

Luncheon Seminar

The External Relations and Advocacy Committee presents:



## What Boards Need - What Shareholders Want: More Women on Boards

Monday, November 17, 2008  
12:00pm - 2:00pm

Hilton Toronto Hotel, Grand Ball Room  
145 Richmond St. W.

### Moderator:

**The Honourable A. Anne McLellan, P.C., former Deputy Prime Minister**

### Speakers:

**Christiane Bergevin, President, SNC-Lavalin Capital Inc.**

**Richard Leblanc, Assistant Professor of Corporate Governance, Law and Ethics, York University**

**Beverly Topping, President and CEO of the Institute of Corporate Directors**

Toronto CFA Society and WCM jointly present a panel discussion on Women on Boards. Even before 2006, when Norway and Spain both passed legislation requiring 40% of directors of publicly listed companies to be women, the topic of Women on Boards has been in the spotlight. According to a 2007 Catalyst study, there is a strong correlation between higher shareholder returns and a higher proportion of women on boards.

The Toronto CFA Society and WCM are hosting a three-part series on the state of Canadian public company board of directors; the roles and responsibilities of a director; and how to become a member of a public company board. The first session will feature a panel who will address the current landscape.

### **Registration**

### **Eligible for 1 CE credit hour**

Members: \$40  
(Plus GST)

Non-Members: \$60  
(Plus GST)

Tables of 8: \$380  
(Plus GST)

Tables of 10: \$470  
(Plus GST)

**After November 14, 2008 at 1:00 p.m.** a \$10 (plus GST) late charge will apply per person  
Members: Please register online at [www.torontocfa.ca](http://www.torontocfa.ca) and Members of WCM Please register online at [www.wcm.ca](http://www.wcm.ca)

Non-Members: Contact [eventregistration@torontocfa.ca](mailto:eventregistration@torontocfa.ca) (credit card payment required at time of registration) or register online at [www.wcm.ca](http://www.wcm.ca)

GST Registration Number 105255319. Toronto CFA Society accepts MasterCard, VISA, AMEX and cheques. Please note that we require 48 hours cancellation notice prior to the event date otherwise you will be charged an amount equivalent to your ticket price.

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**The Honourable A. Anne McLellan, P.C.** joined Bennett Jones LLP in its Edmonton office July 4, 2006. Ms. McLellan provides strategic advice to the firm and its clients.

On May 12, 2006 she was appointed Distinguished Scholar in Residence at the University of Alberta in the newly established Institute for United States Policy Studies.

She serves on the Board of Directors of Nexen, an independent, Canadian-based global energy company, Agrium, a global producer and marketer of agricultural nutrients and industrial products and a major retail supplier of agricultural products and services, Cameco, the world's largest uranium producer and Edmonton Regional Airport Authority, a financially independent, non-share corporation charged with managing the regions four airports. Among her many community commitments, she also sits on the Board of the Royal Alexandra Hospital Charitable Foundation, the Community Outreach Committee for the Lois Hole Hospital for Women, the National Strategy Council for the Mazankowski Alberta Heart Institute and is Chair of the Friends of the Legal Resource Centre, an organization that promotes access to justice.

Ms. McLellan served four terms as the Liberal Member of Parliament for Edmonton Centre from October 25, 1993 – January 23, 2006.

She served as Deputy Prime Minister of Canada and as the first Minister of Public Safety and Emergency Preparedness in the government of the Rt. Hon. Paul Martin (December 2003 - January 2006).

Ms McLellan served as Minister of Health (January 2002 – December 2003), Minister of Justice and Attorney General of Canada (June 1997 – January 2002) and Minister of Natural Resources and Federal Interlocutor for Métis and Non-Status Indians (November 1993 – June 1997).

From 1976 to 1980, Ms McLellan was an assistant professor of law at the University of New Brunswick. In 1980, she was appointed associate professor of law at the University of Alberta. She served as associate dean of the Faculty of Law between 1985 and 1987 and as acting dean from July 1991 to June 1992.

Ms McLellan has also served on the board of directors of the Canadian Civil Liberties Association and Alberta Legal Aid and was Vice-President of the University of Alberta's Faculty Association.

She holds a Bachelor of Arts and a Law degree from Dalhousie University and a Master of Laws degree from King's College, University of London. Ms McLellan was admitted to the Bar of Nova Scotia in 1976.

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**Christiane Bergevin** is a high-performance, visionary executive who has built the world-class finance services subsidiary of a 19,000+ employees Canadian multinational company. In less than ten years, she has implemented a unique positioning strategy within and outside of Canada that has helped make her organization a top industry performer in growth, financial performance and shareholder value and one of few Canada's global players.

A gifted trilingual communicator, she has enlisted, through a collaborative approach, the whole organization to share her vision on how SNC-Lavalin Capital's advisory/M&A services could reinforce SNC's positioning in domestic and foreign markets.

Christiane is one of a handful of financial sector experts who combines unparalleled international execution skills and award-winning Canadian deal making. She has led the structuring of some of the largest infrastructure debt closings in Canada, notably for the CDN \$3.1 B Highway 407 acquisition and the CDN \$1.9 B Canada Line concession in Vancouver. SNC-Lavalin Capital is currently involved in cutting-edge mandates worldwide for projects of over \$15 B, extending even to the nuclear sector.

In 1997, Christiane became a member of the SNC-Lavalin Group Management Committee. Prior to joining SNC International in 1990, she gained real estate financing experience with Standard Life and structured ground-breaking transactions in African and OECD markets for EDC, Canada's export credit agency.

In Fall 2007, Christiane was named to the Board of the Caisse de dépôt et placement du Québec. She is also on the Board of Directors of Business Development Bank of Canada and is a founding shareholder and Director of Cordiant Capital, the only Canadian-based emerging markets private equity and debt fund manager. She is on the Foundations of both, the Montreal Heart Institute and the Women's Centre of Montreal.

Christiane is a graduate of McGill University and Wharton School of Business.



**Richard Leblanc** is an award-winning teacher and researcher, consultant, lawyer and specialist on boards of directors. He is also a former recipient of Canada's Top 40 Under 40™ award. The award recognizes individuals from across Canada based on accomplishments demonstrating vision, leadership, innovation and achievement.

Professor Leblanc's research expertise is in corporate governance, specifically in the effectiveness of boards of directors. The recruitment, education and assessment of individual directors, including their skills, competencies and behaviours, are a feature of Dr Leblanc's research expertise. Governments, regulators, industry and shareholder associations

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both in Canada and internationally, including Industry Canada, the Office of the Superintendent of Financial Institutions, Ontario Securities Commission, Toronto Stock Exchange, Financial Services Corporation of Ontario, Crown Investment Corporation, Ontario Teachers' Pension Plan and commonwealth directors' associations, have sought Professor Leblanc's expertise.

Dr Leblanc has served as an external advisor to boards that have won national awards and peer endorsement from institutional shareholders for their corporate governance practices and has also acted as a corporate governance expert witness in recent years. He has conducted over two hundred director interviews and has studied, advised and/or assessed dozens of boards in action. This work has spanned audit, compensation, nominating and governance committees, chairs of boards, chairs of board committees and CEOs.

He has published several articles in academic and practitioner-based journals, including *Corporate Governance: An International Review*, *International Journal of Business Governance and Ethics*, *International Journal of Disclosure and Governance*, *The Corporate Board* and others. In addition, Professor Leblanc is a co-author or contributing author to five books, including:

- *Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance* with J. Gillies (Wiley, 2005);
- "Getting the Right Directors on Your Board," in Conger, J., ed., *Boardroom Realities: Building Leaders Across Your Board* (Jossey-Bass, 2009); and
- Burke, R., "Women on Corporate Boards: The Canadian Perspective," in Burke, R., *et al.*, *Women on Corporate Boards of Directors: Research and Practice* (Cheltenham, Glos: Edward Elgar, 2009).

Dr Leblanc holds Bachelor of Science and MBA degrees from University of Toronto, Law degrees from Windsor University and University of Detroit, a Master of Laws degree from Osgoode Hall Law School and a PhD in Boards of Directors from the Schulich School of Business. He can be reached at [rleblanc@yorku.ca](mailto:rleblanc@yorku.ca) or [www.yorku.ca/rleblanc](http://www.yorku.ca/rleblanc).



**Beverly Topping** is President and CEO of the Institute of Corporate Directors (ICD) [www.icd.ca](http://www.icd.ca). Under her leadership, the ICD has mobilized its membership base and launched the ICD Directors Education Program, in partnership with Rotman School of Management and other leading universities across Canada. In her position, Beverly has made every effort to advance the profession of director and to raise the profile of women on boards. She has been published in *The Globe and Mail* and spoken at events held by the International Council of Institutional Investors, Yale University, Taiwan's Financial Sector Reforms, Canadian Women Entrepreneur Awards and the Canadian Society of Corporate Secretaries. Beverly also teaches in the Executive MBA program at the University of Ottawa's Telfer School of Management.

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Beverly is a business entrepreneur and experienced corporate director. She is the founder of *Today's Parent Magazine*, and developed a multi-media company, which she sold to Rogers Media in 2000.

As a corporate director, Beverly has served on several boards. From 1994 until its privatization in 2004, Beverly acted as a Director at Cara Foods, at the time, the largest food service company in Canada. During that same time period, Beverly also served as a board member of CT Financial Services. Beverly was also a Director on the Toronto International Film Festival Group board from 2001 to 2007 and the Women's College Hospital Foundation board from 1995 to 2006.

Today, Beverly serves as a Governor for the Institute of Child Study and a Director of the Ontario Lottery & Gaming.