

MCCRACKEN

EXECUTIVE SEARCH INC



OUR FOCUS IS YOU™



ABOUT US

ARE YOU CONFIDENT YOU ARE GETTING THE VERY BEST PEOPLE?

Welcome to McCracken 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 Search 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 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

Paul Weinberg, CPA, CA
Senior Partner

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An accomplished search professional with over sixteen years of experience in executive search, Paul actively serves both private and publicly traded clients in a wide spectrum of industries and settings, with a particular focus on CEO, COO and CFO roles, together with most other functional leadership positions and their direct reports.

Paul's professional career began with KPMG, where he attained his Chartered Accountant designation. Ultimately specializing as a tax professional, he quickly moved into management roles, before leaving the firm in the mid-1990s for a career in executive search.

Prior to McCracken Search, Paul was part of the team that launched the Canadian executive search practice of an international search and staffing consultancy, where he spent a total of nine years, ultimately as Managing Director. Before this, he was a senior member of a Toronto-based search boutique, working with clients in a diverse range of industries, including Financial Services, Real Estate, Industrial Products and Professional Services.

Paul serves on the Board of Directors of the Canadian Shaare Zedek Hospital Foundation. In 2008, he co-chaired their annual fundraiser, having previously served as co-chair of their annual golf tournament.

Paul is a member of the Ontario Institute of Chartered Accountants, has completed the Canadian Institute of Chartered Accountants' In-depth Tax program and holds a Bachelors degree in Business from York University.

Paul Bruner
Partner

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Paul is an experienced and talented executive search consultant, having led and completed searches in most functional positions, across a variety of industries. He is also a seasoned operating executive, having enjoyed success in both multinational organizations and venture capital / private equity backed start-ups. Having hired hundreds of people and built winning teams in numerous settings, Paul knows first-hand the importance of recruiting the "right people" - *the most qualified candidates for your role and circumstances, people who fit with your culture, share your values and vision, and have the talent, energy and enthusiasm to make it a reality.*

Paul began his business career with Andersen Consulting (now Accenture) working on strategy and information systems projects in the advertising, brand management, professional services, distribution and manufacturing sectors. As an entrepreneur, he co-founded and ran successful businesses in the real estate, hotel, technology and human resource sectors. In each case, great people and outstanding service were the cornerstones of success.

Today, Paul works with a wide variety of search clients in sectors including healthcare / human services, real estate, energy, environmental, finance and technology. His clients rely on his broad perspective, strategic thinking, sound judgement and straightforward communication to help them make the best hiring decisions.

In addition to being an avid tennis player, skier and golfer, Paul spent many years coaching children's hockey and soccer. Over the course of his career, he has also contributed to numerous charities and is a committed advocate for environmental sustainability.

Paul holds an HBA from the Richard Ivey School of Business at the University of Western Ontario.

Diane Armstrong
Research Director

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With over fifteen years of search industry experience, Diane has been a key member of the McCracken Search team since 2006. She has worked extensively across virtually all functional management positions in an unusually wide range of settings and industries, including utilities, energy, healthcare and 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 Canadian Bank's internal search and recruitment arm.

A highly experienced search professional, Diane's first career and passion was in 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 subsequently practiced for eight years in intensive care and emergency units in a number of major teaching hospitals, principally as a Charge Nurse in the Medical and Coronary Intensive Care Unit at Wellesley Hospital in downtown Toronto.

In her personal time, Diane is one of Toronto's leading fitness industry professionals, teaching early morning, evening and weekend bootcamp, spinning and other specialty programs such as duathlon training and Reformer Pilates classes, in fitness facilities located in midtown and downtown Toronto.

Gary McCracken
Managing Partner

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A widely experienced search consultant, Gary has led search assignments for virtually all management functions across a broad range of industries and organizations. He has also recruited Board members for public companies and charitable organizations, as well as numerous executives for unique private sector-facing, public sector entities.

Gary's executive search career has always been informed by his earlier experience as a senior operating executive with Barclays Bank of Canada, then the largest (by office, second largest by assets) foreign bank in Canada, with fully staffed offices located in eleven major cities across Canada. After five years working in and ultimately heading the Bank's credit & risk management functions, Gary ran Barclays' wholesale commercial banking division, focusing on "mid-market" companies ranging in size from as small as \$20 million in annual revenue to \$500 million and more.

After more than 20 years as an active search consultant, Gary now provides advice and counsel, both internally and to clients, and executes select search assignments, by request.

Gary has served on charitable Boards, enthusiastically participated in their fund-raising campaigns and provided both personal financial contributions as well as pro-bono Director search services.

Gary holds an Ivey MBA, in addition to a Bachelor's degree in Economics. He is currently an Associate Member of the Toronto CFA Society

Follow Gary on Twitter: @garywmccracken

Robert Millward
Associate Partner

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An Associate Partner since 2003, Bob acts primarily as an advisor to the firm, keeping us abreast of planning, development and urban design related activities and issues, as well as occasionally assisting with related search assignments. He is best known as founder and principal of R. E. Millward & Associates, a respected Toronto-based consultancy providing development and planning services to investors, developers, businesses, municipal governments and community groups.

One of Canada's most accomplished authorities on land use policy and a Full Member of the Washington, DC-based Urban Land Institute (ULI) since the mid-1980s, in 2013 Bob served briefly as ULI Toronto's inaugural Executive Director.

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 the City of Toronto's chief strategist and negotiator, successfully dealing with city building issues at the conceptual, administrative, political and technical levels in conjunction with major development projects such as BCE (now Brookfield) Place, the CBC Centre, the Metro Toronto Convention Centre and the Air Canada Centre, to name a few.

Bob also served as Director of the Central Core and Waterfront Division of the former Toronto Planning & Development Department and Director of Planning for the Toronto Housing Department. A native son of upstate New York, prior to relocating to Toronto in the late 1970s, Bob was Director of Planning for Staten Island, NYC and held other positions in New York City's 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 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.

Serge Rivest
Senior Client Advisor

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In addition to acting as our ambassador-at-large, Serge provides advice and counsel to the firm, both strategically as well as in client development matters.

An accomplished senior executive, Serge has a well-earned reputation for blending senior corporate operating experience with an entrepreneurial, customer-focused approach to driving business results. He has an extensive background working with businesses, introducing innovative programs which support objectives and deliver new sources of revenue.

In his current role as CEO of Sigma Loyalty Group, which in July 2016 acquired both AIMIA Inc.'s Enhancement Services businesses, as well as e8ight Marketing & Technology, Serge is responsible for the overall strategic direction and continuing the company's growth as a leading provider of added value marketing programs that help clients build deeper, more profitable, customer relationships. Serge co-founded e8ight Marketing & Technology in 2014, a financial services marketing technology company, specializing in the area of social media analytics and data aggregation.

Serge began his business career at Davis + Henderson, now DH Corporation, in 1984. Over the years, he progressed through a series of increasingly senior Sales & Marketing related roles, until assuming his final position as Executive Vice President, Payment Products & Marketing Programs, with ultimate P&L responsibility for the company's market-leading Canadian payments and mortgage technology solutions. During his enormously successful tenure with DH, Serge was instrumental in developing significant business relationships with major clients such as RBC, TD Canada Trust, CIBC, BMO, Scotiabank, National Bank and Desjardins. Serge played a significant and prominent role in DH's transformation from a small, century-old, mono-line cheque printer into the market-leading financial technology company it is today.

Serge served on the Board of the Washington, DC-based Check Payment Systems Association from 2008 until 2014. He is also a former Board member of the Applewood Hockey Association and Coach at the Mississauga Braves Hockey Association.

Fluent in English and French, Serge received his Bachelor of Commerce (Business Administration, Marketing specialty) from UQAM (Université du Québec à Montréal).

**Lee Davidson
Administration**

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In addition to her role as our resident grammarian and copy editor, Lee is both the primary face and voice of the firm, an important role indeed in a discreet, confidential and very personal profession such as ours.

However, Lee pretty much runs everything behind the scenes as well. The scope of these responsibilities ranges from maintaining and securing our over 30,000 record database – an important job in itself – through coordinating schedules, choreographing interviews, producing all reports, presentations, proposals and other documents, to managing a myriad of other administrative matters, all integral to the smooth operation of the office.

Prior to joining McCracken Search in early 2005, Lee contributed her considerable personal and professional skills to a wide variety of industries, including publishing, law, computer hardware, software development and management consulting.

Armed with a triple major B.A. in English, French and Education, followed by a Masters degree in English and two years of law school, Lee's formidable administrative and communication skills are valued assets we all rely upon daily.



McCracken Executive Search Inc. is a member of the Association of Executive Search Consultants ("AESC"). Headquartered in New York, the AESC is the voice of excellence for executive search and leadership consultants worldwide. Among other activities and responsibilities, the AESC promotes the highest professional standards in executive search through its industry-recognized Code of Ethics and Professional Practice Guidelines.

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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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