

# FPM

FINANCIAL POST MAGAZINE

*Canada's*  
**OUTSTANDING  
CEO**  
*of the year*

*Lino Saputo Jr.*  
*Saputo Inc.*



**Plus**

**THE CEO 100  
SCORECARD**

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**SPOTLIGHT  
SHINES ON  
KIRKLAND LAKE  
GOLD CEO**

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**SPECIAL:  
CANADA'S  
TOP 40  
UNDER 40**

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OCT  
2019





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**EDITORIAL** Editor Andy Holloway | **ART** Art Director Becky Guthrie **FINANCIAL POST MAGAZINE (EDITORIAL)** 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4 | Phone: 416-383-2300 | E-mail: letters@financialpostmagazine.com, Customer service: 1-800-668-7678 | www.financialpostmagazine.com **FINANCIAL POST MAGAZINE (ADVERTISING)** 365 Bloor Street East, 4th floor, Toronto, Ontario M4W 3L4 | phone: 416-383-2300 | fax: 416-442-2949 | E-mail: advertising@financialpostmagazine.com | Financial Post Magazine is published four times a year by The National Post, a division of Postmedia Network Inc. Contents copyright. Financial Post Magazine is included with subscriptions to National Post in Canada. The next issue will be published on Dec. 12, 2019, (subject to change). Publications mail registration number 40069573. Return undeliverable Canadian addresses to: Financial Post Magazine, 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4





Mary Teresa Bitti

Canada's Top 40 Under 40 honourees are wired to meet the unique needs of the Digital Age, defined by accelerating technological advance-

ment, constant change and the need for speed. Their natural tendencies are to be strategic, to drive for change and results, and to act fast. At the same time, they also espouse the values of people-centred leadership, values and an ap-

proach that requires time to embody. The result: their nature is bumping up against a leadership style that has become doctrine around the world, pointing to a need to rethink what it takes to lead effectively today.

*continued*

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These are among the key findings of a new leadership study, carried out by Caliper Canada, research partner with Canada's Top 40 Under 40 award program, the country's premier award celebrating the next generation of leaders. Founded by Caldwell in 1995, Canada's Top 40 Under 40 relaunched in 2017, continuing its singular mission to recognize young people doing special things and securing Canada's position on the world stage as a place to innovate and grow. Honourees come from across industries and sectors and have distinguished themselves in four key areas: vision and innovation; leadership; impact and influence; and social responsibility.

With the revitalization of the program, Caldwell collaborated with research-based talent management company Caliper Canada to launch an in-depth longitudinal study of Canada's Top 40 Under 40 leaders, their natural tendencies, attributes and views on leadership. "Given that part of our objective for this award is the betterment of Canada, why not try to understand why people achieve what they achieve and deploy that information in a manner that makes companies better and helps them grow," says Elan Pratzer, partner at Caldwell, of the genesis of the study. "I think we should be continually learning and evolving our science around leadership. If we can start identifying the kinds of individuals who succeed in a given situation and hiring to that, I think we'd have much more successful organizations."

The study incorporates results from the Caliper Profile (a proprietary assessment instrument that measures an individual's intrinsic nature and provides key insights about workstyles, motivators and stressors) of 157 Top 40 honourees and alumni, and qualitative responses from 146 Top 40 honourees about what they value in a leader. Caliper also used its validated Senior Leader Job Model

*"I think we should be continually learning and evolving our science around leadership."*

to evaluate the group based on eight competencies proven to be predictors of performance in top leadership: Leadership maturity; leadership communication; organizational savvy; deliberative decision-making; decisiveness; strategic thinking; leading

change; and strategic talent management. The results reveal Top 40 honourees are innately strong communicators able to foster a strong vision, build buy-in for organizational objectives and create a culture of accountability. They are strategic, decisive change-leaders, driving for results — fast. The leaders' natural tendencies fall short of being empathetic, service-oriented, listening, thinking deliberately, and building a capable team around them — values that are in line with the people-centered leadership ideals prominent in current literature and that they have identified as values they espouse.

Why the disconnect? The most probable answer: the accelerating pace of change. "If you look at the environment we're in, the mega trends of technology, globalization, succession as folks get older, there is a need for management to align, execute and renew [leadership attributes identified by McKinsey and used as a point of comparison by Caliper]. You need to move quicker," says John Hughes, senior vice-president, private enterprise at MNP, Canada's largest accounting, tax and business consulting firm serving mid-market companies and Top 40 presenting partner.

"Top 40 winners have grown up with the Internet and this environment that requires leaders to move and act quickly, to be decisive and agile. We are seeing a new chapter in leadership because of the environment and how technology is shaping strategy."

In the past, successful leaders had to be highly deliberate and gather all relevant information before making a decision, because mistakes were costly. For example, even as recently as 10 to 15 years ago, investing in new technology was cost-prohibitive and so systems were meant to be in place for years, even decades. Strategy was set with a field of vision of five to 10 years.

With the advent of

Cloud and software, platforms and infrastructure as a service paid for on a subscription basis, organizations have the ability to test concepts and modify or change systems at low cost and with minimal risk to operations. Strategy, too, is set for 12 to 18 months ahead, precisely because new technology can quickly change objectives and create new opportunities. In this paradigm, the nature of work and what it takes to be a good leader is evolving. A leader must have



Elan Pratzer





John Hughes

the ability to generate ideas, act quickly and iterate—all attributes innate to this year's Top 40 honourees and necessary to lead successfully in the 21st century.

"Today's leaders are focused on agile management, which means being able to fail fast. In the past, leaders were more deliberative, more linear, took more time to make decisions because they had to," says Hughes. "That's not what's happening now because the incremental cost of change is significantly lower and there is greater access to information from a wide range of sources without having to form a committee. The big message is that the competencies of successful leaders, particularly of setting a vision and persuading people to follow, haven't changed. What has changed is the environment and pace of change of business. Everything has accelerated."

And it's playing to the strengths of the Top 40. "The digital age and the speed it features has now put people like this in the forefront. Whether they were born in the 1950s or the 2000s, they would have been innately inclined to take action the way they do," says Andrew Case, CEO of Caliper Canada. "The environment is serving up the perfect conditions for them to be successful. It's arguable to say successful leaders of the past might not be as effective today. If a leader can't be decisive or deliberates too

long you have the potential of missing the window of opportunity."

One of the competencies identified as an area of improvement for Top 40 honourees is strategic talent management—this at a time when Canada's skills shortage is deepening. "They are going to have to be more deliberate in this area and plan their talent management strategy just as they would any other strategic initiative," says Case. "In this environment that requires specialized skills, you can't just iterate talent management. You need a measured approach to managing human capital and projecting your requirements for the future or you'll fall behind."

For his part, Elan Pratzer is confident Top 40 honourees will evolve and adapt. "The people who win Top 40 are bold thinkers, highly motivated initiators of change. You can't achieve at this level without people

“  
*The environment is serving up the perfect conditions for them to be successful.*”

around you who want to help you deliver on your vision," he says.

And Caliper Canada will continue to follow, record and help advance that evolution, all with an eye to advancing the mission of Canada's Top 40 Under 40 award program: to celebrate and support young leaders and, in the process, help the Canadian economy grow. "Hossein Rahnama, Ryerson professor and founder of FlyBits, a tech startup that specializes in context-aware computing and machine intelligence, was among our first cohort of Top 40 honourees when we relaunched in 2017," says Pratzer. "He has raised \$46 million in Canada and the U.S. In doing this kind



Andrew Case

of research, maybe we can provide him the knowledge he needs to hire the best people for his organization. It's all part of one objective: recognize people, give them a great network, better science and hopefully help them build great Canadian businesses and ideas."

The Top 40 Awards Night Gala takes place November 6 in Toronto.

#### TOP 40 SPONSORS

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**KATHY BAIG**  
Présidente  
**ORDRE DES INGÉNIEURS  
DU QUÉBEC (OIQ)**

**BIO:** Kathy Baig's commitment to the profession extends well beyond the OIQ (the Order of Engineers of Quebec), where she successfully transformed the culture and re-built trust, and the boards on which she serves (VIA Rail, Engineers Canada and Maison Saint-Gabriel). She has initiated and participated in programs that assist and encourage the participation of women and immigrants in engineering. In recognition of her positive influence and exceptional career, the Federation of Chambers of Commerce of Québec awarded her the Germaine-Gibara Mercury Award for Young Leaders.

**THE BEST CAREER ADVICE I EVER RECEIVED:** When I accepted the role of president, a friend advised me to "tie my own shoelaces." This means before making a decision, consulting your team is important as managers have to make difficult decisions. You run the risk of upsetting others, but you must have the courage to stand by your decision.



**BRAM BELZBERG**  
Chairman and Chief  
Executive Officer  
**KEV GROUP**

**BIO:** As head of North America's leading provider of online payments and cash management software for K-12 schools, Bram Belzberg has changed the way student fees are collected, helping to reduce fraud and allowing teachers to spend less time counting money and more time teaching. An active member of Canada's Jewish community, Bram founded Annex Shul, a synagogue and community centre to help recent graduates and young families remain connected to their faith.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Work for people, not companies.

**THE BEST CAREER DECISION I EVER MADE WAS:** I trusted my gut and switched careers to try something new. It was terrifying but very rewarding.



**ROBERT CHERUN**  
Chief Executive Officer  
**STEALTH MONITORING**

**BIO:** Under Robert Cherun's leadership, Stealth has grown to become the industry leader in remote monitoring services. His business acumen has resulted in profiles in Forbes, Bloomberg, BNN, The Globe and Mail, and Profit. Prior to Stealth, Rob worked in strategy and business management at Morgan Stanley in New York. There he led a team of professionals in a successful turnaround effort in the Global Wealth Management Division.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Planning for the long-term can feel overwhelming. Think of life in 18-month increments. Where would you like to be? Then work backwards. I believe in front-loading your work experience early.

**THE BEST CAREER DECISION I EVER MADE WAS:** Choosing to work at McKinsey (management consulting) right after undergrad. It opened my eyes to global business opportunities and taught me a lot of skills around communication, hard-work, and problem solving.



## Thanks to our Advisory Board for their dedication!

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## TARIQ ADI & SAUD ADI

Chief Executive Officer

Chief Operating Officer

**ADI DEVELOPMENT GROUP**

**BIO:** Brothers Tariq and Saud launched their real estate development firm in 2007 with a shared passion for creating desirable spaces and a clear mission: to reimagine and create communities that incorporate the technology, quality and design sensibility condo buyers want at an attainable price point. Today they have a well-earned reputation for delivering world-class customer experience and service, driving demand for superior architecture and raising the bar for projects across the region. As CEO, Tariq oversees all development from negotiating complex land acquisitions to project close-out. He has grown the company from a \$10 million joint venture to a portfolio of 3.4 million square feet and more than \$2.1 billion in development, with more acquisitions planned for future growth. As COO, Saud is involved in key operations with a specialized focus in construction, engineering and operational strategy. He oversees the construction process including building science and design, value engineering, bid procurement, construction logistics, site engineering, and general construction management. With the joint focus of balancing attainability with superior building quality, Saud works closely with various construc-

tion partners to ensure the company's projects are responsive to the diverse needs of the market. In an industry with high barriers to entry, the Adi brothers have realized success by focusing on creating a better product. As a company, one of Adi's pillars is to give back to the communities in which it builds. The firm donates to a number of charitable organizations throughout the GTA including Sick Kids Hospital, Ronald McDonald House of South Western Ontario, Joseph Brant Hospital as well Halton Women's Place, a Women's Shelter in Burlington. Recognizing the importance of nurturing and supporting the next generation of talent, Tariq and Saud have established the Adi Development Group Bursary, awarded annually to a business student at Sheridan College's Pilon School of Business and created a scholarship to Business Technology students at McMaster University.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Think long term. Think in terms of contribution. Focus on your customers.

**THE BEST CAREER DECISION I EVER MADE WAS:** Focusing and executing our vision.

**XL** CANADA'S  
TOP 40  
UNDER 40



You've made everyone at  
Adi Developments proud.

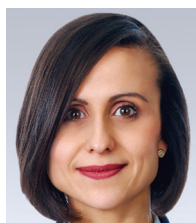
Tariq and Saud, being named to Canada's Top 40 Under 40 is an impressive achievement. Thank you for the dedication, passion and the leadership that you bring to Adi Developments. The team at Adi couldn't be happier for you. Way to go!

[AdiDevelopments.com](http://AdiDevelopments.com)



**ADI**  
DEVELOPMENT GROUP





**AIDA CIPOLLA**  
Executive Vice-President  
and Chief Financial Officer  
**TORONTO HYDRO**

**BIO:** Aida Cipolla is responsible for providing strategic leadership and guidance for strategy and business planning, accounting and financial reporting, treasury, taxation, internal audit, and compliance functions for Toronto Hydro Corporation and its subsidiaries. She brings more than 16 years of financial and senior leadership experience within the energy, manufacturing, retail and financial services industries to Toronto Hydro and was recently named chair of the Canadian Electricity Association's (CEA) CFO Committee.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Set one- five- and 25-year objectives that incorporate personal and career goals. Alignment between the two can lead to increased success and personal fulfillment. Have confidence and believe in yourself and your future. You are your best spokesperson, so have a voice, get involved and make a difference.



**JEFF GALLANT  
& KYLE  
MACDONALD**  
Co-Founders, Portfolio  
Managers **CAPITALIZE  
FOR KIDS / GALLANT  
MACDONALD AT CIBC  
WEALTH MANAGEMENT**

**BIO:** Jeff Gallant and Kyle MacDonald co-founded Capitalize for Kids ("C4K") to make Canada's youth mental health system the most efficient in the world by working with service providers to build capacity. Beyond C4K, they serve as portfolio managers with Gallant MacDonald, a specialized family wealth practice at CIBC Private Wealth Management. They are on the campaign cabinet for the SickKids Foundation, were recognized as Global Shapers by the World Economic Forum and received the Toronto Board of Trade Business Excellence Award in Community Service.

**THE BEST CAREER ADVICE WE RECEIVED:** Start lots of projects. Some will encounter roadblocks for reasons out of your control. Having lots of high-value initiatives will push you ahead of the pack if you are willing to work hard.

**THE BEST CAREER DECISION WE EVER MADE WAS:** In our mid-twenties, we had to choose between staying in our roles in finance or leaving to become unexpected non-profit professionals at Capitalize for Kids. Choosing the latter has been more impactful for those suffering with mental health challenges than we ever could have anticipated.

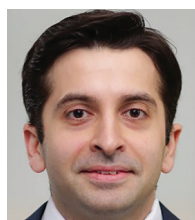


**KATE DARLING**  
General Counsel  
**INUVALUIT CORPORATE  
GROUP**

**BIO:** Kate Darling has dedicated her career to the Arctic and its peoples. In Nunavut, she worked to protect and revitalize Inuktitut through international advocacy and the development of novel laws and policies. With Inuit Tapiriit Kanatami, she supported initiatives to improve economic development opportunities in the four Inuit regions. In Inuvik with the Inuvialuit Corporate Group Kate has worked to improve energy security, the management of offshore resources, housing conditions and the lives of Inuvialuit children in care.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Looking at my Scantron sheet, my principal said: "There is no category called rights advocate but your clerical scores are high. You would be a good assistant." He was right.

**MY BEST ADVICE TO OTHERS:** Forget categories set by others. Make your own. And whatever role you assume, be a good assistant.



**MUSTAFA  
HUMAYUN**  
Partner and Portfolio  
Manager  
**SAGARD CREDIT  
PARTNERS**

**BIO:** In addition to being a Partner at Sagard Holdings and the Portfolio Manager of its Private Credit business, Mustafa Humayun is a member of the firm's investment and credit committees. Prior to this role, he led CPPIB's energy credit team in North America and its Latin American credit investment platform. Before that, he was an investment professional in the Special Situations Group at Goldman, Sachs & Co in New York. Mustafa lends his business acumen to a number of private and non-profit boards.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Never doubt that a small group of thoughtful people can change the world or an industry; it's the only thing that ever has.

**MY BEST ADVICE TO OTHERS:** Find your passion, devote yourself to it and success will follow.

**THE BEST CAREER DECISION I EVER MADE WAS:** I decided early in my career to constantly put myself in challenging situations that test my abilities, to always upgrade my ambition and reach for loftier goals than the year before. This guiding principle has stayed with me.



**DR. CAITLIN DUNNE**  
Co-Director, Partner  
**PACIFIC CENTRE  
FOR REPRODUCTIVE  
MEDICINE (PCRM)**

**BIO:** Caitlin Dunne specializes in fertility and egg freezing, is a widely published health advocate and a clinical assistant professor with the University of British Columbia. She has helped grow PCRM into one of the country's largest and fastest-growing fertility clinics and one of Canada's Best Managed Companies. She also serves as a director of Fertile Future, which provides fertility preservation for young people with cancer.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Women are under tremendous pressure to achieve a career and a family within a 10- to 15-year timeframe.

**MY BEST ADVICE TO OTHERS:** Create options and flexibility to extend that period. Find a fertility friendly workplace, freeze your eggs, seek out male ambassadors who understand and prioritize your goals.

**THE BEST CAREER DECISION I EVER MADE WAS:** Partnering with three other visionary doctors to grow our company, PCRM. Together we provide excellence in women's fertility care and we have a platform to advocate for women in business.



**DR. GEORGE  
IBRAHIM**  
Pediatric Neurosurgeon  
**THE HOSPITAL FOR  
SICK CHILDREN;  
Assistant Professor  
INSTITUTE OF  
BIOMATERIALS  
AND BIOMEDICAL  
ENGINEERING, UNIVERSITY OF TORONTO**

**BIO:** George Ibrahim treats children with medically-intractable epilepsy, spasticity and functional disorders and plays an active role in the hospital's cutting-edge epilepsy, dorsal rhizotomy and deep brain stimulation programs. His lab has yielded insights into personalized treatments for children with epilepsy and functional disorders by targeting specific network impairments and developing novel devices and treatment strategies.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Don't get too high with the highs and don't get too low with the lows. There will always be good days and bad days. It is important to respect your team, celebrate success and learn from failure but the key to success is to keep moving forward regardless.

**THE BEST CAREER DECISION I EVER MADE WAS:** To follow my interest, to turn that interest into a passion and to direct that passion towards helping others.





## CAREY ARNETT

President

ARNETT & BURGESS PIPELINERS

**BIO:** Carey Arnett is a third-generation pipeliner who is grounded, caring, and has worked her way to the top seat at an active and innovating energy construction company that employs more than 1,000 pipelining professionals in Canada and the US. Arnett began her career in 1997 with various roles at a pipeline integrity engineering and field services company, an independent energy financial services firm and an entrepreneurial pipeline geomatics firm. She brought all of that experience and success to Arnett & Burgess Pipeliners, the family business founded by her grandfather in 1957. She served as Vice President, Corporate Development for nearly a decade, leading the company into many new ventures, and overseeing the acquisition of Arnett & Burgess by Quanta Services. Since 2015, Carey has held the position of President of Arnett & Burgess Pipeliners (Rockies) LLC. In 2017, she became President of Arnett & Burgess Pipeliners Group. Her passion for the 62-year-old pipeline construction firm and its people, coupled with her proven track record, is translating into growth and success despite a structural downturn in the sector. This passion extends to the industry where she serves as Board Chair for the Canadian Energy Pipeline Association Foundation and Chair of the Mem-

bership, Marketing and Communications Committee for one of Canada's most active business hosting venues, the Calgary Petroleum Club. Carey is a very active mother of two inquisitive children. She can be found most weekends training and riding her quarter horses in the Canadian foothills with family.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Work for a boss whose success is vested in yours. Finding your own flare and personal management style is important to realizing success.

**MY BEST ADVICE TO OTHERS:** Heading in the right direction is key, but radical turns are hard on people in the organization so soft inflections help support keeping everyone on board.

**THE BEST CAREER DECISION I EVER MADE WAS:**

Coming back to work for my dad. He's principled, street-smart, tough but not rigid, knows our business so well, has always taught us that life's not fair, has great gut feel for quality business decisions, and I learn something from him every day. Strong support from those around us cannot be replaced.



# BUILDING YOUR ENERGY HIGHWAY SINCE 1957.

*Congratulations from your team at Arnett & Burgess Pipeliners.  
We are proud of you Carey.*





**JUSTINE JANSSEN**

Senior Vice President,  
Strategic Initiatives  
**CERIDIAN**

**BIO:** Justine Janssen leads the global human capital management technology company's growth and transformation initiatives. In 2018, she led Ceridian's IPO, which raised over \$800 million — the largest technology IPO ever in Canada. Justine is Chair of the Board for Ceridian Cares Canada, an employee-driven charity, and serves as a board member for WEtech Alliance and Entegrus Powerlines Inc. A champion of women in STEM, Justine acts as an advisor to #MoveTheDial and Build a Dream.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Get to know yourself and explore what you love to do by trying out lots of different jobs as early as you can, either paid or volunteer. Learn how to articulate what energizes you, and seek out that type of work instead of limiting yourself to a specific industry or function.

**THE BEST CAREER DECISION I EVER MADE WAS:** Putting my hand up to take on a role I wasn't sure I was ready for, and then jumping in and figuring it out.

**STEVE LAU**

Partner  
**WHITECAP VENTURE  
PARTNERS**

**BIO:** Steve Lau helps lead a Toronto-based venture capital fund focused on early stage technology investing. Previously, he was co-CEO of FieldEdge, a service management software provider for the home contractor market that he acquired in 2015. In three years, Steve scaled FieldEdge from 25 to 200 employees, transformed the business from server-based to cloud-based, and sold the company to Advent International for more than five times the acquisition price. In 2018, Steve received an Ernst & Young Entrepreneur of the Year award.

**THE BEST CAREER ADVICE I EVER RECEIVED:** The risk to your happiness of the status quo is sometimes greater than the risk of taking the plunge.

**MY BEST ADVICE TO OTHERS:** Embrace authenticity. Follow a path that is authentic to who you are and be authentic to others.

**THE BEST CAREER DECISION I EVER MADE WAS:** Leaving the world of investing to become an entrepreneur six years ago ... although I have come full circle and am once again an investor.

**FRANCOIS LAFORTUNE**

Founder and  
Chief Executive Officer  
**DIAGRAM VENTURES**

**BIO:** Francois Lafortune is an entrepreneur and investor with 15 years' experience building fintech businesses. Since 2016, Diagram was instrumental in building five companies from the ground up, hiring more than 250 full-time employees and creating more than \$175 million in enterprise value. Francois is also a Partner of Portag3 Ventures, he is a member of the Board of Directors of Hydro-Québec, he sits on Minister of Finance Bill Morneau's advisory committee on Open Banking, and he is a member of the AMF's Technological Innovation advisory committee.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Focus on your strengths and hire for your weaknesses. Surround yourself with people who are better than you and focus on removing roadblocks to help them succeed.

**THE BEST CAREER DECISION I EVER MADE WAS:** To come back from California and invest my time, money and skills to build the future of Canada.

**MO LIDSKY**

Chief Executive Officer  
**PRIME QUADRANT**

**BIO:** Prior to heading investment research and consulting firm Prime Quadrant, Mo Lidsky founded and led organizations in education, auto restoration, non-profit and microfinance. Mo is the current Chairman of Charities Aid Foundation of Canada and the Prime Quadrant Foundation and sits on the boards of CJPAC, Hebrew University and Holland Bloorview Hospital. Mo has authored four books including Partners in Preservation, The Philanthropic Mind, In Search of the Prime Quadrant and Selling Snake Oil.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Find ways to become invaluable to the people you serve, exceed expectations and sweat the details along the way. Everything else will take care of itself.

**THE BEST CAREER DECISION I EVER MADE WAS:** Marrying my wife. She helped me keep my foolishness in all aspects of my life to a minimum.

**DR. ZACHARY LAKSMAN**

Cardiologist and Heart  
Rhythm Specialist  
**UNIVERSITY OF  
BRITISH COLUMBIA**

**BIO:** Zachary Laksman specializes in the management of heart rhythm disorders and is a Clinician Scientist with a specific focus on stem cell disease modeling and drug screening, cardiogenetics, and personalized medicine. He holds the inaugural Dr. Charles Kerr Distinguished Scholar in Cardiovascular Genetics and a Professional Investigator Award from the Michael Smith Foundation for Health Research.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Following your mentor's advice can only help you become another version of them. Integrate the advice and experience of others with your own observations and insights to become a better version of yourself.

**MY BEST ADVICE TO OTHERS:** Train properly for the job you want, even if it doesn't currently exist.

**MICHAEL LITT**

Chief Executive Officer  
**VIDYARD**

**BIO:** Thought leader, surfer and serial entrepreneur, Michael Litt leads the development of one of the most innovative video analytics platform technologies in the world. He is an in-demand keynote speaker, regular contributor to Fast Company, Globe and Mail, VentureBeat, Financial Post, and Inc., and has been quoted in Forbes, Wall Street Journal, New York Times, TechCrunch and others for his thoughts on the future of work. He has been recognized with The Peter Brojde Award for Canada's Next Generation Executive Leadership, Marketing Magazine's Top 30 Under 30, and Ernst & Young's Entrepreneur of the Year award.

**THE BEST CAREER ADVICE I EVER RECEIVED:** While at Y Combinator, an opportunity was going sideways and Paul Graham (founder of Y Combinator) sent me a one-line email: "The Negotiation Begins at No" — Joe Kraus". There's always another angle, "No's" can be temporary.

**THE BEST CAREER DECISION I EVER MADE WAS:** Rejecting my final internship to start my own business. I had nothing to lose but it didn't feel that way at the time.





## NARINDER DHANI

Managing Director

LEAP | PECAUT CENTRE FOR SOCIAL IMPACT

**BIO:** As a leader in social finance, Narinder Dhani catalyzes large-scale change and empowers the next generation of leaders to “do good, better”. She is the Managing Director of LEAP | Pecaut Centre for Social Impact, an innovator in venture philanthropy. Under her leadership, LEAP is scaling breakthrough social ventures, unlocking talent across the private sector (with BCG, McCarthy Tétrault, H+K Strategies, Offord Group, EY and Google) and helping funders allocate capital more effectively. Dedicating her life to social impact, Dhani, a Top 40 under 40 honouree for 2019, has been recognized as a BMW Foundation Responsible Leader and formerly sat on the Global Council for Pro Bono. The data-driven and solution-focused methodology she champions in the social sector is rooted in both her education in electrical engineering and her impact-driven work across Canada and West Africa. Dhani embraces a multi-sectoral, collaborative approach to tackle Canada's biggest social challenges. As resources decline and technology disrupts the way we work and live, existing social problems are scaling faster than solutions and new problems are emerging. “I believe we have a collective imperative to find new ways to collaborate and leverage current resources to address these challenges,” Dhani responds. She is the founding Executive Director of Rise Asset Development, where she designed and scaled a Rotman/CAMH financial initiative to provide an

entrepreneurial path to employment for those with a history of mental health and addiction challenges. Prior to launching this Canadian micro-fund, she worked across West Africa to grow the Première Agence de Microfinance (PAMF) throughout Burkina Faso, Mali and Cote d'Ivoire. Dhani has also worked to deploy capital in Ghana and Nigeria with Acumen, a global non-profit that drives change through impact investments in transformative companies and leaders. Dhani is committed to working with the next generation of leaders across sectors and academic and professional disciplines. “I am inspired by the potential of leaders to shape the future of our country,” says Dhani, which motivates her to equip students with the tools to re-envision solutions to some of Canada's most wicked problems. As a lecturer at the University of Toronto, she created their first course in impact investing. Dhani currently teaches at Ryerson University in social innovation and social finance.

### THE BEST CAREER ADVICE I EVER RECEIVED:

An early mentor encouraged me to define my personal motto and use that as a guide for the big career decisions in life. As I move across microfinance, impact investing to venture philanthropy, and between Canada and West Africa, I navigate each decision through my personal slogan: “Increase access to opportunity”.

### THE BEST CAREER DECISION I EVER MADE WAS:

Moving from investment banking in Toronto to micro-finance in West Africa enabled me to redesign my path forward and embrace a career that merges purpose and profit.

**LEAP** PECAUT CENTRE  
FOR SOCIAL IMPACT

# LEAP helps leaders do good, better.

We catalyze large-scale social impact by selecting, supporting and scaling breakthrough social ventures and unleashing the potential of collaboration.



The Board of Directors congratulates **Narinder Dhani**, our Managing Director, on being recognized as part of Canada's Top 40 Under 40.

[www.leap-pecautcentre.ca](http://www.leap-pecautcentre.ca) | @leapforchange







### MITCHELL MARCUS

Artistic and  
Managing Director  
**THE MUSICAL STAGE  
COMPANY**

**BIO:** Mitchell Marcus has grown The Musical Stage Company into Canada's leading not-for-profit musical theatre company, recognized with 96 Dora Award nominations, 18 Dora Awards and 17 Toronto Theatre Critics' Awards. Mitchell was the Associate Producer for Luminato, the Creative Producer for the Hilary Weston Writers' Trust Prize, and the producer of the Dora Awards. He has been recognized with the Leonard McHardy and John Harvey Award for Outstanding Leadership in Administration, and he was a finalist for the Roy Thomson Hall Award from the Toronto Arts Foundation.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Turn your passion into your career.

#### THE BEST CAREER DECISION I EVER MADE WAS:

Leaving acting in pursuit of a career as a theatre producer. As an actor, no matter how successful I was, I always felt easily replaceable. But as a producer, I recognized that my unique combination of artistic vision and business acumen would uniquely service both my career and the needs of the industry.



### STEPHEN PETASKY

Founder and  
Chief Executive Officer  
**THE LUXUS GROUP**

**BIO:** Stephen Petasky founded The Luxus Group in 2007, setting the vision, overseeing growth, brand development, strategy, philanthropic endeavors and corporate culture. In addition to luxury property development, a key goal of the organization is to help people live happier, healthier and more fulfilling lives through expanding their world to new travel opportunities. He and his wife Carrie Doll, and children Kash and Allegra, support many causes; including the Stollery Children's Hospital, Mental Health Foundation, and The Inner Circle with Carrie Doll podcast.

#### THE BEST CAREER ADVICE I EVER RECEIVED:

Expect the road to personal and professional success to be arduous, long and often lonely. If you have that expectation going in, you will find that the journey is the most rewarding aspect of achieving your goals, and not the final destination (but that can be good, too!).

#### THE BEST CAREER DECISION I EVER MADE WAS:

To surround myself with top talent who are passionate about living their best lives and who lift up those around them. This brings me infinite energy.



### KENDAL NETMAKER

Chief Executive Officer  
**NETMAKER  
ENTERPRISES CORP.**

**BIO:** A successful Canadian entrepreneur at a young age, Kendal Netmaker speaks professionally to thousands of people worldwide on resilience, leadership and the power of telling your story. He is the founder of Neechie Gear, the author of Driven To Succeed and he has received more than 25 business awards. Kendal is on a mission to empower leaders and organizations through high impact speaking engagements and coaching programs.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Seek out people who have done what you are trying to do and learn from them so you can cut your learning curve. The best thing I ever did was invest in other people's books, seminars, audio programs and coaching.

#### THE BEST CAREER DECISION I EVER MADE WAS:

Using my gift of speaking and sharing my messages with the world.



### COURTNEY PRINGLE-CARVER

Vice President of  
External Affairs  
**ATLANTIC LOTTERY  
CORPORATION**

**BIO:** Courtney is a respected corporate and community leader because of her early commitment to balance business with beliefs. As Vice President, External Affairs for Atlantic Lottery, she oversees regulatory affairs, shareholder relations, information management, communications, corporate brand, social media and corporate reputation. She has served on numerous charitable boards and was honored with the Canada 150 award and named a YWCA Woman of Distinction in 2018. She has completed programs with the Schools of Public Health and Law at Harvard University and is finishing her MPA at Dalhousie University.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Bet on yourself. Operate from a fundamental position that anything is possible, if you're willing to be creative about how to get there.

#### THE BEST CAREER DECISION I EVER MADE WAS:

Leaving behind the discipline I had dedicated my career to in order to assume the leadership role of a function I knew very little about. It expanded my technical knowledge, but the real value was that I learned I was more than equal to any challenge.



### HRATCH PANOSSIAN

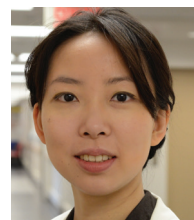
Executive Vice President,  
Global Controller and  
Investor Relations  
**CIBC**

**BIO:** At CIBC, Hratch Panossian is a champion for innovation, diversity and next-gen talent, a leading supporter of persons with disabilities, and co-leads CIBC's SickKids Leaders campaign. Prior to his current role, he was CIBC's Head of Strategy & Corporate Development. Before CIBC, Hratch held strategy and corporate development roles at TD Bank, and was a management consultant with Oliver Wyman. Hratch is a board member of NPower Canada, The Writers' Trust of Canada, and is on the Silver Ball Committee of Providence Healthcare.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Figure out the kind of work you're interested in and the skills that will become most valuable over your lifetime. Focus your energy on the intersection of the two.

#### THE BEST CAREER DECISION I EVER MADE WAS:

To begin my career in a startup. It forced me to embrace disruption, uncertainty and adopt an ownership mentality. It ingrained the values of accountability and meritocracy into my personal leadership style.



### DR. CYNTHIA QIAN

Assistant Professor,  
Ophthalmology  
**UNIVERSITÉ DE  
MONTRÉAL;**  
Vice President  
**CANADIAN RETINA  
SOCIETY**

**BIO:** Cynthia Qian, with her colleague Dr. Flavio Rezende, successfully implanted the first "Bionic Eye" retinal prosthesis in the province of Quebec. She is currently one of only three surgeons in Canada to perform this surgery. She has been recognized for her work both as a leader in medicine and as a rising star in ophthalmology by the Young Physician Leaders Program at the World Health Summit. Last year, she was named Young Professional of the Year by the Young Chamber of Commerce of Montreal and was also chosen as the prestigious Personality of the Week by La Presse-Radio Canada twice within the last five years.

**MY BEST ADVICE TO OTHERS:** Just do it. Even if you are unsure of yourself and feel like it's too much work to attain, just follow your dreams and don't look back.

#### THE BEST CAREER DECISION I EVER MADE WAS:

Choosing ophthalmology as my subspecialty in medicine, which introduced me to lifelong mentors and friends and opened up so many opportunities.





## MARK GALARDO

Vice President, Network Planning  
AIR CANADA

**BIO:** Under Mark Galardo's guidance, Air Canada has launched more than 60 new routes, and he has overseen the resurgence of Montreal as a key hub for the airline, where capacity has increased nearly 80 per cent in the last five years. He helped launch direct flights from Montreal to international destinations such as Tokyo, Shanghai, Beijing, Tel-Aviv, Lyon, Lisbon and Sao Paolo. He was also part of concluding the decision to purchase the technologically leading Canadian-built Airbus A220 (formerly known as the Bombardier C-Series). In his current role, Mark is responsible for overseeing the continued development of Air Canada's global route network. Over his 15-year career at the carrier, he has held many key strategic roles. These include leading the successful development, implementation and profitable expansion of Air Canada's global network, and the deeper expansion of three globally competitive and international aviation hubs (Toronto, Vancouver and Montreal). As a mentor in the Leading the Air Canada Way program, Mark shares his knowledge with employees to help bridge the gap for future leaders. He has coached many young colleagues within network planning so they will be prepared to assume leadership roles within the company. Mark is also involved in a number of community initiatives and charities,

donating both his time and helping raise money for various groups such as Hockey Helps the Homeless and the Ride to Conquer Cancer. Mark holds an Executive MBA from Concordia University and is the proud father of a two-year-old girl.

**I AM INSPIRED BY:** My grandmothers. They left Italy with nothing to their names in the hopes of giving their families a better future here in Canada. They taught me the virtues of hard work, hustle and sacrifice. I will forever be grateful and owe so much of my success to them. These are values that will carry on with me forever and most certainly intend on passing down to my kids.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Pick your battles. You won't be able to win them all, so pick the ones that are the most meaningful to you.

**THE BEST CAREER DECISION I EVER MADE WAS:** To enroll in an Executive MBA program. It allowed me to broaden my horizons, get further visibility on the age of technological disruption, and analyze the world of business from different angles (i.e. finance/marketing/strategy).



# KEEP SOARING TOUJOURS PLUS HAUT

From all 33,000 of us at Air Canada, Congratulations to Mark Galardo for being ranked among Canada's Top 40 Under 40, 2019.

Thank you for your outstanding contributions to the business community and the impact you drive every day in our organization.

De la part de nous tous, les 33 000 employés d'Air Canada, félicitations à Mark Galardo, classé au palmarès des 40 Canadiens performants de moins de 40 ans (Canada's Top 40 Under 40) pour 2019.

Merci de ton apport remarquable au milieu des affaires et de ton rôle déterminant au sein de notre entreprise.

A STAR ALLIANCE MEMBER  
MEMBRE DU RESEAU STAR ALLIANCE



**AIR CANADA**




**MICHELE  
ROMANOW**

Co-Founder and President  
**CLEARBANC**

**BIO:** Tech titan Michele Romanow is an engineer and a serial entrepreneur who started five companies before her 33rd birthday. Prior to Clearbanc, which gave entrepreneurs more than \$150 million in funding this year, she co-founded SnapSaves, which was acquired by U.S. tech giant Groupon, and Buytopia.ca, which was ranked No. 3 on the Profit Hot 50 list of fastest-growing companies. She has been recognized as one of WXN's Canada's Most Powerful Women: Top 100 and is the only Canadian on Forbes magazine's "Millennial on a Mission" list.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Start now, work hard and don't give up. Thinking that you need a certain education or you need a certain amount of work experience to do something is just so limiting. Ultimately you need to believe in yourself and go out there and do it. Society rewards ideas no matter who they come from.


**KARLEE SILVER &  
JOCELYN MACKIE**

Co-Chief Executive Officers  
**GRAND CHALLENGES  
CANADA**

**BIO:** Dr. Karlee Silver and Jocelyn Mackie are Co-Chief Executive Officers of Grand Challenges Canada, an innovation platform that funds innovators in low-and middle-income countries and, soon, Indigenous innovators in Canada. Karlee focuses on setting strategy to support and scale promising innovations for social impact. Jocelyn focuses on setting and communicating the platform's strategy and impact with funders and partners while overseeing operations and financial management.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Karlee Silver: Join an organization that is taking off. Jocelyn Mackie: Make myself a special case and useful to others.

**MY BEST ADVICE TO OTHERS:**

Karlee Silver: Pick the next career move because it excites you, not because it may get you somewhere else.

Jocelyn Mackie: Figure out what you are passionate about and the type of work you enjoy doing day-to-day. Then work towards combining them.


**MAYA ROY**

Chief Executive Officer  
**YWCA CANADA**

**BIO:** Maya Roy heads the largest women's charity in the country, which annually invests more than \$230 million to support 330,000 women and girls across Canada. She is part of the World Economic Forum's Young Global Leaders, serves on the board of Women's College Hospital, was a member of the Gender Equality Advisory Council for Canada's G7 Presidency and has worked with NGOs to support violence prevention. Maya has been recognized with the CASSA Gender Advocate Award and the Toronto Community Foundation's Vital People award.

**THE BEST CAREER ADVICE I EVER RECEIVED:** Comes from Shirley Chisholm, the first African-American woman to run for U.S. President: "If they don't give you a seat at the table, bring a folding chair."

**THE BEST CAREER DECISION I EVER MADE WAS:**

To always question my own assumptions. I gave up an amazing job and comfortable life to go to grad school at the London School of Economics and Political Science. I learned you never know what you don't know.


**DANIEL  
SCHLAEPFER**

President and Chief  
Executive Officer  
**SELECT VANTAGE  
CANADA INC. (SVI) (AND  
SELECT VANTAGE INC.)**

**BIO:** Daniel Schlaepfer heads a global leader in electronic market-making with more than 2,700 staff in 39 countries. On any given day, the firm can trade upwards of US\$3 billion on global stock markets. Prior to SVI, Daniel worked with a privately owned trading technology firm, where he was responsible for the product development of the firm's trading system and negotiated market access agreements in NCSA, EMEA and Asia. He has operated two successful trading floors and early on in his career he worked as a day trader.

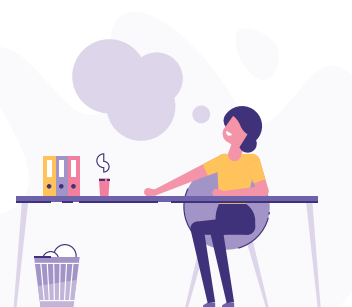
**THE BEST CAREER ADVICE I EVER RECEIVED:** To just be a good person and to focus on a role that interests you. Focusing on the short-term economics will lead to failure.

**THE BEST CAREER DECISION I EVER MADE WAS:**

The moment I wasn't loving every minute, I chose to take control of the situation and make a change. Sometimes it's necessary to shake things up.

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FINANCIAL POST





## GIRISH GANESAN

Head of Talent

TD BANK, AMERICA'S MOST CONVENIENT BANK®

**BIO:** Girish Ganesan is a strategic leader credited with driving change and building best-in-class teams. A creative thinker with a passion for innovation in improving organizational performance, he has international experience across multiple HR disciplines including Organizational Change and Transformation. In his current role, he is responsible for talent acquisition, talent management, learning and development, organizational design, employee experience, and diversity and inclusion. Prior to this role, Girish was the Vice President of Enterprise HR Solutions and Enablement for TD Bank Group, leading transformational initiatives to improve the experience of more than 90,000 employees, globally. He had oversight for HR Technology, Workforce Analytics, and Project and Change Management. Before joining TD, Girish held a variety of HR roles at Manulife and Accenture. He has worked in North America and Asia, with exposure to more than 50 jurisdictions worldwide. Born in New Delhi and educated in Canada and India, he is a leader among diverse communities, mentoring newcomers, internationally trained professionals and LGBTQ2+ community members. Girish has been recognized as the Top Future Leader by HR.com for three years in a row from 2016 to 2018 for out-

standing work in corporate leadership. In addition, he was the recipient of Golden Globe Tiger Award for Excellence in HR Leadership in 2015 endorsed by World HRD Congress and Asian Confederation of Businesses, and named HR Professional of the Year by Human Resources magazine in Singapore in 2013. Girish holds a Bachelor of Arts (Honours), post-graduate education in HR Management, and the Certified HR Leader (CHRL) designation.

### THE BEST CAREER ADVICE I EVER RECEIVED:

Almost nothing you're worried about today will define your tomorrow. Begin with the end in mind, envision the career and life you would like to have, and make decisions that bring you closer to that destination. The ride will be bumpy but that's the process to go through to learn and grow.

### THE BEST CAREER DECISION I EVER MADE WAS:

I accepted a role in Singapore as head of HR for six countries. Moving across the world from Toronto, I grew as an individual with broad-based sociability, global-mindset and inclusive leadership.

# Cheers, Girish.

## Your inspiring work makes us a stronger team.

Congratulations to Girish Ganesan,  
2019 Honouree of Canada's Top  
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**DR. IAN SUTHERLAND**  
Dean, School of Music  
**MEMORIAL UNIVERSITY**

**BIO:** An expert in leadership studies, creativity and innovation and co-author of *Key Concepts in Leadership*, Ian Sutherland has developed a dynamic global career as an academic leader, scholar, speaker and consultant, working across numerous industries in more than 40 countries. He has served as Associate Dean for Research and Director of PhD Studies at IEDC-Bled School of Management (Slovenia), Research Fellow of the Centre for Leadership Studies at the University of Exeter (UK) and Adjunct Professor of Leadership at the Warsaw University of Technology Business School (Poland).

**THE BEST CAREER ADVICE I EVER RECEIVED:**

Regularly reflect upon and understand what fires your passions. Use this as the guiding principle in making career decisions. The best career decision I ever made was: In 2010 I took a major career risk, rejecting a position at a high-profile university in the Netherlands, accepting a position at a far-less-known business school in Slovenia. The business school's vision inspired me. It opened a world of possibilities. They were years of incredible exploration and development.



**ANNESLEY WALLACE**  
Senior Vice President,  
Pensions and  
Communications  
**OMERS  
ADMINISTRATION  
CORPORATION**

**BIO:** Annesley Wallace has developed a highly successful track record as a leader across various industries and roles in engineering, finance and pension fund operations. She currently leads a team that delivers exceptional services to 500,000 pension plan members across Ontario and is responsible for OMERS organization-wide communications and global brand strategy. Prior to Pensions and Communications, Annesley was a Managing Director at OMERS Infrastructure, responsible for a multi-billion-dollar portfolio of investments across energy, transportation and social infrastructure sectors delivering long-term value for the pension fund.

**THE BEST CAREER ADVICE I EVER RECEIVED:**

Learning from others with successful careers taught me the importance of dedication, hard work and relentless focus on driving positive results by engaging others.

**MY BEST ADVICE TO OTHERS:** Find those special people and watch them closely.



**SEAN SYLVESTRE**  
Founder and Chief  
Executive Officer  
**MOBILE VISION CARE  
CLINIC INC.**

**BIO:** Sean Sylvestre is on a mission to eliminate poor vision as a barrier to education for all students across Canada. A licensed optician who helped grow his family's optical business, the Winnipeg School Division tapped him to create a mobile vision care clinic that could provide comprehensive eye examinations and dispense prescription eyeglasses directly on-site at various school locations. The program has resulted in improvements in student attendance, behaviour as well as an average literacy gain of 1.4 grade levels by the end of the school year for those students receiving eyeglasses.

**THE BEST CAREER DECISION I EVER MADE WAS:**

To take the risk of starting a business that allows me to follow my passion for serving my community and helping break down barriers to ensure all Canadians have access to eye care regardless of their socioeconomic circumstances.



**NICOLE VERKINDT**  
Founder and Chief  
Executive Officer  
**OMX**

**BIO:** Award-winning entrepreneur Nicole Verkindt heads the world's most powerful procurement platform specialized in driving socio-economic returns, is on the board of the Canadian Commercial Corporation and is a frequent technology commentator on CBC and columnist for *Vanguard* magazine focusing on technology. A former Dragon on CBC's "Next Gen Dragon's Den" and an investor on "The Pitch", Nicole is a member of the Business Council of Canada and serves as co-chair of its Task Force on Canada's Economic Growth. In 2019, she was named StartUp Canada's Woman Ambassador of the year.

**THE BEST CAREER ADVICE I EVER RECEIVED:**

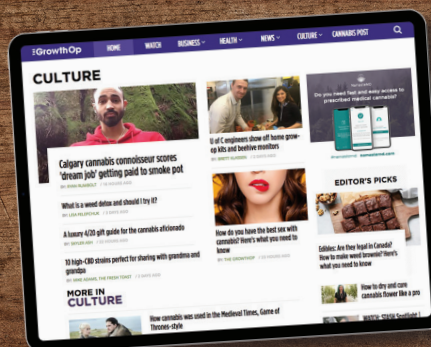
Act As If.

**MY BEST ADVICE TO OTHERS:** Start now. Get on the ice.

**THE BEST CAREER DECISION I EVER MADE WAS:**

Quitting my first and only (brief) job.

# THE WORD ON CANNABIS



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## JANET LEPAGE

Chief Executive Officer  
WESTERN WEALTH CAPITAL

**BIO:** For the past decade, Janet LePage has been focused on creating wealth through well-selected real estate investment. From day one, she wanted to be a game-changer in the real estate investment industry, where only three per cent of executive leaders are women. The bar is set low for both relationships between owners, property management companies and renters. WWC's company thesis is to dream big and always strive to do better. It's mission statement is clear: 'We do business on human terms, not term sheets alone.' under Janet's bold vision, precise business strategy and people-centric leadership, WWC has acquired more than 60 multi-family properties with a transactional value of more than US\$1.9 billion. In less than five years, the firm has grown to become the second-largest multi-family owner-operator in Arizona. In the past year alone, WWC has moved from a single-city owner/operator to a multi-city owner/operator. The growth achieved is unprecedented in the multi-family real estate space. The majority of WWC properties are home to lower-income families who are financially challenged by the basic necessities of life. Janet has created two annual charitable initiatives — "We've got your back", which donates school supplies to

children in the communities it serves, and "Rent-free Christmas", which sees one family in each one of WWC's properties get a free month of rent for December — and ensures they are a top priority in the day-to-day operations of WWC. Her entrepreneurial spirit and ambition means that WWC will continue to 'do business on human terms' and grow these programs to reach more lives each year. Janet is co-author of Real Estate Action 2.0, released in 2016 by Jurock Publishing Ltd and has been recognized with several awards, including Ernst & Young's Entrepreneur of the Year (Real Estate/Construction/Pacific region), Business in Vancouver's Forty Under 40 and the Veuve Cliquot Canadian New Generation Award, which recognizes young female entrepreneurs. She holds a Bachelor of Applied Science in Computer Science and Business Administration (Simon Fraser University) and a Project Management Professional designation.

**THE BEST CAREER ADVICE I EVER RECEIVED:** You will miss 100 per cent of the chances you don't take.

**THE BEST CAREER DECISION I EVER MADE WAS:** Leaving my corporate job, the security of it, the pension, the medical and taking a risk to build a company I love.

*Doing business on human terms, not term sheets alone.*

- Janet LePage



## What Real Estate Investment Should Be

Western Wealth Capital proudly congratulates Janet LePage on being recognized as a recipient of Canada's Top 40 Under 40® for 2019.

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**SAM MOLYNEUX**

GM

**META, CHAN ZUCKERBERG INITIATIVE**

**BIO:** Sam Molyneux is a Canadian scientist and entrepreneur who has focused his work on the problem of how scientific information is organized in the modern world. Inspired by the challenges he faced as a cancer genomics researcher at the University of Toronto, Sam co-founded Meta, an Artificial Intelligence (AI) company that is transforming how scientific knowledge is experienced and consumed. In 2017, Meta was acquired by the Chan Zuckerberg Initiative to scale up and make its technologies and tools freely available for researchers around the world. Sam has received several honours for his work in both scientific research and in business, including the 2016 Martin Walmsley Fellowship Award and the Banting & Best Doctoral Fellowship. Sam was named #20 on Fast Company Magazine's 100 Most Creative People in Business in 2017. Meta was recognized as one of the Top 10 Innovations of 2014 by The Scientist Magazine, and has been written about in MIT Technology Review, TechCrunch, Fortune, ReCode, Engadget, Wired, Bloomberg, CNBC, CNN, NewsWeek, and Communications of the ACM among others. Meta's acquisition by the Chan Zuckerberg Initiative was covered in more than 160 news and magazine outlets. Sam's research has been published in Nature Genetics, Nature Cell Biology, Science

Translational Medicine, Cancer Cell, PNAS, and JCI, among others. He is a frequent speaker on the future of scientific information, and for three years running, at the United Nations on AI for Good.

**THE BEST CAREER ADVICE I EVER RECEIVED:**

Regularly pursue breakout opportunities and take risks where you can tolerate the downside of not succeeding. Most risks are not actually that risky. Maintain optionality.

**THE BEST CAREER DECISION I EVER MADE WAS:**

I started off on an academic science path in grad school, but being open to combining business and science to achieve a mission I felt was important was the best decision that I ever made.

**CONGRATULATIONS,  
SAM  
MOLYNEUX**

**THANK YOU FOR YOUR  
CONTINUED EFFORTS TO  
CREATE A BETTER FUTURE  
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Zuckerberg  
Initiative** 

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UNDER 40**  
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## DR. CARLA PRADO

Associate Professor

**CAMPUS ALBERTA INNOVATES**

Program Chair in Nutrition, Food and Health;

Director – Human Nutrition Research Unit

**UNIVERSITY OF ALBERTA**

**BIO:** Carla Prado is an internationally recognized expert in body composition assessment and a champion of women in science. Her research program focuses on the identification and treatment of abnormalities in body composition (such as low muscle mass), with a special interest in cancer, a disease that affects one in four Canadians. Her research has shown that body composition predicts both response to therapy and survival in cancer. She is now designing targeted lifestyle interventions to change body composition and improve the health of people with cancer. Carla is an expert in assessing nutritional status through the precise measurement of body composition. Body composition is an expanded concept of body weight and refers to the different proportions of muscle and fat in our bodies. Carla is particularly interested in studying low muscle mass, a condition that can be present at any body weight yet may be hidden in those with normal weight or with obesity. Her vision and leadership on this topic are changing the way an individual is assessed and treated. Carla is also pioneering a number of community engagement endeavours.

Her excellence spans the three pillars of academic commitment, having won several awards for her research, teaching and service. In 2017, Avenue Magazine Edmonton named Carla to its Top 40 Under 40 list, an award that celebrates Alberta's most exceptional young leaders. She has shared her expertise in over 100 meetings worldwide and in many high-profile media outlets such as Forbes, The Atlantic, Marie Claire and Women's Health. Carla was recently featured in the CBC documentary "Ms. Scientist". Carla earned her PhD from the University of Alberta and completed further training at the Cross Cancer Institute, the National Institutes of Health (U.S.A.) and Newcastle University (U.K.). She is an associate editor of Clinical Nutrition and the Journal of Cachexia, Sarcopenia and Muscle. She is also a member of the Body Compositional Clinical Guidelines group for the American Society for Parenteral and Enteral Nutrition.

### THE BEST CAREER ADVICE I EVER RECEIVED:

Always do what you love, you will never work a day in your life.

### THE BEST CAREER DECISION I EVER MADE WAS:

To persistently pursue my dream, taking big risks to make it happen.

# research muscle

## Congratulations Dr. Prado!

Dr. Carla Prado's expertise in assessing nutritional status through the precise measurement of body composition is uncovering the importance of muscle mass to overall health and fighting disease. Her research investigating ways to prevent and reverse muscle loss through nutrition is building a body of work with long term impact.

The University of Alberta congratulates Dr. Prado on being named one of Canada's Top 40 under 40®.

Truth, like muscle mass, can be hidden from view.  
Our researchers seek truth, wherever it may lead.

For this and other complicated truths, visit [UALBERTA.CA/TRUTHMATTERS](http://UALBERTA.CA/TRUTHMATTERS).



**PARAG SHAH & FRANK SPANO**

President/Chief Operating Officer  
**NEWAGE PRODUCTS**

**BIO:** Parag Shah and Frank Spano are in the business of solving problems for homeowners. Over the past decade, the co-founders and Ivey classmates have quietly built a privately held business that has generated more than \$100 million in annual revenue and established offices in three countries. NewAge Products is a disruptive manufacturing and distribution company leading the home improvement industry with its best-in-class online shopping experience and suite of expertly engineered, innovative organizational solutions. As President, Parag oversees product design, marketing, creative and sales departments. As Chief Operating Officer, Frank drives the company to reach supply chain, logistics, customer service and financial targets. Together, they have grown the company to the point of national recognition both in Canada and in the United States by delivering greater value at every stage of the buyer journey, making it easier and faster for customers to beautify their living spaces and to realize the full potential of their homes. In 2020, the company is poised to launch into three new categories in home improvement: Flooring, kitchen cabinetry and outdoor rooms. When it comes to what it takes to be innovative, Parag has a simple mantra: "We must be willing to break with conventions, challenge our own personal biases and,

first and foremost, listen to our customers." Parag and Frank are doing just that and leading NewAge Products to new horizons.

**THE BEST CAREER ADVICE WE EVER RECEIVED:**

Test, Learn, Fail Fast, Evolve.

**THE BEST CAREER DECISION WE EVER MADE WAS:**

Starting our own business right after graduating university. This allowed us to make mistakes early and learn our industry.

“  
A big thank you  
to our team for  
helping us  
achieve this  
recognition.”

**2019**  
RECIPIENTS OF



A Caldwell Award

CONGRATULATIONS

**Parag Shah and Frank Spano**







## CRAIG SKAUGE

President

OLYMPIA TRUST COMPANY

**BIO:** Entrepreneurial spirit, a focus on relationship-building and an overarching commitment to customers have helped Craig Skauge grow the family business and successfully advocate on the part of customers and the private capital markets industry. Craig sets the tone for the company's philosophy of "With Us It's Personal", ensuring that the highest standards of customer service are experienced by customers at all levels. As the face of Olympia Trust Company, he is a fixture at industry events, directs the marketing department, and oversees strategic direction and innovations, particularly in the area of technology implementation. A tireless advocate for Canada's private capital markets, Craig is a Founder and Vice Chair of the Private Capital Markets Association and a member of the Alberta Securities Commission's Exempt Market Dealer Advisory Committee. He was previously a member of the Ontario Securities Commission's Small and Medium Enterprises Committee and Exempt Market Advisory Committee. Craig established the Olympia Charitable Foundation, a CRA-registered charitable organization, which donates approximately \$300,000 annually and has donated well in excess of \$1 million to employee-chosen causes. Craig is also a long-term volunteer with Dreams Take Flight, a national organization

that takes under-privileged and disabled children on a one-day trip to Disneyland each year. As a childhood brain tumor survivor who was aboard the inaugural flight 26 years ago, Craig has gone full circle, becoming an ongoing volunteer, advocate and, through Olympia and his family, one of Dream's largest annual donors.

### THE BEST CAREER ADVICE I EVER RECEIVED:

If you're put in a position where you can learn from entrepreneurs with more experience than you, take it. The business world is obviously very different than 10, 20, 30 years ago but to discount the vast knowledge of those with battle scars from the past is foolish. Learn from their victories and losses. Make work/life balance a priority early in your career.

### THE BEST CAREER DECISION I EVER MADE WAS:

To advocate on behalf of our entire industry. Having the courage to speak on behalf of our customers to regulators and government had the unintended benefit of putting me in the spotlight and helped separate our company from the pack.

Olympia Trust Company  
proudly celebrates our  
President, **Craig Skauge**

## 2019 Honouree of Canada's Top 40 Under 40®

Leading our team and the exempt market industry as an advocate for change and innovation.

From everyone at Olympia, congratulations!



**BILL WALKER**

Chief Executive Officer  
**LANDMARK CINEMAS CANADA**

**BIO:** When Bill Walker joined Landmark Cinemas as Chief Operating Officer in 2014, the organization faced an incredible challenge. It had acquired a company three times its size, was highly leveraged, and lacked a strategic focus. Bill quickly set to work creating a vision, purpose and strategic plan to align the organization. He implemented a strategy, defining company values, initiatives, strategic imperatives, its mission and vision. He developed a communication strategy that connected the organization and provided a clear, unifying direction. Landmark is the number two operator in Canada and became fixated, across all levels of the organization on providing a better experience – competing and winning against its much larger competitor. He also brought in new talent to help deliver the new strategy and implemented several innovations centered on improving, and differentiating, the customer experience. Landmark was the first to introduce recliner seating to Canadian moviegoers, a change that has transformed movie going in Canada and made Landmark a destination for Movie Lovers. Landmark was also the first to introduce free reserved seating in most of its locations and was the first exhibitor in North America to launch the industry leading mobile ticketing platform, Atom Tickets.

The result: Bill has led the organization to 35 per cent revenue growth and a more than 600 per cent increase in profitability. This success led to a sale of the organization in late 2017, at which point Bill was named Chief Executive Officer of the Canadian organization. Now owned by Kinepolis Group NV of Belgium, Bill and the team are continuing to grow through investment in experience upgrades and construction of new locations. Social responsibility continues to be a key focus. In the past three years, Landmark Cinemas has raised \$300,000 in support of Kids Help Phone and provides an important media platform to reach youth in need.

**THE BEST CAREER ADVICE I EVER RECEIVED:**

Be willing to relocate. Do not let geography limit your potential or force you to turn down an opportunity. The resiliency, professionally and personally, that moving for your career can develop will serve you well throughout your life.

**THE BEST CAREER DECISION I EVER MADE WAS:**

Relocating. I was presented opportunities well beyond my qualifications early in my career that fundamentally changed my path. My willingness to leave everything behind and focus on my career in a new environment is part of what has enabled my success.



**CONGRATULATIONS**  
on your deserved recognition  
as one of Canada's  
**Top 40 Under 40!**

From the entire Cast & Crew at



A Kinepolis Group Company