

MCCRACKEN & PARTNERS
EXECUTIVE SEARCH INC.



OUR FOCUS IS YOU™



ABOUT US

ARE YOU CONFIDENT YOU ARE GETTING THE VERY BEST PEOPLE?

Welcome to McCracken & Partners Executive Search Inc., a retained executive search firm committed to the philosophy that our success is directly linked to yours.

Thorough but Timely

As an entirely independent firm, McCracken & Partners has access to the least restricted range of candidates possible. This is because we operate with fewer conflicts than are inherent in the branch operations and other marketing oriented affiliations common in our industry. In other words, we provide you with the most comprehensive market “sweep” possible.

In addition to being thorough, we are also timely. Our extensive experience, combined with the latest in proven research methodologies, ensures we execute your assignment in a focused and efficient manner, balancing the need to conduct a thorough executive search with the necessity for timely results.

Large or Small

We act for a wide variety of industries and companies, ranging in size from the smallest, entrepreneurial “start-ups” through to industry-leading, global organizations...along with everything in between.

Large or small, our clients are most commonly found in high-change environments where identifying and recruiting the best is crucial to building and sustaining competitive advantage.

Our Clients Are Also Our Partners

We’re proud of our clients and the very special relationships we develop together.

We stay abreast of developments in both your company and your industry...both during and between assignments. In fact, we often become an extension of your management team.



PROCESS

One of the most crucial stages in a search assignment is the beginning.

In the rush to get going on an important recruitment, the initial diagnostics are often allotted little or no attention. This is regrettable because getting it right in the beginning does not need to take a lot of time and it always contributes to superior results.

In the end, however, results are what matter most.

Process is important. After all, without some guiding methodology, energy and time are both wasted. More importantly, the end result is almost always compromised. However, no matter how rigorously followed, the best process is meaningless if it doesn't contribute to a better experience and better results.

Results speak for themselves.

Attention to process means providing superior service and achieving the best results. Superior service means a highly professional, positive experience for both the client and selected candidates alike.

The best results mean identifying the best candidates, objectively evaluating them and, most importantly, recruiting your choice as the best one for you.

Superior service and the best candidates in the shortest possible time.

PROCESS—ACTION PLAN

STAGE 1	Client • Management Team Consultation and Role Definition
STAGE 2	Research • Recruitment • Positioning Strategy Development • Phase I Execution
STAGE 3	Research • Recruitment • Positioning Strategy “fine-tuning” • Phase II Execution
STAGE 4	Initial Candidate Interviewing and Long List Development
STAGE 5	Secondary Candidate Interviewing • Short List Presentation
STAGE 6	Initial Client Interviewing Commenced • Referencing Commenced
STAGE 7	Secondary Client Interviewing • Finalist Candidate Selection
STAGE 8	Final Referencing Completed • Final Offer Terms Agreed • Offer Presentation • Discussion • Acceptance!

EXPERIENCE

An illustrative sampling of some of our experience.

ARCHITECTURAL, PLANNING AND URBAN DESIGN FIRM	■ General Manager
LEADING MUNICIPAL ELECTRICAL UTILITY AND TELECOMMUNICATIONS FIRM	■ Inaugural Board of Directors ■ President & Chief Executive Officer
MAJOR CANADIAN PENSION PLANS	■ Vice President & Head, Merchant Banking ■ Vice President & Head, Fixed Income ■ Vice President & Head, Strategic Research ■ Vice President, Internal Audit
LEADING CORPORATE FINANCE ADVISORY AND INVESTMENT BANKING FIRM	■ President & Chief Executive Officer ■ Managing Director, Senior Debt
INDUSTRY LEADING, CANADIAN REAL ESTATE CORPORATION	■ Vice President, Human Resources & Organizational Development ■ Director, Corporate Development
TORONTO WATERFRONT DEVELOPMENT AUTHORITY	■ Vice Presidents, Development (2) ■ Vice President, Planning & Design ■ Vice President, Program Management ■ Director, Port Lands Development ■ Director, Sustainability
PROVINCIAL INFRASTRUCTURE PROJECTS CORPORATION	■ Chief Executive Officer
LEADING TSE-LISTED CANADIAN MINING COMPANY	■ Treasurer
INDEPENDENT, GROWTH-ORIENTED, INVESTMENT MANAGER	■ Vice President, Institutional Marketing ■ Vice Presidents, Private Counsel (3)
NATIONAL PROFESSIONAL SERVICES DESIGNATION GRANTING INSTITUTE	■ President & Chief Executive Officer
INDUSTRY-OWNED, P & C INSURANCE, RISK AND TECHNOLOGY SERVICES FIRM	■ Chief Financial Officer
INTERNATIONAL, PUBLICLY HELD DRILLING SERVICES COMPANY	■ President & Chief Executive Officer ■ EVP & Chief Financial Officer

Diane Armstrong

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A veteran of the search industry since 1995, Diane has been a key member of the McCracken & Partners team for many years and a Partner since 2009.

In her capacity as Partner in charge of Research and Execution, Diane leads the research, candidate identification and candidate development phases of each assignment, ensuring the balance between thorough, but timely, assignment execution is maximized at all times. She has extensive experience across virtually all executive and senior management positions in a wide range of settings and industries, in particular financial organizations including investment management firms, banks, insurance companies and pension plans. For a number of years, Diane was a Senior Team Leader with a major Bank's internal search and recruitment arm.

Diane's first career – and first love – was Healthcare, having trained as an RN at Toronto's highly regarded Wellesley School of Nursing, where she received the Bruce Pin for highest achievement. Diane practiced for eight years in intensive care and emergency units in a number of teaching hospitals, principally as a Charge Nurse in the Medical and Coronary ICU at Wellesley Hospital in downtown Toronto.

In her spare time, Diane is one of Toronto's better-known fitness instructors. For over a decade, she has taught 7:00 AM fitness classes and, more recently, duathlon training and other specialty programs at well-known fitness clubs in downtown Toronto. As if all of this isn't enough, Diane is also an avid runner, has completed a gruelling, 400-hour Yoga Teacher Training program and is in the process of completing her Pilates Teacher Training certification. Diane is fit!

Gary McCracken

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A broadly experienced search consultant, Gary has successfully led and executed numerous search assignments for CEO's, CFO's and virtually all other "C" level executive positions - as well as their direct reports - across a broad range of industries and organizations, both large and small. In particular, he has extensive experience in financial services, having successfully executed search assignments for senior professionals in merchant & investment banking firms, pension funds and investment management firms. He has recruited entire Boards of Directors and inaugural CEO's for newly created entities and enjoyed success recruiting senior executives in both private sector organizations, as well as senior public sector roles.

Prior to entering the search industry in 1995, Gary's career was in banking, first with Royal Bank of Canada, followed by Barclays Bank of Canada. In his last role as Executive Vice President, Gary ran Barclays' principal Canadian business, mid-market focused wholesale banking and related services, operating in eleven (11) offices in major cities across Canada.

Beyond his personal search practice and other business-related activities, Gary is active in community service. He currently serves on the Board of Directors of the Alzheimer Society of Toronto, where he is also a member of the Executive Committee, Chair of the Nominating & Governance Committee and Secretary of the Society itself. He is also a long-standing member of the Down Syndrome Association of Toronto and a former Board Member of Big Brothers and Big Sisters of Toronto. Currently a member of the Cambridge Club of Toronto, the Empire Club of Canada and the Toronto Board of Trade, Gary holds an MBA degree from the Ivey School of Business at The University of Western Ontario, and an undergraduate degree in Economics, also from "Western".

Gary lives with his wife and son in mid-town Toronto, where he indulges a range of interests including music, political & public affairs, public & private investing, and pretty much everything related to Formula 1.

Robert Millward

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An Associate Partner since 2003, Bob advises the firm on public sector assignments generally and, in particular, real estate and development industry related executive search assignments and other activities. He is also the founder and principal of R. E. Millward & Associates, a consulting firm providing development and planning services to investors, developers, businesses, municipal governments and community groups.

Prior to founding R. E. Millward & Associates in 1997, Bob was Commissioner of Planning and Development for the City of Toronto from 1987 to 1996, in which capacity he was actively involved in all aspects of policy formulation, project management and economic development in Toronto. During his term as Commissioner, Bob was Toronto's chief staff negotiator and strategist, successfully dealing with zoning by-law issues at the conceptual, administrative, political and technical levels in conjunction with major development projects such as BCE Place, the CBC Centre, the Metro Toronto Convention Centre and the Air Canada Centre.

Bob also served as Director of the Central Core and Waterfront Division of the former Toronto Planning and Development Department, Director of Planning for the Toronto Housing Department, Director of Planning for Staten Island, New York City, and other positions within the New York City Department of Planning and Development.

A long-time member of the Canadian Institute of Planners, in 2007 Bob was elevated to Fellow status (FCIP) - the highest honour that can be bestowed by the Institute - in recognition of his outstanding career which, in the words of the Institute, has seen achievements with "professional implications Canada-wide and beyond." Bob is also a Full Member of the Washington, DC based Urban Land Institute (ULI) and an active contributor to the Toronto Board of Trade where he is a member of the Infrastructure Committee and a past Chair of the Planning and Development Committee.

Bob holds a Masters Degree in Urban Planning from New York University and a BA from the University of Rochester, N.Y.

Sandy Somers

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A Partner since 2008, Sandy possesses a strong personal background in Sales, Marketing and General Management. As an executive search generalist, Sandy's search focus is to help CEOs, other "C" level executives and their direct reports recruit the best available talent to their results-focused executive teams.

Prior to entering the executive search industry, Sandy was a successful and broadly experienced executive in the packaged goods industry. His last corporate position, as a divisional President of Canada's largest producer and marketer of wine and related products, capped a 25-year career of progressively senior roles with such well-known and highly regarded organizations as Campbell Soup Company Limited, Canada Bread Company Limited, Parmalat Canada and Vincor International Inc. Within each of these organizations, Sandy led business turn-arounds and managed corporate and divisional mergers, integrations and restructurings, all the while building strong management teams committed to achieving outstanding results.

Sandy's considerable operating experience, combined with his tactical insight and extensive corporate background provide him with a unique perspective on the challenges involved in building winning teams, as well as in identifying the necessary ingredients for business success.

Over the course of his career, Sandy has served on a number of committees within various industry associations. He currently serves on the Economic Development Committee of the Toronto Board of Trade. He is also Vice Chair of Big Brothers and Big Sisters of Toronto and Chair of its Programs & Volunteer Development Committee, having been active in that movement since 1996. Sandy holds an Honours Bachelor of Arts degree from the University of Western Ontario.

Lee Davidson

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With a B.A. in English, French and Education, followed by a Masters degree in English - not to mention two years of law school - Lee's strong written and oral communication skills are valued assets to the firm. In addition to her role as our resident grammarian and copy editor, Lee maintains the firm's 20,000+ person database, coordinates schedules, choreographs interviews and manages a myriad of administrative matters integral to the smooth operation of the office.

Prior to joining McCracken & Partners, Lee contributed her office administration skills to a wide variety of industries, including publishing, law, computer hardware, software development and management consulting.

In addition to her role as office chatelaine, Lee is an avid walker, a determined solver of crossword puzzles and a long-time, enthusiastic fan of live traditional jazz.

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If you believe recruiting the best available people to your team is crucial to your continued success, let us show you how we can help.

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