

Connie E. Carras, CPA, CA, GCB.D

416.473.7111 | connie.carras@cecenterprises.com

PROFILE

An experienced Board Chair, Board Director, Strategic Change Leader, and Innovator with over 8 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, technology, innovation, and aligning human capital and culture with strategy.

CORE EXPERTISE

- **Governance, financial, and risk management** acumen including ESG, climate, and across a wide range of public, private, pension, and not-for-profit governance models. 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 **Business, Federal, Provincial and Municipal governments and regulators**
- Track record of delivering M&A, partnered, and organic growth, innovation, transformation, and Industry leadership in complex verticals-**Real Estate, Banking, Insurance, Capital Markets, 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 awareness, connection, and adoption capabilities, and industry transformation in energy efficiency, carbon, and climate risk mitigation. The company supports over \$6.3B in new housing construction annually.

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

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

Board Director, Canlan Sports Inc. (ICE.TO) **Present**

Public Corporation, North American Provider of Sports Facilities and Programs

Risk Committee Chair, Audit and Nominating Member. AGM confirmation in June 2022.

Board Director, ZenniHome Holdings Inc. **Present**

Private Corporation, North American Manufactured Housing Innovator

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

Governance Education and Leadership

Canadian Council of Innovators, Innovation Governance Program (Inaugural 2021 Program)

Competent Boards, Global ESG Director Certification (Sept 2021-Mar 2022)

Competent Boards, Global Climate Director Certification (Mar 2022 to May 2022) *In process*

CPA Canada, Audit Committees and Governance

CPA Canada, Advisory Committee Member for Board Director and Senior Financial Executive Training in Climate Change

Women Get on Board, Mentor, Inaugural Program 2021 and second year 2022

PROFESSIONAL EXPERIENCE

Founder and 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 important investment asset class for institutional investors and a considerable ecosystem ripe for innovation. Canadian anchor

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clients: RealNet Canada Inc. and the Altus Group. The company has a strong track record of supporting growth, innovation, and technology-driven change across established platforms and start-ups with Investors, Lenders, Builders, Brokers, Governments, and Regulators in Canada and since 2020 also in the US.

Leverageable Governance Perspectives:

Value creation through organic, partnered and M&A growth strategies, market transformation through data-driven decision support, Industry collaboration, and transparency. Value of ESG to create long-term sustainable businesses and business value with enduring social license. **Governance models:** Canadian and US Private company, Global Public company.

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.

Leverageable Governance Perspectives: Value creation through N/Am Industry and internal partnerships, global merger value realization, US expansion strategies. **Governance models:** Global Public company.

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. Deep, multi-year relationships and strategic technology and data governance change work with Federal and Provincial plans across Canada.

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

Leverageable Governance Perspectives: Value creation through Canadian Technology and Industry partnerships, organic growth strategies powered by strong client relationships. **Governance models:** Private Global Partnership, Canadian Pension and Jointly Trusteed Pension Plans, US Public Employee Retirement Systems.

AVP Confederation Life, Corporate Risk

Global Mutual Insurance Company

Brought in as part of senior management talent infusion to support financial turnaround post regulatory review. 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.

Leverageable Governance Perspectives: Value loss from inadequate leadership diversity, governance independence, and oversight. Importance of Regulatory engagement and organizational preparedness to manage impacts of market downturns and corrections. **Governance models:** Mutual Insurance company.

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)