

2012 Catalyst Honours Champions

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Gordon M. Nixon

2012 Company/Firm Leader Champion

President & Chief Executive Officer, RBC

Shortly after Gordon M. Nixon's appointment as President and Chief Executive Officer of RBC in 2001, he established the Diversity Leadership Council (DLC), which is responsible for overseeing the bank's diversity and inclusion strategy, key goals and results, and he has chaired the Council ever since. Championing the business value of diversity and inclusion is one of the hallmarks of Mr. Nixon's leadership; he credits great mentors with helping him to understand the benefits of diversity, especially as they relate to human capital.

I believe leadership diversity is a key success measure and the most visible evidence of an organization's commitment to diversity and full inclusion. As a leader, one needs to strategically invest in the development of talent, objectively assess potential and take well-considered risks. I've had mentors and sponsors who did that for me, and when I've done it, I have rarely been disappointed.

— Gordon M. Nixon

Mr. Nixon has personally sponsored the development of many women at RBC, and during his tenure as CEO, many have achieved senior leadership positions, including two visible minority women and the external hiring of a senior woman to RBC's Group Executive Committee. In addition, he is known for identifying talented individuals who may not be the conventional choice for a role and providing them with stretch opportunities to advance their careers and grow RBC's pipeline of diverse talent.

Mr. Nixon firmly believes that the business case for diversity extends not just to RBC's senior management team, but to its Board of Directors. The diversity of RBC's board (5 of 16 directors are women) contributes to the bank's success in serving its clients, its employees, and the communities in which it operates around the globe. Mr. Nixon has been a strong and public advocate for the Catalyst Accord. He has also regularly sponsored both RBC and external women leaders for corporate and community boards.

Mr. Nixon speaks frequently about diversity and inclusion within RBC and in the business community.

He serves on the Catalyst Canada Advisory Board and chairs the Toronto Region Immigrant Employment Council (TRIEC), which helps improve employment opportunities for new immigrants, including women.

Mr. Nixon began his career in 1979 at Dominion Securities in Toronto, where he worked in Global Markets and Investment Banking. In 1986, he assumed responsibility for the operations in Japan. He returned to Canada in 1989 as Managing Director of Investment Banking following RBC's acquisition of Dominion Securities. Mr. Nixon became Chief Executive Officer of RBC Capital Markets in 1999, and was appointed President and Chief Executive Officer of RBC in 2001.

Through his leadership, Mr. Nixon has been influential in creating a positive and supportive environment for RBC employees. He is a role model for many business leaders for his vision in building success through diversity and inclusion.

Anne-Marie Hubert

2012 Business Leader Champion

Managing Partner, Advisory Services, Ernst & Young LLP

For over 20 years, Anne-Marie Hubert's primary objective has been attracting, developing, and helping people achieve their full potential, which she believes is fundamental to the success of a business and the economy. As Managing Partner, Advisory Services at Ernst & Young, she is well-known for her positive outlook and ability to bring people from diverse backgrounds together to achieve common goals. In 2002, she joined the Gender Equity Task Force, bringing with her the belief that inclusion is a fundamental economic and societal issue, and that success in diversity comes from driving results.

By providing women with the self-confidence, mentorship, and support needed to advance as professionals, we're promoting gender diversity at work and building momentum in communities to foster inclusive environments. Inspiring and championing women is not just about celebrating their successes. It's also about building diversity of thought—a key driver of economic development and prosperity. It takes courage to want to change the status quo, but very little effort to put the wheels in motion.

— Anne-Marie Hubert

A dedicated mentor and sponsor, Ms. Hubert works to ensure that all Ernst & Young employees are represented fairly internally and externally. From 2002 to 2006, Ms. Hubert led the firm's gender equality initiatives across Canada, which led her to designing and implementing Career Watch, a national program that pairs senior leaders with high-potential women and visible minorities. Under her guidance, Ernst & Young also instituted a review program for partners that ties diversity ratings directly to performance and compensation. As a result of these initiatives, she has helped to significantly reduce the gender gap in ratings at all levels and promote a greater proportion of women to senior positions.

Ms. Hubert not only champions diversity and inclusion at Ernst & Young, but also in the marketplace. In 2009, she supported Quebec legislation for parity on boards of selected

Crown corporations by penning an opinion letter published in La Presse, the largest French daily newspaper in Canada.

She also led the committee on labour and employment of the Fédération des chambres de commerce du Québec (FCCQ), which focused on enabling all citizens to achieve their full potential. In addition, she organized a panel on the value of diversity on boards for the Institute of Corporate Directors in Montreal. Importantly, Ms. Hubert's approach to equity in the workplace has influenced several Ernst & Young clients and led to their own internal assessments of diversity.

Ms. Hubert joined Ernst & Young in 1985 after holding positions of evolving responsibility in Canada and Europe. In 2006, she received the firm's Rosemarie Meschi Award in recognition of her outstanding contribution to the advancement of women in the Americas. In 2009, 2010, and 2011 she was named as one of Canada's Top 100 Most Powerful Women. She presently sits on Ernst & Young Canada's Executive Committee, and serves on the boards of the FCCQ and of the Public Policy Forum. Ms. Hubert earned her CA designation in 1987 and a fellowship from the Order des comptables agréés du Québec in 2004.

Anne-Marie's passion and enthusiasm, alongside her strong business success, make her an excellent role model for corporate Canada.

Jane Allen

2012 Human Resources/Diversity Leader

Partner & Chief Diversity Officer, Deloitte Canada

In 2008, Deloitte Canada appointed Jane Allen as its first Chief Diversity Officer, becoming one of the first organizations in the country to put the spotlight on diversity and inclusion. Working in collaboration with the firm's National Diversity Council and senior leadership, Ms. Allen is responsible for developing and implementing Deloitte's diversity business rationale. Since her appointment, she has championed diversity both at Deloitte and in the broader Canadian business community by using her sphere of influence to move diversity discussions from awareness-building to action.

Women continue to be underrepresented in leadership positions in Canada, despite the sincere efforts of many organizations. Change will not come about on its own. It requires that each of us take continued action to ensure women's talents are recognized and they can take their rightful place at Canada's board and executive tables.

—Jane Allen

Ms. Allen is effectively transforming Deloitte's culture through awareness, advocacy, and accountability. Her contributions have led to a significant increase in the proportion of women admitted to the partnership. In addition, her successful advocacy of several diverse and talented women throughout her career demonstrates how sponsorship can work to advance women from underrepresented groups.

As one of Deloitte Canada's leadership team members, she encourages her peers to be champions, urging them to regularly discuss Deloitte's awareness of and commitment to the business case for diversity. She also produces regular diversity features on Deloitte's internal website, writes a diversity blog, has worked to include diversity goals in the performance review process, and expanded diversity training at the firm.

Ms. Allen holds management accountable by regularly reporting diversity metrics for each business unit and region against established goals, appealing to competitive natures at the firm. She supports business leaders through continual discussions, peer feedback, and diversity coaching, resulting in changed behaviours and decision-making processes at the executive level.

Ms. Allen's influence extends beyond Deloitte to the Canadian business community. She represents Deloitte as a founding sponsor on the Canadian Board Diversity Council, which develops and champions women and minorities in board positions. She helps business leaders share experiences and leverage new ideas to improve workplaces for traditionally disadvantaged groups through Deloitte's annual cross-Canada series, Dialogue on Diversity. She co-founded the Canadian Women Entrepreneur of the Year Award, and she provided instrumental sponsorship to the Women of Influence Luncheon Series across Canada. Ms. Allen has also established a successful Women in Energy networking program to facilitate career development within the industry.

Ms. Allen has more than 25 years of experience consulting with energy clients in Canada and internationally. Prior to joining Deloitte, Ms. Allen was a senior policy advisor with the Ontario Ministry of Energy and with the Ontario Women's Directorate. She was also Assistant Dean at the University of Toronto's Faculty of Management.

Ms. Allen's determination, creativity, and commitment to communication about diversity and inclusion have made her a leader in her field and the community.

Claude Dussault

2012 Special Recognition—Board Diversity Champion

Chairman of the Board, Intact Financial Corporation

As the former President and Chief Executive Officer of Intact Financial Corporation, Claude Dussault understands that maximizing diverse talent in the boardroom is a long-term commitment. Mr. Dussault set a new standard when Intact became public by inviting three women to join the Board. Today, as Chairman of the Board, he continues to champion for greater diversity at the board level and supports workplace equality in the broader business community.

During his tenure as President and Chief Executive Officer, Mr. Dussault built a strong foundation for supporting and embracing a diverse work environment. Today, Intact's commitment to diversity is demonstrated by the work of its Diversity Council and initiatives such as diversity training, flexible work arrangements, and employee networking groups. Mr. Dussault also helped establish a structured mentoring program to prepare and develop the company's leaders of tomorrow.

Under Mr. Dussault's direction as Chairman, a Board Matrix was developed to map the diverse composition, skills, and strengths of Intact's board members. By adopting the Board Matrix, Intact recruits its board members from a wider talent pool, bringing a greater breadth of experience to the company.

Mr. Dussault shares Intact's successes and lessons learned across boardrooms. He encourages greater diversity and promotes the continuous advancement of women as part of his other board affiliations. Through his involvement with the WomenOnBoard™ Mentoring Program, Mr. Dussault fosters the growth and supports the progression of talented, skilled, and experienced women. He believes that it is important for Canadian companies to recruit from a wider, more diverse talent pool that reflects today's demographic make-up and will enable us to better compete globally.

Mr. Dussault has been Chairman of the Board of Intact Financial Corporation since January 2008 and a director of the Company since 2000. From 2001 to 2007, he was President and Chief Executive Officer of Intact Financial Corporation. He is a Fellow of the Canadian Institute of Actuaries and the Casualty Actuarial Society; he graduated from the Université Laval (Québec) with a Bachelor of Actuarial Science degree, and completed the Advanced Executive Education Program at the Wharton School of Business.

Mr. Dussault's leadership and commitment to diversity have made a positive difference. His personal involvement in preparing women for board appointments and his influential role as a champion for greater board diversity and inclusion will be felt for years to come.