & Vineberg LLP, Montreal, has been awarded the distinction of "Avocat Emerite" from the **Quebec Bar Association**. This distinction, inaugurated this year, recognizes the exceptional contribution, reputation and distinguished service to a limited number of Members of the Bar. She has also received the rating of AV from Martindale-Hubbell, the highest peer-review rating awarded by this organization.



Doreen McKenzie-Sanders was recently given the **10th Annual Peak Lifetime Achievement Award** by Vancouver's **Association of Women in Finance**. She is founder and Executive Director of women in the Lead.



Francoise Cloutier, at a recent event arranged by the Quebec chapter of the **Canadian Society of Association Executives (CSAE)**, was awarded the **SCDA Leadership 2007 Award**. She is Executive director of the Association des conseils des medecins, des dentistes et des pharmacies du Quebec.



Lorraine McGrath, Regional Vice- President Prospera Credit Union, Kelowna, B.C., was presented with the **Sarah Donaldal Treadgold "2006 Woman of the Year" Memorial Award** in recognition of the significant contribution she has made to life in Kelowna. In addition, in 2007, she received an Honourary Fellow distinction from **Okanagan College** for her "visionary leadership, public and record of mentorship.

More Awards Info

Adrian Burns has received the Distinguished Service Award from the **Province of Saskatchewan**, the **Canpro Gold Award** for Excellence and the Community Builder Award, **Ottawa United Way**. (See also Announcements page 7)

Marguerite Ford, of Vancouver, received a Doctor of Laws *honoris causa* from **Simon Fraser University** in June of this year. (See also Announcements page 8).

Annette Dupré, Manager of Treasury and Budgets for the City of Westmount and **Noëlla Lavoie** of Synergie Conseils, were awarded **Financial Women's Association of Quebec (FWA)** scholarships. Through a partnership with the College of Business Administrators, this was the first time these FWA scholarships were made available. (See also Announcements page 8).

For details about the background and accomplishments of all women listed in the Appointments and Awards of this issue, visit www.womeninthelead.ca/profiles.htm

Order of Canada celebrates its 40th Anniversary year

In this the 40th anniversary year of the Order of Canada, Her Excellency, the Right **Honourable Michaëlle Jean**, wrote an opinion piece for the *Globe and Mail* in which she said "There is a thread- very dear to my heart-that ties together an otherwise extremely diverse group of Canadians. That thread is membership in the Order of Canada. A thread that unites a very special group of Canadians in a common commitment to the motto" they deserve a better country."

"2007 is a milestone year for this country's highest civilian honour for a lifetime of achievement and accomplishment."

Editor's note: It seems appropriate to extend renewed congratulations to all those listed in the Women in the Lead directory who are recipients.

Board Members Women in the Lead

Bob Anthony
Chief Credit Officer
HSBC Bank Canada

Kathleen Christie (Honourary)
National Director Human Resources
Deloitte & Touche LLP
Shanghai China

Andrée Corriveau
President
Financial Women's Association of
Quebec (FWA)
Extensio

Peg Hunter
Senior Director of Marketing
Home Depot Canada

Helen Kearns
President
R.S. Bell & Associates Ltd.

Mary Susanne Lamont
President
M.S. Lamont & Associates Ltd.

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Carol Stephenson
Dean
Richard Ivey School of Business

Patricia A. A. Taylor
Lawyer
Blake, Cassels & Graydon LLP

Ex Officio
Doreen McKenzie-Sanders, C.M.
Executive Director, Publisher/Editor
Women in the Lead Inc.

► For details about the background and accomplishments of the members of the board of Women in the Lead Inc., visit www.womeninthelead.ca/profiles.htm

Meet the team members who are behind the screens



Photo credit: Douglas Buchanan Photography

The board of Women in the Lead Inc. would like to acknowledge the team members who work with commitment and enthusiasm in creating and maintaining the website, online subscription database. They were involved in producing the third edition of the *Women in the Lead/ Femmes de Tête* directory that includes the detailed career achievements of over 600 accomplished women from across Canada.

They are now in the process of producing the 2008 edition. Those wishing to submit a new résumé, or to update an existing one, can do so by visiting www.womeninthelead.ca

Without their continued dedication, time and talent the initiatives of Women in the Lead could not progress.

They include (from left to right) **Suavek Kownacki**, **Shi Qi (Shirley) Wang** and **Lori Dowhaniuk**. **Jack Hughes**, who directs the team's efforts, was not available at the time this photo was taken.

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To order the published directory and online subscriber database, go to www.womeninthelead.ca/ordering.htm