

**PROFILE**

---

An experienced Board Chair, Board Director, Strategic Change Leader, and Innovator with over 7 years of Private Company Corporate Director experience with EnerQuality Corporation and four decades of Executive experience with IBM, PwC, and CEC Consulting leading Canadian, North American, and Global Consulting practices in the implementation of strategic, technology-driven change and innovation, creating market leaders and new categories. North American Real Estate experience, Canadian, US, UK, and International Financial Services Experience, and experience working with Canadian Federal, Provincial and Municipal governments. A purpose-driven leader who seeks Director roles where she can lead and shape, “Innovation for Good”. Her governance focus is on advancing strategic agility, ESG and climate governance, and aligning human capital and culture with strategy.

**CORE EXPERTISE**

---

- **Governance, financial and risk management** acumen including climate, ESG : experience as Board Chair, Audit and Risk Committee Chair, Director and Treasurer, and Governance and HR Committee Member
- **Executive leadership credentials** with full Strategic, P&L, and HR responsibility in Global Private and Global Public Companies
- **Canadian and international perspective** from working across Canada, in the US, UK, and the Caribbean and with **Federal, Provincial and Municipal governments and regulators**
- Track record of delivering M&A and organic growth, innovation, transformation, and Industry leadership in complex verticals-**Real Estate, Banking, Capital Markets and Pensions, and Energy Efficiency**

**BOARD EXPERIENCE**

---

**Board Chair EnerQuality Corporation (3 years) Present**

*Private Corporation, Leader in Energy Efficiency Innovation for Housing*

EnerQuality serves as a platform between governments at all levels, utilities, the building industry, and its’ suppliers. It designs and delivers programs, industry capabilities for program adoption and industry transformation in energy efficiency, energy independence, and climate risk mitigation. The company supports over \$6.3B in new housing construction annually.

- While Chair, introduced an agile, customer-focused strategy that supported 2X growth, 20+% market share, and for the launch of new programs in multi-family and retrofit housing. Recently replaced CEO for accelerated strategic capture of industry transformation opportunities.

**Director, Governance and HR Committee, EnerQuality Corporation (3 years) Present**

- While Chair and member, supported the creation of leadership development programs, leadership succession pipeline, redesign of rewards programs to align with strategy, Board renewal, and diversity policy.

**Chair, Audit and Risk Committee, EnerQuality Corporation (4 years) Past**

- While A&RC Chair led replacement of Auditors and special shareholder-driven M&A transactions and equity investment changes.

**Board Director and Treasurer, Canadian Diabetes Association (4 years) Past**

**Governance Education and Leadership**

CPA Canada Audit Committees and Governance

Competent Boards-Enrolled in GCBD Certification program (Sept 2021-Mar 2022). Previous-Climate Governance Course

CPA Canada Climate Change Advisory Committee Member, Board Director, and Senior Financial Executives Training

Mentor, Inaugural Program 2021, Women Get on Board

---

## PROFESSIONAL EXPERIENCE

---

### **President, CEC Enterprises Consulting**

**2005 – Present**

*Canadian Private Company*

Founded CEC Consulting to accelerate innovation, drive strategic change, and ESG impact in the RE Industry, an evolving investment asset class for institutional investors. The company has a strong track record of supporting growth, innovation, and technology-driven change across Investors, Lenders, Builders, Brokers, Governments, and Regulators in Canada and the US. Select assignment results:

- Creation of \$1-2 B New Homes sales channel for GTA Brokers Association.
- Creation of integrated software platform with GIS capabilities powering 50%+ of national RE transaction market activity for a RE Research firm.
- Assembly of scalable national market research and analytics platform for a public RE company resulting in favorable analyst response, and 100% stock price appreciation over 5 years.
- Decision support tools to benchmark, grow a Schedule I Bank's RE lending.
- Condo market study for Schedule I Banks to assess individual lender and the aggregate market credit and liquidity risk.
- Advanced data and spatial analytics for Builders, Investors to discover property redevelopment potential.
- Decision support solution for Government regulator's RE lending and risk policy.

### **National Managing Partner Pensions, Canada,**

#### **IBM Business Consulting Services**

**2002 – 2005**

*Global Public Company (NYSE: IBM)*

After acquisition by IBM, continued to lead the amalgamated IBM/PwC practice and build a 9-figure opportunity pipeline and position it for further growth across IBM's lines of business, including HRBPO in Canada, the US, and globally, while leading pursuit and client team.

### **National Managing Partner Pensions, PwC Canada**

**1995 - 2002**

*Private Global Partnership*

Launched a National consulting practice from work to establish of OPTrust (\$10B). Client success and multi-year 7-8 figure assignments drove practice growth 50-100% YOY establishing its market leadership with a valued client base across Canada and beyond. Practice leadership drove the creation of consulting leaders and teams, strategic partnerships with actuarial firms (including Mercer, Towers, Morneau) and technology providers (including PeopleSoft, Oracle, Siebel), and created industry-tailored software, data governance, and management practices, and enterprise risk management solutions.

Because of its success and potential, the practice was a special inclusion in IBM's acquisition of PwC's global consulting practice.

### **AVP Confederation Life, Corporate Risk**

*Global Mutual Insurance Company*

Brought in as part of senior management talent infusion to support financial turnaround. Led multiple global high-profile governance and operational reviews aimed at risk mitigation, liquidity management, and loss mitigation through progressive rating downgrades. Supported risk management strategies for Canadian and UK subsidiaries. Outsourced \$2B long derivative book to Sumitomo Bank's Wall St. operations. Led operations integration planning for a potential acquisition by Great-West Life. Designated "must keep" employee.

---

## EDUCATION AND AFFILIATIONS

---

CPA, CA – Canadian Institute of Chartered Accountants (1985)

Certified Information Systems Auditor

Bachelor of Commerce: Finance, Accounting, and Political Science (High Distinction) – University of Toronto (1982)

CPA Canada Executive Series – Thinking and Innovation (2014)

**Innovation, Technology, and ESG:** PwC Partner Innovation Education U Penn (1997); Abundance 360 (since 2020); GRESB Real Estate Introductory, Advanced Training (2018), Real Estate Innovation & Sustainability- Academy for Sustainable Innovation (2018 Ryerson)

**Leadership:** Oxford Leadership (2020), R. Sharma Titan Institute (2014-2017), Certified Kolbe Consultant (since 2013)