



Advancing Standards™

**VIA E-MAIL**

June 27, 2022

Alberta Securities Commission  
Autorité des marchés financiers  
British Columbia Securities Commission  
Financial and Consumer Services Commission (New Brunswick)  
Financial and Consumer Affairs Authority of Saskatchewan  
Manitoba Securities Commission  
Nova Scotia Securities Commission  
Nunavut Securities Office  
Ontario Securities Commission  
Office of the Superintendent of Securities, Newfoundland and Labrador  
Office of the Superintendent of Securities, Northwest Territories  
Office of the Yukon Superintendent of Securities  
Superintendent of Securities, Department of Justice and Public Safety, Prince  
Edward Island

**Attention:**

Me Phillippe Lebel  
Corporate Secretary and  
Executive Director, Legal Affairs  
Autorité des marchés financiers

Grace Knakowski  
Secretary  
Ontario Securities Commission

[consultation-en-cours@lautorite.qc.ca](mailto:consultation-en-cours@lautorite.qc.ca)

[comments@osc.gov.on.ca](mailto:comments@osc.gov.on.ca)

**Re: CSA Staff Notice and Request for Comment 25-304 – *Application for Recognition of New Self-Regulatory Organization***

---

**Background**

The Portfolio Management Association of Canada (**PMAC**) is pleased to have the opportunity to provide written feedback to the Canadian Securities Administrators (**CSA**) on CSA Staff Notice and Request for Comment 25-304 – *Application for Recognition of New Self-Regulatory Organization* (the **Staff Notice**). PMAC

represents over 300 investment management firms registered to do business with the various members of the CSA as portfolio managers (**PMs**). Approximately 65% of our members are also registered as investment fund managers (**IFMs**). Our members manage assets in excess of \$3 trillion for institutional and private client portfolios; they range in size from one-person firms to large and bank-owned institutions, include traditional and online advisers, and operate domestically and internationally.

PMAC's mission statement is "advancing standards". We are consistently supportive of measures that elevate standards in the industry, enhance transparency, improve investor protection and benefit our capital markets as a whole. We are also cognizant of the global market in which many of our mid and large-size members operate and are sensitive to any regulatory changes being misaligned with other international capital market jurisdictions.

PMAC takes no position on the decision to establish a new self-regulatory organization (**New SRO**) to replace the Investment Industry Regulatory Organization of Canada (**IIROC**) and the Mutual Fund Dealers Association of Canada (**MFDA**), and to consolidate the two current investor protection funds (**IPFs**). We are strong supporters of good corporate governance and so have focused our recommendations on ways to strengthen CSA oversight of the New SRO and ensure the inherent conflicts of interest within an SRO structure are managed.

### **CSA Direct Regulation of Portfolio Managers and Investment Fund Managers**

PMAC calls for the continued direct regulation of PMs, EMDs and IFMs by the CSA. We note the CSA's decision to focus on the merger of the two SROs and defer any consideration of incorporating other registration categories (PM, EMD) into the New SRO. We are strongly opposed to delegating the regulation of PM and/or PM/EMD firms away from the CSA to the New SRO, as articulated in [our response](#) to the CSA Consultation Paper 25-402 *Consultation on the Self-Regulatory Organization Framework (2020 Letter)*, and [our comments](#) on CSA Position Paper 25-404 – *New Self-Regulatory Organization Framework (2021 Letter)*.

No market or investor protection reasons have been raised in support of delegating PM regulation to an outside body.

PMAC's 2020 and 2021 Letters strongly defend the continued direct regulation of PM firms by the CSA. Key reasons for our position include:

- direct regulation of PMs by the CSA is effective, and CSA staff have the experience and expertise to understand the nuances and unique features of the PM business and fiduciary duty PMs owe to clients;
- the CSA's principles-based approach to PM regulation provides the flexibility required for a wide variety of business models employed by PMs and to maintain investor choice and competition;

- the more prescriptive nature of SRO regulation is not appropriate for business models and client types served by PM firms, including pensions, foundations and other institutional clients;
- SRO-regulated businesses are primarily focused on distribution and are directed at retail clients. Prescriptive rules designed to protect retail investors add compliance costs without corresponding investor protection value for pension, foundation and other institutional clients. This additional regulatory burden would have a significant negative impact on the competitiveness of the Canadian asset management industry;
- direct regulation is more aligned with international regulation of advisers, which is predominantly principles-based, direct government regulation; and,
- dividing the regulation of PMs and IFMs between the New SRO and the CSA would increase costs and regulatory burden without a corresponding policy rationale.

We believe that direct regulation is strong regulation and better serves the investing public by minimizing conflicts of interest and other inherent problems with the SRO model.

We will continue to closely monitor any developments that would impact our members in future consultations and during Phase 2 of the New SRO implementation process.

In this submission, PMAC has restricted our comments to the Application for recognition of the New SRO and Schedule 1. We make no comment on the specific Rules under Schedule 2.

## **KEY RECOMMENDATION**

### **1. Further enhance the New SRO governance framework by incorporating key changes**

With respect to the Application for recognition of the New SRO, and Draft By-Law No. 1 in particular, we are generally pleased with the proposed governance and oversight reforms. It is clear that the CSA took stakeholder feedback into consideration and made significant efforts to adopt an investor protection lens in developing these proposals.

However, there are some instances where we believe the CSA could make further improvements to the governance provisions in By-Law No. 1. We have consulted with Dr. Richard Leblanc, a Professor of Governance, Law and Ethics at York University and a recognized expert on corporate governance.<sup>1</sup> Dr. Leblanc has reviewed By-Law No. 1 and prepared the report attached hereto as **Appendix A**. We agree with his proposals, which are aligned with comments previously provided by PMAC in our 2020

---

<sup>1</sup> We attach Dr. Leblanc's *curriculum vitae* as **Appendix B**.

and 2021 Letters. We encourage the CSA to adopt the changes Dr. Leblanc suggests to By-Law No. 1.

## **Additional comments**

### **Draft Recognition Order**

#### Section 5 – Approval of changes

We are of the view that any material change to the matters enumerated in section 5 should be subject to public consultation, in particular the governance structure of the New SRO.

#### Section 6 – Non-objection to changes

As noted in PMAC’s 2021 letter, in lieu of the non-objection process for Independent Directors described in section 6(1)(a), we believe that all directors should be appointed jointly by CSA member jurisdictions. We also believe that the CSA should be directly involved in the development and approval of any selection criteria or Board and CEO skills matrices. The CSA should have the ability to veto all key appointments, including the Chair. We are of the view that approval of the exemptions described in section 6(e) should be specifically subject to a consideration of the impact on investor interests and protection.

### **Appendix C – Memorandum of Understanding, Appendix C - Joint Rule Review Protocol**

#### Section 6 – Review process for public comment Rule Changes

With respect to the non-objection process for new rules, we wish to emphasize the importance of sufficient public comment periods for proposed Rule Changes under section 6(b)(ii). We recommend a period of 60-90 days, depending on the complexity of the rule change.

#### Section 14 – Reviewing and amending Protocol, and Section 15 – Waiving or varying Appendix C

We also believe that a variation of any part of the Protocol described in Appendix C (as permitted by sections 14 and 15) should be subject to public consultation.

### **Conclusion**

We are very pleased that the CSA has taken this opportunity to improve investor protection and market efficiency by proposing measures that will significantly strengthen the governance and oversight of the New SRO.

We will continue to advocate that PMs and EMDs that are also registered as PMs should remain under the direct regulation of the CSA; we believe that direct government regulation is stronger regulation and is more appropriate for discretionary managed accounts guided by a fiduciary duty. A move towards more prescriptive rules-based regulation in the PM sector would add regulatory burden and have a significant negative impact on the competitiveness of the Canadian asset management industry.

We would be pleased to discuss any of our comments with you at your convenience. Please do not hesitate to contact Katie Walmsley at (416) 504-7018 or Victoria Paris at (416) 504-7491.

Yours truly,

**PORTFOLIO MANAGEMENT ASSOCIATION OF CANADA**

*"Katie Walmsley"*

Katie Walmsley

President

Portfolio Management Association of  
Canada

*"Margaret Gunawan"*

Margaret Gunawan

Chair, PMAC Industry, Regulation and  
Tax Committee

Managing Director – Head of Canada  
Legal & Compliance, BlackRock Asset  
Management Canada Limited



— Comprehensive, Robust, Independent. —

RPO Bloor West, 2336 Bloor St. West, PO Box 84506, Toronto, Ontario, Canada M6S 4Z7

1.416.767.6676 | info@boardexpert.com | www.boardexpert.com

**Richard Leblanc, FCMC, CMC-AF, BSc, MBA, LLB, JD, LLM, PhD**  
**Fellow Certified Management Consultant (Canada)**  
**Academic Fellow (CMC-Global)**  
**Barrister & Solicitor (Ontario)**  
**Solicitor (United Kingdom)**  
**President**  
**Boardexpert.com Inc.**  
**Professor of Governance, Law & Ethics (York University)**  
**RPO Bloor West, 2336 Bloor Street West, PO Box 84506**  
**Toronto, ON**  
**Canada M6S 1P3**  
**Tel. no. (416) 767.6676**  
**Email: [rleblanc@boardexpert.com](mailto:rleblanc@boardexpert.com)**

June 22, 2022

Victoria Paris, B.E.S., LL.B  
Senior Legal Counsel  
Portfolio Management Association of Canada (PMAC)  
1 Toronto Street, Suite 905  
Toronto, ON  
Canada M5C 2V6

Delivered via email for external professional contact

**Portfolio Management Association of Canada (PMAC)**  
**Review of Select Sections of By-Law No. 1 [New SRO]**

Boardexpert.com

Board Effectiveness Assessment Methodology

Board of Directors BEAM™ • Audit Committee BEAM™ • Compensation / HR Committee BEAM™ • Nomination / Governance Committee BEAM™ • Chair of the Board BEAM™  
Committee Chair BEAM™ • Director Development BEAM™ • Director Competency Recruitment Matrix • CEO BEAM™

## TABLE OF CONTENTS

Section 1.3: Meaning of Independence.....	3
Section 1.3 (6).....	4
Overall Comment.....	4
Article 5: Board of Directors .....	5
Section 5.1 Number and Qualifications .....	5
Section 5.2 Director Representation .....	5
Section 5.3 Recommendation of Director Nominees for Election .....	5
Section 5.4 Election and Term.....	6
Section 5.5 Vacancies .....	6
Section 5.7 Remuneration of Directors.....	6
Article 6: Powers of Directors .....	6
Section 6.4 Conflicts of Interest.....	6
Article 7: Directors’ Meetings .....	7
Article 8: Officers .....	7
Section 8.2 Chair and Vice-Chair of the Board .....	7
Section 8.3 President and Chief Executive Officer .....	7
Overall Comment.....	7
Section 8.9: Terms of Employment and Remuneration.....	7
Section 8.10 Conflicts of Interest.....	7
Section 8.11 Agents and Attorneys.....	8
Article 12 .....	8
Section 12.1 Committees of the Board .....	8
Section 12.2 Governance Committee .....	8
Section 12.3 Finance, Audit and Risk Committee .....	8
Section 12.4 Human Resources and Pension Committee .....	8
Section 12.6 Committee Meetings .....	9
Section 12.7 Advisory Bodies.....	9
Section 12.8 Procedure .....	9
Other .....	9
Conclusion .....	10
Appendix: Additional Background of Dr. Leblanc.....	10

### Section 1.3: Meaning of Independence

“reasonably expected” at section 1.3 (2) is unclear.

- “Reasonably expected” by whom and on what basis? The Board of Directors? Independent Directors? A majority of Independent Directors? How would the process of making this determination work? Could it simply be a brief oral discussion with the prospective or incumbent Director present in the room at the time?
- Is the prospective or incumbent Director whose independence is being considered required to leave the room, recuse oneself from voting, and not influence this determination?
- Is a vote taken? Is individual voting by Directors recorded, or may it be anonymous to promote candor and avoid adverse circumstances or factions forming on a board?
- Can guidance be offered in the by-law on how the determination of materiality should be made?
- Are all the relevant circumstances taken into consideration?
- Is the prospective or incumbent Director whose independence is being considered required to disclose, in a full, true and plain matter, all relevant circumstances with the Corporation or with a Member, as the case may be?
- To whom is this disclosure made? The Independent Directors? A Board Committee? The Board?
- What if the disclosure is inadequate? May the Board, Independent Directors, or a Board Committee, as the case may be, request additional relevant disclosure or information?
- May independent advice be taken to assist the Board, Independent Directors, or a Board Committee?
- Is the conclusion and the rationale of a material relationship (or not) of a Director (or each Director) required to be disclosed publicly to the Corporation’s stakeholders?
- Lastly, “expected” is prospective in nature, not retrospective, with a required look back. There should be a nexus between future expectations and present or past circumstances.

“reasonably expected” is a subjective view of the Board, even with the adjectival descriptor “reasonable” because it modifies the word “expected.”

The test for director independence should be a reasonable person standard or an objective test, not a subjective test by the conflict-holder or the Board, who may not be sufficiently distant from the consequences or any undue influence exerted upon the determination. It may be awkward for a Board to determine that a Director does have a material relationship that was reasonably expected to interfere with the exercise of a Director’s independent judgment.

In other words, it is questionable whether Directors are sufficiently independent of this determination, given that (i) they may have a pre-existing working relationship with an incumbent Director on the Board whose materiality may have changed during their board service, or (ii) there may be consequences to one or more Directors of determining materiality of a prospective Director. When a subjective determination is made by the Board, as this by-law requires, Directors may be impacted by the determination and therefore may have a conflict of interest in making the determination.



A subjective test may (or may not be) reasonable and may (or may not be) subject to undue influence and conflicts of interest.

The better test and wording of Section 1.3 (2) are as follows [emphasis mine]:

“For the purposes of subsection (1), a “material relationship” is a relationship which, having regard to all relevant circumstances, could be reasonably perceived to interfere with the exercise of a Director’s independent judgment.”<sup>1</sup>

If there is concern (see page 12168)<sup>2</sup> that a subjective view by the Board may be reasonable, and a reasonable person standard may not be fully informed, there can be both “expected” and “perceived” together in the above clause, so there is a subjective and an objective standard combined.

If the existing clause in By-Law No. 1 is unamended, it suffers from the infirmities that I have identified in the bullet points above.

That the existing clause is similar to “independence” as defined in NP 58-101 should not mean that the above shortcoming should be replicated. See that British Columbia has move to a reasonable person standard.<sup>3</sup>

### **Section 1.3 (6)**

The cooling off period should also be subject to a reasonable person test.

### **Overall Comment**

I am unclear the advantage to having an independence test and cooling off period without a reasonableness standard (Sections 1.3 (2) and 1.3 (6) respectively), coupled with seven of fifteen Directors being Non-Independent (Section 5.2) (7/15 Directors is 47%.)

---

<sup>1</sup> The OSC has contemplated similar wording change in the past. See pages 12161 and 12168 here: [https://www.osc.ca/sites/default/files/pdfs/irps/rule\\_20081219\\_58-201\\_rfc.pdf](https://www.osc.ca/sites/default/files/pdfs/irps/rule_20081219_58-201_rfc.pdf), accessed 14 June 2022.

<sup>2</sup> Ibid., paragraph five on page 12168 beginning “The ASC is concerned...”

<sup>3</sup> See page 5377 of NI 58-101 (emphasis below is mine): “1.2 Meaning of Independence —

- (1) In a jurisdiction other than British Columbia, a director is independent if he or she would be independent within the meaning of section 1.4 of MI 52-110.
- (2) In British Columbia, a director is independent if
  - (a) a reasonable person with knowledge of all the relevant circumstances would conclude that the director is independent of management of the issuer and of any significant security holder, or
  - (b) the issuer is a reporting issuer in a jurisdiction other than British Columbia, and the director is independent under subsection (1): [https://www.osc.ca/sites/default/files/pdfs/irps/rule\\_20050617\\_58-101\\_disc-corp-gov-pract.pdf](https://www.osc.ca/sites/default/files/pdfs/irps/rule_20050617_58-101_disc-corp-gov-pract.pdf), accessed 14 June 2022.

(See MI 52-110, at page 3255, here: [https://www.osc.ca/sites/default/files/pdfs/irps/rule\\_20040326\\_52-110-audit-comm.pdf](https://www.osc.ca/sites/default/files/pdfs/irps/rule_20040326_52-110-audit-comm.pdf), accessed 14 June 2022.)

If one Director is Independent but nonetheless is not reasonably perceived to be independent, and therefore may or does not possess independence of mind, the Board has a majority of Directors who are not independent, which compromises the entire Board's effectiveness.

Consider having a reasonable person standard inform independence, or a requirement that independent Directors should have no prior employment in the industry to avoid the lack of reasonableness standard of the cooling off period and the overall definition.

Independent Directors, chosen properly, can possess or acquire the knowledge and expertise in a reasonable period of time that a Non-Independent Director has, without risking or compromising the independence of the Board as the draft By-Law No. 1 does.

## **Article 5: Board of Directors**

### **Section 5.1 Number and Qualifications**

A Board of fifteen Directors is very large, and is larger than each of the top five chartered bank boards in Canada, which are more complex and larger than the SRO. The optimal size of a board is seven to eleven directors. I am unclear why this Board size should be different. Large boards mask under-performance and tend to have decision-making not occur within board meetings, but by a smaller group of directors.

### **Section 5.2 Director Representation**

By having seven of fifteen Directors who are Non-Independent, if a Non-Independent Director or the President can capture or undermine the independence of one (or more) Independent Director(s), through friendship, social relationships, or perks or benefits by the Corporation, that are not objectively reasonable, Board independence can be undermined.

Excessive Non-Independent Directors can materially undermine board dialogue, and make it difficult to staff and lead Board Committees with primarily Independent Directors.

No more than one third of Directors (of any board) should be Non-Independent, absent a compelling reason.

In public companies, it is quite common that the only director who is not independent is the CEO.

### **Section 5.3 Recommendation of Director Nominees for Election**

Consider embedding wording similar to section 3.12 at 3.14 of NP 58-201 to require a competency and skill analysis as part of Director recruitment.<sup>4</sup> Otherwise, what are the assurances that Directors possess relevant competencies?

---

<sup>4</sup> See sections 3.12 and 3.14 here: [https://www.osc.ca/sites/default/files/pdfs/irps/rule\\_20050617\\_58-201\\_corp-gov-guidelines.pdf](https://www.osc.ca/sites/default/files/pdfs/irps/rule_20050617_58-201_corp-gov-guidelines.pdf), accessed 14 June 2022.

## **Section 5.4 Election and Term**

In addition to the term limits, I recommend embedding wording similar to section 3.18 of NP 58-201 requiring an assessment of directors given the applicable position description and skills and competencies.<sup>5</sup> A Director can be under performing prior to the expiry of a term limit.

## **Section 5.5 Vacancies**

Consider adding that a material breach to the Code of Conduct of the Corporation by a Director, as determined by the Board of Directors, as an additional section that triggers a vacancy. Otherwise, misconduct can occur without compelling a resignation.

## **Section 5.7 Remuneration of Directors**

There may be unintended consequences by not having Non-Independent Directors (other than the President) remunerated. They may not prepare for meetings or seek out other forms of favor. I understand board reporting as being part of the President's job, but I am unclear why Non-Independent Directors who are not employed by the Corporation should not be remunerated in some fashion and in a reasonable manner.

## **Article 6: Powers of Directors**

### **Section 6.4 Conflicts of Interest**

Family members and affiliates of the Director should be included and defined.

There needs to be a more precise definition of Conflict of Interest in this section, and the reasonable person test should be included. See for example, my definition (my emphasis added):

“A conflict of interest is a situation or circumstance in which the private interests of a Director influence, or may be reasonably seen to influence, the independent, objective and impartial performance of one's duties as Director. Private interests include any advantage, financial, business, professional, reputational or otherwise (referred to as “materiality”) for the Director, or a family member or affiliate of the Director.”<sup>6</sup>

The word “contract” and “transaction” is limiting in section 6.4.<sup>7</sup> A Director can experience a conflict of interest outside of these terms.

There is also inadequate guidance provided on disclosure and management of a perceived or real conflict of interest by a Director.<sup>8</sup>

---

<sup>5</sup> Ibid. at session 3.18. Disclosure: I had advised the OSC on sections 3.5, 3.12, 3.14 and 3.18 of NP 58-201.

<sup>6</sup> Leblanc, Richard, “Appendix 5: Model Conflict of Interest Policy for Directors,” in Leblanc, Richard, Ed., *The Handbook of Board Governance* (Wiley, 2020, Hoboken, NJ).

<sup>7</sup> Ibid. I go on to set out how a material conflict may arise, at a) through n).

<sup>8</sup> See, e.g., guidance on conflicts of interest by the OSC, *supra* note 1 at pages 12177 and 12178.

## **Article 7: Directors' Meetings**

Consider adding a section requiring an In Camera Session of only Independent Directors at every regularly scheduled meeting of the Board. Otherwise, there is a risk that Non-Independent Directors (including the President) will not agree to an In Camera Session.

## **Article 8: Officers**

### **Section 8.2 Chair and Vice-Chair of the Board**

Consider a term limit of the Chair of the Board of three years.

I advise to exercise caution in allowing the Board to assign Presidential duties (or even Board responsibilities) to a Vice President Director. This could mean that the Board is assessing the performance of another Director, rather than that of the President.

In the absence or disability of the Chair, consider requiring that the Vice-Chair be an Independent Director.

Consider requiring Position Descriptions for the Chair, Vice Chair, Committee Chairs and individual Directors.<sup>9</sup>

### **Section 8.3 President and Chief Executive Officer**

Consider requiring a position description for the CEO.<sup>10</sup>

## **Overall Comment**

Where are the disclosure obligations of compliance with By-Law No. 1? (In other words, analogous to NI 58-101? Otherwise, how may stakeholders ascertain compliance with the letter and spirit of By-Law No. 1?)

### **Section 8.9: Terms of Employment and Remuneration**

A Committee of the Board reviews, recommends, and reports to the Board. A Committee does not approve or decide. No committee should ever have authority to establish officer compensation. This is a board responsibility. (Otherwise, the committee (chair or a member) can be captured, whereas a board (not this Board) is more difficult to capture.)

### **Section 8.10 Conflicts of Interest**

Please see my earlier comments pertaining to section 6.4.

---

<sup>9</sup> See section 3.5 of National Policy 58-201, supra note 4.

<sup>10</sup> Ibid.

## **Section 8.11 Agents and Attorneys**

Consider empowering the Board and Board Committees to retain Independent Advisors to the Board or to a Committee of the Board, not to the Corporation. (Independent advisors can be the backstop to overall board independence. Without explicit authority, you should assume the President or Non-Independent Directors may resist efforts to retain an Independent Advisor, which can be a threat to insiders.)

## **Article 12**

Consider explicitly prohibiting the establishment of an Executive Committee (or the equivalent) (and define an Executive Committee). With a Board of fifteen Directors, this subject may arise to circumvent such a large Board and overcome the slim margin of independence. (An executive committee with non-independent directors and the president as members (or chair), can usurp the power of a board over time.)

### **Section 12.1 Committees of the Board**

The beginning of the last sentence is very broad: “Unless otherwise provided in this By-law, any Director shall be entitled to be appointed to any committee...” Not all Directors, independent or not, may have the competencies to serve on a particular committee. (Under-qualified or special purpose directors may weaponize this sentence to attempt to be a member of or control a committee, arguing desire or interest rather than a competency review. Directors are members of a committee (including chairs) upon the recommendation of a governance committee, to a board for review and approval, after undertaking an independence, competency, attribute and diversity review.)

### **Section 12.2 Governance Committee**

Where is the responsibility for recommending to the Board the nomination of Directors?

Consider adding a sentence on the reporting responsibility of this committee, as has been done in Section 12.3, and including my guidance in section 12.1 above within parenthesis (last sentence).

### **Section 12.3 Finance, Audit and Risk Committee**

In addition to reporting to the Board on the annual financial statements, this committee should also report to the Board on the risk appetite framework (or the equivalent).

Where is mention of financial literacy or expertise, to be a member of this committee?

### **Section 12.4 Human Resources and Pension Committee**

Consider adding this sentence (the most important role of any board):

The Human Resources and Pension Committee shall review and report to the Board, for review and approval by the Board, President evaluation, succession and compensation.

### **Section 12.6 Committee Meetings**

Consider requiring that each Committee meeting shall be accompanied by an In Camera Session of only Independent Directors. (In camera sessions of only independent directors by committees is now a best practice, including with independent oversight functions (risk, compliance and internal audit). That the Board has such a large portion of Non-Independent Directors will make regular in camera sessions at Committees (and the Board) awkward, but that is a consequence of the choice to have this portion, and does not mean that in camera should not occur (indeed it is more reason for it to occur).)

### **Section 12.7 Advisory Bodies**

Consider empowering each Committee to retain an Independent Advisor to advise the Committee if or when needed. (Independent advisors strengthen independence and would be needed given the portion of Non-Independent Directors.)

### **Section 12.8 Procedure**

Committees are organs of the board and are not autonomous. Consider amending this language, “each committee and advisory board shall have the power to regulate its procedure.” I have never seen this type of language, even with “[u]nless otherwise determined by the Board.” There is no reason to reverse the burden to the Board.

Committees should not be selecting their own members and chairs. Committees review and recommend and do not decide or approve. The Governance Committee (above) should review and recommend Committee composition and chairship to the Board for review and approval, based on independence, competencies, attributes and diversity.

Consider a diversity requirement for the Board, such as a percentage of women. (The EU recently passed a law requiring 40% women on EU boards.)<sup>11</sup> (The OSC’s efforts at enhancing gender diversity on public company boards have been inadequate in this regard, and the SRO is an opportunity for a reset that can serve as precedent. The word “diversity” is missing from the entire By-Law No. 1.)

### **Other**

Consider requiring the disclosure of the Terms of Reference for each of the above Committees.

Consider requiring an assessment from time to time on the effectiveness of the Board, each Committee, and individual Directors, including independent assurance every three years, with

---

<sup>11</sup> See here: <https://www.euronews.com/next/2022/06/08/eu-strikes-deal-to-impose-40-per-cent-quota-for-women-on-boards-of-large-companies-by-2026> , accessed 14 June 2022. Diverse boards mitigate groupthink and are more effective.

external reporting on the process. (Otherwise, what assurance is there to Stakeholders of effective SRO governance?)

Consider prohibiting the Chair and Vice Chair from being a member of a Committee ex officio. (This practice can lead to undue influence and poor committee reporting to the full board.)

## **Conclusion**

Some background, links, and references will now follow.

I have enjoyed my time assisting PMAC with this Report.

Sincerely,



## **Appendix: Additional Background of Dr. Leblanc**

See 2022 Trends and Issues for Boards and Board Committees, here:

<https://mailchi.mp/boardexpert/dr-richard-leblancs-governance-newsletter-10560693>

Dr. Leblanc's work is known for its rigor and grounding in best practice. There are several references and endorsements, including from past board clients and chairs, on his LinkedIn Profile:

<https://www.linkedin.com/in/rwleblanc>

## **Approach and Methodology**

Dr. Leblanc has assisted over 150 boards and organizations over the last twenty years in respect of governance, legal and ethical enhancements. His work has been used in several board reviews and advisory assignments.

Additional background is available at Dr. Leblanc's advisory firm website at

<http://www.boardexpert.com>.

See Dr. Leblanc's short bio:

<http://www.boardexpert.com/Papers/DrLeblanc%20Short%20Bio%202020.pdf>

See a full curriculum vitae of Dr. Leblanc:

<http://www.boardexpert.com/Papers/DrRLeblancCV14January2020.pdf>

See the brochure for Dr. Leblanc's governance consultancy, Boardexpert.com:

<http://www.boardexpert.com/Papers/Boardexpert.com%20Brochure.pdf>

Speaking brochure for Dr. Richard Leblanc:

<http://www.boardexpert.com/Papers/SpeakingBrochureBoardexpert.com.pdf>

## **Client References**

Dr. Leblanc's breadth and depth of consulting work is known for its rigor and grounding in best practice. There are 135 recommendations and 333 endorsements, including from past board clients and chairs, on Dr. Leblanc's LinkedIn Profile, [here](#).

His work has been described by various faculty at Harvard, Yale, London Business School and elsewhere as "*great & much needed*," "*wonderful and pragmatic*," "*thorough*" and "*nothing short of remarkable*," as well as by Fortune 500, NYSE, FTSE and other company leaders as "*leading edge*," "*ground-breaking*," "*valuable guidance*," "*indispensable*," "*compelling*" and "*exceptional*."

## **Sample Work and Reputation**

Dr. Leblanc has authored the seminal book [Inside the Boardroom](#), which sold 6500 copies; [The Handbook of Board Governance](#), which has sold 7,000 copies; and the second edition of [The Handbook of Board Governance](#) (with 61 chapters and 80 authors globally).

Dr. Leblanc is a dynamic speaker who has been called upon to provide his expertise in governance, law and ethics across all sectors and industries. He has authored over [200 publications and reports](#) and given [471 public appearances](#). See his speaking brochure [here](#).

Dr. Leblanc is regularly interviewed in all types of media, and has appeared on television, on radio, in print, and in digital format. Dr. Leblanc's number of lifetime media appearances are 454. See [here](#).

He is Founder and owner of the LinkedIn Groups "[Boards and Advisors](#)," and "[Audit Committees](#)," with 30,000 and 15,000 members globally, which are among the largest online corporate governance groups. His regular newsletter is accessible to 40,000 directors and other governance professionals.



**RICHARD W. LEBLANC**  
**FCMC, CMC-AF, BSc, MBA, LLB, JD, LLM, PhD**  
**PROFESSOR OF GOVERNANCE, LAW & ETHICS, YORK UNIVERSITY**

**CURRICULUM VITAE**

**BRIEF PROFILE**



*Award-winning university teacher and researcher, based in Toronto, Canada. Professor of Governance, Law & Ethics in the School of Administrative Studies, Faculty of Liberal Arts and Professional Studies, York University. Teaches summer course in corporate governance at Harvard University. Research and teaching interests include corporate governance, boards of directors, business law and ethics, activism, risk, compensation, diversity, sustainability & social media. Two Governance books have sold more than 10 thousand copies. A lawyer, certified management consultant, and advisor to leading boards and regulatory bodies. Regular media commentator and public speaker.*

**TABLE OF CONTENTS**

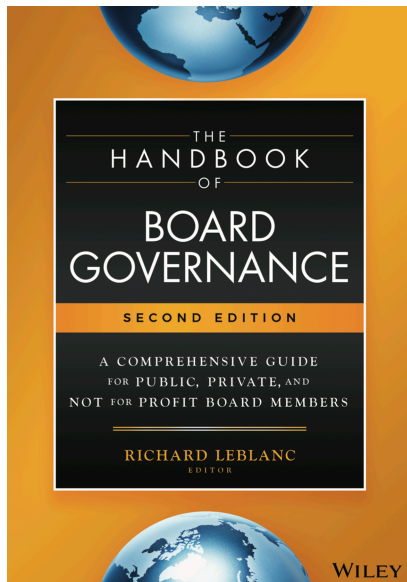
BRIEF PROFILE .....	1
TABLE OF CONTENTS.....	1
SHORT BIOGRAPHY .....	3
CONTACT ADDRESS AND SOCIAL MEDIA .....	4
FULL CURRICULUM VITAE.....	4
DEGREES.....	4
RESEARCH, TEACHING and SERVICE INTERESTS.....	5
EMPLOYMENT HISTORY .....	5
HONOURS AND AWARDS .....	6
FUNDED RESEARCH PROJECTS .....	8
SCHOLARLY AND PROFESSIONAL CONTRIBUTIONS .....	8
Statement of Current Research Interests.....	8
PUBLICATIONS.....	9
Books (Editor, Co-Author) .....	9
Academic (refereed) journals.....	9
Academic (invited) journals.....	9
Chapters in books.....	10
Papers in refereed conference proceedings.....	10
SSRN eJournal .....	11

Cases .....	11
Practitioner (refereed) journals .....	11
Practitioner (invited) journals .....	13
Non-refereed journals .....	13
Other publications.....	18
PROFESSIONAL REPORTS.....	18
Conference papers.....	18
Other .....	19
PROFESSIONAL SERVICE .....	19
Other .....	21
PUBLIC APPEARANCES.....	22
Lectures.....	22
TELEVISION, RADIO, PRINT and DIGITAL.....	61
Other .....	101
TEACHING .....	102
SUMMARY OF TEACHING AND TEACHING CONTRIBUTIONS .....	102
GRADUATE.....	102
Courses developed and taught .....	103
UNDERGRADUATE.....	103
Courses developed and taught .....	103
Guest lectures in other courses .....	104
OTHER TEACHING-RELATED ACTIVITIES .....	105
Mentoring and Development .....	105
Seminars, workshops presented.....	105
Courses Taught At Other Institutions .....	105
Course / Curricular Development .....	105
Pedagogical Innovation/Development of Technology-Enhanced Learning.....	106
Publications and Professional Contributions to Teaching .....	106
SERVICE.....	106
University Service.....	106
Community Service .....	107
MEDIA, COMMUNITY OUTREACH.....	109
Professional Development .....	110
Other .....	116
CONTACT.....	116

## SHORT BIOGRAPHY

**Dr. Richard Leblanc** is a leading expert on corporate governance and accountability. He was elected a Fellow of the Institute of Certified Management Consultants of Ontario; Academic Fellow of the International Council of Management Consulting Institutes; and a 2021 Modern Governance 100 recipient, a community of the world's top governance, IT, risk and compliance professionals. Dr. Leblanc is an award-winning teacher, researcher, lawyer, public speaker, consultant and specialist on boards of directors. He has taught at leading universities including Harvard University. He is a member of *Canadian Who's Who*.

Dr. Leblanc brings to business and professional audiences a depth of information from his extensive research and work with over 250 organizations; and from his training, assessment and development of over 1,500 directors and managers. He is *engaging, dynamic* and *personable*. Because of his work with leading companies and current research, Professor Leblanc is always on the *cutting edge* of emerging global governance developments.



Dr. Leblanc is Editor of "[The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members](#)," 2<sup>nd</sup> Ed. (Wiley, 2020). His first edition has sold 7,000 copies worldwide and the seminal "Inside The Boardroom" has sold over 6,500 copies. Dr. Leblanc's work has been described by various faculty at Harvard, Yale, London Business School and elsewhere as "*great & much needed*," "*wonderful and pragmatic*," "*thorough*" and "*nothing short of remarkable*," as well as by Fortune 500, NYSE, FTSE and other company leaders as "*leading edge*," "*ground-breaking*," "*valuable guidance*," "*indispensable*," "*compelling*" and "*exceptional*."

Dr. Leblanc has authored over 200 publications and reports, delivered over 550 invited speeches and training sessions, and sat for over 500 media appearances.

Dr. Leblanc's insight has guided leaders of organizations through his teaching, research and direct consultation to national and multi-national corporations and government regulators. He has provided extensive service as an external advisor to boards of directors that have won national awards and peer endorsement for their governance practices. His applied research has been used by, and he has advised, financial and securities regulators, investors, and board and committee chairs. He has been retained to advise on under-performing boards to implement governance and shareholder accountability reforms. He has advised boards, board committees, committee chairs and CEOs, and has advised on CEO performance and director and CEO succession planning and removal, consistent with shareholder value creation and stakeholder accountability.

Dr. Leblanc is frequently consulted by stakeholders – such as companies, investors, associations, partnerships, not-for-profit organizations, Crown organizations, the media and regulators – for the latest developments and trends, and customizes his speaking engagements and consultations

to suit all types of audiences. He is the founder and principal of Boardexpert.com, an advisory firm providing customized governance transformation.

Dr. Leblanc possesses an extensive professional network. He is the founder of Boardexpert.com Inc and the LinkedIn Groups “Boards and Advisors,” and “Audit Committees,” with 29,000 and 16,000 members globally, which are among the largest and most active online corporate governance groups. His regular newsletter is accessible to 40,000 directors and other governance professionals.

Dr. Leblanc adopts a framework for governance effectiveness developed over several years. His work, directly or indirectly, has impacted companies throughout the world, including those that have used Dr. Leblanc’s methodology to strengthen their governance effectiveness and accountability practices.

Dr. Leblanc holds a Bachelor of Science degree, an MBA, Canadian and American law degrees, a Masters in Law, and a PhD focusing on board of director effectiveness.

## **CONTACT ADDRESS AND SOCIAL MEDIA**

Richard W. Leblanc  
Professor of Governance, Law & Ethics  
School of Administrative Studies  
Faculty of Liberal Arts & Professional Studies  
York University  
4700 Keele Street  
Toronto, Ontario CANADA  
M3J 1P3  
Phone: (416) 736-2100 x 33744  
E-mail: [rleblanc@yorku.ca](mailto:rleblanc@yorku.ca)  
Webpage: <http://www.yorku.ca/rleblanc>  
LinkedIn® Profile: <http://ca.linkedin.com/in/rwleblanc>  
Twitter: <http://twitter.com/DrRleblanc>

### **FULL CURRICULUM VITAE**

## **DEGREES**

PhD Doctor of Philosophy  
Schulich School of Business, York University, 2003  
Dissertation title: “Boards of Directors: An Inside View”  
Thesis defended unconditionally.

LLM Master of Laws  
Osgoode Hall Law School, York University, 1997  
Thesis title: “The Stakeholder Debate”

LLB Bachelor of Laws  
University of Windsor, 1994

JD Juris Doctor  
University of Detroit, 1994

MBA Master of Business Administration  
University of Toronto, 1991

BSc Bachelor of Science  
University of Toronto, 1989  
Major: Psychology

## **RESEARCH, TEACHING and SERVICE INTERESTS**

- Board, Committee and Director Effectiveness and Evaluation;
- Corporate Law;
- Diversity; Law and Inequality;
- Domestic and Comparative Corporate Governance;
- Governance of Executive Compensation;
- Governance of Financial Institutions;
- Law, Regulation & Public Policy;
- Leadership and Executive Development;
- Legal Profession;
- Qualitative Research Methodologies;
- Risk Governance;
- Shareholder Democracy and Engagement; and
- Sustainability; Governance of Stakeholder Relations.

## **EMPLOYMENT HISTORY**

Professor of Governance, Law & Ethics, School of Administrative Studies, Faculty of Liberal Arts & Professional Studies, York University, 2018 – present.

Associate Professor, School of Administrative Studies, Faculty of Liberal Arts & Professional Studies, York University, 2009 – 2018.

Harvard University, Summer Faculty, 26 June – 9 August 2012, 25 June – 8 August 2013, 24 June – 7 August 2014, 13 – 30 July 2015, 11 – 28 July 2016, 10 – 27 July 2017, 16 July – 2 August 2018, 15 July – 1 August 2019.

Research Fellow and Advisory Board Member, Institute for Excellence in Corporate Governance, University of Texas at Dallas, Jindal School of Management, 2012 – 2019.

Adjunct Faculty, Osgoode Hall Law School, January – April 2011.

Assistant Professor, School of Administrative Studies, Atkinson Faculty of Liberal and Professional Studies, York University, 2004-2009.

Special Assistant Professor, Schulich School of Business, York University, 2003-2004.

Course Director, Schulich School of Business, York University, 1996-2003.

Course Director, Rotman School of Management, University of Toronto, 1998-1999.

Associate Director, Clarkson Centre for Business Ethics, Rotman School of Management, University of Toronto, September 1996-June 1998. Research Associate, 1990-1996.

## HONOURS AND AWARDS

Awarded *Modern Governance 100* by Diligent Corporation, 15 September 2021. The Modern Governance 100 is “a community of the world’s top governance, IT, risk, audit and compliance professionals. These individuals are driving their organizations toward greater diversity, sustainable practices, digital transformation and sharper insights for company leadership.”

Awarded *Academic Fellow* by the International Council of Management Consulting Institutes, August 2021. (The title of Academic Fellow is intended to be a mark of distinction that recognises academic practitioners globally who have contributed to the study and teaching of management consultancy.

Awarded *Fellow* of the Institute of Certified Management Consultants of Ontario, September 2020. (The title of Fellow is intended to formally recognize CMCs in good standing who have rendered exceptional service to the profession or whose achievements in their careers or in the community have earned them distinction and brought honour to the profession.)

Provided the MES-Richard Leblanc Scholarship, 2019. See [here](#).

*Canadian Who’s Who*, 2010 – present.

Joyce Borden-Reed Distinguished Contribution Award, Governance Professionals of Canada, August 22, 2017.

School of Administrative Studies Recognition for Excellence in Research for 2015-2016.

Best original article (“Executive Compensation is Broken”) submitted and published in the Corporate Governance Quarterly (CGQ) for the 2015 calendar year on the topic of governance.

“Sabbatical Fellowship Award,” “Building High Performance Boards,” York University Faculty Association, 20 March 2014.

“Outstanding Service Award presented to Dr. Richard W. Leblanc for his leadership & service as Editor of International Journal of Disclosure & Governance,” March 27, 2013.

Named a member of the judging panel for the Canadian Society of Corporate Secretaries' Excellence in Governance Awards / Prix d'excellence en gouvernance, December 2012 – present.

Received an overall instructor effectiveness score of 4.7 - 4.9 out of 5 from Harvard University students for teaching Corporate Governance, 2012 – present.

York University Faculty Association Fellowship: Teaching-Learning Development Grant for “New Pedagogies Post Financial Crisis: Critical Reflection, Participant Centred Learning, and the Case Method,” January 18, 2012.

Named among “2011 NACD (National Association of Corporate Directors) Directorship 100: People to Watch,” September 2011.

Teaching Award recipient from the OCUFA - Ontario Confederation of University Faculty Associations (representing 16,000 university faculty and academic librarians across Ontario) - in recognition of outstanding contribution to university teaching, September 21, 2011. See press release [here](#), PDF citation [here](#) and picture [here](#), September 21, 2011.

Spring 2010 LA&PS Course Release Program Award.

York University Faculty Association, Merit Award, 2012, 2011, 2010, 2009, 2008, assessed by Faculty-wide Advisory Committee, on the basis of teaching, research/scholarship and service.

“Theory and Practice Award,” 2006, School of Administrative Studies (“SAS”), Atkinson Faculty of Liberal and Professional Studies, York University, recognizing a significant contribution by an SAS faculty member on the academic and practical significance of one piece of work and the extent to which it helps to bridge management theory and practice, for Leblanc, Richard, and Gillies, James, *Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance* (Toronto: Wiley, 2005).

First Annual Emerald Publishing / European Foundation for Management Development Outstanding Doctoral Research Award, “Highly Commended” (Runner up), Management and Governance Category, June 2005.

Udayan Rege Best Dissertation Award, Administrative Sciences Association of Canada, June 6, 2004.

“Top 40 Under 40”™ for Canada, May 3, 2005. Winner of the “Top 40 Under 40 Award”™ in 2005, recognized as one of 40 people under 40 years of age chosen from across Canada based on accomplishments indicating vision, leadership, innovation and achievement.

York University Teaching Award, First Place Winner, inaugural Seymour Schulich BBA Award for Teaching Excellence, York University, as selected by students, 1998.

## FUNDED RESEARCH PROJECTS

*In demand by corporations and associations across Canada and beyond, Professor Leblanc uses his extensive knowledge and research in governance to assist corporations, regulators and individuals alike in understanding and anticipating best corporate governance practices.*

Lifetime funded research projects and consultancies: 150

**Select companies:** Agrium Inc., AIG Canada, Algoma Steel, BHP Billiton, Cameco Corp., Canadian Imperial Bank of Commerce, Canadian Pacific, Green Shield Canada, Foresters Financial, MBNA Canada, Nexen Inc., Potlatch, Tahoe Resources, Turquoise Hill Resources, and Qantus Airlines.

**Select regulatory bodies:** Auditor General of Canada, Canadian Council of Legislative Auditors, Department of Finance Canada, Financial Consumer Agency of Canada, Financial Institutions of British Columbia, Financial Services Commission of Ontario, Industry Canada, Ontario Securities Commission, Office of Superintendent of Financial Institutions, Public Works and Government Services Canada, and United Nations Development Program.

**Select Crown and not-for-profit bodies:** Canada Mortgage and Housing Corporation, Canadian Air Transportation Authority, Canadian Blood Services, Canadian Electricity Association, Canadian National Exhibition, Canadian Olympic Committee, Canadian Pharmacists Association, Cancer Care Ontario, Candu Owners Group, Export Development Canada, Greater Toronto Airport Authority, Mohawk College, Mackenzie Health Foundation, Municipal Property Assessment Corporation, Ontario Association of School Board Officials, Ontario Clean Water Authority, Ontario Provincial Police, Ontario Retirement Communities Association, Scrum Alliance, Southlake Regional Health Centre, Tarion Warranty Corporation, Technical Standards and Safety Authority, Windsor-Detroit Bridge Authority, and Via Rail.

**Select expert witness cases:** Biovail, HSBC Canada, Nortel Networks, Research in Motion, TD Bank, TransAlta and SNC Lavalin.

Books	3
Book chapters	5
Articles	79
Conference presentations	8
Invited talks	562
Media appearances	540

## SCHOLARLY AND PROFESSIONAL CONTRIBUTIONS

### Statement of Current Research Interests

I am currently working on organizing authors for my third edited book on leading corporate governance practices.



This edition was published in May 2020:

Leblanc, Richard, ed., *The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not for Profit Board Members*, 2<sup>nd</sup> ed., San Francisco: Wiley (May 2020).

(The first edition, 2016, has sold over 7,000 copies globally.)

In January 2019, I published the following:

Leblanc, Richard, “20 Questions Directors of Not-For-Profit Organizations Should Ask About Recruiting, Developing, Assessing and Renewing Directors” (Toronto: Chartered Professional Accountants of Canada, January 2019). Click for the article in [English](#), and in [French](#).

## **PUBLICATIONS**

### **Books (Editor, Co-Author)**

Leblanc, Richard, ed., [The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not for Profit Board Members](#), 2<sup>nd</sup> ed., San Francisco: Wiley (2020).

On 16 October 2020, the above book was listed as #1 Best Seller in Nonprofit Management & Leadership on Amazon Canada’s website.

Leblanc, Richard, ed., [The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not for Profit Board Members](#), San Francisco: Wiley (2016). Over 7,000 copies sold. See [here](#) and [here](#).

Leblanc, Richard, and Gillies, James, [Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance](#) (Toronto: Wiley, 2005); and translated into Russian: *Inside the Boardroom* (Moscow: Wiley, 2006). Over 6,500 copies sold.

### **Academic (refereed) journals**

Leblanc, Richard, and Schwartz, Mark, “The Black Box of Board Process: Gaining Access to a Difficult Subject,” *Corporate Governance: An International Review* (September 2007), 843-851. Impact factor: 3.571

Bury, Sophie, and Leblanc, Richard, “Corporate Governance Research on the Free Web: A Selected Annotated Guide,” *Reference Services Review* (2007) 35:3, 497-514.

### **Academic (invited) journals**

Leblanc, Richard “Assessing Board Leadership,” *Corporate Governance: An International Review* (September 2005), 654-666. Impact factor: 3.571

Leblanc, Richard “What’s Wrong With Corporate Governance: A Note,” *Corporate Governance: An International Review* (October 2004), 436-441.

Impact factor: 3.571

Leblanc, Richard, and Hebb, Laurence, “Bridging the Gap Between Theory and Practice,” within a special essay forum in memory of Max Clarkson, *Business & Society* (March 1999), 10-12.

Impact Factor: 2.135

### **Chapters in books**

Leblanc, Richard “Alleged Corruption at Chessfield: Corporate Governance and the Risk Oversight Role of the Board of Directors,” and associated “Teaching Note,” in Fraser, John R., Narvaez, Kristina, and Simkins, Betty J., eds., *Enterprise Risk Management Case Studies* (Hoboken, NJ: John Wiley, 2015).

Leblanc, Richard “Getting the Right Directors on Your Board,” in Conger, Jay, ed., *Boardroom Realities: Building Leaders Across Your Board* (London: Jossey-Bass, March 2009).

Burke, Ron, and Leblanc, Richard, “Women on Corporate Boards: The Canadian Perspective,” in Burke, Ron, Singh, Val, Bilimoria, Diane, and Huse, Morten, *Women on Corporate Boards of Directors: Research and Practice* (Cheltenham, Glos: Edward Elgar, January 2009).

Leblanc, Richard “Developing Effective Corporate Governance,” in Wesson, Thomas, ed., *The New World Economic Order* (Toronto: Captus Press, 2007), 260-274. Adapted from the Annual Queen’s Business Law Symposium conference proceedings, *infra*.

Leblanc, Richard, “Assessing the Effectiveness of Boards of Directors and Individual Directors,” in Ali, Paul U., and Gregoriou, Greg N., eds., *International Corporate Governance After Sarbanes-Oxley* (Hoboken, NJ: Wiley, 2006), 485-524. Adapted from Leblanc, *20 Questions Directors Should Ask About Assessments, infra*.

### **Papers in refereed conference proceedings**

Presentation, “Plenary Session 9: Board Effectiveness: How to Measure What Really Counts,” GUBERNA, Brussels (December 6, 2010).

Submission entitled “Separating the Role of Chair and CEO – More is Needed, Including Leadership Skills and Industry Knowledge” accepted (with Katrina Pick) for presentation at the Corporate Governance & Global financial crisis conference, Wharton School, Philadelphia (September 24, 2010).

Submission entitled “Working with part-time faculty to enhance teaching and the curriculum” accepted (with Sandra Scott) for Round-Table Discussion at the Society for Teaching and Learning in Higher Education conference, Toronto (June 24, 2010).

Submission entitled “The Movement Towards Independently Assured Board Evaluation: Development of Criteria and Processes and Implications for the Internal Audit Function” accepted to the 8th European Conference on Internal Audit and Corporate Governance, Chios, Greece, 2010 (did not attend).

Conger, Jay; Dalton, Dan; Lawler, Edward; Leblanc, Richard; Liang, Neng; Nadler, Mark; and Useem, Michael, “Critical Issues Facing Corporate Boardrooms,” Showcase Symposium, Academy of Management Annual Meeting, Chicago, 10 August 2009.

Burke, Ronald, and Leblanc, Richard, “Women on Corporate Boards of Directors: Ongoing Challenges,” presentation to “Women on Boards of Directors: Interventional Strategies and Global Action for Board Level Gender Equity” Symposium, Academy of Management Meeting, Atlanta, 2006.

Leblanc, Richard, “The Firm: Developing Effective Governance,” in Anand, Anita I. and Flanagan, William F., eds., “Conflicts of Interest in Capital Market Structures: Papers Presented at the 10<sup>th</sup> Annual Queen’s Business Law Symposium October 2003” (2004), 1-16. See also Peter Dey, “Thoughts on Richard Leblanc’s Paper, ‘The Firm – Developing Effective Governance,’” *ibid.*, 17-18, and W. F. Flanagan, “Comment on Richard Leblanc’s paper...,” *ibid.*, 19-21.

“Law and Disorder: Bridging the Gap between Stakeholder Research and Corporation Law,” with Tim Rowley, Proceedings of the International Association for Business and Society conference, presented in Kailua-Kona, Hawaii, June 1998.

### **SSRN eJournal**

Leblanc, Richard, “Course Outline for Corporate Governance,” listed on *SSRN’s Top Ten download list for Finance Educator: Courses, Cases & Teaching* eJournal, and *CGN: Other Corporate Governance Educator: Courses, Cases and Teaching* eJournal and *SEIN Subject Matter* eJournals (December, 2010). Click [here](#) for the article. Named “**ALL TIME HITS (for all papers in SSRN eLibrary) TOP 10 Papers for Journal of CGN: Other Corporate Governance Educator: Courses, Cases & Teaching (Topic)**, January 2, 1997 to June 2, 2012.” Click [here](#) for “SSRN Top Downloads.”

### **Cases**

Leblanc, Richard, “Alleged Corruption at Chessfield: Corporate Governance and the Risk Oversight Role of the Board of Directors” and “Teaching Note,” forthcoming in *Enterprise Risk Management Case Studies*, in Fraser, John R., Narvaez, Kristina, and Simkins, Betty J., eds., *Enterprise Risk Management Case Studies* (Hoboken, NJ: John Wiley, 2015). (Supra.)

### **Practitioner (refereed) journals**

Leblanc, Richard, “Eyes and Ears Wide Open” *AB International* (March, 2018). See article [here](#).

Leblanc, Richard, "Forty Proposals to Strengthen: the Public Company Board of Director's Role in Value Creation; Management Accountability to the Board; and Board Accountability to Shareholders," *International Journal of Disclosure and Governance* (2013) 1-16. See article [here](#).

Leblanc, Richard, Special Editor, "Editorial: Enhancing the effectiveness of the 21st century board of directors," *International Journal of Disclosure and Governance* (2013) 10:2, 93-97. See author copy [here](#). See Special Issue [here](#).

Leblanc, Richard, et al., "General Commentary on European Union Corporate Governance Proposals," *International Journal of Disclosure and Governance* (October 2011) 9:1, 1-35. See author copy [here](#).

Leblanc, Richard "The Walker Review Proposes 'The Toughest Governance Regime in the World,'" *International Journal of Disclosure and Governance* (February 2010) 7:1, 20-27. Please see [here](#). Adapted and modified from "The Walker Review in the UK Proposes Tough New Regulatory Requirements", *supra*. This is a post-peer-review, pre-copyedit version of an article published in *International Journal of Disclosure and Governance*. The definitive publisher-authenticated version *International Journal of Disclosure and Governance* (2010) 7:1, 20-27 is available online [here](#).

Leblanc, Richard, and Schwartz, Mark, "Effective Boards of Directors: An Examination of Director Behavioural-Types," *Corporate Ownership & Control* (Winter 2008) 5:2, 154-167.

Leblanc, Richard, "Corporate Governance and Board Effectiveness 2.0," *International Journal of Business Governance and Ethics* (2007) 3:2, 106-112.

Leblanc, Richard "Effective Risk Oversight by Boards in 2007: What are the Key Areas," *Corporate Governance: International Journal for Enhancing Board Performance* (2007) 7:1, 18-20.

Gillies, James, Bartha, Peter and Leblanc, Richard, "Structure vs. Function and the Evolution of Corporate Governance Regulation and Research in the United States," *Russian Management Journal* (2006) 4:1, 147-162.

Leblanc, Richard, "The Nomination and Assessment of Individual Directors: Questions Shareholders Should Be Asking: A Case Study," *Corporate Governance: International Journal for Enhancing Board Performance* (2006) 6:3, 24-28.

Leblanc, Richard, and Gillies, James, "Governance 2.0: From Compliance to Strategy: Is Your Board Prepared," *Corporate Governance: International Journal for Enhancing Board Performance* (2006) 6:1, 4-6.

Leblanc, Richard "Assessing Individual Directors: An Idea Whose Time Has Come," *Journal on Corporate Governance in Russia and Other Transitional Economies* [Online] (October 2006).

Leblanc, Richard “External Disclosure of Leading Governance Assessment Practices: What Shareholders Should be Asking and Companies Should be Disclosing,” *International Journal of Disclosure and Governance* (August 2007), 167-180.

Leblanc, Richard, and Gillies, James, “The Coming Revolution in Corporate Governance,” *Corporate Governance: International Journal for Enhancing Board Performance* (2006) 5:2, 6-10. (This article is adapted from Chapter 11 from *Inside the Boardroom*, *supra*.)

Leblanc, Richard “Are Global Corporate Governance Practices Converging? A Report to the OECD on Corporate Governance and Lessons from the Asian Currency Crisis,” *Global Focus* (1999) 11:2, 151-166. (This journal has been merged with *Thunderbird International Business Review*.)

### **Practitioner (invited) journals**

Leblanc, Richard “Recruitment, training and assessment (and removal) of directors post SOX,” *International Journal of Disclosure and Governance* (February 2008) 5:1 at 8-14.

### **Non-refereed journals**

Leblanc, Richard, “20 Questions Directors of Not-For-Profit Organizations Should Ask About Recruiting, Developing, Assessing and Renewing Directors” (Toronto: Chartered Professional Accountants of Canada, January 2019). Click for the article in [English](#), and in [French](#).

Leblanc, Richard, “Overseeing Culture and the Employee Voice on Boards” *Hawkamah Journal* (Issue 11, 2018). Click [here](#) for the article.

Contributor, “Tenets of Good Governance,” ACCA, May 2018.

Leblanc, Richard, “Eyes and Ears Wide Open” *AB International* (March, 2018). See article [here](#).

Leblanc, Richard, “Why Governance Evaluations Fail,” *The Corporate Board* (September / October 2015), pp. 6-10.

Leblanc, Richard, “Corporate Governance Trends, Pressures, and Responses,” Stewardship Review: Insights for the Boardroom Summer 2015, Conference Board of Canada (Toronto: 2015). Click [here](#) for the article.

Leblanc, Richard, “What a Board Expects from Management and What Management Expects from A Board,” *Boards*, Ontario Hospital Association (Toronto: February, 2013), at 9-11.

Leblanc, Richard, “Director removal: a five-point plan” *Corporate Governance Quarterly*, ICSA Chartered Secretaries Canada (Toronto: Winter, 2012) 4-5. Reproduced with permission from Listed: The Magazine for Canadian Listed Companies, below.

Leblanc, Richard, “Aligning Pay to Value Creation and Performance: 12 compensation opportunities that boards and committees should consider,” *ICD Director*, Institute of Corporate Directors (Toronto: forthcoming, 2012).

Leblanc, Richard, “Lead from the Front,” *Listed: The Magazine for Canadian Listed Companies* (Toronto: Spring, 2012), 19. Click [here](#) for the article.

Leblanc, Richard, “The Buck Stops at the Board,” *Listed: The Magazine for Canadian Listed Companies* (Toronto: Summer, 2012) 19. Click [here](#) for the article.

Leblanc, Richard, “Director removal: a five-point plan” *Listed: The Magazine for Canadian Listed Companies* (Toronto: Fall, 2012) 23. Click [here](#) for the article.

Leblanc, Richard, “Who’s Doing Your Board Review?” *Listed: The Magazine for Canadian Listed Companies* (Toronto: December 19, 2011). Click [here](#) for the article.

Leblanc, Richard, In Practice: Risk-Adjusted Compensation: What Every Compensation Committee Needs to Know, *NACD Directorship Boardroom Intelligence*, National Association of Corporate Directors (December 2011), 52-55. Please view article [here](#) or [here](#).

Leblanc, Richard, “A Black Eye for Bay Street: With proper governance, the Sino-Forest scandal never would have happened,” *Canadian Business* 84:5 (Toronto: September 13-26, 2011), 12-13.

Leblanc, Richard, “Corporate Governance in the European Union: Emerging Developments,” *ICD Director*, Institute of Corporate Directors (Toronto: September, 2011). Click [here](#) for the English version of the article and [here](#) for the French version.

Leblanc, Richard, et al., “Working group submission (Canada), European Commission Green Paper: The EU corporate governance framework,” July 22, 2011. Please click [here](#).

Leblanc, Richard, Risk-Based Compensation, *NACD Directorship Boardroom Intelligence*, National Association of Corporate Directors (forthcoming, September 2011).

Leblanc, Richard, and Pick, Katharina, “Separating the Role of Chair and CEO – More is Needed, Including Industry Competency and Leadership Skills,” *Director Notes*, Conference Board (August, 2011). Click [here](#) for the article. Posted at The Harvard Law School Forum on Corporate Governance and Financial Regulation, September 2011. Click [here](#) for the post.

Leblanc, Richard, Risk-Adjusted Compensation, *NACD Directorship*, National Association of Corporate Directors (May 16, 2011). Click [here](#) for the article.

Leblanc, Richard, “Aligning Executive Compensation with Risk and Achievement: Emerging Developments – Risk-adjusted compensation expected to be the norm,” *ICD Director*, Institute of Corporate Directors (Toronto: May, 2011). Click [here](#) for the article.

Waitzer, Ed, Leblanc, Richard, and Cohen, Marshall, “Re-Thinking Corporate Governance,” working paper of the Hennick Centre for Business and Law, York University, (March 2011).

Leblanc, Richard, “A Fact-Based Approach to Boardroom Diversity: The research record shows mixed results from quotas and regulation” and “Conception factuelle de la diversité administrative: Les recherches donnent des résultats mixtes quant aux quotas et à la réglementation,” *ICD Director*, Institute of Corporate Directors (Toronto: March, 2011). Click [here](#) for the English version of the article and [here](#) for the French version

Leblanc, Richard, “Risk Management and the Board of Directors ~ Suggestions for Reform,” “Risk Management: Part Two - Systemic Risk, Financial Reform, and Moving Forward from the Financial Crisis,” Society of Actuaries, January 2011.

Leblanc, Richard, “Dodd-Frank and US Corporate Governance Changes: Coming to a Canadian Organization Near You,” *ICD Director*, Institute of Corporate Directors (Toronto: November, 2010). Click [here](#) for the article.

Leblanc, Richard, and Scott, Sandra, “Working With Part Time Faculty to Enhance Teaching and the Curriculum: A Top 10 List,” *Faculty Focus*, Magna Publications (Madison, WI: October 2010). Click [here](#) for part one of the article. Click [here](#) for part two of the article.

Leblanc, Richard, “Good Teaching: The Top 10 Requirements,” *Faculty Focus*, Magna Publications (Madison, WI, August 11, 2010). Reprinted from *The Teaching Professor*, Vol. 12, no. 6. Click [here](#) for the article.

Leblanc, Richard, “Dodd-Frank Wall Street Reform and Consumer Protection Act Expected to Bring Significant Changes” *Eyes on Governance*, E-Newsletter for directors, Institute of Corporate Directors (Toronto: September, 2010).

Leblanc, Richard, “Good Teaching: The Top 10 Requirements,” *Faculty Focus*, Magna Publications (Madison, WI, August 11, 2010). Reprinted from *The Teaching Professor*, Vol. 12, no. 6.

Leblanc, Richard, “UK, US and Australia Act to Address Director Competency, Diversity and Effectiveness” *ICD Director*, Institute of Corporate Directors (Toronto: June, 2010).

Leblanc, Richard, and Deazeley, Beth, “Assessing Governance in Not-for-Profit Organizations” *ICD Director*, Institute of Corporate Directors (Toronto: April, 2010).

Leblanc, Richard, and Lindsay, Hugh, “20 Questions Directors of Not-for-Profit Organizations Should Ask About Building an Effective Board” (Toronto: Canadian Institute of Chartered Accountants, March, 2010).

Leblanc, Richard, “King III in South Africa Breaks New Governance Ground” *ICD Director*, Institute of Corporate Directors (Toronto: December, 2009).

Leblanc, Richard, "The Walker Review in the UK Proposes Tough New Regulatory Requirements" *ICD Director*, Institute of Corporate Directors (Toronto: October, 2009). Reprinted in *Corporate Governance: International Journal for Enhancing Board Performance* (2009) 9:2, 12-13; and "Corporate Governance a Hot Topic Worldwide," *Law Times*, 23 November 2009, 7.

Leblanc, Richard, contribution to "Ten Ways to Enhance the Effectiveness of the Audit Committee," *Ivey Business Journal* [Online](September-October 2007). Reprinted in *The Singapore Accountant*, The Institute of Certified Public Accountants of Singapore (July / August, 2009), 36-41.

Leblanc, Richard, "Who is in the Boardroom," *Directorship: Boardroom Intelligence* (June / July 2009) 35:3 at 61-63. Reprinted in *Eyes on Governance Monthly E-newsletter*, Institute of Corporate Directors (Toronto: September, 2009); and *Governance Update e-Newsletter*, Ontario Hospital Association (Toronto: Fall, 2009, 3:3).

Leblanc, Richard, "More Women on Boards: What Boards Need, What Shareholders Want," *Ivey Business Journal* [Online] (March-April 2009).

Leblanc, Richard, "Risk Management Oversight: Is Your Board at Risk?" *Directors Monthly*, National Association of Corporate Directors (Washington, D.C.: June 2008), 17-18. Reprinted within program "The Board's Role in Risk Assessment, Mitigation and Disclosure," American Bar Association (ABA) Corporate Governance Committee and Corporate Compliance and Corporate Counsel Committee, New York City, August 9, 2008.

Leblanc, Richard, "Is Your Board at Risk in its Oversight of Risk Management" *ICD Director*, Institute of Corporate Directors (Toronto: April 2008). Reprinted by the Ontario Hospital Association as part of its in-house education program for new hospital directors, 27 August 2009.

Leblanc, Richard "The Eight "Cs: Of Board Performance Assessment" *The Corporate Board* (May-June 2007), 16-21.

Smith, Mark, and Leblanc, Richard, "Nose In, Fingers Out: The Role of Outside Directors in Assessing Insurance Company Strategy" *Canadian Insurance* (Toronto: March 2007), 36-41.

Leblanc, Richard, *20 Questions Directors Should Ask About Assessments* (Toronto: Canadian Institute of Chartered Accountants, 2006).

Leblanc, Richard, "The Coming Revolution in Corporate Governance," *Australian Chief Executive* (May 2006), "adapted from Richard Leblanc's address *Effective Corporate Governance: Measuring and Benchmarking Board and Director Performance*, to CEDA Melbourne on 8 November 2005," 24-27.

Jones, Mark, and Leblanc, Richard, "Human Chemistry and Independent Assessment Drive Boardroom Performance," *Company Director* (Australian Institute for Company Directors: July 2006), 50-52.



Leblanc, Richard, "Understanding the Revolution in Corporate Governance," *Across the Board: A Newsletter for Australian Directors* (February 2006), 8-10.

Leblanc, Richard, "What Gets Measured Gets Managed," *Across the Board: A Newsletter for Australian Directors* (December 2006), 8-10. Reprinted in *Audit Committee Quarterly*, Audit Committee Institute Ireland (February 2008), 9-11.

Jones, Mark, and Leblanc, Richard, "Human 'Chemistry': A Key Driver of Future Australian Boardroom Performance," *International Corporate Governance Review* (2006), 86-91.

Leblanc, Richard, "Preventing Future Hollingers," *Ivey Business Journal* (September-October 2004), 1-9.

Leblanc, Richard, "The Move Towards Competency-Based Boards," *The Corporate Board* (January-February 2005), 22-26. Adapted and modified from "Preventing Future Hollingers," *ibid.*

Leblanc, Richard, contributor, "Performance Measurement: A Finance and Management Special Report (SR9)," *Institute of Chartered Accountants in England and Wales* (September 2005), 33-34.

Leblanc, Richard, and Gillies, James, "The Coming Revolution in Corporate Governance," *Ivey Business Journal* (September-October 2003), 1-11.

Leblanc, Richard, "Director Education and Orientation Programs," *The Corporate Board* (July-August 2003), 23-25.

Light, Dorothy K., and Leblanc, Richard, "Integrating the New and Educating the Current Director," *The Effective Board* (National Association for Corporate Directors, Washington, D.C., July 2003), 7-9.

Leblanc, Richard, "Research Note on Board Effectiveness," *Director's Monthly* (National Association for Corporate Directors, Washington, D.C., November 2002), 17.

Leblanc, Richard, "Assessing Board Performance: 10 Key Factors," *The Corporate Board* (January-February 2002), 1-7.

Leblanc, Richard, "Board Assessment: A Top 10 List for Assessing the Effectiveness of Your Board and Individual Directors," *Federated Press Journal of Corporate Governance* 2001 (1:4), 38-43.

Leblanc, Richard, "Board Assessments" *Directors Monthly*, Special Issue on Board Evaluation, National Association of Corporate Directors, Washington, D.C., Spring 2002.

Leblanc, Richard, and Hebb, Laurence, "Directors at the Gate," *Professional Administrator*, newsletter of The Institute of Chartered Secretaries and Administrators in Canada (1999) 23:2, 18-21.

Hebb, Laurence, and Leblanc, Richard, "Ethics in International Business Transactions," *Canadian International Lawyer* (1998) 3:1, 1-7, 27.

### **Other publications**

Participated in a joint academic letter to the editor, Financial Post, drafted by Anita Anand, February 1, 2018. See letter [here](#).

Leblanc, Richard, "Three ways for shareholders to have their say on pay," *The Globe and Mail*, May 7, 2015. See article [here](#).

Leblanc, Richard, "Don't let your board fail your company," *The Globe and Mail*, column in Corporate Governance special supplement, December 3, 2014. See article [here](#).

Leblanc, Richard, "Ask the Expert: Changes in Board Selection – What Are the Implications for Women?" *Leaders of Change* (Women in the Lead, February 2005), 7.

Leblanc, Richard, and Hebb, Laurence, "Trends in Corporate Governance," *Association* (June-July 1998), 9-11.

Leblanc, Richard, and Hebb, Laurence, "Corporate Ethics Programs: Why Directors Need to Lead Them," *The Osler Outlook* (Winter 1998), 7.

Leblanc, Richard, "What Really Makes a Board Effective," *The Globe and Mail*, column in Corporate Governance special supplement, October 9, 2003, C3.

Hebb, Laurence, and Leblanc, Richard, "Business Ethics: Directors Must Take the Lead," *The Globe and Mail*, July 2, 1998, B2.

Leblanc, Richard, "All stakeholders come first," *The Globe and Mail*, November 6, 1997, B2.

### **PROFESSIONAL REPORTS**

#### **Conference papers**

Leblanc, Richard, and Lascaris, A. Dimitri, "Shareholder Litigation: An Important Tool for Effecting Corporate Governance Reform," The Second International Class Action Conference, Westin Hotel, Sydney, Australia, October 25-26, 2007.

Leblanc, Richard, "Improving Board Decision-Making: An Inside View," Henley Management College, October 2003 and October 2005, Oxfordshire, U.K.

Leblanc, Richard, and Schwartz, Mark, “The Black Box of Board Process: Lessons in Studying Difficult Subjects,” Academy of Management Meeting (Research Methods Division), New Orleans, August 2004 (accepted but not presented).

Leblanc, Richard, “Getting Into the Black Box: What Really Matters in Board Decision-Making,” Henley Management College, Oct. 2000, Oxfordshire, U.K.

## **Other**

Banks, John F. and Leblanc, Richard, “York University: Selection of a Chair, Board of Governors,” paper submitted (January 2012).

Leblanc, Richard, “A Review of the Self-Assessment of the Governance of Crown Corporations in the Province of Saskatchewan,” presented to Crown Investment Corporation, September 2007.

Leblanc, Richard, “Assessing Board Performance: Key Factors,” in Sapir, E., ed., “Russian Enterprises in the Transitive Economy: Materials of the International Conference,” Vol. I, Yaroslavl: Yaroslavl State University (2002), 62-65.

Leblanc, Richard, “Governance in International Sport and the International Olympic Committee: ‘Best Practices’ From the Private Sector,” paper presented at OATH Symposium [Olympic Advocates Together Honorably]: “Ignite the Democratic Flame,” June 11-13, 1999, New York.

Clarkson, Max, Deck, Michael, and Leblanc, Richard, *Codes of Ethics, Conduct and Practice*, Clarkson Centre for Business Ethics, published by The Society of Management Accountants of Canada, 1997.

## **PROFESSIONAL SERVICE**

Member, Academic Advisory Board, [Canadian Coalition for Good Governance](#), October 2013 – present.

Member, Editorial Board, [International Journal of Business Governance and Ethics](#), 2012 – present.

Active on social media: LinkedIn® Group, “[Board Advisors](#),” has 39,000+ members; academic blog, [GovernanceProf.com](#); and Twitter ([@drrleblanc](#)).

Special Issue Co-Editor, Enhancing the Effectiveness of the 21st Century Board of Directors, *International Journal of Disclosure and Governance*, forthcoming 2012 – 2013.

Columnist & [Blogger](#), Canadian Business, 2011 – 2014; and [Huffington Post Canada](#), 2012 – present.

Member, Editorial Advisory Board, Corporate Governance: *The international journal of business in society*, 2011 – present.

Advised on publication “Good Governance Scorecards for Crown Corporations,” by Michael Bassett, The Conference Board of Canada, 2011.

Instructor & advisor, Canadian Board Diversity Council, 2010 – present.

Contributor, “Governance Trends Around the World,” Director Journal, Institute of Corporate Directors, 2009 – 2013.

Member, Executive Editorial Board, *International Journal of Disclosure and Governance*, 2008 – present.

Regular community outreach (workshops and speaking) to academic, accounting, compensation, consulting, corporate secretarial, director, diversity, governmental, internal audit, legal and risk management associations, 2001 – present.

Past/current member of: Academy of Management (AoM), American Bar Association (ABA) (Corporate Governance subgroup), Australian Institute of Company Directors (AICD), Canadian Association of Management Consultants (CAMC), Canadian Bar Association (CBA), Faculty of Graduate Studies (FGS), Institute of Internal Auditors (IIA), Institute of Company Directors (ICD), International Association of Business and Society (IABS), International Bar Association (IBA), National Association of Corporate Directors (NACD) and York University Faculty Association (YUFA).

Activities include advising (CAMC, CBDC (Canadian Board Diversity Council), FGS); collective bargaining (YUFA); editing (OHA, Conference Board of Canada); marking (CAMC); teaching/speaking (AoM, AICD, CBA, CBDC, CICA (Canadian Institute of Chartered Accountants), CAMC, IABS, IIA, ICD, OHA (Ontario Hospital Association), NZ IoD (New Zealand Institute of Directors)); and writing (ICD, Conference Board US).

Expert witness work, governance best practices includes Research in Motion (maker of BlackBerry®), Biovail, Nortel; work cited in judicial decisions.

Regular external professional consultations to domestic and international boards (ASX, LSE, Nasdaq, NYSE, LSE, TSX), including boards of directors who have received national awards and peer recognition for their governance standards and practices, 2004 – present.

Instructor & advisor, Professional Standards in the Management Consulting Profession course, Canadian Association of Management Consultants, 2000 – present.

Research workshops/public lectures: University of Texas at Dallas (2011); York University (2011, 2006), Henley Management College, UK (2005, 2003, 2000); New Zealand Institute of Directors (2006); Australian Institute of Company Directors (2005, 2004); Russian Corporate Governance Program (2001).

Advised, drafted and trained on report reviewing the self-assessment of the governance of government-owned corporations for a government shareholder, 10 September 2007 – 5 October 2009.

Advised and trained on publication “Corporate Governance Recommendations for Listed Companies on The Barbados Stock Exchange Inc.,” 2006 – 2008.

Advised on publication “Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations,” Board Resourcing and Development Office, Office of the Premier, January 15, 2005.

Advised on publication “Guide to Good Governance,” Governance Centre of Excellence, Ontario Hospital Association, 2005.

Advised on publication “Privacy and Boards of Directors: What You Don’t Know *Can* Hurt You,” Information and Privacy Commissioner / Ontario, November 2003.

Advised on training package “Boards of Directors,” drafted for the federal government (Office of the Superintendent of Financial Institutions); and teaching / training in Ottawa and Toronto, September 27 and November 18, 2003; January 18, 2002; and October 4 and 9, 2001.

Advised on “Addition of a New Subsection to the CBCA’s Section 122,” a submission to Industry Canada, by Laurence Hebb / Canadian Centre for Ethics & Corporate Policy, to enable consideration of the interests of non-shareholder stakeholders during corporate decision-making, July 1998.

“Getting Inside the Black Box: Problems in Corporate Governance Research,” an Appendix submitted to the Joint Committee (TSE, CDNX, CICA) on Corporate Governance and on the Committee’s web site, January 2001.

“Conflicts of Interest, Compliance and Governance in Financial Services: A Report to the Financial Services Commission of Ontario,”  
(<http://www.fsco.gov.on.ca/english/insurance/leblanceng.pdf>), 15 December 2000.

## **Other**

Advised on publication “ROB250 Top Quartile Leaders Methodology,” by Canadian Board Diversity Council, 2011. Please see [report](#).

Advised on publication “Good Governance Scorecards for Crown Corporations,” by Michael Bassett, The Conference Board of Canada, 2011.

Review and introductory editorial suggestions for: “2010 Guide to Good Governance,” Ontario Hospital Association, September 2010.

A Critique of “Corporate Governance Guideline” (2003), and “Board of Director’s Assessment Criteria” (2002), Office of Superintendent of Financial Institutions Canada, 30 June 2010.

Review and introductory editorial suggestions for: “Ontario Hospital Association – Governance Centre of Excellence, 2010 Governance Survey,” Ontario Hospital Association, February 2010.

Review and introductory editorial suggestions for: “Framework for Board Oversight of Enterprise Risk,” Canadian Institute of Chartered Accountants, December 2009.

Reviewer for two articles submitted for publication to *Asia Pacific Journal of Management*, June 18 and September 22, 2000.

Member of the Canadian Association of Management Consultants; National Association of Corporate Directors (Washington); Law Society of Upper Canada (Toronto); and The Law Society (London).

## **PUBLIC APPEARANCES**

*Dr. Leblanc is a dynamic speaker who has been called upon to provide his expertise in governance, law and ethics across all sectors and industries.*

*Dr. Leblanc’s number of lifetime public appearances and invited talks is five hundred and sixty-two (562).*

### **Lectures**

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, June 2, 2022 (forthcoming).

**Virtual Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, November 2, 2022 (forthcoming).

**Virtual Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, March 23, 2022 (forthcoming).

**Educator**, “Anti-Corruption (Customized)”, inboard training for regulatory body, Toronto, January 14, 2022.

**Virtual Educator**, “Not for Profit Governance (Customized)”, inboard training for national health care association body, Toronto, January 10-12, 2022 (forthcoming).

**Virtual Educator**, “Corporate Governance (Customized)”, inboard training for state agricultural cooperative body, Toronto, December 22, 2021 (forthcoming).

**Virtual Educator**, “Social Governance (Customized)”, inboard training for state agricultural cooperative body, Toronto, December 15, 2021 (forthcoming).

**Virtual Educator**, “Environmental Governance (Customized)”, inboard training for state agricultural cooperative body, Toronto, December 8, 2021 (forthcoming).

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, December 7-8, 2021.

**Virtual Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, November 4, 2021.

**Keynote Speaker**, “Governance of Internal Controls Over ESG, Cyber, COVID,” Internal Controls Conference, Toronto, Ontario, October 26, 2021.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, October 7-8, 2021.

**Educator**, “Legal and Regulatory Environment (Customized)”, inboard training for regulatory body, Toronto, September 21, 2021.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, September 15-16, 2021.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training for private American board of directors, Toronto, September 14, 2021.

**Educator**, “Audit Committees (Customized)”, inboard training for regulatory body, Toronto, September 13, 2021.

**Educator**, “Ethical Business Conduct (Customized)”, inboard training for regulatory body, Toronto, September 10, 2021.

**Virtual Speaker**, “Best Behavioural Corporate Governance Practices,” 2021 CUES Director Training, Toronto, September, 2021.

**Educator**, “Best Non-Profit Governance Practices (Customized)”, inboard training for Ontario not-for-profit board of directors, Toronto, August 20, 2021.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training for national crown New Zealand board of directors, Toronto, July 27, 2021.

**Educator**, “Strategic Retreat (Customized)”, inboard orientation training for provincial crown board of directors, Toronto, July 8, 2021.

**Educator**, “Strategic Governance Session (Customized)”, inboard training for provincial crown board of directors, Toronto, July 8, 2021.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, July 7 and 9, 2021.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training for provincial crown board of directors, Toronto, July 7, 2021.

**Educator**, “Robert’s Rules of Order (Customized)”, inboard training for national board of directors, Toronto, June 28, 2021.

**Speaker**, “Current Developments in Corporate Governance,” Electricity Distributors Association, Toronto, Ontario, June 17, 2021.

**Virtual Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, June 3, 2021.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard education training for provincial educational institution board of directors, Toronto, May 26, 2021.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, May 4-5, 2021.

**Educator**, “Best ESG and Cyber Governance Practices (Customized)”, inboard orientation training for provincial crown board of directors, Toronto, April 15, 2021.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, March 22-23, 2021.

**Educator**, “Director Duties and Responsibilities (Customized)”, inboard national organization governance training, Toronto, Ontario, March 13, 2021.

**Virtual Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Toronto, Ontario, March 11, 2021.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard orientation training for national arts not for profit organization board of directors, Toronto, March 3, 2021.

**Educator**, “Effective Negotiations and Meetings” Office of Auditor General of Ontario, Toronto, Ontario, March 1, 2021.

**Educator**, “International CEO and Director Succession and Assessment,” Caribbean Director Certification Program, Virtual Training, February 25, 2021.

**Educator**, “Director Duties and Responsibilities (Customized)”, inboard national organization governance training, Toronto, Ontario, February 17, 2021.



**Educator**, “Auditing Climate Change and Technology” Office of Auditor General of Ontario, Toronto, Ontario, February 16, 2021.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, February 10-11, 2021.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard orientation training for Indigenous association board of directors, Toronto, February 8 and 18, 2021.

**Educator**, “Best Governance Practices (Customized)”, insurance organization board of directors training, Toronto, Ontario, February 5, 2021.

**Educator**, “Auditing Climate Change and Technology” Office of Auditor General of Ontario, Toronto, Ontario, January 18, 2021.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, January 12-13, 2021.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, December 10-11, 2020.

**Educator**, “Governance Best Practices (Customized)”, inboard regulatory organization strategic governance training, Toronto, Ontario, December 3, 2020.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, December 2-3, 2020.

**Webinar Facilitator**, “Stewarding the Chair-CEO Relationship - New Board Chairs,” Ontario Hospital Association, Toronto, Ontario, November 24, 2020.

**Webinar Facilitator**, “Stewarding the Chair-CEO Relationship - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, November 24, 2020.

**Webinar Facilitator**, “Stewarding the Chair-CEO Relationship - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, November 24, 2020.

**Webinar Educator**, “Best Governance Practices (Customized)”, security organization board of directors training, Toronto, Ontario, November 21, 2020.

**Educator**, “Auditing in the Public Sector and COVID-19 Environment” Office of Auditor General of Ontario, Toronto, Ontario, November 20, 2020.

**Educator**, “Governance Best Practices (Customized)”, inboard regulatory organization governance training, Toronto, Ontario, November 17, 2020.

**Webinar Facilitator**, “Risk Oversight Priorities During COVID-19 - New Board Chairs,” Ontario Hospital Association, Toronto, Ontario, November 9, 2020.

**Webinar Facilitator**, “Risk Oversight Priorities During COVID-19 - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, November 9, 2020.

**Educator**, “Best Governance Practices (Customized)”, organization board of directors training, Toronto, Ontario, 6/13 November, 2020.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, November 5, 2020.

**Webinar Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, October 27, 2020.

**Educator**, “Best Governance Practices (Customized)”, organization board of directors training, Toronto, Ontario, 23/30 October, 2020.

**Webinar Facilitator**, “Strategic Oversight in a Hyper-Changing Environment - New Board Chairs,” Ontario Hospital Association, Toronto, Ontario, October 21, 2020.

**Webinar Facilitator**, “Strategic Oversight in a Hyper-Changing Environment - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, October 21, 2020.

**Webinar Speaker**, “Corporate Governance Trends and Implications for Public Sector Internal Controls,” Internal Controls Conference, Toronto, Ontario, October 15, 2020.

**Webinar Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, October 15, 2020.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, October 14-15, 2020.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, October 5-6, 2020.

**Webinar Facilitator**, “The Board’s Mandate in Flux - New Board Chairs,” Ontario Hospital Association, Toronto, Ontario, September 22, 2020.

**Webinar Facilitator**, “The Board’s Mandate in Flux - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, September 22, 2020.

**Webinar Speaker**, Investor Advisory Panel, Ontario Securities Commission, Toronto, Ontario, September 17, 2020.

**Webinar Speaker**, “A Conversation With Governance Expert Dr Richard Leblanc,” Office Hours, September 15, 2020. See [here](#) for session.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, September 14, 2020.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, September 1-2, 2020.

**Webinar Facilitator**, “Board Culture, Anxiety, and the Chair’s Loneliness - New Board Chairs,” Ontario Hospital Association, Toronto, Ontario, August 31, 2020.

**Webinar Facilitator**, “Board Culture, Anxiety, and the Chair’s Loneliness - Experienced Board Chairs,” Ontario Hospital Association, Toronto, Ontario, August 31, 2020.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, August 25-26, 2020.

**Webinar Speaker**, “Risk Governance During COVID,” Office Hours, August 19, 2020.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, August 18-19, 2020.

**Webinar Speaker**, “Governance of Self Regulatory Organizations,” Portfolio Management Association of Canada, August 13, 2020.

**Webinar Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, August 11-12, 2020.

**Webinar Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, July 23, 2020.

**Webinar Speaker**, “Audit Committee Priorities in the Present Circumstances” The Chartered Director Program, June 2, 2020.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Public Sector Internal Controls,” Internal Controls Conference, Ottawa, Ontario, May 26, 2020 (deferred).

**Educator**, “Best Governance Practices (Customized)”, security organization board of directors training, Toronto, Ontario, May 26, 2020 (deferred).

**Program Speaker**, “Advanced Governance Course,” Ontario Hospital Associations, Toronto, 7-8 May, 2020 (deferred).

**Educator**, “Best Governance Practices (Customized)”, insurance organization board of directors training, Toronto, Ontario, May 4, 2020 (deferred).

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, April 2, 2020 (deferred).

**Educator**, “Best Governance Practices (Customized),” inboard provincial childcare organization board training, Toronto, Ontario, March 29, 2020 (deferred).

**Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, March 20, 2020.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, March 5, 2020.

**Educator**, “Best Governance Practices (Customized),” inboard provincial regulatory organization board training, Toronto, Ontario, March 5, 2020.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, February 24, 2020.

**Speaker**, “Board Chair Peer Dialogue,” Webinar, Ontario Hospital Association, Toronto, October 24, 2019, and February 27, 2020.

**Educator**, “Governance Best Practices (Customized),” city council and ad hoc governance committee, Greater Toronto Area, Ontario, February 25 and March 4, 2020.

**Educator**, “Governance Best Practices (Customized),” inboard publicly traded cannabis board training, Toronto, Ontario, February 25, 2020.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Vaughan, Ontario, February 20, 2020.

**Educator**, “Governance Best Practices (Customized),” inboard provincial insurance company board training, Toronto, Ontario, February 19, 2020.

**Educator**, “Governance Best Practices (Customized),” inboard provincial credit union board training, Toronto, Ontario, February 8, 2020.

**Educator**, “The Human Resource Committee of the Board (Customized),” inboard national not-for-profit organization board training, Toronto, Ontario, January 30, 2020.

**Educator**, “Best Sporting Governance Practices (Customized),” inboard provincial territorial organization training, webinar, January 28, 30, 2020 (forthcoming).

**Educator**, “Best Strategic Governance Practices (Customized),” inboard training for transportation organization, London, Ontario, January 25, 2020.

**Educator**, “Trends and Issues in Corporate Governance” and “Advanced Corporate Governance,” inboard training, Office of Attorney General of Ontario, Toronto, Ontario, January 23 and 24, 2020.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, December 13, 2019.

**Educator**, “Best Sporting Governance Practices (Customized)”, inboard provincial sporting organization training, Greater Toronto Area, Ontario, December 7-8, 2019.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, December 6, 2019.

**Educator**, “Best Governance Practices (Customized)”, inboard training for healthcare organization, Hamilton, Ontario, November 26, 2019.

**Educator**, “Best Insurance Governance Practices (Customized)”, inboard insurance organization training, Greater Toronto Area, Ontario, November 18, 2019.

**Educator**, “Best Sporting Governance Practices (Customized)”, inboard provincial sporting organization training, Greater Toronto Area, Ontario, November 17, 2019.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, November 14, 2019.

**Educator**, “Trends and Issues in Corporate Governance” inboard customized training, provincial regulator, Toronto, Ontario, November 7, 2019.

**Educator**, “Trends and Issues in Corporate Governance” inboard customized training, large construction company, Toronto, Ontario, November 6, 2019.

**Educator**, “Trends and Issues in Corporate Governance” inboard customized training, insurance organization, Toronto, Ontario, November 5, 2019.

**Educator**, “Best Governance Practices (Customized)”, inboard training for transportation organization, London, Ontario, October 17, 2019.

**Educator**, “Trends and Issues in Corporate Governance” inboard customized training, health care organization, Oakville, Ontario, October 4, 2019.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, October 2, 2019.

**Speaker**, “Trends and Key Issues in Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, October 1, 2019.

**Speaker**, “Best Banking Governance Practices,” 149th Assembly for Bank Directors, Vancouver, British Columbia, September 13-14, 2019.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, September 3 and 5, 2019.

**Educator**, “Best Director Peer Governance Practices (Customized),” inboard training for national non-profit Board of Directors, Toronto, Canada, August 7, 2019.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, July 26, 2019.

**Keynote Speaker**, “Best Global Corporate Governance Practices,” Kentucky Credit Union League, Louisville, Kentucky, July 22, 2019.

**Educator**, “Best Collaborative Governance Practices (Customized),” inboard training for national crown organization, Toronto, Ontario, June 25, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for healthcare organization, Hamilton, Ontario, June 18, 2019.

**Educator**, “Best Credit Union Governance Practices (Customized),” inboard training for financial institution Boards of Directors, Calgary, Alberta, June 6, 2019.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, Toronto, Ontario, June 4, 2019.

**Speaker**, “Best Governance Practices by Municipal-Owned Enterprises,” London, Ontario, May 29, 2019.

**Educator**, “Best Strategic Governance Practices (Customized),” inboard training for not-for-profit organization, Toronto, Ontario, May 29, 2019.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Ottawa, Ontario, May 26, 2019.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Ottawa, Ontario, May 22, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for not-for-profit organization, Toronto, Ontario, May 16, 2019.

**Keynote Speaker**, “Global Governance and What Directors Need to Know,” Medical Professional Liability Association, Portland, Oregon, May 15, 2019.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, credit union board of directors, Portland, Oregon, May 11, 2019.

**Program Speaker**, “Advanced Governance Course,” Ontario Hospital Associations, Toronto, 9-10 May, 2019.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Scarborough, Ontario, May 1, 2019.

**Educator**, “Best CEO Succession Practices (Customized),” inboard training for insurance organization, Cambridge, Ontario, April 23, 2019.

**Speaker**, “Best CEO Succession Planning Practices,” Institute for Excellence in Governance, University of Texas at Dallas, Dallas, Texas, April 17, 2019.

**Speaker**, “Governance Essentials Course,” Governance Professionals of Canada, Toronto, Ontario, April 5, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for national sporting organization, Montreal, Quebec, March 28, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for real estate regulatory organization, Toronto, Ontario, March 27, 2019.

**Educator**, federally regulated financial institution, inboard training, Winnipeg, Manitoba, March 21, 2019.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, March 7, 2019.

**Keynote Speaker**, “Governance of Risk and Compensation,” Conference Board of Canada, Toronto, March 6, 2019.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, March 5, 2019.

**Director Peer Assessment Facilitator**, federally regulated financial institution, inboard training, Toronto, Ontario, February 25, 2019.

**Speaker**, “CEO and Chair Governance Workshop,” Department of Agriculture Economics, Kansas State University, Omaha, Nebraska, February 21, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for healthcare organization, Windsor, Ontario, February 21, 2019.

**Educator**, “Best Not-for-Profit Association Governance Practices (Customized),” inboard training, national association, Toronto, Ontario, February 13, 2019.

**Educator**, “Best Governance Practices (Customized),” inboard training for healthcare organization, Toronto, Ontario, February 6, 2019.

**Educator**, “Best Educational Governance Practices (Customized),” inboard training, university Board of Governors, Thunder Bay, Ontario, February 2, 2019.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Vaughan, Ontario, January 31, 2019.

**Keynote Speaker**, CAA Canada, Club Chairs, Vice Chairs and CEOs, Sanibel Island, Florida, January 29, 2019.

**Educator**, “Best Educational Governance Practices (Customized),” inboard training, university Board of Governors, webinar, January 23, 2019.

**Educator**, “Best Not-for-Profit Governance Practices (Customized),” inboard training, not for profit board of directors, Toronto, Ontario, December 17, 2018.

**Educator**, “Best Governance Practices (Customized),” inboard training, Indigenous board of directors, Toronto, Ontario, December 12, 2018.

**Educator**, “Best Non Profit Governance Practices (Customized),” inboard training, provincial sports association, Scarborough, Ontario, December 9, 2018.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Scarborough, Ontario, November 23, 2018.

**Educator**, “Best Governance Practices (Customized),” inboard training for health care organization, Toronto, Ontario, November 14, 2018.

**Instructor**, Audit Committee Certification, Caribbean Governance Training Institute, Antigua, November 5, 2018.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, October 30, 2018.

**Speaker**, “Advanced Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, October 26, 2018.

**Keynote Speaker**, “Best Governance Practices in the Mining Industry,” The Mining and Economics Society of the Canadian Institute of Mining, Toronto, Ontario, October 25, 2018.



**Speaker**, “Best Talent Governance Practices”, Ontario Hospital Association, Toronto, Ontario, October 25, 2018.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, October 19, 2018.

**Speaker**, “Corporate Governance Developments, and the Role of Corporate Counsel,” Association of Corporate Counsel, Alberta Chapter, Calgary, Alberta, October 17, 2018.

**Keynote Speaker**, “Best Practices for Organizational Governance,” Canadian Society of Club Managers, Halifax, Nova Scotia, October 16, 2018.

**Educator**, “Best Governance Practices (Customized)”, inboard training for health care organization, Windsor, Ontario, October 12, 2018.

**Keynote Speaker**, “Best Global Corporate Governance Practices,” Mountain West Credit Union Association, Las Vegas, Nevada, October 11, 2018.

**Educator**, “Best Contract Law Practices”, inboard training, Office of Attorney General of Ontario, Toronto, Ontario, October 5, 2018.

**Keynote Speaker**, “Conduct Risk Changing Role of Internal Audit,” Institute of Internal Auditors National Conference, Montreal, Quebec, October 3, 2018.

**Educator**, “Best Non Profit Governance Practices (Customized)”, inboard training, national sports association, Victoria, British Columbia, Ontario, September 28, 2018.

**Keynote Speaker**, “Investors’ Assessment of Effective Governance,” Portfolio Management Association of Canada, National Conference, Toronto, September 27, 2018.

**Educator**, “Best Non Profit Governance Practices (Customized)”, inboard training, national sports association, Victoria, British Columbia, Ontario, September 28, 2018.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, credit union board of directors, Charleston, South Carolina, September 7, 2018.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, credit union board of directors, Coeur d'Alene, Idaho, August 9-10, 2018.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, June-July, and Fall 2018.

**Speaker**, “Governance Essentials Course,” Governance Professionals of Canada, Toronto, Ontario, June 16, 2018.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, Toronto, Ontario, June 5, 2018.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Ottawa, Ontario, May / June 2018.

**Speaker**, “Corporate Governance Developments, and the Role of Corporate Counsel,” Association of Corporate Counsel, Alberta Chapter, Calgary, Alberta, May 29-30, 2018.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, board of directors, Calgary, Alberta, May 24, 2018.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, Federally Regulated Financial Institution board of directors, Toronto, Ontario, May 23, 2018.

**Educator**, “Best Financial Industry Governance Practices (Customized),” inboard training, credit union boards of directors, Nappa Valley, California, May 21, 2018.

**Educator**, “Best Not-for-Profit Governance Practices,” inboard training, not-for-profit board of directors, Hamilton, Ontario, May 7, 2018.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Vancouver, British Columbia, April 26-27, 2018.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Windsor, Ontario, April 21, 2018.

**Moderator**, “Directors Panel,” Conference Board of Canada, Toronto, April 11, 2018.

**Program Speaker**, “Advanced Governance Course,” Ontario Hospital Associations, Toronto, March or April, 2018.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Toronto, Ontario, March 27, 2018.

**Educator**, “Best Non Profit Governance Practices (Customized),” inboard training, national mental health association, Ottawa, Ontario, March 27, 2018.

**Keynote Speaker**, “How to Lead Boards to become Leading Boards,” The Danish Professional Directors Association, Copenhagen, Denmark, February 28, 2018.

**Educator**, “Best Educational Governance Practices (Customized),” inboard training, university Board of Governors, Toronto, Ontario, February 27, 2018.

**Educator**, “Best Association Governance Practices,” inboard training, national food association board of directors, Toronto, Ontario, February 26, 2018.

**Speaker**, “Best Governance and Accountability Practices,” Ontario Association of School Board Officials, Mississauga, Ontario, February 22-23, 2018.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Toronto, Ontario, February 15, 2018.

**Keynote Speaker**, “Best Global Corporate Governance Practices,” 2018 CUES Symposium: A CEO/Chair Exchange, Kauai, Hawaii, 30 January - 1 February 2018.

**Educator**, “Board Oversight of Culture and Strategy (Customized),” inboard training, state owned enterprise, Toronto, Ontario, December 13, 2017.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Windsor, Ontario, December 5, 2017.

**Educator**, “Best Regulatory and Governance Practices (Customized),” inboard training, electricity distribution association, Alliston, Ontario, November 29, 2017.

**Speaker**, “Key Developments in Corporate Governance,” national insurance conference sponsored by KPMG, November 28, 2017.

**Keynote Speaker**, "Not for Profit Governance Best Practices," Chartered Professional Accountants of Ontario Conference, November 25, 2017.

**Panelist**, “Fourth Ontario Universities Accounting and Finance Symposium,” Brock and York Universities, Toronto, Ontario, November 23, 2017.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Mississauga, Ontario, November 8, 2017.

**Panelist**, “The Model of Corporate Governance,” Institute of Corporate Directors, Quebec Chapter, November 2, 2017.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, November 2, 2017.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Toronto, October 25, 2017.

**Educator**, “Best Agency Governance Practices (Customized),” inboard training, agency board of directors, Toronto, Ontario, October 17, 2017.

**Educator**, “Best Educational Governance Practices (Customized),” inboard training, college board of directors, Hamilton, Ontario, October 11, 2017.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard training, not-for-profit organization, London, Ontario, September 30, 2017.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, September 26, 2017.

**Speaker**, “Corporate Governance Developments, and the Role of Corporate Counsel,” Association of Corporate Counsel, Alberta Chapter, Calgary, Alberta, September 25, 2017.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training, public company, Zurich, Switzerland, September 20, 2017.

**Panel Chair**, “Towards New Governance Strategies for Preventing Corruption: Law, Theory and Practice” conference, Osgoode Professional Development, September 14, 2017.

**Speaker**, Annual Governance Professionals of Canada Conference, St. John's, Newfoundland, August 22, 2017.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, July 21, 2017.

**Speaker**, “Governance Essentials Course,” Governance Professionals of Canada, Calgary, Alberta, June, 2017.

**Educator**, “Best Risk Governance Practices,” inboard training, health technology board of directors, Toronto, June 28, 2017.

**Educator**, “Best Non Profit Governance Practices (Customized)”, inboard training, sports association, Toronto, Ontario, June 16-18, 2017.

**Panelist**, ACCA, Ethics and Trust in the Digital Age, June 15, 2017.

**Keynote Speaker**, “Leading with Diversity and Inclusion: Why Every Company Needs to Get On Board Now,” Canadian Institute, Toronto, Ontario, June 14, 2017.

**Speaker**, “Governance Essentials Course,” Governance Professionals of Canada, Calgary, Alberta, June 12-13, 2017.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard training, not-for-profit organization, Calgary, Alberta, June 12, 2017.

**Educator**, “Best Governance Practices (Customized)”, inboard training, community retirement association board of directors, Toronto, Ontario, June 8, 2017.

**Educator**, “Best Board and CEO Succession Practices (Customized)”, inboard training, federally regulated financial institution, Toronto, Ontario, June 7, 2017.

**Speaker**, “Rules vs Principles: A conversation with Dr Richard Leblanc and Andrew Fastow,” PwC’s CEO and Board of Director Services, June 5, 2017.

**Educator**, “Women on Boards Exchange Forum”, Blakes (law firm), Toronto, Ontario, May 18, 2017.

**Educator**, “Best Governance Practices (Customized)”, inboard training for health food company, Winnipeg, Manitoba, May 16, 2017.

**Breakfast Speaker**, “What Directors and Governance Advisors Need to Know,” accounting and consulting associations, Toronto, Ontario, May 11, 2017.

**Educator**, “Best Governance Practices (Customized)”, inboard training, law enforcement officers, Toronto, Ontario, May 9, 2017.

**Breakfast Speaker**, “Corporate Governance: Implications for Domestic Insurance Directors of Foreign-Owned OSFI Regulated Insurance Companies,” KPMG LLP, Toronto, Ontario, May 8, 2017.

**Speaker**, “Best Governance and Accountability Practices,” Ontario Association of School Board Officials, Niagara Falls, Ontario, May 4-5, 2017.

**Guest**, [Inside America’s Boardrooms](#), May 1, 2017.

**Keynote Speaker**, “Best Practices for Public Sector Governance,” Institute of Internal Auditors, Toronto, April 26, 2017.

**Educator**, “Best Healthcare Governance Practices,” inboard training, healthcare board of directors, Greater Toronto Area, April 18, 2017.

**Speaker**, “Best Governance Practices,” Institute for Excellence in Governance, University of Texas at Dallas, Dallas, Texas, April 12, 2017.

**Moderator**, “Governance of Risk,” Conference Board of Canada, Toronto, April 11, 2017.

**Educator**, “Best Corporate Governance Practices,” inboard training, nuclear board of directors, April 11, 2017.

**Speaker**, “Effective Corporate Governance,” various locations in New Zealand, April 3-7, 2017, Wellington, NZ.

**Educator**, “Best Governance Practices (Customized)”, inboard training, nuclear association, Toronto, Ontario, March 14-15, 2017.

**Educator**, “Best Governance Practices (Customized)”, inboard training, educational association, Toronto, Ontario, March 6, 2017.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, March 2, 2017.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Toronto, Ontario, February 21, 2017.

**Educator**, “Best Board - Management Relations Practices (Customized)”, inboard training, global non-profit association, Toronto, Ontario, February 21, 2017.

**Educator**, “Best CEO Succession and Hire Practices (Customized)”, inboard training, global non-profit association, Denver, Colorado, February 19, 2017.

**Program Speaker**, “Board Dynamics and Culture - Behaviours That Make or Break Your Board,” Ontario Hospital Associations, Toronto, February 10, 2017.

**Co-Speaker**, “Risk Oversight and the Role of the Board,” Institute of Corporate Directors, Peel Chapter, January 26, 2017.

**Speaker**, “Crown Corporate Governance,” Canadian Institute, Ottawa, Ontario, January 25-26, 2017.

**Speaker**, “Governance Trends for HR Executives,” Mackay CEO Forum, Toronto, Ontario, January 18, 2017.

**Educator**, “Best Regulatory and Governance Practices (Customized)”, inboard training, regulatory association, Brampton, Ontario, December 15, 2016.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Vaughan, Ontario, December 12, 2016.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, December 8, 2016.

**Educator**, “Best Non-Profit Governance Practices (Customized)”, inboard training, professional association, Toronto, Ontario, December 7, 2016.

**Educator**, “Best Non-Profit Governance Practices (Customized)”, inboard training, health association, Toronto, Ontario, December 6, 2016.

**Guest Speaker**, “Corporate Governance: Best International and Caribbean Practice,” University of Curacao visit, December 1, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for sporting association, North West Territories, November 18-20, 2016.

**Keynote Speaker**, “Investors’ Assessment of Effective Governance,” Portfolio Management Association of Canada, National Conference, Toronto, November 15, 2016.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, Ontario, November 14-15, 2016.

**Speaker**, “Thoughts on Key Developments in Executive Compensation and Governance,” 2016 Executive Compensation Governance, New York City, November 2, 2016.

**Webcast Speaker**, “The Handbook of Board Governance,” Conference Board, New York City, November 2, 2016.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, October 20, 2016.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, Ontario, October or November, 2017 (forthcoming).

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Calgary, Alberta, June, 2017 (forthcoming).

**Educator**, “Best Non-Profit Governance Practices (Customized)”, inboard training, sports association, Toronto, Ontario, June 16-18, 2017 (forthcoming).

**Educator**, “Best Governance Practices (Customized)”, inboard training for health food company, Halifax, Nova Scotia, Ontario, May 15-17, 2017 (forthcoming).

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, March 2, 2017 (forthcoming).

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Toronto, Ontario, February 21, 2017 (forthcoming).

**Program Speaker**, “Board Dynamics and Culture - Behaviours That Make or Break Your Board,” Ontario Hospital Associations, Toronto, February 10, 2017 (forthcoming).

**Co-Speaker**, “Risk Oversight and the Role of the Board,” Institute of Corporate Directors, Peel Chapter, January 26, 2017 (forthcoming).

**Speaker**, “Crown Corporate Governance,” Canadian Institute, Ottawa, Ontario, January 25-26, 2017 (forthcoming).

**Speaker**, “Governance Trends for HR Executives,” Mackay CEO Forum, Toronto, Ontario, January 18, 2017 (forthcoming).

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Vaughan, Ontario, December 12, 2016 (forthcoming).

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Ottawa, Ontario, December 8, 2016 (forthcoming).

**Educator**, “Best Governance Practices (Customized)”, inboard training for regulator, Vancouver, British Columbia, December 5-6, 2016 (forthcoming).

**Educator**, “Best Governance Practices (Customized)”, inboard training for sporting association, North West Territories, November 18-20, 2016 (forthcoming).

**Keynote Speaker**, “Best Governance Practices”, National Association of Corporate Directors, Minnesota Chapter, Saint Paul, Minnesota, November 17, 2016 (forthcoming).

**Keynote Speaker**, “Investors’ Assessment of Effective Governance,” Portfolio Management Association of Canada, National Conference, Toronto, November 15, 2016 (forthcoming).

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, Ontario, November 14-15, 2016 (forthcoming).

**Speaker**, “Thoughts on Key Developments in Executive Compensation and Governance,” 2016 Executive Compensation Governance, New York City, November 2, 2016.

**Webcast Speaker**, “The Handbook of Board Governance,” Conference Board, New York City, November 2, 2016.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, October 20, 2016.

**Speaker**, “Best Corporate Governance Practices,” Foro Multilatinas, Santiago de Chile, October 19, 2016.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Vancouver, British Columbia, October 12-13, 2016.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, October 4, 2016.

**Keynote Speaker**, “Corporate and Risk Governance and the Changing Role of Internal Audit,” Institute of Internal Auditors National Conference, Halifax, Nova Scotia, September 25-28, 2016.

**Speaker**, “Best Practice Governance,” Barbados Stock Exchange, September 22, 2016.

**Moderator**, “Enterprise Risk Management in Canadian Health Care Settings,” Canadian Society of Corporate Secretaries, Toronto, Ontario, September 16, 2016.



**Keynote Speaker**, “Best Governance Practices”, Society of Corporate Secretaries and Governance Professionals, Houston Chapter, Houston, Texas, September 14, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for professional service firm, Toronto, September 13, 2016.

**Speaker**, “Best Nonprofit Governance,” and “Legal Responsibilities of Directors,” Institute for Excellence in Governance, University of Texas at Dallas, Dallas, Texas, September 8, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for professional service firm, Vancouver, British Columbia, August 24, 2016.

**Co-Moderator**, with Professor Errol Mendez, ethics panel discussion with Andrew Fastow, plenary session, Annual Canadian Society of Corporate Secretaries’ Conference, Whistler, British Columbia, August 23, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for municipality, Greater Toronto Area, Ontario, August 9, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for media company, Toronto, Ontario, July 13, 2016.

**Speaker**, “Handbook of Board Governance,” SiriusXM Satellite Radio, June 23, 2016. Please listen to interview [here](#).

**Educator**, “Best Governance Practices (Customized)”, inboard training for health care association, Toronto, Ontario, June 21, 2016.

**Keynote Speaker**, “Best Governance Practices (Customized)”, inboard training for national sporting association, Cornwall, Ontario, June 15, 2016.

**Webinar Speaker**, “Handbook of Board Governance,” The Directors College, June 14, 2016.

**Panelist**, “What’s a Company For,” Annual Conference, Responsible Investment Association, June 6, 2016.

**Keynote Speaker**, “Corporate Governance Trends and Best Practices,” Mexican Stock Exchange Annual Conference, Riviera Maya, Mexico, June 2-3, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for health food company, Toronto, Ontario, June 1, 2016.

**Co-Educator**, “Risk Management Oversight,” The Directors College, May 19, 2016.

**Chair and moderator**, half day conference with senior executives and directors, sponsored by Canadian Society of Corporate Secretaries, May 18, 2016.

**Keynote Speaker**, Global Retail Marketing Association’s Executive Leadership Forum, “Marketing Expertise on Boards of Directors,” St. Pete Beach, FL, May 13, 2016.

**Educator**, “Best Not-for-Profit and For-Profit Governance Practices (Customized)”, inboard training, Parry Sound, Ontario, May 3, 2016.

**Educator**, “Best Governance Practices (Customized)”, inboard training for utility company, Toronto, Ontario, April 28, 2016.

**Speaker**, “Advanced Risk Governance for Healthcare Boards and Senior Management,” Ontario Hospital Association, Toronto, Ontario, April 18, 2016.

**Keynote Speaker**, “Understanding Your Role as a Board Member: Delineation Between Staff and Board,” Electricity Distributors Association, Toronto, Ontario, April 14, 2016.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, April 14, 2016.

**Educator**, “Best Healthcare Reputation Risk Governance Practices,” inboard training, healthcare board of directors, March 31, 2016.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, March 23, 2016.

**Speaker**, “Communicating with the Audit Committee and Board About Risks,” Conference on IT Audit, Governance and Security, Toronto, Ontario, March 21-22, 2016.

**Panelist**, “Internal Audit War Stories,” Association of Chartered Certified Accountants, Continuing Professional Developing event, Toronto, 10 March 2016.

**Educator**, “Best Not-for-Profit and Sporting Governance Practices (Customized)”, inboard training for national sports organization, Toronto, Ontario, March 6, 2016.

**Keynote Speaker**, “Corporate Governance Trends and Best Practices,” telecommunications conference, Toronto, Ontario, March 1, 2016.

**Speaker**, “Governance Oversight of a Culture of Compliance: Promoting Awareness and Accountability” Bribery and Foreign Corruption Conference, Toronto, Ontario, February 25-26, 2016.

**Speaker**, “Corporate and Risk Governance and the Changing Role of Internal Audit,” Ontario Association of School Board Officials, Mississauga, Ontario, February 25, 2016.

**Director Peer Assessment Facilitator**, federally regulated financial institution, inboard training, Toronto, Ontario, February 22, 2016.

**Speaker**, “Risk, and How the Internal Audit Community Can Help Support a Strong Risk Governance,” Office of the Comptroller General at the Treasury Board of Canada, Ottawa, Ontario, week of February 15, 2016.

**Master of Ceremonies**, not-for-profit organization annual dinner, Toronto, February 6, 2016.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, February 4, 2016.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, February 3, 2016.

**Speaker**, “Crown Corporate Governance,” Canadian Institute, Ottawa, Ontario, January 27, 2016.

**Educator**, “Best Health Care Risk Governance Practices (Customized)”, inboard training, Thunder Bay, Ontario, January 25, 2016.

**Educator**, “Best Not-for-Profit and Sporting Governance Practices (Customized)”, inboard training for national sports organization, Toronto, Ontario, January 9, 2016.

**Guest**, [Inside America’s Boardrooms](#), January 6, 2016. See video [here](#). See also, “[Inside America’s Boardrooms - The 8 Most-Watched Episodes](#).” (Dr. Leblanc is at episode two.)

**Educator**, “Best Health Care Corporate Governance Practices (Customized)”, inboard training, Toronto, Ontario, December 10, 2015.

**Facilitator**, "Shareholder Activism," webinar seminar, Canadian Society of Corporate Secretaries, December 9, 2015.

**Facilitator**, Board Diversity, webinar seminar, Canadian Society of Corporate Secretaries, December 9, 2015.

**Guest**, Inside America’s Boardrooms, New York City, December 8, 2015.

**Keynote Speaker**, “Corporate Governance Trends and Best Practices,” Santiago, Chile, December 2-3, 2015.

**Moderator**, Chartered Professional Accountants of Ontario, Toronto, Ontario, December 1, 2015.

**Program Speaker**, “Board Dynamics and Culture - Behaviours That Make or Break Your Board,” Ontario Hospital Associations, Toronto, November 20, 2015.

**Speaker**, “Best Governance and CEO Oversight Practices,” Canadian Olympic Committee, November 19, 2015.

**Educator**, “Best Health Care Risk Governance Practices (Customized)”, inboard training, Toronto, Ontario, November 19, 2015.

**Educator**, “Best Health Care Corporate Governance Practices (Customized)”, inboard training, Toronto, Ontario, November 19, 2015.

**Speaker**, “Leading Developments in Governance and Risk,” Alberta Cattle Feeders Association, Calgary, Alberta, November 18, 2015.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, November 5, 2015.

**Keynote Speaker**, “Understanding Your Role as a Board Member: Delineation Between Staff and Board,” Electricity Distributors Association, Toronto, Ontario, November 5, 2015.

**Speaker**, “Avoiding Ethical Failure: What Does it Really Take” Corporate Ethics Management Council, Conference Board of Canada, Toronto, Ontario, November 4, 2015.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, November 3-4, 2015.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, Toronto, Ontario, November 3, 2015.

**Speaker**, “Best Internal Audit and Corporate Governance Practices,” Municipal Internal Auditors Association, Niagara Falls, Ontario, October 29, 2015.

**Co-Speaker**, “Board and Director Evaluations,” Institute of Corporate Directors, Peel Chapter, October 28, 2015.

**Keynote Speaker**, “Best Practices and Red Flags for Risk Governance,” Institute of Internal Auditors, October 15, 2015.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, October 15, 2015.

**Educator**, “Best Governance Practices (Customized)”, inboard training, pharmaceutical company, Halifax, Nova Scotia, October 14, 2015.

**Speaker**, “Governance of Risk,” Conference Board of Canada, Toronto, October 6, 2015.

**Educator**, “Best Health Care Governance Practices (Customized)”, inboard training, Toronto, Ontario, September 30, 2015.

**Educator**, “Regulatory Governance Practices (Customized)”, inboard training, Toronto, Ontario, September 30, 2015.

**Speaker**, “Best Practice Governance,” Barbados Stock Exchange, September 24-25, 2015.

**Educator**, “Best Integrity and Ethics Practices (Customized),” senior management training for financial institution, Ottawa, Ontario, September 16, 2015.

**Educator**, “Best Health Care Governance Practices (Customized),” inboard training, Toronto, Ontario, August 24, 2015.

**Moderator**, “Boardroom Diversity,” Annual Canadian Society of Corporate Secretaries’ Conference, Montreal, Quebec, August 18, 2015.

**Moderator**, “Corporate Governance and Tone at the Top,” Annual Canadian Society of Corporate Secretaries’ Conference, Montreal, Quebec, August 18, 2015.

**Co-Speaker**, “Corporate Oversight: Building a Strong Framework for Ethics,” Annual Canadian Society of Corporate Secretaries’ Conference, Montreal, Quebec, August 18, 2015.

**Speaker**, “Corporate Governance,” Chartered Professional Accountants of Ontario, Toronto, Ontario, August 15, 2015.

**Educator**, “Best Anti-Corruption Governance Practices (Customized),” inboard training, Vancouver, British Columbia, August 11, 2015.

**Educator**, “Best Governance Practices (Customized),” inboard training, mining company, Vancouver, British Columbia, August 11, 2015.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Internal Controls Conference, Toronto, Ontario, June 9, 2015.

**Dinner Speaker**, “Key Issues for Audit Committees,” Tapestry Networks, Toronto, Ontario, June 1, 2015.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Vancouver, May 28-29, 2015.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls,” Public Sector Internal Controls Conference, Ottawa, Ontario, May 26, 2015.

**Speaker**, “Corporate Governance Developments and Implications for Risk and Internal Control,” Annual Internal Controls Conference, Toronto, May 26, 2015.

**Speaker**, “Legal Requirements and Expectations for Risk Management,” Masters Certificate in Risk Management and Business Performance, Schulich School of Business, May 26, 2015.

**Panellist**, “Shareholder Activism,” Toronto Corporate Governance Exchange, May 21, 2015.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, May 21, 2015.

**Webinar Speaker**, “Emerging Trends in Risk Governance,” Conference Board of Canada, Toronto, May 19, 2015.

**Speaker**, “Best Practice for Internal Auditors,” Institute of Internal Auditors, Toronto Chapter, May 14, 2015.

**Co-Speaker**, “Bribery and Corruption Guidelines,” Transparency International Canada, May 6, 2015.

**Educator**, “Best Not-for-Profit Governance Practices (Customized)”, inboard training, Thunder Bay, Ontario, May 1, 2015.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, April 23, 2015.

**Keynote Speaker**, “Investor Stewardship and Corporate Governance,” Ohio PERS, Columbus, Ohio, April 14, 2015.

**Speaker**, “Board Dynamics / Behaviour in the Boardroom,” Ontario Hospital Association, Toronto, April 10, 2014.

**Speaker**, “Communicating with the Audit Committee about Known and Unknown IT Risks,” Conference on IT Audit, Governance and Security, The Hyatt Regency, Toronto, March 25, 2015.

**Speaker**, “Tone at the Top: What It Really Means for a Board of Directors,” Ethics and Compliance Conference, Dallas, Texas, March 19, 2015.

**Speaker**, “Creating a Strategy Focussed Board,” Federated Press Conference, Toronto, Ontario, March 11-12, 2015.

**Speaker**, “Advanced Risk Governance for Healthcare Boards and Senior Management,” Ontario Hospital Association, February 25 and March 9-10, 2015, Toronto and Ottawa, Ontario, respectively.

**Educator**, “Best Not-for-Profit Governance Practices (Customized)”, inboard training, Toronto, Ontario, March 9, 2015.

**Speaker**, “Writing and Implementing Policies” 2nd High Level Policy Development Conference, Toronto, February 12-13, 2015.

**Master of Ceremonies**, not-for-profit organization annual dinner, Toronto, February 7, 2015.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, February 5, 2015.

**Keynote Speaker**, “Key Trends and Best Practices in Risk and Supply Chain Reporting and Assurance”, Supply Chain Leadership Forum, Toronto, January 30, 2015.

**Speaker**, Strategy Model in the Premier Governance Series, FCC Services (Farm Credit System), New Orleans, January 13, 2015.

**Educator**, “Best Governance Practices (Customized)”, inboard training, municipal organization, Toronto, Canada, December 11, 2014.

**Speaker**, “Ethics and Governance and Accountability Developments for the Legal Profession,” Legal Aid Manitoba, Winnipeg, Manitoba, December 5, 2014.

**Speaker**, “Governance Oversight of a Culture of Compliance: Promoting Awareness and Accountability” 7th Bribery and Foreign Corruption Conference, Toronto, December 4, 2014.

**Educator**, “Best Governance Practices (Customized)”, inboard training, pharmaceutical educational organization, Toronto, Canada, November 26, 2014.

**Speaker**, “Corporate Governance,” Certified General Accountants of Canada, Toronto, Ontario, November 20, 2014.

**Trainer**, "Complying and Best Practices Associated with the Forthcoming Guidelines." Barbados Stock Exchange, November 13-14, 2014.

**Speaker**, “Corporate Governance: What Accountants Need to Know,” Certified General Accountants of Canada, Mississauga, Ontario, November 7, 2014.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, November 5, 2014.

**Keynote Speaker**, “Board Dynamics / Behaviour in the Boardroom,” Ontario Hospital Association Annual HealthAchieve Convention, Toronto, November 4, 2014.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, November 3-4, 2014.

**Speaker**, “The Future of Boardroom Governance,” Kravis Leadership Institute, Claremont McKenna College, Claremont, California, October 29, 2014.

**Educator**, “Best Board and Individual Director Assessment Practices (Customized)”, inboard training, educational NFP organization, Toronto, Canada, October 21, 2014.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, October 15, 2014.

**Session Speaker**, “Social Media Trends: A Survival Guide for Directors,” National Association for Corporate Directors’ Annual Conference, October 12, 2014.

**Panellist**, “Board Renewal,” Corporate Secretary magazine interactive think tank event, Toronto, October 9, 2014.

**Educator**, “Best Governance Practices (Customized),” inboard training, real estate organization, Toronto, Canada, September 23, 2014.

**Panelist**, “Women on boards discussion and evening,” Davies (downtown Toronto law firm), Toronto, September 22, 2014.

**Panelist**, “Future of Compensation and Governance,” WorldatWork Conference, Toronto, September 18-19, 2014.

**Speaker**, “Top Trends for Corporate Boards and Directors,” Institute of Corporate Directors, Winnipeg, Manitoba, September 17, 2014.

**Webinar Speaker**, “Emerging Trends in Governance,” Conference Board of Canada, Toronto, September 15, 2014.

**Speaker**, “All the Latest Corporate Governance Trends that Directors Need to Know,” 12th Annual Corporate Governance Conference, University of Texas at Dallas, Dallas, September 10, 2014.

**Speaker**, “Audit Committee Priorities,” St. Lucia, June 30, 2014.

**Panelist**, “Do Women Make Boards Better?,” Society of Corporate Secretaries and Governance Professionals’ 2014 National Conference, Boston, MA, June 27, 2014.

**Educator**, “Best Financial Sector Governance Practices (Customized),” inboard training, Toronto, Canada, June 19, 2014.

**Keynote Speaker**, “Corporate Governance Key Trends and Issues,” Workers Safety & Compensation Commission, Yellowknife, Northwest Territories, June 16, 2014.

**Educator**, “Best Non-Profit Governance Practices (Customized),” inboard training, sports training association, Montreal, Quebec, June 14, 2014.

**Speaker**, “Corporate Governance: What Accountants Need to Know,” Certified General Accountants of Canada, Mississauga, Ontario, May 26, 2014.



**Speaker**, "Putting Students in a Box So They Achieve Your Learning Objectives," for the second annual teaching and learning conference, York University Teaching in Focus, May 22, 2014.

**Speaker**, "Top Trends and Issues in Governance, for Crown Corporations," Conference Board of Canada, Toronto, May 15, 2014.

**Speaker**, "Best Corporate Governance Practices for Owner Operators," Michigan, May 14-15, 2014.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, May 5, October 29, November 5, 2014.

**Speaker**, "Governance Essentials Course," Canadian Society of Corporate Secretaries, Calgary, Alberta, May 29-30, 2014.

**Speaker**, "Audit Committee Priorities," The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, April 24, 2014.

**Speaker**, Shareholder Activism, Best Practices, in board training, Toronto, April 9, 2014.

**Educator**, "Best Corporate Governance Practices (Customized)", inboard training, regional scientific research development and management company, Winnipeg, Manitoba, March 25, 2014.

**Speaker**, The Sri Lankan Accountants Association of Canada, Barrie, Ontario, March 8, 2014.

**Facilitator/Speaker**, Strategy Model, FCC Services (Farm Credit System), Portland, Oregon, March 4, 2014.

**Facilitator/Speaker**, selected by CEOs for the Strategy Model in the Premier Governance Series, FCC Services (Farm Credit System), February 27-28, 2014.

**Speaker**, "Key to Success" (theme), Golden Key Canadian Conference, Toronto, February 15, 2014.

**Speaker**, "Audit Committee Priorities," The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, February 6, April 24, October 16, 2014.

**Webinar Speaker**, "Board Diversity / Women on Boards," Ontario Hospital Association, February, 2014.

**Speaker**, "Ethics Governance from a Public Sector Senior Executive Perspective," Integrity Risk Management in the Public Sector, Annual Conference, 30-31 January, 2014.

**Speaker**, “Evaluation and Remuneration of Directors,” Inaugural Corporate Governance Conference, Panamanian Institute of Corporate Governance, Panama City, Panama, January 23, 2014 (via Skype).

**Webinar Speaker**, "Strategic Relationships," Erie St. Clair Local Health Integration Network (LHIN), January 14, 2014.

**Webinar Speaker**, “Governance and Risk,” Conference Board of Canada, December 18, 2013.

**Trainer**, "Ethics and Responsibilities of Inhouse Counsel," Canadian military lawyers, Office of the Judge Advocate General, Kingston, Ontario, December 12-13, 2013.

**Keynote Speaker**, “Corporate Governance Developments and Implications for Risk and Internal Control,” Annual Internal Controls Conference, Toronto, December 3, 2013.

**Trainer**, "Complying and Best Practices Associated with the Forthcoming Guidelines." Barbados Stock Exchange, November 21, 2013.

**Dinner Speaker**, Corporate Governance and Accountability, Certified Management Accountants Ontario, Georgian Bay District, Barrie, Ontario, November 19, 2013.

**Program Speaker**, Governance, Canadian Board Diversity Council, Toronto, November 14, 2013.

**Panelist**, “2020 Women on Board NYC event,” NYC Chapter of 2020 Women on Boards, New York, November 12, 2013.

**Speaker**, “Governance Essentials Course,” Canadian Society of Corporate Secretaries, Toronto, November 7-8, 2013.

**Program Speaker**, Governance (Intermediate), Canadian Board Diversity Council, Toronto, November 6, 2013.

**Speaker**, “The Board's Role in Risk and Strategy" and "Board Recruiting, Board Evaluation, Education and Succession,” Bank Director’s Certification Program, University of Texas at Dallas, Dallas, November 1, 2, respectively, 2013.

**Educator**, "Corporate Governance," Canadian institutional shareholder, November-December, 2014.

**Panelist**, Board Gender Diversity, Canadian Board Diversity Council, Toronto, October 22, 2013.

**Webinar Speaker**, “Corporate Governance and Internal Controls,” Certified General Accountants of Canada, October 17, 2013.

**Social Media Lab and Speaker**, "NACD Board Leadership Conference," National Association of Corporate Directors, Washington, DC, October 13-15, 2013.

**Professional Development Speaker**, "Leading and Emerging Developments in Corporate Governance," Certified General Accountants of Ontario Professional Development, Toronto, October 11, 2013.

**Trainer, workshop leader**, "Best Governance Practices for Credit Union Leaders," in collaboration with an advisory firm, Toronto, October 9, 2013.

**Speaker**, "Audit Committee Priorities," The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, October 3, 2013.

**Panelist**, Corporate Secretary magazine interactive think tank event, Toronto, October 2, 2013.

**Speaker**, "Role of Ethics in Your Investigation," Conducting Regulatory Investigations Conference, Ottawa, September 25, 2013.

**Panelist**, "Ethics: Rethinking on Corporate Philosophy and Morality by Corporate Directors," Institute for Corporate Directors, Toronto, September 19, 2013. See [here](#) for the marketing release.

**Honored Speaker**, "Board Dynamics Breakfast: Does Your Board Dynamics Help or Hurt Your Board?," Institute for Excellence in Corporate Governance, University of Texas at Dallas, September 18, 2013.

**Plenary Panel and Workshop Speaker**, "Corporate Governance - Where Are On The Continuum of Change and Where Are We Heading?" and "Executive Compensation and Pay for Performance," respectively, 15th Annual Canadian Society of Corporate Secretaries' Conference, Halifax, Nova Scotia, August 19, 21, 2013.

**Educator**, "Best Corporate Governance Practices (Customized)", inboard training ordered and approved by the Superior Court of Justice, religious institution, Toronto, August 23, and September 3, 2013.

**Webinar Panelist**, "Global Governance Review: Canada," Governance Exchange, ISS, June 19, 2013.

**Keynote Speaker**, "Corporate Governance Developments and Implications for Risk and Internal Control," Annual Internal Controls Conference, Toronto, June 18, 2013.

**In-Board Educator**, national not for profit organization on best NFP governance practices, June 1, 2013, Montreal, Quebec.

**Plenary Speaker**, “What academics study, regulators regulate & proxy advisors measure: Do these variables enhance governance quality or predict shareholder value?” Joint Canadian and French Academic Accounting Associations Conference, Montreal, June 1, 2013.

**Panelist**, “Best Practice for Internal Auditors,” Institute of Internal Auditors, Toronto, May 31, 2012.

**Keynote Speaker**, “Corporate Governance Developments and Implications for Risk and Internal Control,” Annual Public Sector Internal Controls Conference, Ottawa, May 28, 2013.

**Program Speaker**, Governance (Advanced), Canadian Board Diversity Council, Toronto, May 8, 2013.

**Speaker**, “Effective CEO/Board Relationships,” Rural and Northern Health Care Governance Workshop, Ontario Hospital Association, Toronto, May 7, 2013.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3 - Oversight and Finance, Niagara on the Lake, April 25, 2013.

**Conference Chair**, “Board and CEO Assessment,” 19th Annual Conference, Toronto, April 10-11, 2013.

**Speaker**, “The Board's Role in Risk and Strategy” and “Board Recruiting, Board Evaluation, Education and Succession,” Bank Director’s Certification Program, University of Texas at Dallas, Dallas, March 22, 23, respectively, 2013.

**Speaker**, “Audit Committee Priorities,” The Chartered Director Program, Module 3(33) - Oversight and Finance, Niagara on the Lake, February 8, 2013.

**Conference Speaker**, “Enabling the Board to be Strategic, and the Role of the Corporate Secretary,” Co-operative Corporate Secretaries Conference, Toronto, February 5, 2013.

**Master of Ceremonies**, not-for-profit organization annual dinner, Toronto, February 2, 2013.

**Speaker**, “Corporate Governance Developments,” Institute for Corporate Directors, York Region group, Toronto, January 31, 2013.

**Luncheon Speaker**, “Strategies for Enhancing Diversity on Your Board,” Crown Corporate Governance, Canadian Institute’s 9th Annual Forum, Ottawa, January 28, 2013.

**Facilitator/Speaker**, selected by CEOs for the Strategy Model in the Premier Governance Series, FCC Services (Farm Credit System), Phoenix, AZ, January 24, 2013.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training, financial institution, Caribbean region, December 12, 2012.

**Webinar Speaker**, “Recruiting, Developing, Assessing and Retiring Non-for-Profit Directors,” Hospice Palliative Care Ontario, Toronto, December 6, 2012.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training, federal crown corporation, Toronto, December 5, 2012.

**Plenary Speaker**, “What academics study, regulators regulate & proxy advisors measure: Do these variables enhance governance quality or predict shareholder value?” Joint Canadian and French Academic Accounting Associations Conference, Montreal, June 1, 2013.

**Professional Development Speaker**, “Leading and Emerging Developments in Corporate Governance,” Certified General Accountants of Ontario Professional Development, Toronto, November 21, 2012.

**Instructor**, Corporate Governance, Certified General Accountants of Ontario, Toronto, November 21, 2012.

**Speaker**, Canadian Electrical Association’s Internal Audit and ERM Conference, Toronto, November 15, 2012.

**Facilitator/Speaker**, selected by CEOs for the revised Strategy Model in the Premier Governance Series, FCC Services (Farm Credit System), November 14, 2012.

**Program Speaker**, Governance (Intermediate), Canadian Board Diversity Council, Toronto, November 13, 2012.

**Concurrent Session Speaker**, “Recent Changes in Corporate Governance,” Certified General Accountants of Ontario Annual Conference, Toronto, November 9, 2012.

**Educator**, “What Directors Expect from Management and What Management Expects from the Board”, and “Board Recruiting, Board Evaluation, Education and Succession,” 2012 Directors Certification Program, Institute for Excellence in Corporate Governance, University of Texas at Dallas, November 2-3, 2012.

**Panelist**, “Ontario Securities Commission Dialogue 2012: Boards of Directors: Evolving Expectations in Corporate Governance” October 30, 2012, Toronto.

**Panelist**, “Good Governance: Is it Good Business,” Corporate Governance for 2012: Shareholder Engagement, Governance Seminar, Lexpert, Calgary, October 16, and Toronto, October 24, 2012.

**Speaker**, “Board Recruitment, Diversity and Assessment,” Leadership Montréal and Le Collège des administrateurs de sociétés, Montreal, October 22, 2012.

**Speaker and Co-Chair**, “Creating a Compliant Culture,” Corporate Governance and Risk Forum 2012 - Legal Week, St Pancras, London, October 18, 2012.

**Keynote Speaker**, “Corporate Governance Developments and Implications for Risk and Internal Control”, Annual Internal Controls Conference, Calgary, October 16, 2012.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training, agricultural organization, Calgary, October 15, 2012.

**Panelist**, “Mandatory quotas in the boardroom & the corporate secretary’s role in promoting boardroom diversity,” Corporate Secretary magazine interactive think tank event, Toronto, October 11, 2012.

**Max Hopper Speaker**, “How Effective Boards Communicate Inside the Boardroom and with Investors: What Really Happens Inside the Boardroom” Tenth Annual Corporate Governance Conference, Institute for Excellence in Corporate Governance, University of Texas at Dallas, Dallas, October 4, 2012.

**Speaker**, “Clarifying the Ethics of Regulatory Investigations,” Conducting Regulatory Investigations Conference, Ottawa, September 28, 2012.

**Educator**, “Best Corporate Governance Practices (Customized)”, inboard training, Ontario provincial governmental organization, Toronto, September 27, 2012.

**Speaker**, “Engagement Strategies for Boards of Directors,” HR Summit 2012: Engagement Strategies for Uncertain Times, The Conference Board of Canada, Toronto, Ontario, September 24-25, 2012.

**Luncheon Discussant**, “Activist Investing,” ITG Canada Corp., Toronto, September 21, 2012.

**Speaker**, “Corporate Governance: Implications for Internal Controls,” Financial Management Institute of Canada, Ontario Chapter, Toronto, September 19, 2012.

**CEO and Board Member Roundtable Facilitator**, “Building and Sustaining Effective Boards,” McDermott Library, University of Texas at Dallas, September 5, 2012.

**Keynote Speaker**, “Corporate Governance Developments and Implications for Risk and Internal Control”, Annual Internal Controls Conference, Toronto, June 19, 2012.

**Educator**, “Best Corporate Governance and Integrity Practices (Customized)”, inboard training, energy organization, Chicago, June 13-14, 2012.

**Keynote Speaker**, “Power of One: Effective Organizational Governance Practices”, CAA National Annual Meeting, Canadian Automobile Association, Winnipeg, June 4, 2012.

**Keynote Speaker**, “Corporate Governance Trends, Risk Governance, and Board Reporting and Assurance of Internal Controls,” Public Sector Internal Controls Conference, Ottawa, May 29, 2012.

**Panelist**, “The Importance of Governance and Internal Audit’s Role,” Institute of Internal Auditors, Toronto, May 25, 2012.

**Co-Moderator**, “Board Dynamics,” Institute of Corporate Directors, Toronto, May 11, 2012.

**Educator**, “Best Organizational Governance Practices (Customized)”, inboard training, health care organization, Toronto, April 19, 2012.

**Keynote Speaker**, “Strategic Governance Issues,” Performance Audit Symposium, Canadian Council of Legislative Auditors, Toronto, April 17, 2012.

**Program Speaker**, Governance (Intermediate), Canadian Board Diversity Council, Toronto, March 29, 2012.

**Speaker**, “Boardroom of the Future”, Séminaire for its administrateurs de sociétés certifiés (ASC), Collège des administrateurs de sociétés (CAS), Montreal, Quebec, March 21, 2012.

**Speaker**, “Board Recruiting, Board Evaluation, Education and Succession,” Bank Director’s Certification Program, University of Texas at Dallas, Dallas, March 9, 2012.

**Panelist**, Preparing to Serve “Inside the Boardroom,” The Board Connection, Dallas, March 8, 2012.

**Speaker**, “How to Create Effective Nonprofit Boards: The Necessity of Governance and Leadership,” Not For Profit Program, University of Texas at Dallas, Dallas, March 6, 2012. Please click [here](#) for slides.

**Speaker**, Director Leadership Conference, Management Roles vs. Board Roles, Colorado Springs, CO, December 6-8, 2011.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls”, 16th Annual Internal Controls Conference, Toronto, December 6, 2011.

**Speaker**, “Developments in Private Sector Governance and the Implications for Federal Crown Corporations,” Annual Workshop of Crown corporation Chairs and CEOs, Ottawa, Ontario, November 22, 2011.

**Moderator**, “Role of the Lead Director,” North Texas (Dallas) Chapter of the National Association of Corporate Directors (“NACD”), Dallas, October 11, 2011.

**Speaker**, Health Care Governance Forum, Best Practice in Board Director Recruitment, Toronto, September 24, 2011.

**Speaker**, Catalyst Corporate Governance Inaugural Symposium, Women Board Directors’ Influence on Corporate Governance, Firm Performance, Economies and Societies, Toronto, September 22-23, 2011.

**Speaker**, Research Symposium, University of Texas at Dallas, Dallas, August 26-27, 2011.

**Keynote Speaker**, “50 Nuggets in 60 Minutes – 2011 Comprehensive Corporate Governance Update”, 13th Annual Canadian Society of Corporate Secretaries’ Conference, Quebec City, Alberta, August 21-24, 2011.

**Keynote Speaker**, “Corporate Governance Trends and Implications for Internal Controls”, 15th Annual Internal Controls Conference, Toronto, June 21-22, 2011.

**Program Speaker**, Introductory Session, ‘Get on Board’ Education Program, Canadian Board Diversity Council, Toronto, May 19, 2011.

**Moderator and Panelist**, “Governance Initiatives: Navigating in Changing Times,” JD/MBA Students’ Association Conference, Toronto, March 25, 2011.

**Keynote Speaker**, “Board Recruitment, Development and Assessment for Not-for-Profit Organizations ~ in the Context of University Governance,” Council of Ontario University Secretaries’ Annual Conference, University of Windsor (co-hosted by UWindsor and Wilfrid Laurier University), March 24, 2011.

**Speaker**, “Above Board”, Cannexus National Career Development Conference, Ottawa, Ontario, January 24-26, 2011.

**Board Workshop Speaker**, “Best Practices for Boards in Regulated Industries,” Technical Standards & Safety Authority, December 16, 2010.

**Panelist**, “Plenary Session 9: How to Measure What Really Counts,” 10th European Corporate Governance Conference, GUBERNA, Brussels, December 6, 2010.

**Speaker**, “Duties of Boards and Directors,” Family Day Care Services, Toronto, Ontario, November 24, 2010.

**Speaker**, “Board Effectiveness,” Leadership in Governance, Canadian Co-operative Association, Waterloo, Ontario, November 18, 2010.

**Speaker**, “Corporate Governance Guideline” and “Board of Director’s Assessment Criteria,” Office of the Superintendent of Financial Institutions Canada, Toronto, November 1, 2010.

**Break-out Session Speaker** (with Beth Deazeley), “Building Your Board Up... And Keeping It Strong,” Managing Risk With Confidence Conference, Imagine Canada, Toronto, October 28, 2010.

**Board presentation**, “Best Practices for Not-for-profit Governance,” Multiple Sclerosis Society of Canada, Mississauga Chapter, Mississauga, Ontario, October 25, 2010.



**Keynote Speaker**, “Trends and Issues in Corporate Governance,” Canadian Securities Administrators Corporate Finance and Investment Funds Conference, Toronto, October 23, 2010.

**Program Speaker**, “Governance in the Provincial and Federal Public Sector and Small Private Sector Companies,” ‘Get on Board’ Education Program, Canadian Board Diversity Council, Toronto, October 13, 2010.

**Keynote Speaker**, “Best Practices Globally That Lead to Excellence in Governance - And Implications for Post-Secondary Education Sector”; and **Workshop facilitator**, “Risk Management - Defining Risk Management and Determining the Appropriate Role of the Post-Secondary Education Sector Board in Risk Management,” Governance Leadership Series, sponsored by the Saskatchewan Ministry of Advanced Education, Employment and Immigration, Regina, Saskatchewan, October 5, 2010.

**Panelist**, “Board Renewal and Review: Getting Full Value From Your Board,” Corporate Secretary Canada Think Tank, Toronto, October 1, 2010.

**Speaker**, “Emerging Corporate Governance Developments,” Supporting Board Excellence: The 2010 Co-operative Corporate Secretaries Conference, Canadian Co-operative Association, Ottawa, September 28, 2010.

**Keynote Speaker**, “Corporate Governance and Financial Accountability After the Global Financial Crisis ~ An Update”, Canadian Society of Corporate Secretaries’ Annual Conference, Lake Louise, Alberta, August 22-25, 2010.

**Keynote Speaker**, “Corporate Governance and Financial Accountability After the Global Financial Crisis ~ An Update”, Canadian Society of Corporate Secretaries’ Annual Conference, Lake Louise, Alberta, August 22-25, 2010.

**Speaker**, “Ensuring Effective Oversight,” 2010 Canadian Conference for Credit Union Leaders, Winnipeg, MB, May 4, 2010.

**Speaker**, “Building Effective Relationships on the Board,” Public Enterprise Governance Centre, Conference Board of Canada, Ottawa, April 19, 2010.

**Speaker**, “Board Recruitment, Development and Assessment for Not-for-Profit Organizations,” Directors Source Webinar Series, March 30, 2010.

**Panel Participant**, Corporate Governance Panel, Balancing Public and Private Interests in a New Decade, JD/MBA Students’ Association Conference, Toronto, March 12, 2010.

**Panel Participant**, Unpacking the ‘business case’ for diversity, Gender Diversity in Canada’s Boardrooms and C-Suites: Exploring the Business Case and Reform Strategies, Osgoode Professional Development, Toronto, March 11, 2010.

**Speaker**, Ontario Bar Association, securities law program, Toronto, November 25, 2009.

**Speaker**, Risk and Insurance Management Society Canada Conference, Charting the Course - Navigating Your Risk, St-John's, Newfoundland, September 14, 2009.

**Speaker**, Canadian Co-operative Association, 2009 CCA National Congress and AGM, Ottawa, June 18, 2009.

**Speaker**, Institute of Co-Operative Studies: Sustainability, Growth and Profitability - Building on Pillars of Success, Banff, Alberta, Feb. 3, 2009.

**Speaker**, Women in Capital Markets and Toronto CFA Society's luncheon seminar, Toronto, November 17, 2008.

**Speaker**, International Network of Government Ownership Agencies Workshop, Victoria, October 8, 2008.

**Speaker**, Institute of Corporate Directors' "Grande Conference," Montreal, Quebec, September 18-19, 2008.

**Speaker**, Ontario Hospital Association, Health Care Governance Forum, Toronto, September 15, 2008.

**Speaker**, Canadian Society of Corporate Secretaries' Annual Conference, Victoria, British Columbia, September 8-10, 2008.

**Facilitator**, "Corporate Governance Recommendations for Listed Companies on the Barbados Stock Exchange," Barbados, May 14, 2008.

**Speaker**, National Governance Awards and Conference, Conference Board of Canada, February 13, 2008, Toronto.

**Speaker**, Leading Corporate Boardrooms: The New Realities, The New Rules, 18<sup>th</sup> Annual Kravis-de Roulet Conference, January 25, 2008, New York.

**Speaker**, Credit Union Central of Canada, Board Planning Session, June 5, 2007, Aurora, Ontario.

**Panel Participant**, Enhancing Audit Committee Effectiveness, KPMG Canada, May 30, 2007, Toronto.

**Speaker**, Canadian Co-operative Association Annual Conference, May 29, 2007, Ottawa.

**Speaker**, "Corporate Governance – Present & Future," Barbados Stock Exchange Conference, October 19, 2006, Barbados.

**Speaker**, “Effective Corporate Governance,” Institute of Directors in New Zealand, September 18, 2006, Wellington, NZ.

**Speaker**, Toronto Board of Trade, March 14, 2006, Toronto.

**Speaker**, Crown Investment Corporation, Province of Saskatchewan, October 2, 2003, June 18, 2004, and June 20, 2006, Regina.

**Speaker**, Canadian Society of Corporate Secretaries, Annual Conferences, 1999-2006.

**Speaker**, Credit Union Central of British Columbia, Fall Conference, November 17, 2005, Vancouver.

**Speaker**, Ontario Hospital Association Conference for Chairs and Vice Chairs, October 2, 2004, Toronto.

**Speaker**, “Trustee Section, OHA [Ontario Hospital Association] Health Achieve 2004,” November 16, 2004, Toronto.

**Speaker**, Director Performance, Tenure and Succession, Institute of Corporate Directors, September 22, 2004, Toronto.

**Speaker**, The Toronto Society of Financial Analysts, November 21, 2003, Toronto.

**Speaker**, Canadian Bar Association, Board of Directors, November 14, 2003, Ottawa.

**Speaker**, “Dialogue with the OSC [Ontario Securities Commission],” November 12, 2003, Toronto.

**Speaker**, Senior Management, Toronto Stock Exchange, November 10, 2003.

**Speaker**, Canadian Institute of Actuaries, August 25, 2003, Toronto.

**Speaker**, Board of Commissioners, Ontario Securities Commission, July 8, 2003, Toronto.

**Speaker**, CICA [Canadian Institute of Chartered Accountants] Risk Management and Governance, Board of Directors, June 3, 2003, Toronto.

**Speaker**, Board of Directors, Ontario Teachers Pension Plan Board, May 15, 2003, Toronto.

**Speaker**, Senior Management, Industry Canada, May 6, 2003, Ottawa.

**Speaker**, Senior Management, Ontario Teachers Pension Plan Board, March 27, 2003, Toronto.

**Speaker**, “Director Recruitment and Assessment: Attracting the Talent You Need to Respond to the Challenges of Today’s Markets,” Insight Conference, May 23, 2002, Toronto.

**Speaker**, Canadian Tourism Commission, May 22, 2002, Halifax.

**Speaker**, “Best Corporate Governance Practices,” Deposit Insurance Corporation of Ontario Board of Directors, February 26, 2002, Toronto.

**Speaker**, “Best Practices for Corporate Compliance, Strategic Change Management and Mergers and Governance Issues,” Financial Services Commission of Ontario, November 8, 2000, Toronto.

**Speaker**, TSE Committee on Analyst Disclosure Standards, April 28, 2000, Toronto.

**Speaker**, Canadian Association of Management Consultants Conference, “Professional Standards and Conduct,” April 10, 2000, Toronto.

**Cross Canada speaking tour**, “Mackenzie University” (Mackenzie Financial Services Inc.), “Best Practices to Protect Your Business,” October-November 1999, Vancouver, Edmonton, Winnipeg, Ottawa, Toronto, Montreal, Halifax.

**Speaker**, Insight Conference, “Corporate Compliance: Latest Techniques And Best Practices,” November 1, 1999, Toronto.

**Speaker**, Ontario College of Teachers, August 14, 1999, Toronto.

**Panel participant**, OATH [Olympic Advocates Together Honorably] Symposium: “Ignite the Democratic Flame,” Responsible Management Panel, June 11-13, 1999, New York City.

**Speaker**, Workplace Safety & Insurance Board, Special Investigations Branch, November 2, 1998, Barrie, Ontario.

**Speaker**, “Business Ethics: A Canadian Perspective,” a lecture on corporate governance, business ethics, strategy and accounting issues, delivered to the XXXI International Symposium of Accounting, Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico, October 16, 1998.

**Speaker** on corporate governance and business ethics issues, PEO Inc.: Presidents of Entrepreneurial Organizations, May 25 and June 29, 1998, Toronto.

**Speaker** on issues relating to corporate codes of conduct and governance, Association of Canadian General Counsel, Annual Meeting, May 30, 1997, Kelowna, B.C.

**Speaker**, “Codes of Ethics: State of the Art,” Canadian Centre for Ethics & Corporate Policy, October 2, 1996, Toronto.

**Speaker** on business ethics and codes of conduct, practice and ethics, Council of Senior Legal Executives, Conference Board of Canada, June 1995, Montreal.

## TELEVISION, RADIO, PRINT and DIGITAL

*Dr. Leblanc is an expert in governance, law and ethics, and is listed under [York University's Experts Guide](#). He is regularly interviewed in all types of media, and has appeared on television, on radio, in print, and in digital format.*

*Dr. Leblanc's number of lifetime media appearances are five hundred and forty (540).*

*For samples of Dr Leblanc's audio or video presentations, please [click here](#).*

**Interviewed** by Kelsey Rolfe of the *Financial Post* concerning a story relating to the governance of compensation at a national agency, June 29, 2021.

**Interviewed** by Julien Arsenault of *The Canadian Press* for a story relating to an annual meeting after receiving government aid, June 29, 2021.

**Interviewed** by BNN television concerning governance of executive compensation by Air Canada, June 7, 2021. See interview [here](#).

**Interviewed** by Sylvain Larocque of the *Le Journal de Montreal* concerning shareholder and pay governance whilst receiving government aid, May 26, 2021.

**Interviewed** by Gavin Hinks of Board Agenda concerning corporate governance diversity progress, May 26, 2021. See story [here](#).

**Interviewed** by Julien Arsenault of *The Canadian Press* for a story relating to share buy backs after receiving government aid, May 25, 2021. See story [here](#).

**Interviewed** by Jacob Lorinc from *The Toronto Star* concerning governance of executive pay during COVID-19, May 6, 2021. See story [here](#). See also [here](#).

**Interviewed** by Niall McGee of the *Globe and Mail* concerning clarity of external disclosure during COVID-19, April 21, 2021. See story [here](#).

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to the governance of CEO succession during COVID-19, April 21, 2021. See story [here](#) and [here](#).

**Interviewed** by Shaye Ganam of 770 CHQR for a story relating to governance of governmental aid programs during COVID-19, April 20, 2021. See interview [here](#).

**Interviewed** by Carolyn Jarvis of *Global News* for a story relating to the governance of COVID's second wave in long term care homes, April 7, 2021.

**Interviewed** by Andrew Russell of *Global News* for a story relating to a company created in the Caribbean that was identified in the Paradise Papers, March 30, 2021.

**Interviewed** by Matthew Pierce of *CBC News* for a story relating to the governance of a surplus for firms receiving government aid for employee wages, March 30, 2021. See story [here](#), [here](#), and [here](#).

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the governance of media conduct during council meetings, March 24, 2021.

**Interviewed** by Jennifer Williams of *Agenda* (Financial Times publication for corporate directors) concerning the governance of CEO relationships and conduct, March 22, 2021.

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to the governance of vaccinations and CEO succession, February 26, 2021. See story [here](#) and [here](#).

**Interviewed** by Barbara Shecter of the *Financial Post* concerning a story relating to the governance of vaccinations and CEO succession, February 26, 2021. See story [here](#).

**Interviewed** on Jon Erlichman of BNN Bloomberg concerning the governance of vaccinations and CEO succession, February 26, 2021. Click [here](#) for video. See the story [here](#). See CTV News [here](#) and at the 7 minute mark [here](#).

**Interviewed** by Devon Peacock of *980 CFPL* regarding the governance of CEO succession during pandemic conditions, February 25, 2021. See story [here](#).

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the governance of meeting effectiveness and technical internal controls during virtual meetings, February 9, 2021. See story [here](#).

**Interviewed** by Marco Oved from *The Toronto Star* concerning institutional shareholder focus on environment, social and governance, January 27, 2021. See story [here](#).

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to the governance of vaccinations, January 22, 2021. See story [here](#).

**Interviewed** by Jennifer Williams of *Agenda* (Financial Times publication for corporate directors) concerning the governance of CEO relationships and conduct, January 20, 2021.

**Interviewed** by Marco Oved from *The Toronto Star* concerning the governance of environmental and social matters, January 18, 2021.

**Interviewed** by Devon Peacock of *980 CFPL* regarding the governance of CEO travel during pandemic conditions, January 12, 2021. See story [here](#).

**Interviewed** by Rebecca Zandbergen of *CBC London Morning* regarding the governance of CEO travel during pandemic conditions, January 11, 2021. See stories [here](#), [here](#) and [here](#).

**Interviewed** by Audrey Neveu of *CBC Edmonton* concerning governance of lobbying and travel during pandemic conditions, January 8 and 10, 2021. See story [here](#) and [here](#).

**Interviewed** by Sebastian Bron of *The Hamilton Spectator News* for a story relating to governance of CEO travel during pandemic conditions, January 8, 2021. See story [here](#).

**Interviewed** by Andy Holloway of the *FP Magazine* for a story relating to corporate governance trends and key issues, January 5, 2021.

**Interviewed** by Victor Ferreira of the *Financial Post* for a story relating to the governance of dividends and executive pay for firms receiving government aid, December 22, 2020. See story [here](#).

**Interviewed** by Joseph Loiero and Jonathon Gatehouse of *CBC News* for a story relating to the governance of a surplus for firms receiving government aid for employee wages, December 18, 2020. See story [here](#).

**Interviewed** by Julien Arsenaault of *The Canadian Press* for a story relating to proxy disclosure, December 16, 2020.

**Interviewed** by Marco Oved from *The Toronto Star* concerning fraudulent activity in government aid during COVID-19, December 10, 2020. See story [here](#).

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the governance of technical internal controls during virtual meetings, December 9, 2020. See story [here](#).

**Interviewed** by Victor Ferreira of the *Financial Post* for a story relating to the governance of dividends and executive pay for firms receiving government aid, December 7, 2020. See story [here](#) or [here](#).

**Interviewed** by Jon Victor from *The Canadian Press* concerning ESG disclosure in Canada, November 25, 2020. See story [here](#) or [here](#).

**Interviewed** by Julien Arsenaault of *The Canadian Press* for a story relating to climate change and investor advocacy, November 19, 2020.

**Interviewed** by Gavin Hinks of Board Agenda concerning corporate governance and a Biden administration, November 8, 2020. See story [here](#).

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to business uncertainty in the context of a close US Presidential election, November 4, 2020. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning CEO succession trends under COVID-19, October 21, 2020. See story [here](#).

**Interviewed** by Julien Arsenault of *The Canadian Press* for a story relating to corporate governance in the context of a proposed corporate transaction, October 19, 2020. See story [here](#).

**Interviewed** by Julien Arsenault of *The Canadian Press* for a story relating to governance duties during a possible takeover, September 17, 2020.

**Interviewed** by Andrew Willis of *The Globe and Mail* for a story relating to governance duties during a possible takeover, September 16, 2020. See story [here](#).

**Interviewed** by Mark Coakley of PaRR-Globalon policy rationale for a 10 year ban on government contracts, September 10, 2020.

**Interviewed** by Andrew Russell of *Global News* for a story relating to a possible contract with an entity in an off shore tax haven, August 24, 2020.

**Interviewed** by David George-Cosh of BNN television concerning governance of the cannabis sector and director nomination, July 14, 2020.

**Interviewed** by CBC News Network concerning conflicts of interest by the Prime Minister of Canada, July 11, 2020. See interview [here](#).

**Interviewed** by CBC Radio concerning governance of mask-wearing during COVID-19, June 30, 2020. See interview [here](#).

**Interviewed** by Maritime Noon for a story relating to governance of the new working environment, July 15, 2020. See interview [here](#).

**Interviewed** by Todd Van Der Heyden of Viewpoints for a story relating to governance of the new working environment, June 26, 2020. See interview [here](#).

**Interviewed** by The Elias Makos Show - CJAD 800 Montreal for a story relating to governance of the new working environment, June 24, 2020. See interview [here](#).

**Interviewed** by Kitchener Today with Brian Bourke for a story relating to governance of the new working environment, June 23, 2020. See interview [here](#).

**Interviewed** by 980CFPL in London for a story relating to governance of the new working environment, June 23, 2020.

**Interviewed** by Kim Zarzour of [YorkRegion.com](#) for a story relating to businesses and mandating face masks, June 22, 2020. See story [here](#).



**Interviewed** by Scott Thompson 980CHML in Hamilton for a story relating to governance of the new working environment, June 22, 2020. See interview [here](#).

**Interviewed** by The Rob Snow Show on 1310News Ottawa for a story relating to governance of the new working environment, hour one, June 22, 2020. See interview [here](#).

**Interviewed** by 640 Toronto's Morning Show for a story relating to governance of the new working environment, June 22, 2020. See interview [here](#).

**Interviewed** by Emily Blake of *Cabin Radio* for a story relating to governance of mining entities and the impact of COVID-19, June 17, 2020.

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to governance of the new working environment, June 17, 2020. See story [here](#).

**Interviewed** by Jennifer Williams of Agenda (Financial Times publication for corporate directors) concerning governance of eBay, June 15, 2020.

**Interviewed** by Barbara Shecter of the *Financial Post* concerning director resignations and governance implications, June 4, 2020.

**Interviewed** by Rachel Ward of *CBC News* concerning the governance of judicial appointments, June 10, 2020. See story [here](#).

**Interviewed** by Charles Rusnell of *CBC News* concerning the governance of judicial appointments, June 2, 2020. See story [here](#).

**Interviewed** by Gavin Hinks of Board Agenda concerning the regulation and governance of social media, June 1, 2020. See story [here](#).

**Interviewed** by Maura Forrest of *Politico* concerning the federal employer relief program, June 1, 2020. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning the “best interests” clause change to Canadian law, June 1, 2020. See story [here](#).

**Interviewed** on Jon Erlichman of BNN Bloomberg concerning the governance implications of a federal relief program for large employers, May 21, 2020. Click [here](#) for video. See story [here](#).

**Interviewed** by Gabriel Friedman of the *Financial Post* concerning the governance of dual class shares, May 14, 2020.

**Interviewed** by Marco Oved from *The Toronto Star* concerning federal relief program for large employers, and tax avoidance, April 29, 2020. See story [here](#).

**Interviewed** by Joseph Hall from *The Toronto Star* concerning predicted changes to the workplace, April 28, 2020. See story [here](#).

**Interviewed** by Pandora Cheng from *Ming Pao Canada* concerning predicted changes to the workplace, April 28, 2020.

**Interviewed** by Michelle Zadikian of BNN television concerning governance of the federal wage subsidy, April 27, 2020. See story [here](#).

**Interviewed** by David Friend from *The Canadian Press* concerning insolvencies in Canada, April 24, 2020. See story [here](#).

**Interviewed** by Niall McGee of the *Globe and Mail* concerning the governance of executive recruitment, April 23, 2020.

**Interviewed** by David George-Cosh of BNN television concerning governance of director resignation letters, April 22, 2020. See story [here](#) and [here](#).

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to the governance of dividend cuts, April 21, 2020. See story [here](#).

**Interviewed** by Gavin Hinks of Board Agenda concerning the the use of virtual board meetings, April 21, 2020. See story [here](#).

**Interviewed** by Tara Deschamps of *The Canadian Press* for a story relating to virtual annual general meetings, April 1, 2020. See story [here](#).

**Interviewed** by Y-File of York University, March 25, 2020. See interview [here](#).

**Interviewed** by Jim Sterngold for a Korn Ferry related publication on CEO succession, February 14, 2020.

**Interviewed** by Charles Rusnell of *CBC News* concerning possible conflicts of interest, January 23, 2020. See story [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning TMX's CEO's retirement and governance implications, January 10, 2020. See interview [here](#).

**Interviewed** by Clare O'Hara of *The Globe and Mail* concerning TMX's CEO's retirement and governance implications, January 10, 2020.

**Interviewed** by Barbara Shecter of the *Financial Post* concerning TMX's CEO's retirement and governance implications, January 10, 2020. See story [here](#).

**Interviewed** by Mark Coakley of PaRR-Globalon the governance of legal settlement, January 6, 2020.

**Interviewed** by Frederic Tomesco of Montreal Gazette for a story relating to SNC Lavalin and governance implications, December 18, 2019. Click [here](#) for the article.

**Interviewed** by Barbara Shecter of the *Financial Post* concerning the governance of conduct risk, November 27, 2019, and December 12, 2019. See stories [here](#) and [here](#).

**Interviewed** by BNN Bloomberg concerning the governance of conduct risk, December 6, 2019.

**Interviewed** by Alicja Siekierska of *Yahoo Finance Canada* on the role of special committees, December 3, 2019. See story [here](#).

**Interviewed** by Christine Dobby of *The Globe and Mail* concerning the governance of conduct risk, November 27, 2019. See story [here](#).

**Interviewed** by Teviah Moro of *The Hamilton Spectator News* for a story relating to disclosure of environmental matters, November 21, 2019. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning recent changes to fiduciary duty of directors, November 19, 2019.

**Interviewed** by Nic Meloney of *CBC Indigenous* concerning obligation to report to law enforcement for sexual misconduct allegations, November 19, 2019.

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning changes to the fiduciary duty provision under the Canada Business Corporations Act, November 19, 2019.

**Interviewed** by Vanmala Subramaniam of the *Financial Post* concerning the governance of political conflicts of interest, October 18, 2019.

**Interviewed** by Jennifer Wells of the *Toronto Star* concerning the role of special committees, October 11, 2019. See story [here](#).

**Interviewed** by Jennifer Williams of Agenda (Financial Times publication for corporate directors) concerning investigations and governance of possible harassment, September 30, 2019.

**Interviewed** by Rachelle Younglai of the *Globe and Mail* concerning the governance of reputation risk at We Work, September 23, 2019. See story [here](#).

**Interviewed** by Marieke Walsh of the *Globe and Mail* concerning the governance of political conflicts of interest, September 20, 2019. See story [here](#).

**Interviewed** by Alexandra Posadzki of the *Globe and Mail* concerning the governance of whistle-blowing, September 11, 2019.

**Interviewed** by Natalie Paddon of *The Hamilton Spectator News* for a story relating to conflicts of interest and budgetary votes, September 6, 2019. See story [here](#).

**Interviewed** by Danielle Smith of *News Talk 770* regarding the Business Roundtable's pronouncement of stakeholder governance, August 21, 2019. See interview [here](#).

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning governance of stock buy-backs, August 15, 2019. See story [here](#).

**Interviewed** on BNN Bloomberg concerning the governance of CannTrust, August 15, 2019. Click [here](#) for video.

**Interviewed** by David George-Cosh of BNN television concerning governance of director independence and conflicts of interest in the cannabis industry, July 31, 2019. See story [here](#).

**Interviewed** by Gabriel Friedman of the *Financial Post* concerning the governance of a shareholder dispute, July 8, 2019.

**Interviewed** by David George-Cosh of BNN television concerning governance of the cannabis industry, July 8, 2019. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Financial Post* concerning governance of CEO succession planning in the cannabis sector, July 3, 2019. See story [here](#).

**Interviewed** on BNN Bloomberg's Amanda Lang concerning the governance of executive pay at Hudson's Bay Company, June 24, 2019. Click [here](#) for video.

**Interviewed** on Jessica DiNapoli of Thomson Reuters concerning the governance of executive pay at Hudson's Bay Company, June 20, 2019.

**Interviewed** by Marina Straus of the *Globe and Mail* concerning the governance of executive pay at Hudson's Bay Company, June 19, 2019. See story [here](#).

**Interviewed** by Niall McGee of the *Globe and Mail* concerning the governance of executive pay at GMP Capital, June 18, 2019. See story [here](#).

**Interviewed** by Marina Strauss of the *Globe and Mail* concerning CEO compensation Hudson's Bay Co, May 30, 2019. See story [here](#).

**Interviewed** by April Fong of BNN Bloomberg concerning attendance of directors at board meetings, May 22, 2019.

**Interviewed** by Jennifer Williams-Alvarez of Agenda (Financial Times publication for corporate directors) concerning the non-renewal of director positions, May 3, 2019.

**Interviewed** by Ben DiPietro of *LRN Corp* concerning governance renewal, April 28, 2019. See story [here](#).

**Interviewed** by Jonathan Goodman of the *Financial Post* concerning corporate governance in an adversarial situation, April 17, 2019. See story [here](#) or [here](#).

**Interviewed** by Tom Watson of the *Financial Post Magazine* concerning busy directors and over-boardedness, April 12, 2019.

**Interviewed** by Amber Kanwar of BNN television concerning the use of profanity towards a journalist, April 5, 2019. See story [here](#) and [here](#).

**Interviewed** by Devon Peacock of *Corus Radio London* regarding governance of the President's compensation, at King's University College, April 3, 2019.

**Interviewed** by Howard Levitt, guest commentator for Global News, regarding undue pressure and whistle-blowing, March 28, 2019. See story [here](#).

**Interviewed** by Richard Blackwell for a publication by the Institute of Corporate Directors relating to boards maintaining trust with investors and the public, March 22, 2019.

**Interviewed** by Robert Cribb from The Toronto Star concerning regulatory disclosure of corporate identity in wrongdoing cases, March 22, 2019. Click [here](#) for the story.

**Interviewed** by Maham Abedi of *Global News* concerning The Boeing Company and possible criminal charges, March 21, 2019. See story [here](#).

**Interviewed** by *The Fifth Estate* concerning sporting association governance, March 18, 2019.

**Interviewed** by Peter Mazereeuw of *The Hill Times* concerning deferred prosecution agreements, March 12, 2019.

**Interviewed** by Marieke Walsh of *iPolitics* concerning leadership succession, March 11, 2019. See story [here](#).

**Interviewed** by Salimah Shivji of *CBC News* concerning SNC Lavalin and deferred prosecution agreements, March 7, 2019. See story [here](#) and [here](#).

**Interviewed** by Maham Abedi of *Global News* concerning the legality of deferred prosecution agreements, March 6, 2019. See story [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning SNC Lavalin, the Prime Minister's Office, and deferred prosecution agreements, March 4, 2019. See interview [here](#) and [here](#).

**Interviewed** by David Gray of CBC Calgary radio for a story relating to deferred prosecutions agreements and legality, March 1, 2019. See interview [here](#).

**Interviewed** by Tara McCarthy of CBC Edmonton radio for a story relating to deferred prosecutions agreements and legality, March 1, 2019. See interview [here](#).

**Interviewed** by Frederic Tomesco of Bloomberg News for a story relating to SNC Lavalin and governance implications, February 20, 2019. Click [here](#) for the article.

**Interviewed** by *CBC Edmonton* (Mark Connolly) for a story relating to the governance of City Council expenses, February 8, 2019. See interview [here](#) and story [here](#).

**Interviewed** by Adrian Morrow of the *Globe and Mail* concerning governance of political contributions and reputation risk, December 20, 2018.

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the disclosure of Crown executive pay, November 7, 2018. See story [here](#).

**Interviewed** by Andy Holloway of the *FP Magazine* for a story relating to board gender diversity and best practices, October 31, 2018.

**Interviewed** by Jennifer Williams of Agenda (Financial Times publication for corporate directors) concerning governance of social media and executive conduct, October 16, 2018.

**Interviewed** by Scott Van Voorhis of *Engineering News Record* for a story relating to the governance implications of alleged bribery at SNC Lavalin, October 16, 2018.

**Interviewed** by Rachelle Younglai of the *Globe and Mail* concerning governance of ethical conduct involving Saudi Arabia, October 23, 2018. See story [here](#).

**Interviewed** by David George-Cosh of BNN television concerning governance of the cannabis industry, October 23, 2018.

**Interviewed** by Geoff Zochodne of the *Globe and Mail* concerning new governance guidelines of federal financial institutions, September 20, 2018.

**Interviewed** by Gabriel Friedman of the *Financial Post* concerning the governance of stock options, September 18, 2018.

**Interviewed** by Maura Forrest of the *National Post* concerning athlete mobility and tax policy, September 5, 2018. See story [here](#).

**Interviewed** by Joanna Frketich of *The Hamilton Spectator News* for a story relating to the capping of public sector executive compensation, August 15, 2018. See story [here](#).

**Interviewed** by Andrew Wolfson of the *Courier Journal* concerning the governance of Papa Johns, August 14, 2018.

**Interviewed** by Jon Erlichman of BNN television concerning the incoming board of directors of Hydro One, August 14, 2018. Click [here](#) for interview.

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the governance and transparency of educational institutions, August 13, 2018. See story [here](#).

**Interviewed** by Colin Ellis of *Canadian Accountant* for a story relating to ethical codes of bookkeepers and accountants, August 7, 2018. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Globe and Mail* concerning the governance of Hydro One, July 26, 2018. See story [here](#).

**Interviewed** by Bob Welkos of the *Globe and Mail* concerning the governance of Hydro One, July 26, 2018.

**Interviewed** by Marieke Walsh of *iPolitics* concerning governance of Hydro One, July 16, 2018. See story [here](#).

**Interviewed** by *CBC News* concerning the governance of Hydro One, July 13, 2018. See story [here](#).

**Interviewed** by Gill Deacon on *Here and Now Toronto* concerning the governance of Hydro One, July 13, 2018.

**Interviewed** by Matt Galloway of *CBC Radio's Metro Morning* concerning the governance of Hydro One, July 13, 2018. Click [here](#) or [here](#) for the interview.

**Interviewed** by Jon Erlichman of BNN television concerning governance of Hydro One, July 13, 2018. Click [here](#) for interview.

**Interviewed** by Teresa Tedesco of *CBC News* concerning the governance of Hydro One, July 12, 2018. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Globe and Mail* concerning the governance of Hydro One, July 12, 2018. See story [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning governance of governance and the “MeToo” movement, June 22, 2018.

**Interviewed** by Marina Straus of the *Globe and Mail* concerning the governance of executive pay at Hudson's Bay Company, June 11, 2018. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Globe and Mail* concerning the governance of Hydro One and the recent Ontario election, June 8, 2018. See story [here](#).

**Interviewed** by Marieke Walsh of *iPolitics* concerning governance of Hydro One, May 4 and May 31, 2018. See story [here](#).

**Interviewed** by Barbara Shecter of the *National Post* concerning boardrooms and the #MeToo movement, May 30, 2018. See story [here](#).

**Interviewed** (panelist) by Matt Galloway of *CBC Radio's Metro Morning* concerning pay governance of Hydro One, May 16, 2013. Click [here](#) for the interview.

**Interviewed** by Dwight Drummond from CBC News Toronto concerning pay governance of Hydro One, May 15, 2018. Click [here](#) for the interview, at the 41 minute mark.

**Interviewed** on *Here and Now Toronto* concerning pay governance of Hydro One, May 15, 2018. Click [here](#) for the interview.

**Interviewed** by Robert Cribb from The Toronto Star concerning tax reform including beneficial owner reform by the United Kingdom, May 4, 2018. Click [here](#) for the story.

**Interviewed** by Bobby Hristova of CityNews concerning inclusion of the Green Party in forthcoming provincial election debate, May 2, 2018.

**Interviewed** by Hollie Shaw of the *National Post* concerning leadership governance at Loblaw, April 26, 2018.

**Interviewed** by Vipal Monga of *The Wall Street Journal* for a story on anti-money laundering in Canada, April 23, 2018.

**Interviewed** by CBC Edmonton (Mark Connolly) for a story relating to governance of alleged conflicts of interest at University of Alberta, April 20, 2018. See interview [here](#).

**Interviewed** by Charles Russell of *CBC News* concerning governance over conflicts of interest at University of Alberta, April 17, 2018. Click [here](#) for the story.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning the governance of executive pay at Hydro One, April 17, 2018. Click [here](#) for the article.

**Interviewed** by Greg Bonnell of BNN television concerning governance of executive compensation at Hydro One, April 11, 2018. Click [here](#) for the story.

**Interviewed** by Charles Russell of *CBC News* concerning the pay governance at University of Alberta, April 5, 2018. Click [here](#) for the story.

**Interviewed** by Christine Pellegrini of the *Globe and Mail* concerning alleged conflicts of interest, transparency and corporate governance, March 28, 2018.



**Interviewed** by Colin Ellis of *Canadian Accountant* for a story relating to CEO succession, March 23, 2018. See story [here](#).

**Interviewed** by Joanna Frketich of *The Hamilton Spectator News* for a story relating to the governance of CEO compensation, March 23, 2018. See story [here](#).

**Interviewed** by Rajeshni Naidu-Ghelani of BNN television concerning annual general meetings, and director-shareholder engagement, March 22, 2018. Click [here](#) for the story.

**Interviewed** by Jen Gerson of Maclean's concerning the governance of Vice, March 19, 2018. Click [here](#) for the story.

**Interviewed** by Pam Frampton of The Telegram regarding the governance of the hydroelectric development underway at Muskrat Falls, Labrador, as overseen by the Crown corporation, Nalcor Energy. See story [here](#).

**Interviewed** by Alicja Siekierska of the *National Post* concerning CEO succession at CN, March 5, 2018.

**Interviewed** by Robert Cribb from The Toronto Star concerning tax reform including beneficial owner reform by British Columbia, February 20, 2018. Click [here](#) for the story.

**Interviewed** by Jon Erlichman of BNN television concerning governance of Wynn Resorts and the CEO's departure, February 9, 2018. See interview [here](#).

**Interviewed** by *The Canadian Press* for a story relating to the governance of Lululemon and the CEO's departure, February 6, 2018. See story [here](#), [here](#) or [here](#).

**Interviewed** by Marco Oved from *The Toronto Star* concerning federal tax reform to transparency of beneficial owners, February 2, 2018. See story [here](#).

**Interviewed** by Barbara Shecter of the *National Post* concerning governance conduct risk, February 1, 2018.

**Interviewed** by Matthew Van Dongen of *The Hamilton Spectator News* for a story relating to the governance of monies spent by City Councillors, January 23, 2018. See story [here](#).

**Interviewed** by Richard Blackwell for a publication by the Institute of Corporate Directors relating to governance of the cannabis sector, January 17, 2018.

**Interviewed** by Hollie Shaw of the *National Post* concerning governance implications of shareholder dividends during financial distress, January 16, 2018. See story [here](#).

**Interviewed** by Francine Copeland of the *Toronto Star* concerning governance implications of shareholder dividends during financial distress, January 16, 2018. See story [here](#) and [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning governance of price-fixing and customer gift cards, January 8, 2018. See interview [here](#).

**Interviewed** by Stephany Laperriere of CBC radio for a story relating to reforms to the governance of school boards, January 8, 2018. See story [here](#).

**Interviewed** by Konrad Yakabuski of the *Globe and Mail* concerning the Bombardier and alleged inappropriate payments, January 2, 2018. See story [here](#).

**Interviewed** by Hollie Shaw of the *National Post* concerning governance implications of Loblaw disclosure of price agreement with market participants, December 20, 2017. See story [here](#).

**Interviewed** by Marco Oved from *The Toronto Star* concerning tax reform compelling disclosure of beneficial owners, and comparison to that of Canada, December 15, 2017. See story [here](#).

**Interviewed** by Marina Straus of the *Globe and Mail* concerning the governance of Sears Canada's employee's underfunded pensions, December 12, 2017. See story [here](#).

**Interviewed** by Geoff Zochodne of the *Globe and Mail* concerning the governance of the cannabis industry in Canada, December 12, 2017.

**Interviewed** by Gord Gillies of 770 *CHQR* regarding women on boards, December 11, 2017. Listen to interview [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning potential conflicts of interest by the Minister of Finance, November 28 and 30, 2017. See interview [here](#).

**Interviewed** by Lauren Hirsch of CNBC concerning the governance implications of shareholders in Hudson Bay Company, November 10, 2017.

**Interviewed** by BNN television concerning the Paradise Papers, November 6, 2017. See interview [here](#), a tweet [here](#), and the article [here](#).

**Interviewed** by Anna Devine of *Ignites Europe | Financial Times* concerning the governance of sexual harassment allegations, October 27, 2017.

**Interviewed** by Pam Frampton of The Telegram regarding the governance of the hydroelectric development underway at Muskrat Falls, Labrador, as overseen by the Crown corporation, Nalcor Energy, October 18, 2017. See story [here](#).

**Interviewed** by Niall McGee of the *Globe and Mail* concerning conduct of directors and reputation risk, October 18, 2017. See story [here](#).

**Interviewed** by Alex MacPherson of *Saskatchewan StarPhoenix* concerning the governance and transparency of educational institutions, October 17, 2017. See story [here](#).

**Interviewed** by Amanda Gerut of *Agenda* (Financial Times publication for corporate directors) concerning director tenure limits, October 12, 2017.

**Interviewed** by Virginia Galt of the Institute of Corporate Directors' *Director Journal* concerning the UK proposals aimed at giving employees a voice on corporate boards, October 4, 2017.

**Interviewed** by Anna Devine of *Ignites Europe | Financial Times* concerning length of auditor tenure and best practices, October 4, 2017.

**Interviewed** by Moira MacDonald of *University Affairs* for a story relating to the governance of universities, September 18, 2017.

**Interviewed** by Michael Gorman of *CBC News* concerning corporate and expense governance at IWK Children's Hospital in Halifax, Nova Scotia, September 14, 2017. See story [here](#).

**Interviewed** by Steve Buist of *The Hamilton Spectator News* for a story relating to the governance of the Hamilton Waterfront Trust, September 8, 2017.

**Interviewed** by Hollie Shaw of the *National Post* concerning corporate governance at Sears Canada, August 15, 2017.

**Interviewed** by Jim Middlemiss of *Listed Magazine* concerning crisis communication and the role of boards, August 15, 2017.

**Interviewed** by Gordon Pitts of behalf of the *Directors College* concerning risk governance, August 10, 2017.

**Interviewed** by Colin Ellis of *Canadian Accountant* for a story relating to the governance of CPA Australia and disclosure of executive compensation in the not-for-profit sector, circa July, 2017. See story [here](#).

**Interviewed** by Pam Frampton of *The Telegram* regarding the governance of the hydroelectric development underway at Muskrat Falls, Labrador, as overseen by the Crown corporation, Nalcor Energy, July 27, 2017. See story [here](#).

**Interviewed** by Jody Porter of *CBC News* concerning an independent investigation for the Ontario Civilian Police into allegations against the Thunder Bay Police Services Board, July 25, 2017.

**Interviewed** by Natalie Paddon of *The Hamilton Spectator News* for a story relating to the governance of the Hamilton Waterfront Trust, July 25, 2017. See story [here](#).

**Interviewed** by Danielle Smith of *News Talk 770* regarding the governance of Sears Canada under distressed conditions, July 24, 2017. Listen to interview [here](#).

**Interviewed** by Elizabeth Judd for a Canadian Investor Relations Institute story relating to positive perceptions of Canada and its impact on investor relations, July 18, 2017. See story [here](#).

**Interviewed** by Josh O'Kane of the *Globe and Mail* concerning the Ontario Securities Commission's decision ruling that Sino-Forest and several former executives defrauded investors and misled investigators, July 14, 2017. See story [here](#).

**Interviewed** by Joe Castaldo of *Maclean's* concerning the governance of Sears Canada under distressed conditions, July 14, 2017. Click [here](#) for the story.

**Interviewed** by Emma Riley of *The Hamilton Spectator News* for a story relating to the governance of the Hamilton Philharmonic Youth Orchestra, July 12, 2017. See story [here](#).

**Interviewed** by Sarah Perrin of *ACCA* for ethical lapses in the digital age, and the role of the board, July 4, 2017. See story [here](#).

**Interviewed** by BNN television concerning CEO succession at Uber, June 21, 2017. See interview [here](#).

**Interviewed** by Marco Oved from The Toronto Star concerning tax reform multilateral treaties in which Canada is participating, June 17, 2017. Click [here](#) for the story.

**Interviewed** by Mai Nguyen of *Listed Magazine* regarding the governance of compensation of non-financial performance, June 5, 2017. Click [here](#) for the story.

**Interviewed** by TK Kierstetter of *Inside America's Boardrooms* for a story relating to the governance of culture and "tone" deep inside the organization, May 24, 2017. See second story, June 15, 2017, [here](#).

**Interviewed** by Marco Oved from The Toronto Star concerning tax reform including prosecution of certain accountants and lawyers, May 29, 2017. Click [here](#) for the story.

**Interviewed** by Robert Cribb from The Toronto Star concerning tax reform including beneficial owner disclosure, May 25, 2017. Click [here](#) for the story.

**Interviewed** by TK Kierstetter of *Inside America's Boardrooms* for a story relating to the governance of culture and "tone" deep inside the organization, May 24, 2017. See story [here](#).

**Interviewed** by Danielle Smith of *News Talk 770* regarding the governance of Bombardier and executive compensation, May 11, 2017, 10:00 am. Listen to interview [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning board leadership at Bombardier, May 11, 2017.

**Interviewed** by Frank Rackow of CBC Calgary radio for a story relating to mounting pressure on Bombardier from large institutional investors, May 10, 2017.

**Interviewed** by Jon Erlichman of BNN television concerning governance of the new infrastructure bank, May 10, 2017.

**Interviewed** by Peter Armstrong of On the Money (CBC) concerning the governance of Bombardier, May 10, 2017. See interview [here](#) or [here](#).

**Interviewed** by Michelle Zadikian of BNN television concerning the governance of Home Capital Group, May 9, 2017.

**Interviewed** by Paige Ellis of BNN television concerning the governance of Bombardier, May 9, 2017.

**Interviewed** by Jessica Smith Cross of *The Canadian Press* for a story relating to the governance of Home Capital Group, May 5, 2017.

**Interviewed** by Joanna Frketich of *The Hamilton Spectator News* for a story relating to the governance of Home Capital Group, May 3, 2017. See story [here](#), [here](#) and [here](#).

**Interviewed** by Joanna Frketich of *The Hamilton Spectator News* for a story relating to the governance of Home Capital Group, May 1, 2017. See story [here](#).

**Interviewed** by Barbara Shecter of the *National Post* concerning governance conflicts of interest between HOOPP and Home Capital Group, April 28, 2017. Click [here](#) for the story.

**Interviewed** by Renee Filippone of *CBC News* concerning governance conflicts of interest between HOOP and Home Capital Group, April 28, 2017.

**Interviewed** by *Bloomberg News* concerning governance conflicts of interest between HOOPP and Home Capital Group, April 27, 2017. Click [here](#) and [here](#) for the story.

**Interviewed** by *BNN television* concerning governance conflicts of interest between HOOPP and Home Capital Group, April 27, 2017. Click [here](#) for the interview.

**Interviewed** by Leif Larsen of *CBC News Winnipeg* concerning prior potential judicial conflicts of interest and conduct, April 24, 2017. Click [here](#) for the story.

**Interviewed** by Larry Kusch of the *Winnipeg Free Press* concerning prior potential judicial conflicts of interest and conduct, April 21, 2017. Click [here](#) for the story.

**Interviewed** by Amanda Gerut of Agenda (Financial Times publication for corporate directors) concerning board leadership succession planning, April 13, 2017.

**Interviewed** by Tom Heath of *The Washington Post* concerning board oversight of culture and conduct, April 13, 2017.

**Interviewed** by Meagan Campbell of MacLean's concerning conflicts of interest of politicians or former politicians holding positions (and owning shares) of major cannabis companies, April 11, 2017. Click [here](#) for the story.

**Interviewed** by Barbara Shecter of the *National Post* concerning board oversight over consumer practices, March 29, 2017.

**Interviewed** by Greg Bonnell of BNN television concerning CEO compensation and Valeant Pharmaceuticals, March 23, 2017. Click [here](#) for the video, and [here](#) for the story.

**Interviewed** by Andy Holloway of the *FP Magazine* for a story relating to overboardedness and interlocks best practices, March 20, 2017.

**Interviewed** by Richard Blackwell for a publication by the Institute of Corporate Directors relating to future corporate governance challenges and developments, March 17, 2017.

**Interviewed** by Amanda Gerut of Agenda (Financial Times publication for corporate directors) concerning overboardedness, interlocks, term limits, retirement age, and director effectiveness, March 16, 2017.

**Interviewed** by Jacqueline Hansen of CBC News concerning the governance of customer practices of large federally regulated financial institutions, March 16, 2017.

**Interviewed** by Ben Mulrone of CTV's Your Morning concerning the governance of customer practices of large federally regulated financial institutions, March 16, 2017. Click [here](#) or [here](#) for the interview.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating the Yahoo data security breach, and governance implications, March 6, 2017.

**Interviewed** by Lauren Kaljur for a Toronto Star story concerning overboarding and corporate governance in the oil and gas industry, March 22, 2017.

**Interviewed** by Dan Levin of The New York Times for a story concerning international investment in Canada and the risks involved, particularly around cash flow issues and Canada's regulations on AML reporting, February 23, 2017.

**Interviewed** by York University profiling my new Handbook of Board Governance, February 17, 2017. Click [here](#) for the story.

**Interviewed** by Barbara Shecter of the *National Post* concerning board oversight over potential employee misuse of expenses of health benefits, February 14, 2017.

**Interviewed** by Robert Cribb from The Toronto Star concerning non-disclosure by a regulator of potential wrongdoing, February 12, 2017.

**Interviewed** by Amy Rosen for a Corporate Governance Analyst CQ Roll Call story on the pay ratio rule by the SEC, February 6, 2017.

**Interviewed** by Zach Dubinsky of CBC News concerning non-registered owners of Canadian companies. Click [here](#) for the story and [here](#) for the video.

**Interviewed** by Robert Cribb from *The Toronto Star* concerning decision by a regulator not to disclose the name of a Canadian bank in the context of a large fine, December 22, 2016. Click [here](#) for the story.

**Interviewed** by Robert Cribb from *The Toronto Star* concerning offshore tax use as surfaced in the Panama Papers, December 17, 2016. Click [here](#) for the story.

**Interviewed** by Danielle Smith of *News Talk 770* regarding the optics of corporate executives getting bonuses while employees are either laid off or receiving high customer bills from the company, November 30, 2016. See interview [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning CEO succession at Canadian Pacific, November 23, 2016. Click [here](#) for the video.

**Interviewed** by Howard Brownstein on “The Handbook of Board Governance” for the National Association of Corporate Directors’ magazine, Fall 2016. Please see story [here](#).

“The Handbook of Board Governance” to be featured in Directors and Boards magazine, Fall 2016.

**Interviewed** by Diane Peters on governance changes in 2017, November 21, 2016. See story [here](#).

**Interviewed** by Scott Van Voorhis of *Engineering News Record* for a story relating to the governance implications of alleged bribery at SNC Lavalin, November 23, 2016. See interview [here](#).

**Interviewed** by Jon Erlichman of BNN television concerning CEO succession planning at TD Bank and best practices, November 23, 2016. Click [here](#) for the story and [here](#) for the video.

**Interviewed** by BNN television concerning the arrest of an executive of Valeant Pharmaceuticals, November 17, 2016. Click [here](#) for the video and my telephone interview.

**Interviewed** by Shawn Jeffords of the *Toronto Sun* concerning the City of Toronto’s staff recommending against an Expo bid, October 21, 2016. Click [here](#) for the article.

**Interviewed** by Claire Brownell of the *Financial Post* for a story relating to the governance implications of a former executive being hired by a competing firm, October 17, 2017. See story [here](#).

**Interviewed** by Sam Jeffords of the *Vancouver Sun* concerning a possible conflict of interest, October 12, 2017. Click [here](#) for the article.

**Interviewed** by Danielle Smith of *News Talk 770* regarding gender diversity on boards in Alberta, September 15, 2016. See interview [here](#). and blog [here](#).

**Interviewed** by Robert Cribb from *The Toronto Star* concerning offshore tax use as surfaced in the Panama Papers, September 15, 2016. Click [here](#), [here](#) and [here](#) for the stories.

**Interviewed** by Eric Lam of *Bloomberg LP* for a story relating to governance of a merger between Agrium Inc. and Potash Corp., September 12, 2016. See story [here](#).

**Interviewed** by Victoria Barclay from *The CFA Society Toronto* for *The Analyst* bulletin concerning Dr. Leblanc's [new book](#), September 9, 2016. Please see story [here](#).

**Interviewed** by Paula Aram on the governance of family businesses, for *Globe and Mail's Report on Business* magazine, August 25, 2016.

**Interviewed** by Brian Banks on "The Handbook of Board Governance" for *Listed* magazine, August 2, 2016. See interview [here](#).

**Interviewed** by Janet French of *The Edmonton Journal* concerning non-disclosure of public educational executive pay, July 28, 2016. See story [here](#).

**Interviewed** by Business Radio Powered by the Wharton School, SiriusXM Satellite, concerning boardroom governance trends and issues, June 23, 2016.

**Interviewed** by Christine Pellegrini of the *Globe and Mail* concerning the annual general meeting of Valeant Pharmaceuticals, June 13 and 16, 2016.

**Interviewed** by CBC Radio One concerning boardroom diversity and recent pronouncements, June 8, 2016.

**Interviewed** by Marina Straus of the *Globe and Mail* concerning use of information technology at annual meetings, June 1, 2016. See story [here](#).

**Interviewed** by Aishwarya Ravishankar of *Board Agenda* concerning director attendance and effectiveness, May 24, 2016.

**Interviewed** by CBC news concerning reputational due diligence in context of the Panama Papers, May 18, 2016. Click [here](#) for the article.



**Interviewed** by Natalie Clancy from *CBC News* concerning reputational due diligence in context of the Panama Papers, May 18, 2016.

**Interviewed** by Amy Rosen for a *Corporate Governance Analyst CQ Roll Call* story on boardroom gender diversity, May 18, 2016.

**Interviewed** by Robert Cribb from *The Toronto Star* concerning reputational due diligence in context of the Panama Papers, May 17, 2016. Click [here](#) for the article.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning the failure of the say-on-pay vote by CP Rail, May 4, 2016. Click [here](#) for the article.

**Interviewed** by CBC news concerning a possible conflict of interest at a Crown corporation, April 20, 2016.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to lawyers serving as independent directors, April 16, 2016. Click [here](#) for the article.

**Interviewed** by Christine Dobby of the *Globe and Mail* concerning governance of executive compensation at Telus, April 4, 2016. See story [here](#).

**Interviewed** by Robert Thompson of *Listed Magazine* regarding the diversification of boards of directors, April 1, 2016.

**Interviewed** by Whitney Deane of *News Talk 770* regarding development of a national securities regulator, March 30, 2016. See interview [here](#).

**Interviewed** by Lisa Queen of *York Media Group* regarding pros and cons of a sunshine list of executive pay, March 29, 2016. See story [here](#).

**Interviewed** by Rebecca Plenty of *Bloomberg (Calgary)* regarding the effects of distance on board participation, circa March 29, 2016. See story [here](#).

**Interviewed** by Marina Strauss of the *Globe and Mail* concerning CEO compensation of a retail organization during a downturn, March 22, 2016. See story [here](#).

**Interviewed** by Alexandra Bosanac of *Canadian Business* concerning the governance of Valeant Pharmaceuticals, March 21, 2016. See story [here](#).

**Interviewed** by the *Globe and Mail* concerning the governance of Valeant Pharmaceuticals, March 21, 2016. See story [here](#).

**Interviewed** by David Berman of the *Globe and Mail* concerning resignation of a director of a Canadian bank, March 11, 2016. See story [here](#).

**Interviewed** by Barbara Shecter of the *National Post* concerning resignation of a director of a Canadian bank, March 11, 2016. See story [here](#).

**Interviewed** by BNN television concerning governance over disclosure, March 7, 2016. Click [here](#) for the video.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to the governance of Bombardier, March 4, 2016.

**Interviewed** by Radio Canada International for a story related to alleged sexual misconduct at Westjet, March 3, 2016. Click [here](#) for the story and [here](#) for the audio.

**Interviewed** by CBC Radio (various cities) for a story related to an independent reporting channel to be recommended to the RCMP for victims of harassment to come forward, March 2, 2016. Click [here](#) or [here](#) for the audio.

**Interviewed** by Christina Pellegrini of the *Financial Post* for a story relating to the governance implications of the Corus-Shaw deal, March 1, 2016. See story [here](#).

**Interviewed** by BNN television concerning governance over disclosure, February 8, 2015. Click [here](#) for the video.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to incoming leadership at the Ontario Securities Commission, January 26, 2016. See article [here](#).

**Interviewed** by Whitney Deane of *News Talk 770* regarding corporate governance and board composition amid layoffs and industry transformation, January 25, 2015. See interview [here](#).

**Interviewed** by Liz Payne of the *Ottawa Citizen* for a story relating to the governance of the Ottawa Hospital, January 13, 2016. See article [here](#).

**Interviewed** by Liz Payne of the *Ottawa Citizen* for a story relating to the governance of the Ottawa Hospital, January 12, 2016. See article [here](#).

**Interviewed** by Devon Peacock of *The Pulse* regarding governance of the President's compensation, at University of Western Ontario, December 15, 2015.

**Interviewed** by Chris Cobb of the *Ottawa Citizen* for a story relating to the governance of Carlton University, December 15, 2015. See article [here](#).

**Interviewed** by Jacqueline Nelson of the *Globe and Mail* for a story relating to the governance of Valeant, December 11, 2015.

**Interviewed** by Sunny Freeman from *The Toronto Star* concerning executive incentive pay at Sun Media in context of layoffs and cost-cutting, November 27, 2015. See [here](#) for the story.

**Interviewed** by CBC Radio Calgary concerning executive incentive pay at Sun Media in context of layoffs and cost-cutting, November 27, 2015.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to auditing and reporting of company culture, November 26, 2015.

**Interviewed** by Suzanne Dansereau for a publication by the Institute of Corporate Directors relating to the governance of Bombardier Inc., November 26, 2015.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning the pledging of shares by a CEO and the role of the board, November 6, 2015. Click [here](#) for the article.

**Promoted** by New College student newspaper regarding governance teaching, October 2015.

**Interviewed** by Domini Stuart for *Company Director Magazine* concerning director term limits (to come), October 1, 2015.

**Interviewed** by Devon Peacock of *The Pulse* regarding an external review of the President's compensation, at University of Western Ontario, by retired Justice Goudge, September 29, 2015. See interview and story [here](#) and [here](#).

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to gender diversity on Alberta boards of directors, September 29, 2015. Click [here](#) for the article.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to the release of a study on gender diversity on boards of directors, September 28, 2015. See story [here](#).

**Interviewed** by Jonathan Sher for a *London Free Press* story on an external review of the President's compensation, at University of Western Ontario, by retired Justice Goudge, September 28, 2015. See stories [here](#) [here](#) and [here](#).

**Interviewed** by Amy Rosen for a *Corporate Governance Analyst CQ Roll Call* story on risk governance at Volkswagen, September 25, 2015.

**Interviewed** by Victoria Barclay from *The CFA Society Toronto* for *The Analyst* bulletin concerning CEO reforms to pay governance practices, September 4, 2015.

**Interviewed** by Sunny Freeman from *The Toronto Star* concerning CEO resignation at Ashley Madison and best CEO succession practices, August 28, 2015. See [here](#) for the story.

**Interviewed** by Diane Bérard for a *Les Affaires* story on pay practices for corporate directors in Quebec, August 31, 2015. Click [here](#) for the article.

**Interviewed** by James Bradshaw for a *Globe and Mail* story on leadership governance at Telus, August 10, 2015. Click [here](#) for the article.

**Interviewed** by Nicole Thompson of *The Hamilton Spectator News* for a story relating to governance of teaching infractions, August 6, 2015.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to governance of takeovers, August 3, 2015. Click [here](#) for the article.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to the MDC Partners, and a board in crisis, July 22, 2015. See story [here](#).

**Interviewed** by Devon Peacock of *The Pulse* for a story relating to advisory services retained by University of Western Ontario, July 17, 2015. See interview (July 17th, first interview) [here](#).

**Interviewed** by Jonathan Sher for a *London Free Press* story on the President's compensation, and the use of outside advisors, at University of Western Ontario, July 17, 2015.

**Interviewed** by Quebecor media regarding federal government integrity guideline, July 6, 2015.

**Quoted** in respect of improvements to integrity of federal procurement, July 3, 2015. See posting [here](#).

**Interviewed** by BNN television concerning Canada's Top-Paid CEOs, June 8, 2015. Click [here](#) for the video.

**Interviewed** by Ralph Ward of *The Corporate Board* for a story relating to conflict of interest policies and practices for boards, May 28, 2015.

**Interviewed** by Joanna Pachner of *Canadian Business* for a story relating to best corporate governance practices, May 25, 2015.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to shareholder engagement and proxy access, May 22, 2015. See story [here](#).

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to professional conduct by directors, May 20, 2015.

**Interviewed** on CBC's The Exchange with Amanda Lang concerning proxy access, May 15, 2015. Click [here](#) for video.

**Interviewed** by Gregory Millman of *The Wall Street Journal's Risk and Compliance Team* for a story on shareholder activism in Canada, May 15, 2015. See story [here](#).

Mentioned as an advisor to Public Works and Government Services Canada concerning the federal government's expected business integrity guidelines, May 11, 2015. Click [here](#) for the article.

**Interviewed** by Barbara Shecter of the *Financial Post* for a story relating to shareholder assertiveness and say-on-pay, April 29, 2015. See story [here](#).

**Interviewed** by CBC radio for a story relating to the pay governance at Barrick Gold and CIBC, April 27, 2015.

**Interviewed** by Lauren Krugel of The Canadian Press for a story regarding investor influence on say-on-pay, April 24, 2015. Click [here](#) and [here](#) for the article.

**Interviewed** by Arielle Follett of The Canadian Press for a story relating to comply or explain regarding women on boards in the recent federal budget, April 23, 2015. Click [here](#) for the article.

**Interviewed** by Jonathan Sher for a *London Free Press* story on the President's compensation, at University of Western Ontario, April 10, 20 and 27, 2015. Click [here](#), [here](#) and [here](#) for the articles.

**Interviewed** on CBC's The Exchange with Amanda Lang concerning the tight network of friends on corporate boards, April 9, 2015. Click [here](#) for video.

**Interviewed** by Kathleen McGouran of the *National Post* for a story relating to University of Western Ontario's President's pay and the role of the board, April 4, 2015.

**Interviewed** by Jonathan Sher for a *London Free Press* story on the President's compensation, at University of Western Ontario, April 2, 2015. Click [here](#) for the article.

**Interviewed** by CBC News for a story concerning Bombardier, April 2, 2015. Click [here](#) for the article.

**Interviewed** by Tim Kilasze for a *Globe and Mail* story on executive compensation at CIBC, April 1, 2015.

**Interviewed** by Diane Bérard for *Les Affaires* story on board chair succession at SNC Lavalin, March 16, 2015. Click [here](#) for the article.

**Interviewed** by BNN television concerning CEO pay, March 11, 2015. Click [here](#) for the video.

**Interviewed** by Sam Rubinfeld of *The Wall Street Journal's Risk and Compliance Team* for a story relating to CEO pay and ethics, March 10, 2015. Click [here](#) for the article.

**Interviewed** by Attracta Mooney of *Ignites Europe | Financial Times* concerning length of auditor tenure and best practices, March 5, 2015.

**Interviewed** by Lynne Chichakian of CBC television for a story relating to potential bribery, March 2-5, 2015.

**Interviewed** by Debra Rubin of Engineering News-Record for a story relating to bribery and integrity rules, February 26, 2015. Click [here](#) for the article.

**Interviewed** by CBC's The Exchange with Amanda Lang concerning the federal government's 'integrity framework' policy and the RCMP laying fraud charges against SNC Lavalin, February 19, 2015. Click [here](#) for the video.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to fraud charges against SNC Lavalin and the role of the board, February 19, 2015. See story [here](#).

**Interviewed** by Jason Proctor of CBC News Vancouver concerning executive compensation and salaries, and the decision to remove the CEO of TransLink, February 13, 2015. Click [here](#) for the story.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to governance at Bombardier, February 10, 2015.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning release of information by Target Corporation, and executive pay, February 3, 2014. Click [here](#) for the article.

**Interviewed** by Elizabeth Judd for a Canadian Investor Relations Institute story relating to ethics of investor relations professionals, February 2, 2015. See story [here](#).

**Interviewed** by Vawn Himmelsbach for Canadian Lawyer InHouse magazine on women on boards and in senior management, January 6, 2015.

**Interviewed** by Greg Rasnyssen of CBC radio for a story relating to the pay governance at universities, December 8, 2014.

**Interviewed** by Gregory Millman of *The Wall Street Journal's Risk and Compliance Team* for a story relating to CEO succession, November 26, 2014. Click [here](#) for the article.

**Interviewed** by BNN television concerning activist and retail investing, November 13, 2014. Click [here](#) for the video. (Dr. Leblanc appears 26:10 - 33:35)

**Interviewed** by Martin Birt in relation to the *National Post* for a story relating to diversification of corporate boards, October 15, 2014.

**Interviewed** by Eric Lam of *Bloomberg LP* for a story relating to Mayor Hazel McCallion, October 7, 2014. See story [here](#).

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to boards and how the stewardship role of directors is changing as the demands for enterprise risk management continue to increase, October 3, 2014. See story [here](#).

**Interviewed** by Tina Lovgreen of CBC News Vancouver concerning executive compensation, October 3, 2014.

**Interviewed** by Philip Scipio from Thomson Reuters concerning governance leadership of Bank of America, October 2, 2014.

**Interviewed** by Rebecca Walberg of the *Financial Post* for a story relating to diversity matters from a business perspective, September 22, 2014. See story [here](#).

**Interviewed** by Eric Lam of *Bloomberg LP* for a story relating to Mayor Rob Ford and governance implications, September 12, 2014. Click [here](#) for the article.

**Interviewed** by Gregory Millman of *The Wall Street Journal's Risk and Compliance Team* for a story relating to Banco Santander and governance implications, September 10, 2014.

**Interviewed** by Mike Hager of the *Vancouver Sun* concerning governmental use of social media during labour negotiations, September 6, 2014. Click [here](#) for the article.

**Interviewed** by Meredith MacLeod of *The Hamilton Spectator News* for a story relating to candidate slates within political elections, September 4, 2014. Click [here](#) for the article.

**Interviewed** by Dennis McCuiston of *McCuiston television* concerning corporate governance diversity, Dallas, Texas, September 9, 2014.

**Interviewed** by Peter O'Neil of the Vancouver Sun for a story relating to Senators serving on or advising boards, August 13, 2014. Click [here](#) for the article.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to breach of fiduciary duty by a CEO, July 23, 2014. Click [here](#) for the article.

**Interviewed** by Mark Anderson of *Listed Magazine* concerning politicians and business activities, and conflicts of interest between the media and politics, July 21, 2014.

**Interviewed** by Jeff Gray of The Globe and Mail concerning a recent Court of Appeal ruling involving breach of fiduciary duty, June 18, 2014. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the National Post for a story relating to CEO succession and behaviour at American Apparel, June 23, 2014. Click [here](#) for the article.

**Interviewed** by Ian Thomas of Agenda (Financial Times publication for corporate directors) concerning cybercrime and the role of the board, June 20, 2014.

**Interviewed** (panelist) by BNN television concerning executive compensation, June 14, 2014. Click [here](#) for the four video segments.

**Interviewed** by Carrie Tate of *The Globe and Mail* concerning stock option backdating and the mining sector, June 14, 2014.

**Interviewed** by Agnese Smith concerning the OSC's proposal concerning women on boards, June 10, 2014.

**Interviewed** by Christine Dobby of *The Globe and Mail* concerning compensation of Quebecor's CEO, Robert DePatie, May 28, 2014. Click [here](#) for the article.

**Interviewed** by Rachelle Younglai of *The Globe and Mail* concerning how shareholders are withholding more of their votes for directors, May 20, 2014.

**Interviewed** by Tim Kiladze of *The Globe and Mail* concerning CEO succession at CIBC, May 1, 2014. Click [here](#) for the article.

**Interviewed** by Kate MacNamara of CBC radio for a story relating to the "glass cliff" for women CEOs, April 29, 2014.

**Interviewed** by Tim Kiladze of *The Globe and Mail* concerning CEO succession at CIBC, April 28, 2014. Click [here](#) for the article.

**Interviewed** by Anna Maria Tremonti of CBC Radio program - *The Current* concerning Senators serving on boards and potential conflicts of interest, April 23, 2014. Click [here](#) and [here](#) for the article and podcast recording (at 10:30), respectively.

**Interviewed** by Frederic Tomesco of Bloomberg News for a story relating to municipal corruption and governance implications, April 17, 2014.

**Interviewed** by Jeff Cossette of *Corporate Secretary Magazine* concerning gender diversity on boards of directors, and the recent OSC voluntary comply or explain initiative, April 15, 2013.

**Interviewed** by Mark Hume of *The Globe and Mail* concerning the former CEO's contract with the BC Lottery Corporation," April 14, 2014. Click [here](#) for the article.

**Interviewed** by Andrea Woo of *The Globe and Mail* concerning the former CEO's departure from the BC Lottery Corporation," April 13, 2014. Click [here](#) for the article.

**Interviewed** by Howard Green of BNN television's *Headline* for segment entitled "Stronach's Sky High Pay Days Numbered at Magna," April 7, 2014. Click [here](#) or [here](#) for the video segment.

**Interviewed** by Gregory Millman of *The Wall Street Journal's Risk and Compliance Team* for a story relating to gender diversity on boards of directors, March 21, 2014, 2014.



**Interviewed** by Marc Hogan of Agenda (Financial Times publication for corporate directors) concerning when directors should resign from the board and/or go to a regulator with their concern, March 10, 2014.

**Interviewed** by Paul Brent of *Listed Magazine* concerning increasing diversity among companies, March 6, 2014.

**Interviewed** by Louise Brougham-Cook of Johannesburg Stock Exchange Magazine concerning "Directors' Tenure 'How long is too long?'" , February 27, 2014.

**Interviewed** by Ralph Ward of Boardroom INSIDER concerning how a board member recognizes when he/she is becoming stale on a board - and what to do about it, February 25, 2014.

**Interviewed** by Sean Pearce of York Regional Media Group concerning employee engagement in the Olympic games, February 21, 2014. Click [here](#) for the article.

**Interviewed** by Amanda Gerut of Agenda (Financial Times publication for corporate directors) concerning the OSC's proposed disclosure requirements for TSX-listed companies regarding women on boards and in senior management, February 19, 2014.

**Interviewed** by Curtis Rush from *The Toronto Star* concerning potential decrease in workplace productivity during the Olympic Games, February 16, 2014. See [here](#) for the story.

**Interviewed** by Victoria Alarcan of Excalibur concerning the governance of York Federation of Students, February 13, 2014. See [here](#) for the story.

**Interviewed** by Sarah Dobson from Thomson Reuters concerning activity by a Chair of a UK company, February 13, 2014.

**Interviewed** by Rob Gibson of *Sun Media* for a story relating to the executive compensation transparency laws in Alberta, February 10, 2014. See the story [here](#) and the video [here](#).

**Interviewed** by Reuters Global Market Forum chatroom 3pm ET February 10, 2014, talking about trends in corporate governance in 2014. See [here](#) for an underlying story.

**Interviewed** by Alberta Primetime for a story relating to sunshine lists and their effects in Alberta, February 5, 2014. See [here](#) for the video.

**Interviewed** by CBC News Edmonton concerning adverse effects of compensation disclosure, February 3, 2014. See [here](#) for the video and story.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning use of the word "Chair" or "Chairman," February 3, 2014. Click [here](#) for the article.

**Interviewed** by Gregory Millman of *The Wall Street Journal's Risk and Compliance Team* for a story entitled, "The Morning Risk Report: Canada's OSFI Eyeball Financial Directors," January 27, 2014.

**Interviewed** by CBC Edmonton (television and radio) for a story relating to sunshine lists and their effects, for possible use in Alberta, January 20 and 21, 2014.

**Interviewed** by CBC Calgary radio for a story relating to sunshine lists and their effects, for possible use in Calgary, January 14, 2014, and January 15, 2014. See interviews [here](#), [here](#) and [here](#).

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to a corporate governance public report distributed by a law firm, December 19, 2013. Click [here](#) for the article.

**Interviewed** by Susan Peters for *Investors Group* for a story relating to the proper board succession and director recruitment, December 4, 2013.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning tenure limits for directors, November 6, 2013. Click [here](#) and [here](#) for the articles.

**Interviewed** by Eric Lam of *Bloomberg News* for a story relating to the Mayor of Toronto and governance implications, November 6, 2013. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to BlackBerry and the boards changes announced, November 4, 2013.

**Interviewed** by Rebecca Penty of *Bloomberg News* for a story relating to the Mayor of Toronto and governance implications, November 3, 2013. Click [here](#) for the article.

**Interviewed** by Amanda Gerut of Agenda (Financial Times publication for corporate directors) concerning use of online director recruiting tools, October 21, 2013.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to Senators' ability to sit on public company boards, October 10, 2013.

**Interviewed** by Todd Veinotte of The Todd Veinotte Show (News 95.7 Halifax, News 88.9 Saint John, News 91.9 Moncton) concerning the Huffington Post Canada column, "The real reason CEOs make so much more money than average workers," September 26, 2013.

**Interviewed** by Ian Thomas of Agenda (Financial Times publication for corporate directors) concerning the declining rates of sensitivity from directors regarding negative shareholder voting during re-nominations, September 9, 2013.

**Interviewed** by Jacqueline Nelson of *The Globe and Mail* concerning the appointment of the first female Board Chair of a major Canadian bank, August 30, 2013. Click [here](#) for the article.

**Interviewed** by Tim Shufelt of *The Globe and Mail* concerning the sale of a portion of Glass Lewis by Ontario Teachers Pension Plan Board, August 27, 2013. Click [here](#) for the article.

**Interviewed** by Attracta Mooney of *Ignites Europe | Financial Times* concerning non-audit services provided by external auditors and possible conflicts of interest, August 27, 2013.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to Excellence in Governance Awards and two award categories and winners, August 20, 2013. Click [here](#) for the article.

**Interviewed** by Janet McFarland of *The Globe and Mail* concerning advance provisions of prospective directors and shareholder approval, August 19, 2013. Click [here](#) for the article.

**Interviewed** by Dean DiSpalatro of *Advisor Group* concerning the Ontario Securities Commission's proposal concerning women on boards of directors, August 7, 2013.

**Interviewed** by Attracta Mooney of *Ignites Europe | Financial Times* concerning tendering by UK audit committees every five years, July 31, 2013.

**Interviewed** by Tony Van Alphen of the *Toronto Star* for a story relating to a potential conflict of interest at the municipal level, July 29, 2013.

**Interviewed** by Teri Pecoskie of *The Hamilton Spectator News* for a story relating to potential delay in teacher investigations, July 7, 2013. Click [here](#) for the article.

**Interviewed** by Liz Hoffman Judd for a Law360 story on an academic article on advocating vote-buying, with exponential costs, for corporate elections and merger votes, July 19, 2013.

**Interviewed** by Ian Thomas of Agenda (Financial Times publication for corporate directors) concerning the uptick in board declassification proposals this proxy season across all sized companies, July 17, 2013.

**Interviewed** by Kate Wilkinson of *Canadian Business* for a story relating to personality testing for a Parliamentary Budget Officer, July 10, 2013. Click [here](#) for the article.

**Interviewed** by Elizabeth Judd for a Corporate Secretary Magazine story on CEO succession planning, June 25, 2013.

**Interviewed** by *Bloomberg LP* for a story relating to corruption allegations and governance implications, June 17, 2013. Click [here](#) for the article.

**Interviewed** by J Lynn Fraser of *Human Resource Professional* magazine, a national B2B magazine, on succession and what companies/HR departments can do to help employees for change from or loss of a beloved/visionary leader, June 17, 2013.

**Interviewed** by Dean DiSpalatro of *Advisor Group* concerning politicians on boards of directors, June 11, 2013. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to CEO succession planning at Lululemon, June 11, 2013. Click [here](#) for the article.

**Interviewed** by Emma Reilly of *The Hamilton Spectator* for a story relating to governance, behaviour and the code of conduct, June 6, 2013. See story [here](#).

**Interviewed** by Ian Thomas of *Agenda* (Financial Times publication for corporate directors) concerning the audit committee's expanding workload and what might be some ways to keep the committee running smoothly, May 30, 2013.

**Interviewed** by Kate MacNamara of CBC radio for a story relating to diversity on boards in Ontario and recent "comply or explain" initiatives by the Wynne government, using the Australian model, May 28, 2013.

**Interviewed** by Kate Wilkinson of *Canadian Business* for a story relating to what high ranking employees can do when the CEO is struggling with a personal problem that begins to affect their work at the office, May 28, 2013. Click [here](#) for the article.

**Interviewed** by Eric Lam of *Bloomberg LP* for a story relating to Mayor Rob Ford and governance implications, May 24, 2013. Click [here](#), [here](#) or [here](#) for the article.

**Interviewed** (panelist) by Matt Galloway of *CBC Radio's Metro Morning* concerning Mayor Rob Ford and governance implications, May 24, 2013. Click [here](#) or [here](#) for the video segment.

**Interviewed** (panelist) by Howard Green of BNN television's *Headline* for segment entitled "Jamie Dimon's Future at JPMorgan," May 21, 2013. Click [here](#) or [here](#) for the video segment.

**Interviewed** by Jim Middlemiss of *Listed Magazine* concerning Barrick Gold and the say-on-pay failure, May 13, 2012. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to changes at the Canada Mortgage and Housing Corp., May 8, 2013. Click [here](#) for the article.

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to allegations of self-dealing and breach of fiduciary duty by a former corporate officer, May 2, 2013.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to shareholder activism, May 1, 2013. Click [here](#) for the article.

**Interviewed** by Tim Querengesser of *Alberta Venure* for a story relating to corporate governance trends, April 23, 2013. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to executive compensation at Barrick Gold, April 23, 2013. Click [here](#) for the article.

**Interviewed** by Tracy Johnson of CBC radio for a story relating to executive compensation at Barrick Gold, April 19, 2013.

**Interviewed** by Anne-Caroline Desplanques of the *Le Journal de Montreal* for a story relating to the World Bank decision to discontinue SNC Lavalin from applying for contracts, April 17, 2013. Click [here](#) for the article.

**Interviewed** by Nicolas Van Praet of the *Financial Post* for a story relating to say-on-pay, April 10, 2013. Click [here](#) for the article.

**Interviewed** by Tony Van Alphen of the *Toronto Star* for a story relating to a potential conflict of interest by a vendor of services to a city council, April 3, 2013.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to public company director qualifications and recruitment, March 14, 2013.

**Interviewed** by Robert Thompson of *Listed Magazine* for a story relating to the retention of c-level candidate directors, March 13, 2013.

**Interviewed** by Paul McLaughlin of the *Listed Magazine* for a story relating to best practice for whistleblowing, March 4, 2013.

**Interviewed** by Madavi Acharya-Tom Yew of the *Toronto Star* for a story relating to executive compensation in Europe, March 12, 2013. Click [here](#) for the article.

**Interviewed** by Jennifer Lee of National Public Relations for a Lexpert story relating to board-shareholder communication, February 26, 2013.

**Interviewed** by Theresa Tedesco of the *National Post* for a story relating to best practice for equity retention of a retiring CEO, February 14, 2013. Click [here](#) for the article.

**Interviewed** by Matthew Van Dongen of *The Hamilton Spectator* for a story relating to governance over executive compensation within a not for profit organization, February 4, 2013. See story [here](#).

**Interviewed** by Jennifer Brown of *Canadian Lawyer InHouse* magazine for a story relating to the call for proxy advisory firms to be regulated, January 21, 2013. See story [here](#).

**Interviewed** by Joann Lublin of *The Wall Street Journal* for a story relating to the grounding of the Boeing Dreamliner 787s and succession planning and crisis management, January 17, 2013. See story [here](#).

**Interviewed** by Jessica Murphy of *Sun Media* for a story relating to the alleged conflict of interest by Bank of Canada Governor Mark Carney and role of a board of directors in oversight, December 18, 2012. See story [here](#).

**Interviewed** by Nicole O'Reilly of *The Hamilton Spectator* for a story relating to the budgetary processes of the Hamilton Police Services Board and role of a board of directors in oversight, December 18, 2012.

**Interviewed** by Joe Castaldo of *Canadian Business Magazine* for a story relating to the alleged fraud by the former CEO of SNC Lavalin and role of a board of directors in CEO oversight, November 30, 2012.

**Interviewed** by Matthew McClearn of *Canadian Business Magazine* for a story relating to “Winners and Losers” and Canadian Pacific Railway, November 26, 2012.

**Interviewed** by Julie Cazzin of *Listed Magazine* for a story relating to the possible regulation of proxy advisory firms by the Canadian Securities Administrators, October 24, 2012. See story [here](#).

**Interviewed** by Luis Millan of *The Bottom Line News* for a story relating to the corporate governance guidelines by the Office of Superintendent of Financial Institutions, October 4, 2012.

**Interviewed** (panelist) by Randy Cass, Catherine Murray and Andrew McCreath of BNN television's Market Sense for segment entitled “Telus Debate: What is Best for Shareholders,” August 29, 2012. Click [here](#) for the video segment.

**Blog quoted** in various digital media outlets, in respect of Telus share collapse. See [here](#) and [here](#), circa 28 August 2012.

**Interviewed** by Suzanne Dansereau of the *Les Affaires* for a story relating to the takeover of Rona Inc. and whether boards in Canada should be able to say “no” to a takeover, August 14, 2012. Click [here](#) for the article.

**Interviewed** by Barbara Shecter of the *National/Financial Post* for a story relating to the pending closing or Maple Group's acquisition of TMX Group Inc., and potential corporate governance issues, August 1, 2012. Click [here](#) for the article.

**Interviewed** by Madhavi Acharya-Tom Yew of the *Toronto Star* for a story relating to HSBC's and other financial scandals and corporate governance implications, July 17, 2012. Click [here](#) for the article.

**Interviewed** by Kate MacNamara of CBC radio for a story relating to Research in Motion voting results and status of incumbent directors, July 10, 2012.

**Interviewed** by Teri Pecoskie of *The Hamilton Spectator News* for a story relating to alleged criminal conduct and role of investigating bodies, July 6, 2012. Click [here](#) for the article.

**Interviewed** by Matthew Scott for a *Corporate Secretary Magazine* story on Telus Communications Company and dual share structures, June 21, 2012. Click [here](#) for the article.

**Interviewed** by CBC Radio Newfoundland's Beth Macdonell for a Nalcor Energy story and implications for corporate governance, director appointment and overall strategy, June 14, 2012. Click [here](#) for the article.

**Interviewed** by Niamh Saclan for a Toronto Star story on CP Rail story "CP Rail shakeup a warning for cozy Canadian boardrooms" and governance implications, May 18, 2012. Click [here](#) for the article.

**Interviewed** by CBC's Lang and O'Leary for CP Rail story and implications for shareholder accountability, value creation and strategy by corporate boards, and having the right directors, May 17, 2012. Click [here](#) for the video segment, at the 6:30 mark.

**Interviewed** (panelist) by Howard Green of BNN television for CP Rail story and Canadian corporate governance implications, May 16, 2012. Click [here](#) and [here](#) for both video segments.

**Interviewed** by Ashante Infantry for a Toronto Star story "JPMorgan CEO keeps his jobs" on JPMorgan and governance implications, May 15, 2012.

**Interviewed** by Vincent Brousseau-Pouliot for a *La Presse* story on SNC Lavalin and potential conflicts of interest, May 2, 2012. Click [here](#) for the article (French).

**Interviewed** by Elizabeth Judd for a *Corporate Secretary Magazine* story on the use of technology in the boardroom, April 30, 2012.

**Interviewed** by Philippe Mercure for a *La Presse* story on payments at SNC Lavalin, the CFO, and governance implications, April 10, 2012. Click [here](#) for the article.

**Interviewed** by François Desjardins for a *Le Devoir* story on corruption risk and Canada's progress in this regard, March 30, 2012. Click [here](#) for the article.

**Interviewed** by Diane Bérard for a *Les Affaires* story on payments at SNC Lavalin, resignation of the CEO, and governance implications, March 26, 2012. Click [here](#) for the blog and [here](#) for the article.

**Interviewed** by Dan Nolan of The Hamilton Spectator News for a story relating to alleged fraud in the Integration Services Organization of Hamilton, March 15, 2011. Click [here](#) for the article.

**Interviewed** by Cooper Langford of *Listed Magazine* concerning board renewal and best practices, February 17, 2012.

**Interviewed**, with colleague Professor Patrice Gélinas, by Kristin Gribben of *Agenda* (Financial Times publication for corporate directors) concerning governance of executive compensation,

best practices and compensation consultant rotation, February 16, 2012. Click [here](#) for the article.

**Interviewed** by Kristin Gribben of Agenda (Financial Times publication for corporate directors) concerning governance of executive compensation, best practices and compensation consultant rotation, February 16, 2012.

**Interviewed** by Jim Middlemiss of Listed Magazine concerning Sino-Forest and what directors and boards need to do when operating in emerging markets, January 27, 2012.

**Interviewed** by Diane Bérard for *Les Affaires* story on Nortel trial and governance implications, January 17, 2012. Click [here](#) for the article.

**Interviewed** by Aarti Maharaj of Corporate Secretary: Governance, Risk and Compliance concerning the corporate secretary's role in director succession, and promoting diversity among board members, January 9, 2012.

**Interviewed** by Teri Pecoskie of The Hamilton Spectator News concerning governance implications of the publishing of teacher disciplinary decisions online, January 5, 2012.

**Interviewed** by Aarti Maharaj of Corporate Secretary: Governance, Risk and Compliance concerning whether women on boards improve governance. Click [here](#) for the article, December 14, 2011.

**Interviewed** by Amanda Gerut of Agenda (Financial Times publication for corporate directors) concerning governance of executive compensation, CEO succession planning and the diversification of boards, December 14, 2011.

**Interviewed** by Adrian Morrow of The Globe and Mail concerning police budget deliberations and in camera sessions, December 7, 2011. Click [here](#) for the article.

**Interviewed** by Kate MacNamara of CBC radio for a story relating to Magna voting results and majority voting policies, December 7, 2011.

**Interviewed** by Jeff Green of The Hamilton Spectator News for a story relating to Hamilton public school board's practice of selecting the chair and vice-chair and "shadow" meetings, December 1, 2011. Click [here](#) for the article.

**Interviewed** by Gord Bowes of Hamilton Community News for a story relating to Hamilton public school board's practice of holding "caucus" meetings prior to going into public sessions, November 24, 2011. Click [here](#) or [here](#) for the article.

**Interviewed** by Jason McBride regarding a Toronto Life article for a story relating to executive compensation and disaffection animating the Occupy movement, November 23, 2011.



**Interviewed** by Craig Wong of The Canadian Press for a story relating to Sino-Forest’s alleged fraud, November 11, 2011. Click [here](#) for the article.

**Interviewed** by Theresa Tedesco of the National Post for a story relating to shortening CEO tenures and the issues and challenges facing the corner office, September 26, 2011.

**Interviewed** by Rebecca Lowe of the International Bar Association for a story relating to corporate governance and transparency, and the role of lawyers, regulation and disclosure, August 30, 2011.

**Interviewed** by Stephanie Domet of CBC Radio One for a story relating to governance of reasonably perceived conflicts of interest at the municipal level, June 23, 2011. Click [here](#), and [here](#) for the interview.

**Interviewed** by Bonnie Brown of CBC News for a story relating to governance of parliamentary expense reporting, June 7, 2011.

**Interviewed** by Marge Bruineman of The Barrie Examiner for a story relating to a series of articles entitled “Public Sector, Private Money,” in the context of the growing trend of the public sector deriving private revenue streams from commercial businesses, June 3, 2011.

**Interviewed** by Charles Gillis of Munsch Hardt Kopf & Harr, P.C. for a story relating to sleep deprivation in students, in the context of Canadian Lawyer’s student publication, May 31, 2011. Click [here](#) for the article.

**Interviewed** by Nicole O’Reilly of The Hamilton Spectator for a story relating to police budgets and executive sessions, in the context of the Hamilton Police Services Board, May 31, 2011. Click [here](#) for the article.

**Interviewed** by Teri Pecoskie of The Hamilton Spectator for a story relating to boards of education codes of conduct, in the context of the Hamilton-Wentworth District School Board, May 31, 2011. Click [here](#) for the article.

**Interviewed** by Darcy Henton of The Calgary Herald for a story relating to potential conflicts of interest for a university professor who has a position on a board of directors, May 30, 2011.

**Interviewed** by Nicole O’Reilly of The Hamilton Spectator for a story relating to the role of a chair of the board, in the context of the Hamilton Police Services Board, April 5, 2011.

**Interviewed** by Mary Gasse of Canadian Press for story entitled “Maple Leaf Foods shakes up its board,” February 3, 2011. Click [here](#) for the article.

**Interviewed** by Mary Teresa Bitti for *National Post* for story entitled “Would legislating gender parity work in Canada,” November 14, 2010. Click [here](#) for the article.

**Interviewed** by Diane Bérard for *Les Affaires* story on independence issues of individual directors succeeding the CEO, November 12, 2010. Click [here](#) for the article.

**Interviewed** by Karen Mazurkewich for *National Post* for story entitled "[Pension giants stand up to Magna,](#)" June 3, 2010.

**Interviewed** by Jim Middlemiss for *National Post* for story entitled "Manifesto on how companies should govern themselves released," March 31, 2010.

**Interviewed** by Tobi Cohen for *Canadian Press* concerning potential decrease in workplace productivity during the Olympic Games, February 16, 2010.

**Interviewed** by George Nicholas for *Directorship* concerning corporate boards that require the chief executive to provide an annual self-assessment to help the board evaluate the executive's performance, February 11, 2010.

**Interviewed** (email) by Domini Stuart for *Company Director Magazine* for "What's Your Boardroom Personality," August, 2009; and emotional intelligence in the boardroom, 2009.

**Interviewed** by Neil Stewart for *IR Magazine* concerning proposed changes by the Securities and Exchange Commission to proxy disclosure and solicitation, September 10, 2009.

**Panelist** on *The Agenda* with Steve Paiken, TVOntario, for discussion entitled "Keeping Ontario Accountable," September 10, 2009.

**Interviewed** by *The Toronto Star* concerning Bruce Power and potential breaches to the company code of conduct by employees, September 10, 2009.

**Interviewed** by Ken Mark for the *Bottom Line* (a Lexis Nexis accounting publication) regarding resolving possible conflicts involving corporate culture, management objectives and performance measures, particularly within for-profit Crown Corporations, September 9 and 15, 2009.

**Interviewed** by *The National Post*, "Expenses: Whose tab is it anyway?" concerning the governance of Ontario Lottery and Gaming Corporation (and oversight of expense policy compliance), September 2, 2009.

**Interviewed** (email) by Domini Stuart for *Company Director Magazine* concerning board process and director dynamics, August, 2009; and emotional intelligence in the boardroom, 2009.

**Interviewed** by *The Globe and Mail* concerning improvement to corporate governance practices, April 7, 2009.

**Interviewed** by Charlie Deitch for *Corporate Board Member Magazine* for article entitled "Are You Ready for a Peer Review," concerning the trend toward individual director evaluations in addition to whole board evaluations, November / December, 2008.

**Interviewed** by *Corporate Board Member Magazine* concerning the trend toward individual director evaluations in addition to whole board evaluations, June 25, 2008.

**Interviewed** by Jane George of *Nunatsiaq News* concerning the norm in Canadian businesses' boards of directors for compensation, October 9, 2008.

**Interviewed** by Allison Martell of *The Varsity* concerning minute practices of board of directors' meetings, September 28, 2008.

**Interviewed** by *Les Affaires* concerning the role of board leadership within an organization, September 22, 2008.

**Interviewed** by *Canadian Society for Corporate Secretaries* concerning a publication supplement on director compensation and performance, governance transparency and disclosure and the developing role of the corporate secretary, July 24, 2008.

**Interviewed** by *Canadian Press* and *CTV Newsnet* concerning work productivity, June 26 and 28, 2008.

**Interviewed** by *Corporate Board Member Magazine* concerning the trend toward individual director evaluations in addition to or in replace of whole board evaluations, June 25, 2008.

**Interviewed** by *Nationnews.com* concerning new BSE trading rules to be implemented by 2011, May 19, 2008.

**Interviewed** by *Canadian Business* for "Myths and Reality: Board Culture – not structure – is what ultimately creates good corporate governance" August 13-27, 2007, 60-63.

**Interviewed** by *Canadian Business* for "See no evil: Did the audit committee of Hollinger's board fail shareholders by allowing criminal activity?" August 13-27, 2007, 64-65.

**Interviewed** by *CBC Radio* concerning the governance of Ontario Lottery Corporation, March 27, 2007.

**Interviewed** by *CBC Radio* concerning corporate governance, February 10, 2004, March 16, 2004, and August 9, 2004.

**Interviewed** by *Canadian Business* concerning director accreditation, February 5, 2004; and concerning corporate governance, February 12, 2004.

**Interviewed** by *Credit Union Magazine* concerning corporate governance, February 5, 2004.

**Interviewed** by *BBC World News Radio*, concerning corporate governance, January 18, 2004.

**Interviewed** by *Scarlett* magazine concerning women on boards, May-June 2003, 37.

**Interviewed** by *The Globe and Mail*, Corporate Governance special supplement, April 1, 2003, E7.

**Interviewed** by *The Globe and Mail* and research profiled, “The Boardroom and its Cast of Characters,” by Janet McFarland, March 15, 2003, Report on Business B1 and B6.

**Interviewed** by CBC News, August 20, 2002, concerning corporate governance issues and whether Canada has done enough legislatively in comparison to the US.

**Interviewed** by Ms. Tamsen Tillson of *Report on Business Magazine* concerning the independence of outside directors on control block boards, November 15, 2001.

**Interviewed** by the *Canadian Business* concerning the independence of Canadian boards of directors, November 2, 2000.

**Interviewed** by the *National Post* concerning the mergers of Fraser Milner and Byers Casgrain law firms, May 18, 2000.

**Consulted** by Venture, CBC TV (aired November 8, 1999) concerning the management consulting industry in Canada and professional practices.

**Interviewed** by the *Hamilton Spectator* concerning roles and responsibilities of corporate directors, November 5, 1999.

**Interviewed** by Studio 2, TV Ontario, concerning YBM Magnex International Inc. and corporate governance issues, November 4, 1999.

**Interviewed** by the *Toronto Star* concerning family-held businesses, governance issues and the liquidation of Eaton’s, circa Sept. 1999.

**Consulted** by CBC Radio’s “Metro Morning” (Joe Soloway) on the “1999 KPMG Business Ethics Survey: Managing for Ethical Practice,” March 23, 1999.

**Interviewed** by Peter Murphy (with athlete Mark Tewksbury) on CTV News One, March 16, 1999, and CTV News One and CTV National News with Lloyd Robertson, March 17, 1999, concerning the International Olympic Committee.

**Interviewed** by *The National Post* concerning boards of directors and conflicts of interest regarding the CBC strike and, in particular, a board member who is evidently also providing legal services to the CBC, March 9, 1999.

**Interviewed** by *Maclean’s* newsmagazine (John Nicol) concerning corporate governance and the resignation of Matt Barrett as CEO of Bank of Montreal, February 23 and 25, 1999.

**Interviewed** by *The Globe and Mail* for their case study feature on management and workplace issues pertaining to allegations of sexual harassment by an executive director of a not-for-profit corporation and the role of the board of directors, February 20, 1999.

**Interviewed** by CBC Radio's "Metro Morning" on the governance shortcomings of the International Olympic Committee in light of the bribery and corruption allegations, January 25, 1999.

**Interviewed** by five CBC Radio affiliates to discuss President Clinton's impeachment trial and calls for International Olympic Committee President Juan Antonio Samaranch to resign as head of the IOC, January 26, 1999.

**Interviewed** by *Canadian Business* magazine concerning Magna International Inc.'s movement away from its core business of auto parts into entertainment and the reporter's view that Magna's Board of Directors lacked sufficient independence to oversee such a transition led by controlling shareholder Frank Stronach, January 28, 1999.

**Interviewed** by *The Financial Post* on issues relating to corporate governance and Philip Services Corp., circa May 14, 1998.

**Interviewed** by *The Globe and Mail* on issues relating to business ethics and Alan Eagleson, April 16, 1998.

## **Other**

**Commentary** within the *National Post*, with Edward J. Waitzer, "Say on Directors: A new way to empower shareholders – for the long term," June 7, 2010. Click [here](#) for the article.

**Interviewed** by *Oxford Analytica* concerning changes in corporate governance stemming from the financial crisis, October 7, 2009.

**Research profiled** by *York U: The Magazine of York University* "Governance: Richard Leblanc went where few scholars had gone before: inside the corporate boardroom," Special Research Edition 2007, 50.

**Research profiled** by *York U: The Magazine of York University* "A Fly on the Wall," Martha Tancock, December 2006, 26.

**Research referred to** by *The Globe and Mail*, "From the classroom to the boardroom: Professor's method for assessing boards...", Brian Christmas, May 18, 2006 at B16.

**Book referenced** in *Notable Canadian Books*, Harvey Schachter, *The Globe and Mail*, December 14, 2005.

**Research referred to** by *Financial Post*, "Governance guru in high demand," Scott Adams, December 24, 2003 at FP Investing.

**Research referred to** by *The Globe and Mail*, “Academics Should Help Lead Reforms in Governance,” Janet McFarland, November 12, 2003 at B2.

**Research profiled** by *The National Post*, “Don’t Regulate; Write a Book,” Terrence Corcoran, October 7, 2003 at FP 11.

## **TEACHING**

### **SUMMARY OF TEACHING AND TEACHING CONTRIBUTIONS**

#### **GRADUATE**

Proponent, OHA.D Certification Program, under development (August 2021).

Director, Master in Financial Accountability Program, York University, December 2015 – Present. Grew program from a few dozen students to over 200. See [here](#).

Harvard University, Summer Faculty, 26 June – 9 August 2012, 25 June – 8 August 2013, 24 June – 7 August 2014, 13 – 30 July, 2015, 11 – 28 July 2016, 10 – 27 July 2017, 16 July – 2 August 2018, and 15 July – 1 August 2019.

Member, Faculty of Graduate Studies, York University.

Member, PhD Examining Committee, Solange Charas, Case Western Reserve University, 2013-2014.

Research Fellow and Advisory Board Member, Institute for Excellence in Corporate Governance, University of Texas at Dallas, Jindal School of Management, 2012 – 2019.

Adjunct Faculty, Osgoode Hall Law School, January – April 2011.

Member, PhD Examining Committee, “Strengthening the Stakeholder Principle: The Path of Corporate Law,” by P.M. Vasudev, Osgoode Hall Law School, York University, 28 January 2011.

Member, PhD Examining Committee, “Law, Development and Corporate Law Reform in China: Revealing the Embedded Social Values of the Corporation,” by Gil Lan, Osgoode Hall Law School, York University, 11 February 2011.

Dean’s Representative, LLM Defence, Victoria Torrie (Supervisor: Stephanie Ben-Ishai), entitled “Analyzing the Canadian Third-Party ABCP Liquidity Crisis and Restructuring Through the Lenses of Securities and Insolvency Law,” Osgoode Hall Law School, York University, 15 April 2010.

## Courses developed and taught

Assisted in the development and ongoing revision, in conjunction with industry experts, courses in enterprise risk management and strategy, MFAc program, 2012 – present.

Developed and taught GS/FACC 6220: “**Governance of Executive Compensation and Shareholder Accountability**,” Master of Financial Accountability Program ([MFAc](#)), School of Administrative Studies, York University, 2012 – 2016. See course outline [here](#).

Developed and taught GS/FACC 6460: “**Accountability Issues in the Government and Not-for-Profit Sectors**,” Master of Financial Accountability Program ([MFAc](#)), School of Administrative Studies, York University, 2012 – 2017. See course outline [here](#).

GS/LAW 6749: **Corporate Governance** (with Poonam Puri), Part-Time LLM Specializing in Business Law, Osgoode Professional Development Program, York University (30 March - 1 April, 2011).

Developed and taught GS/FACC 6220: “**Corporate Governance and Financial Accountability**,” Master of Financial Accountability Program ([MFAc](#)), School of Administrative Studies, York University, 2011 – present (with exception of sabbatical).

LW/LAW 5170: **Corporate Governance**, LLB Program, Osgoode Hall Law School, York University (January - April, 2011).

“**Boards of Directors**,” Joint Schulich-Kellogg EMBA Programs, 2003, 2004, 2005, 2006.

SMGT 6150: “**Boards of Directors**,” Schulich School of Business, York University, 1999-2002.

MGMT 6200: “**Business Administration and the Law**,” Schulich School of Business, York University, 1997, 2000.

MGMT 5250: “**Managing in a Contemporary Context**,” Schulich School of Business, York University, 1997.

## UNDERGRADUATE

### Courses developed and taught

ADMS 4692: “**Governance of Government Enterprises and Not-for-Profit Organizations**,” Bachelor of Administrative Studies Program (BAS), School of Administrative Studies, York University, 2014 – present (with exception of sabbatical).

ADMS 4690: “**Board Leadership, Effectiveness & Succession Planning**,” Bachelor of Administrative Studies Program ([BAS](#)), School of Administrative Studies, York University, 2012 – present (with exception of sabbatical).

ADMS 2610: “**Elements of Law: Part 1**,” Atkinson Faculty of Liberal and Professional Studies, July 2004 – 2010, 2013.

MGMT 1010: “**Environmental Context of Management**,” Schulich School of Business, York University, 1998-2004.

PLCY 4200: “**Business Administration and the Law**,” Schulich School of Business, York University, 1996-2000.

SGMT 4010: “**Strategic Management**,” Schulich School of Business, York University, 1997-1998.

### **Guest lectures in other courses**

Guest lecture on corporate governance developments, University of Toronto St. George Campus, November 11, 2013.

Guest lecture on synthesizing governance and accountability theory and practice, FACC 6900, York University, September 23, 2013.

Guest lecture on developments in corporate governance, Business Ethics class, Ryerson University, March 9, 2011 (forthcoming).

Joint Law-MBA Seminar, Osgoode Hall Law School and Schulich School of Business, York University, January 18, 2011; February 9, 2010; February 10, 2009; and January 29, 2008.

“Corporate Governance, Business Law and Technology,” CSE 3000 Professional Practice in Computing, Department of Computer Science and Engineering, York University, September 28, 2010.

“Business Ethics and Corporate Social Responsibility,” School of Administrative Studies, York University, 2009.

“Law of Corporate Management,” Osgoode Hall Law School, York University.

Joint Law-MBA Seminar, Osgoode Hall Law School and Schulich School of Business, York University; MGMT 5250: “Managing in a Contemporary Context,” Schulich School of Business, York University; and MGT 2015-02: “Management Consulting,” Rotman School of Management, University of Toronto.

University of Chicago-Wharton-Stanford Directors Consortium, 2005.

EMBA Program – Leadership, Entrepreneurship and Innovation, Robert H. Smith School of Business, University of Maryland, April 2, 2004.



## OTHER TEACHING-RELATED ACTIVITIES

### Mentoring and Development

Mentoring university colleagues, Teaching Award Winners' Classroom Observation Scheme, October 2013 - present.

### Seminars, workshops presented

**Instructor**, International Company Directors Course, Australian Institute of Company Directors, 2005.

**Guest speaker**, "Effective University Teaching And Best Practices," Briarcliffe College, April 22, 1999, Bethpage, NY.

**Guest speaker**, "Insights and Dialogue on Schulich Teaching," by Richard Leblanc, February 3, 1999.

**Guest speaker**, Schulich School of Business, "Reflections on the Ivey Teaching Workshop," by Richard Leblanc, November 17, 1998.

### Courses Taught At Other Institutions

**Instructor**, S-5018: "[Corporate Governance](#)," Summer School, Harvard University, 2012, 2013, 2014, 2015, 2016, 2017, 2018. See course outline [here](#).

**Instructor**, MGT 2015-08: "**Boards of Directors: Governance Principles for Private, Public & Not-For-Profit Corporations**," MBA Program, Rotman School of Management, University of Toronto.

**Instructor**, MGT 2005-08: "**Advanced Concepts in Strategic Management**," MBA Program, Rotman School of Management, University of Toronto.

**Instructor**, MGT C59S: "**Management Ethics**," BA / BCom Program, University of Toronto at Scarborough.

### Course / Curricular Development

Undertook substantive curriculum development and revisions to corporate governance courses: FACC 6620 (Governance of Executive Compensation and Shareholder Accountability), FACC 6900 (Governance and Accountability: Synthesis of Theory and Practice) (in conjunction with Mark Smith) and undergraduate governance and legal courses (ADMS 4691, ADMS 4692), in the MFAc and SAS Programs, respectively, 2012-2013.

Undertook substantive curriculum development and revisions to three proposed and forthcoming corporate governance courses (in progress): FACC 6460, ADMS 4690 and two proposed

undergraduate governance and legal courses, in the MFAc and SAS Programs, respectively, 2011-2012.

Undertook substantive curriculum revisions to three corporate governance courses: FACC 6220, LAW 5170 and LAW 6749, in the MFAc, JD and LLM Programs, respectively, 2010-2111.

Undertook substantive curriculum revisions to AK/ADMS 3620 3.00: “**Elements of Law: Part 2,**” Atkinson Faculty of Liberal and Professional Studies, 2007-2009.

Undertook substantive curriculum revisions, in collaboration with the Undergraduate Program Director, School of Administrative Studies, to AK/ADMS 2610 3.00: “**Elements of Law: Part 1,**” (formerly ADMS 3610), Atkinson Faculty of Liberal and Professional Studies, 2007-2009.

Developed two courses for the proposed Masters of Financial Accountability (MFAc) Program, AK/ADMS 6160 3.00 Corporate Governance and Financial Accountability and AK/ADMS 6120 3.00 Corporate Responsibility and Ethics.

### **Pedagogical Innovation/Development of Technology-Enhanced Learning**

Internet-based course (developed with Randy Hoffman at York University), “**Best Practices and Professional Standards in the Management Consulting Profession,**” Canadian Association of Management Consultants, CMC Program, 2000 to present.

### **Publications and Professional Contributions to Teaching**

Leblanc, Richard “Enthusiastic Teaching: A Conversation with Friends,” contributor to Chapter 15, in Robert T. Tauber and Cathy Sargent Mester, eds., *Acting Lessons for Teachers: Using Performance Skills in the Classroom*, 2<sup>nd</sup> ed. (Westport, CT: Greenwood/Praeger, 2007).

Leblanc, Richard, “Good Teaching: The Top Ten Requirements,” *The Teaching Professor* (June-July 1998), 1,7 and reprinted in: *Insight: Advanced Learning Through Faculty Study*, newsletter of the Teaching Excellence Centre, Rutgers University, Camden Campus (Fall 1998), 1, 2; *The Point*, newsletter of United Faculty of PBCC, (November 1998), 6; *Briarcliffe College Faculty Newsletter*, Briarcliffe College, Bethpage, NY (January-February 1999), 2; *Focus on Teaching*, Newsletter of Buffalo State University of New York (Spring 1999), 2; and *The Mount Sinai School of Medicine Institute for Medical Education Newsletter*, New York, NY (September 2008), 5.

## **SERVICE**

### **University Service**

**Hire Committee Member**, Governance, Law and Accountability, School of Administrative Studies, 2019, resulting in two tenure stream hires.

**Director**, Master in Financial Accountability Program, York University, December 2015 – Present.

**Course Coordinator** (Corporate Governance and Law), School of Administrative Studies, Atkinson Faculty of Liberal and Professional Studies, July 2013 – present.

Bankes, John F. and Leblanc, Richard, “York University: Selection of a Chair, Board of Governors,” paper submitted (January 2012).

**Public Lecture**, York University, Trends and Issue in Corporate Governance After the Global Financial Crisis, October 12, 2010.

**Steward**, York University Faculty Association (YUFA) representing School of Administrative Studies, March – June, 2010.

**Member**, York University Faculty Association (YUFA) Bargaining Team, 2009.

**Member**, Teaching Award Winners’ Committee, York University, *circa* 2008 – 2009.

**Atkinson Senator**, York University, 2007 – 2010.

**Member**, Senate Appeals Committee, York University, 2007 – 2010.

**Area Coordinator** (Corporate Governance, Law and Ethics) and Member, Co-ordinators and Curriculum Committee, Atkinson Faculty of Liberal and Professional Studies, January 2005 – July 2009.

**Member**, Awards Committee, School of Administrative Studies, 2007 – 2009.

**Member**, File Preparation Committee, for T & P candidate, 2006 – 2007.

**Course Coordinator**: “**Business Administration and the Law**,” BBA Program, Schulich School of Business, York University, 2000-2001, 2002-2003.

### **Community Service**

**Member**, Women in Business Steering Committee, Removing Barriers Preventing Women from Attaining Top Leadership Positions, June 7, 2016. See link [here](#).

Leblanc, Richard, commentary and editing in response to Draft Proxy Access Policy, Canadian Coalition for Good Governance, dated September 18, 2014, September 29, 2014.

Leblanc, Richard, comment in response to “OSC Staff Consultation Paper 58-401 Disclosure Requirements Regarding Women On Boards And In Senior Management,” Ontario Securities Commission (October 4, 2013). See commentary [here](#).

Asked to assist the National Association of Corporate Directors in a social media pod at their annual Board Leadership Conference, October 11-13, 2013, and Oct 12-14, 2014, to expose directors in a more in-depth and hands on way to social media.

Reviewed “OSC Staff Issuer Guide for Companies Operating in Emerging Markets” for the Ontario Securities Commission (Lisa Enright) and provided oral feedback, October 22, 2012.

Leblanc, Richard, comment in response to “Potential Regulation of Proxy Advisory Firms: CSA Consultation Paper 25-401,” (August 24, 2012). See commentary [here](#).

[Research Fellow and Advisory Board Member, Institute for Excellence in Corporate Governance](#), University of Texas at Dallas, Naveen Jindal School of Management, May 2012 - present.

Public policy reform, including advising banking and securities regulators on corporate governance issues and best practices, ranging from comprehensive reports, speaking to confidential groupings of regulators, editing proposed legislation, and creating and editing frameworks and documents for the assessment of regualtee boards; work has been used and/or cited by the following regulators: [CIC](#), [CSA](#), [FSCO](#), [Industry Canada](#), [OSFI](#), [OSC](#), [SEC](#) and the [Senate of Canada](#).

Public commentary submissions: EU proposals (led group of eight, 2011); Remuneration Consultants Group (2011); Canadian Senate (2010), Canadian Securities Administrators (2009), NASDAQ (2009), SEC (2009), Financial Reporting Council (UK), 2009.

International governance community service includes direct collaboration with stakeholders (scholars, regulators and industry associations) in the US, UK, Australia, New Zealand and South Africa, promoting mutual understanding, the Canadian experience and examples, and communication between stakeholders of international best practices.

Probono service to not-for-profit organization boards overseeing beneficiaries such as children, patients and students.

Leblanc, Richard, provided governance and accountability adjudicatory expertise as a committee team member to a large federal government project assessment, 20-21 November 2011.

Leblanc, Richard, comment in response to “Consultation on the Code of Conduct,” Remuneration Consultants Group Limited (July 23, 2010).

Leblanc, Richard, et al., working group submission (Canada), EUROPEAN COMMISSION Green Paper: The EU corporate governance framework, (July 22, 2011). Click [here](#) for the submission.

Leblanc, Richard, witness before Standing Senate Committee on Banking, Trade and Commerce to consider Bill S-206, An act to establish gender parity on the board of directors of certain

corporations, financial institutions and parent Crown corporations, Ottawa, Ontario (December 9, 2010).

Leblanc, Richard, comment in response to “Improving Board Effectiveness,” Institute of Chartered Secretaries and Administrators (August 9, 2010).

Leblanc, Richard, submission in response to “NASDAQ Listing and Hearing Review Council About Corporate Governance ‘Best Practices’” (October 21, 2009).

Leblanc, Richard, submission in response to “Securities and Exchange Commission Request for Comment - File No. S7-13-09 Proxy Disclosure and Solicitation Enhancements” (July 2009).

Leblanc, Richard, commentary in response to “Financial Reporting Council Review of the Effectiveness of the Combined Code Call for Evidence” (June 21, 2009, and October 14, 2009).

Leblanc, Richard, submission in response to “Canadian Securities Regulators Seek Comments on Revised Corporate Governance and Audit Committee Regimes” (April 2009).

Public dissemination of my research, in my capacity as an academic at the University, to broader communities and professions has including law, accounting, governmental, not for profit and the private sectors, 2003-present, within Canada and abroad.

“Enhancing the Effectiveness of Your Board: A Special Evening With Richard Leblanc,” Atkinson Faculty of Liberal & Professional Studies, York University, 8 March 2006. See <http://www.yorku.ca/yfile/archive/index.asp?Article=6240>

**Advisor** to University of Ontario Institute of Technology (public sector university) on undergraduate business program and preparing for the 2003 double cohort.

**Advisor** on a national director education program, based on a director education study for the Institute for Corporate Directors (Canada), May 2002.

## **MEDIA, COMMUNITY OUTREACH**

Dr. Leblanc is an expert in law, governance, and ethics, and is listed under [York University's Experts Guide](#).

Richard Leblanc is a dynamic speaker who has been called upon by the media to give his views on board and individual director effectiveness across all sectors and industries. In demand by corporations and associations across Canada and beyond, Professor Leblanc uses his extensive knowledge and research in governance to assist corporations and individuals alike in understanding and anticipating best corporate governance practices. He has studied the boards and interviewed directors of Fortune 500 companies, as well as training regulators and directors from Central and South America, Europe, Asia-Pacific and the Far East.

Dr Leblanc's corporate governance findings have been of interest to boards of directors, individual directors, shareholders, governments, regulators, the media and professional advisors to boards (law, accounting, consulting and recruiting).

His research and expertise extend across the following areas:

- Board effectiveness, including structure, membership, process and tasks;
- Director effectiveness, including independence, competence, attributes and tasks;
- Women on boards and diversity;
- Board governance across all sectors (publicly traded, state-owned, not-for-profit, private, member associations, hospitals) and industries;
- Director education and orientation;
- Roles and responsibilities of the board (fiduciary, strategic, oversight and governance);
- Best committee practices (Audit, Compensation, Nominating/Governance);
- Shareholder accountability and corporate governance disclosure;
- Strategic planning and risk oversight by the board;
- Board succession planning;
- Director professionalism, including qualifications, responsibilities and compensation practices;
- Ethics and corporate compliance oversight by the board; and
- Board, committee and director assessments.

For more information on Dr Leblanc's public appearances, please click [here](#).

Please click [here](#) for printer-friendly select media releases.

## **Professional Development**

“Cybersecurity: Board Actions to Emerge Stronger From the Pandemic, PwC, September 22, 2020.

“Designing a Curriculum for Online and Hybrid Courses,” Harvard University, July 8, 2020.

“Executive Pay: Reframing for the Long-Term,” ICGN, June 18, 2020.

“Countering COVID Criminality,” Wall Street Journal, April 22, 2020.

“COVID-19: What Boards Need to Consider,” PwC, March 20, 2020.

“Preparing for and Responding to Activist Investors,” Morgan, Lewis & Bockius LLP, December 6, 2017.

“New Research Webinar: Board Refreshment Trends at S&P 1500 Firms: 2008 to 2016,” IRRC Institute, January 24, 2017.

“Sneak Preview At How Shareholder Activism Is Affecting The 2016 Proxy Season,” [CommPRO.biz](#) Webinars, March 3, 2016.

“New Report: Does CEO Succession Planning Matter,” IRRC Institute, March 3, 2016.

“Current Issues Related to Board Composition,” PWC and University of Delaware, June 15, 2015.

“Shareholder Activism: How the Lack of Attention to Board Composition Issues Can Make a Company Vulnerable to an Activist Investor,” Georgeson and Morgan, Lewis & Bockius LLP, March 30, 2015.

“The Rising Tide of Shareholder Activism at Large-Cap Companies,” Morgan Lewis, December 15, 2014.

“The Alignment Gap Between Creating Value, Performance Measurement and Long Term Incentive Design,” IRRC Institute, November 24, 2014.

“Beyond Borders,” National Association of Corporate Directors, Board Leadership Conference, October 12-14, 2014.

“Shareholder Activism: Short vs. Long-Termism,” Institute of Corporate Directors National Conference, May 22, 2013.

“The Value Add of Female Board Members,” Conference Board of Canada, April 29, 2013.

“15th Executive Compensation Course,” Federated Press, April 16-17, 2013.

“Enhancing Audit Effectiveness,” Institute of Corporate Directors, CPAB and CICA, February 26, 2013.

2013 Proxy Season Outlook, Alston & Bird LLP, January 17, 2013.

Conference Board webinar, “Governance Watch: Social Technology in the Boardroom,” December 5, 2012.

NYSE/Equilar webinar, “Turnover at the Top: Planning for Your Next CEO,” September 25, 2012.

Winston & Strawn LLP eLunch, “Clawbacks and Litigation Over Executive Compensation: Strategies to Reduce Your Risk,” June 21, 2012.

Directors & Boards, webinar, “The Paperless Boardroom is Here - No More Excuses” May 22, 2012.

Directors & Boards, webinar, “The Dynamic General Counsel Office: How Technology is Reshaping Best Practices in the Boardroom” December 14, 2011.

Equilar, webinar, “2012 Proxy Season Webinar: Pay for Performance, Say on Pay, and ISS,” December 14, 2011.

Law Society of Upper Canada, webinar, “Ethical Red Flags for Estates and Trust Lawyers,” December 13, 2011.

Law Society of Upper Canada, webinar, “Professionalism and Practice Management for Business Lawyers,” December 12, 2011.

Continewity LLC, webinar, “Disgruntled Employees, Greedy Managers, and SEC Cover Ups,” December 6, 2011.

American Bar Association, Corporate Governance Section Webinars, “Progressive Shareholder Engagement,” November 16, 2011.

National Association of Corporate Directors, D100 Conference, and part of Social Media Team, New York City, November 8-9, 2011.

University of Toronto Rotman School of Management Executive Programs, Small and Medium-Sized Enterprises Board Effectiveness Program, Toronto, October 17-19, 2011.

Blank & Rome LLP and Mackenzie Partners Inc., “How Your Board’s Composition, Leadership, Governance And Compensation Can Cause Your Company To Be Unduly Vulnerable To An Activist Investor and Mark Your Company A “Sitting Duck”” August 23, 2011.

Directors & Boards, “Technology Disruption Hits the Boardroom: How Directors Can Harness Opportunities and Avoid Pitfalls” August 18, 2011.

American Bar Association, Corporate Governance Section Webinars, “The Future of the Proxy Advisory Business,” August 5, 2011.

American Bar Association, Corporate Governance Section Webinars, “Corporate Governance Roundtable: Punting Peer Groups: Resolving the Compensation Conundrum,” August 5, 2011.

American Bar Association, Corporate Governance Section Webinars, “Dodd-Frank Executive Compensation Changes: What’s Next After Say-on-Pay?,” June 8, 2011.

Institute for Corporate Directors, “ICD Board Diversity Town Hall,” Toronto, ON, April 20, 2011.

Institute for Corporate Directors, “The Role of the Board in Corporate Risk Oversight,” Toronto, ON, January 18, 2011.



American Bar Association, Corporate Governance Section Webinars, “Hot Issues for the 2011 Proxy Season,” February 23, 2011; and “Say on Pay Votes for 2011 Annual Shareholder Meetings: Will it be a Big Deal?,” January 12, 2011.

Institute for Corporate Directors, “Exploring the Quality of the Shareholder Vote in Canada,” Toronto, ON, January 12, 2011.

[CompensationStandards.com](#) and [TheCorporateCounsel.net](#), “Tackling Your 2011 Compensation Disclosures: The 5th Annual Proxy Disclosure Conference” and “7th Annual Executive Compensation Conference” (webinars), September 20-21, 2010.

Shareholder Association for Research & Education and the Hennick Centre for Business Law, “Sustainability in the Financial Markets and Canadian Regulatory Reform,” presentation by Ed Waitzer, September 16, 2010.

Canadian Business for Social Responsibility, Workshop: CSR Governance: Assessing Ownership and Accountability of Sustainability at Your Organization, Toronto, ON, October 22, 2010.

Canadian Business for Social Responsibility, 8th Annual Summit, Collaborating for Sustainable Change, Toronto, ON, October 21, 2010.

National Association of Corporate Directors, Corporate Governance Conference, Washington, DC, October 18-19, 2010 - 2011.

National Association of Corporate Directors webinars (2010-present):

- The Year Ahead in Cybersecurity: Key Issues for Directors;
- Beyond 2020: Effective Shareholder Engagement in a Challenged World;
- The “S” in ESG: What Does the Data Say About Diversity and Inclusion in Executive Compensation?
- Re-evaluating Short- and Long-Term Incentive Plans During a Crisis;
- The Good, the Bad, and the Unbelievable: Effective Shareholder Engagement During a Worldwide Pandemic;
- Conducting Business Under Lockdown: Do Your Executive and Director Compensation Programs Need to Change?
- Oversight of Corporate Culture: A Core Asset in Driving Performance and Deterring Fraud;
- Blockchain and the Age of Digital Currency;
- Director Compensation: A Hot-Button Issue in 2016;
- What is Compensation’s Role in Value Creation?;
- Diversity in the Boardroom;
- Diversity in the Boardroom;
- The Age of Alignment Part II: Getting Strategy-Driven Performance Measurement Right;
- Shareholder Activism;
- Board Preview: What’s Next for Director Compensation?;

- Boardroom Excellence: A Preview of the Regulatory Environment in 2015;
- Board Composition: Finding and Leveraging Talent to Drive Shareholder Results;
- Compliance and Communication: The Dynamic Duo of Disclosure;
- Why Peer Group Construction is More Important Than Ever;
- How Prepared is Your Board for a CEO Transition?;
- Performance vs. Retention: Do You Really Have to Choose?;
- KPMG/NACD Quarterly Audit Committee Webcast - 2013 Economic Outlook & Year-End Considerations;
- What the Second Generation of Say on Pay Proxies Tells Us;
- Capitalism, Transparency and Ethics;
- Emerging Technologies for Board-Shareholder Communication;
- Putting the Final Touches on Your CD&A;
- Technology, Innovation, and Strategy;
- Evolving Role of the Lead Director;
- Pay-for-Performance: Bridging the Board/Management Gap;
- How Does Your Board Compare on Leadership and Compensation?;
- How Does Your Board Compare on Leadership and Compensation?;
- Balancing Short- and Long-Term Performance-Based Incentives;
- New Standards and Credentials for Director Professionalism;
- CEO Succession Planning: Ready, Set... Pay!;
- Balancing Short- and Long-Term Performance-Based Incentives;
- Boards and CEOs: Trust, Transparency and Constructive Tension;
- Pay-for-Performance Alignment: Tools and Techniques;
- Board/C-Suite Interaction: The Importance of Brand;
- Board/C-Suite Interaction: Best Thinking;
- Board/C-Suite Interaction: Knowing Your Customer;
- Board/C-Suite Interaction: The Well-Informed Board;
- Board Processes for a New Era;
- Board/Shareholder Relationships;
- Board Compositions and Evaluations;
- Dodd-Frank and the New Regulatory Environment - Implications and Practical Insights for Audit Committee/Board Oversight;
- Building the Right Board;
- Risk Governance;
- The Roles of the Lead Director and Chairman; The Current Environment: Executive Compensation;
- The Board's Role in Developing Corporate Strategy;
- Rethinking What Committees Need to Know Most About Executive Pay;
- What's New in 2010 Proxy Disclosures;
- Corporate Crisis: The Board's Role;
- Tone at the Top;
- The Dodd/Frank Act (Parts I and II);
- Rethinking Priorities for Executive Pay - The Impact of the Dodd/Frank Act (Part III);
- DC in the Boardroom: A Board Level Briefing on Proxy Access;
- Proxy Plumbing: A Board-Level Briefing on Potential Changes;

[CompensationStandards.com](http://CompensationStandards.com) and [TheCorporateCounsel.net](http://TheCorporateCounsel.net), “Tackling Your 2011 Compensation Disclosures: The 5th Annual Proxy Disclosure Conference” and “7th Annual Executive Compensation Conference” (webinars), September 20-21, 2010.

CA Directors Source webinar, Governance Committees:  
*Performance Catalyst for the Board*, August 18, 2010.

Osgoode Hall Law School  
*Osgoode Curriculum Design Institute*, June 17, 2010

Rotman School of Management  
*Making Better Decisions*, 12th annual Rotman Life-Long Learning Conference, May 27, 2010

Rotman School of Management  
*Integrating Financial and Nonfinancial Results To A Single Report for a Sustainable Strategy*, Sustainability Experts Speaker Series, May 12, 2010

Schulich School of Business  
*Developments in digital technology* presentation by Jean Adams and Ron McClean, March 10, 2010

Interagency Advisory Panel on Research Ethics' Introductory Tutorial for the Tri-Council Policy Statement:  
*Ethical Conduct for Research Involving Humans (TCPS) Certificate* (2009)

University of Toronto  
*Certificate in Carbon Finance* (2009)

National Association of Corporate Directors

- *Certificate of Director Education*
- *Audit Committee Effectiveness* (2008, 2006, 2004)
- *Compensation Committee Effectiveness* (2005, 2004)
- *Governance Committee Effectiveness* (2004)
- *CFO; General Counsel & Corporate Secretary* (2004)
- Corporate Board Member and New York Stock Exchange Conference (2008)

[CompensationStandards.com](http://CompensationStandards.com) and [TheCorporateCounsel.net](http://TheCorporateCounsel.net)  
*Executive Compensation Conference* (2008, 2006)  
*Proxy Disclosure Conference* (2008)

Risk and Insurance Management Society  
*Conference* (2008)

Rutgers Business School  
*Intl. Journal of Disclosure & Governance Conference* (2007)

York University  
*Institute for Social Research Workshops* (2007)

Kellogg School of Management  
*Effectiveness and Accountability in the Boardroom* (2005)

Chicago Graduate School of Business, Stanford Law School and The Wharton School  
*The Directors' Consortium* (2005)

Australian Institute of Company Directors  
*International Company Directors Course* (2005)

Stanford Law School  
Directors College (2002)

## **Other**

**Vice Chair and Instructor, “Corporate Governance: What You Need to Know To Be a Better Director,”** Division of Executive Development, Schulich School of Business, York University: May 19, 1999; January 20, 2000; December 4, 2000; February 5, 2001 (Russian Corporate Governance Program); May 31, 2001; December 3, 2001; May 16, 2002; February 20, 2003; November 27, 2003; and June 24, 2004.

**Coordinator and instructor, “Working With Boards of Directors,”** the 2001 and 2002 York Executive Program, June 4, 2001 and June 3, 2002.

## **CONTACT**

Dr. Richard W. Leblanc  
Professor of Governance, Law & Ethics  
Room 202A  
School of Administrative Studies  
Faculty of Liberal & Professional Studies  
York University  
4700 Keele Street  
Toronto, Ontario CANADA  
M3J 1P3

Phone: +1 (416) 736-2100 x 33744

Fax: +1 (416) 736-5747

E-mail: [rleblanc@yorku.ca](mailto:rleblanc@yorku.ca)

Web: [www.yorku.ca/rleblanc](http://www.yorku.ca/rleblanc)