

Denise Carpenter, ICD.D findenise@gmail.com • Cell: 647.824.9468 • Toronto, ON

A results-oriented, dynamic leader with a proven ability to focus efforts and deliver results as **organizations navigate through complex, business, regulatory and public policy environments**. Experienced Board Chair, Director and Executive Coach, with extensive experience leading Boards on governance, strategy, risk, acquisitions, and integration of entities. **Transformation leader who has led complex change and transformation initiatives, while positioning organizations for growth, aligning resources to strategy, and building resource and financial capacity. Diverse industry experience with deep understanding of issues in the health, financial services, cyber security, AI, natural resources, energy, utilities, First Nations economic development, and digital health spaces**. A career of in- depth understanding of building shareholder value, engaging governments, regulators, investors, and stakeholders to create positive environments and business results. **A broad perspective and early leader, innovator, and subject matter expert on ESG, diversity & inclusion, sustainability, and social impact.**

Recognized as a collaborative, engaging leader and coach who builds high performance teams. Is respected as a strategic, politically savvy, and socially sensitive thought leader. Is known for a calm, collaborative, measured approach, extensive cross industry experience, and ability to analyze issues and lead in times of crisis. Motivates Boards and Management to embrace evidence-based decision making while keeping a view on the future effects and growth of the business.

Selected Board Appointments

Ontario Medical Association (OMA)
Independent Board Director 2021-present

Cashco Financial Inc. Cashco Group of Companies
Board of Directors 2021-present

Ronald McDonald House Charities
Vice chair of the Board 2021-present
Board of Directors 2020-2021

Canadian Chapter of the World Economic Forum's Climate
Governance Initiative, Institute of Corporate Directors' Climate
Strategy Advisory Board (CSAB) 2020-Present

EnerFORGE Renewable Energy
(an Oshawa Power Group Company)
Chair, Board of Directors 2020-present

Oshawa Power and Utilities Corporation
Chair, Board of Directors, 2017 – present
Vice Chair, Chair Governance Committee,
2014 - 2017

Synergy North (New Co. created by the amalgamation of Kenora
Hydro and Thunder Bay Hydro)
Vice Chair 2019 to present.
Chair, Audit & Finance Committee, 2019 - 2021
Acquisitions Committee 2018 2019

Thunder Bay Hydro
Director and Chair, Audit & Finance Committee,
2012 - 2018

Canada's Great Kitchen Party
(Social Enterprise)
Inaugural Chair of the Board,
2018 - present

Difenda, Cyber Security
Advisory Board Member, 2017 - 2019

Syngar Technologies Inc. (Biotechnology)
Governance Chair, 2011 - 2014

Crow's Theatre, Toronto
Board Member, 2015 - 2017

Energy Council of Canada
Board Member, 2009 - 2012

Edmonton Oilers Community Foundation
Board of Directors, Finance Committee, 2008 – 2009

Alberta College of Art & Design
Director & Vice Chair, 2003 - 2009

Edmonton Space Sciences Foundation
Board Chair & Governance Chair,
1999 - 2008

Board Competencies

Board Leadership

- Thoughtful proactive Board Chair, Chair Audit and Finance, Chair Governance, Acquisitions, and Intergration Committee member. Extensive board and executive experience in business services, financial services, health, industrial, utility, and non-profit sectors, serving with authority as a corporate ambassador when meeting with shareholders and external stakeholders.
- Proven track record as an instigator of focused business strategy, innovation, change and efficiency, aligning organizations for growth and new opportunities and sharpening the competitive edge.
- Experienced at building new entities and business lines to create sustainable growth and shareholder return.
- Built and guided Boards and organizations from start up to scale up, change and transformation in highly regulated environments, affected by shareholder, stakeholder, regulatory and political influence.

ESG / Diversity Leadership

- An early leader and advocate of ESG acceptance working with many organizations to identify risks and developing understanding of required investments and reporting standards.
- Published and noted for expertise in public consultation and the social expectations of a corporation.
- Sought after Diversity, Equity, and Inclusion workshop facilitator.

Audit /Enterprise Risk Management.

- Built and chaired Audit committees
- Initiated and led the development of a variety of policy, risk management and IT/cyber security programs that are critical to the risk and resilience of organizations.
- Led acquisitions and integration from Chair and Audit Chair positions.
- Artificial Intelligence Board governance expert

Integration, IPO, Mergers & Acquisitions, Projects Monitoring

- Extensive experience in opportunity review, strategy development and representation during all phases of the Board due diligence.
- Built and co chaired disclosure and projects review committees
- Recognized leader in understanding influences and success factors of the proposed deal and the integration of merged organizations

Governance and Human Resources

- Extensive experienced in devising and deploying change of governance, realigning skills, accountabilities, and shared measures. Evaluation of the Chair, Board Members, CEO succession planning, remuneration plans, and training programs for executives and Board members.
- Led numerous CEO reviews, terminations and hiring, as well as executive compensation program development.

Public Policy/Regulatory/Government Relations

- Recognized for leading many Canadian companies and governments focused on changing public and regulatory policy within complex portfolios of energy, health care, First Nations economic development, energy security, climate change, for example: Climate change, Canadian Constitution, Free Trade, Oilsands Task Force, National Drug pricing and policy, Integrated electronic drug prescribing, Vaccine hesitancy in Canada, and recently pandemic behavior research.
- Extensive experience working with Renewable energy, Utilities, Pipeline, Energy companies and climate change.
- Understanding the environment and perceptions of financial services for the underbanked
- Lead strategy change, and rebuilt government relationships for Nuclear Industry and Canada's large Pharmacy industry.
- Broad experience in health environment, including drug pricing negotiations, multi-jurisdictional digital platforms that address healthcare decision making, privacy, scope of practice and regulations across Canada.

Education and Professional Development

ADLER Faculty of Professional Coaching

- Professional Coaching Certification, (2020)

Institute of Corporate Directors, Rotman School of Management

- Board Oversight of Technology, (2019)
- Board Oversight of Strategy, (2018)
- Enterprise Risk Oversight for Directors, (2017)
- Crown Director Effectiveness, (2015)
- CPA Fundamentals of Audit Committee Membership, 2016

Harvard Law School,

- Negotiation Institute Program, 2014

Mental Modeling Insight™

- Application Leader, 2012

Institute of Corporate Directors University of Toronto Rotman School of Management

- Directors Education Program (ICD.D Designation), 2009

Canadian Public Relations Society, 1995

- Accreditation in Public Relations (APR Designation)

- Advertising and Public Relations Diploma, 1981

MacEwan University, Edmonton Alberta

- Business Administration Diploma, 1983

Career Summary

ADC Associates Inc., Toronto, ON
Executive Coach, and Consultant

2017 – Present

Executive Coaching

- Professional services partner coaching
- C- suite and C-suite preparation
- General leadership

A variety of energy security, health, and technology related assignments. Public Trust and Safety

Faculty member NuEnergy.ai, AI Governance

Interim Executive and Consultant

2016 2019

- St. Clair O'Connor Community Inc.
Interim, Chief Operating Officer
- Canada Health Infoway, Toronto, ON, CEO Advisor
Interim, PrescribelT® Executive & Team Lead, National Regulatory and
Industry Stakeholder Affairs
- Newmarket-Tay Power Distribution Ltd.
CEO and Board of Directors Advisor

President & Chief Executive Officer

Neighbourhood Pharmacy Association of Canada, Toronto, ON
(Formerly Canadian Association of Chain Drug Stores)

2013 – 2016

President & Chief Executive Officer

Canadian Nuclear Association, Ottawa, ON

2009 – 2012

President & Chief Executive Officer

EPCOR Utilities Inc., Edmonton, AB

2003 – 2009

SVP, Public & Government Affairs

Weber Shandwick Worldwide, Edmonton, AB

EVP & General Manager, Western Canada

1985 – 2003