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Canadian Executive Search Market Adapting to Change and Moving Forward



For executive recruiters, Canada has been a particularly good place to set up shop. The country hosts an expanding number of diversified industries and dynamic growth sectors that are well-positioned to beckon talent.

The pandemic has changed the business landscape for everyone from recruiters to businesses to candidates. Innovation has been the key to meeting the challenges brought by COVID-19, and many recruiters continue to thrive. Competition, however, is heated and the best candidates are seeing multiple offers.

For many organizations, hiring and retention of key talent is now more vital than ever. The problem, say recruiters, is that there are more job openings than prospects. Compensation matters, of course, in winning the best talent. But positive culture, sustainability, career development opportunities and flexibility on remote work arrangements will all play a big part going forward.

"We are continuing to see a strong market for the executive search space in Canada at the leadership and professional level," said Pamela Ruebusch, founder of **TSI Group**. "It is clear 'attracting talent' takes more effort than ever before right through to the final signing of offers and confirming the onboarding plan. Clients in manufacturing, supply chain, transportation and distribution are competing for talent at all levels. This is driving up compensation bands and candidates are looking more and more for roles where they can have a flexible work-life balance. We will continue to see this trend we expect throughout 2022, which means having a talent acquisition strategy that is innovative is key."

COVID is still putting constraints on businesses, according to Ms. Ruebusch. "More than ever, HR departments continue to pivot and are being tasked with keeping ahead of COVID protocols to ensure overall employee safety and wellness," she said. "The business landscape has changed forever. Working from home or a hybrid

model seems to be here to stay. Sales departments have had to think outside the box on how to engage with clients. Employees who need to physically be at the employer locations are concerned and anxious with getting or passing COVID on."

TSI Group has seen an increase in competition for top talent and candidates becoming more selective on what they are looking for. Therefore, more conversations on alignment of what the candidate and client are seeking is happening from the professional level up to the C-suite. "With the start of the year, there are always more sales and sales leadership roles," said Ms. Ruebusch. "We are also seeing an increase in leadership roles in operations and more opportunities at the GM/president level. We recently completed a COO role for one of the largest Canadian poultry processors. We secured a VP of operations search for a major food wholesaler in Ontario. We successfully completed a director of inventory management and planning hire for one of the fastest growing PPE medical products companies in Western Canada. In 2021 we also secured a CFO for the largest specialty manufacturer of wax products throughout North America."

BY THE NUMBERS

Making an Economic Impact

Canada's staffing, search & recruiting industries represent **13.6%** of the country's workforce...

...generating more than **\$15 billion** in revenue towards Canada's economy.

Source: Association of Canadian Search, Employment and Staffing Services

Increase in Turnover

"There is a significant increase in turnover at all levels of leadership brought on by the demographics of an ageing workforce and fueled by the impact of COVID-19 on job security, work/life balance and the continuing growth of a skills-based economy," said Tony Woolgar, senior partner and head of national healthcare leadership practice at **Legacy Executive Search Partners**. "For larger organizations this has been reflected in a trend towards downsizing to optimize efficiency including a reduction in management costs and overheads and delayering of management structures. For smaller organizations the challenge continues to be to ensure sustainability in the market rather than target growth and increased market share."

"COVID-19 has provided an exciting opportunity for us at Legacy Executive Search Partners to prove (cont'd. to page 2)

to all our clients and potential candidates that we can still offer a personalized and flexible approach to every search despite every aspect of the search process being carried out remotely," Mr. Woolgar said. "Being a boutique firm respected as a preeminent search firm in municipal government, broader public sector, healthcare and the not-for-profit sector we have been able to grow our business across each of these sectors by being adaptive, responsive and resourceful in supporting organization development and redesign to meet the unique challenges presented by COVID-19 for each organization."

"I think the search business will continue to thrive in certain industry segments as there is a clear shortage of skill-sets which have been highlighted through COVID," said Kartik Kumar, partner and national practice leader municipal government at Legacy Executive Search Partners. "Although there were some price pressures in the initial stages of the pandemic as everyone was trying to reduce recruitment costs, through adjusting our fee structure and leveraging our excellent client management tool to provide a real-time communications channel, we have streamlined each step of our recruitment process to create the best value proposition for each client."

"Most importantly, the realization that the mission and mandate of every organization has been impacted by COVID-19 and the normal approach to, and timelines for, recruitment have changed considerably," said Mr. Woolgar.

Hiring to new and existing leadership roles has involved working more closely with recruitment committees, leadership teams and boards to balance short-term (operational) needs with longer-term (strategic) direction in determining the ideal candidate profile. COVID-19 has also accentuated the need for many organizations to develop stronger collaborative partnerships with industry, sector or community partners, as in many cases collaboration has taken the place of competition in response to COVID-19. This trend has required the candidate profile to reflect these leadership attributes in contrast to a previous (pre-COVID) organizational culture.

"On a daily basis, we see North American business leaders constantly and simultaneously wrestle with trying to mitigate business risk and conversely how to manage, or prepare for, historic growth," said John Watts, founder and partner at **Forward Path Group**. "Certain industries such as ecommerce and technology have had incredible growth during COVID and, those sectors that are hardest hit, are scrambling to be the best prepared to ride the 'post-COVID' wave. Arguably, the strongest of those hardest hit sectors will be in an incredible position to drive significant profits and shareholder value. There is a definite 'have and have not' situation in the 2022 Canadian economy."

"Regardless of the sector, all of our clients are learning how to best balance a home-office workforce and none of our clients see a return to the pre-COVID office," said John Watts, founder and partner at Forward Path Group. "This workforce evolution is different for each sector and company, but none are immune to the migration to more remote-based employees. CEOs across Canada are competing to attract talent working remotely that can drive growth, who are continually productive

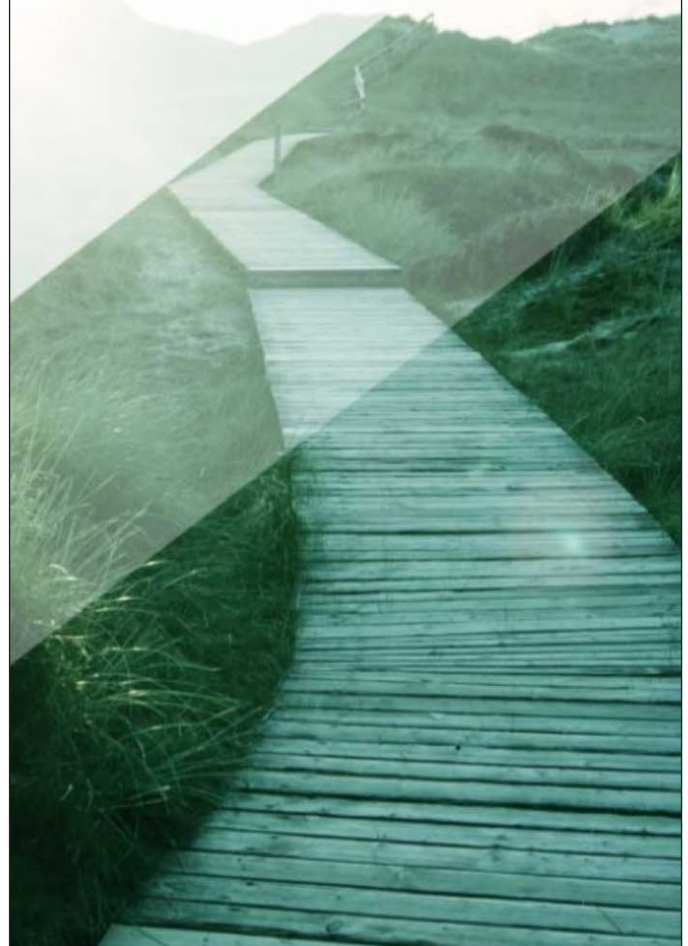
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SPOTLIGHT

Odgers Berndtson Poised for Another Year of Unprecedented Growth

This past year has been exceptional for **Odgers Berndtson Canada**. The firm welcomed more than 40 new colleagues including president Brad Beveridge, chief marketing officer Lori Dyne, and partner and head of diversity, equity and inclusion Ryna Young. Building on that momentum, the

firm named Lindsay Osmond as a partner in their leadership advisory practice. She will oversee the opening of an Odgers Berndtson office in Edmonton, Alberta. Julie Choi, an expert in psychometric assessment, also joined the team as a senior consultant, and will be supporting clients from the firm's Calgary office.

"Throughout our 31-year history in Canada, this has to be one of the most exciting times for our business," said Carl Lovas, chairman and CEO, Odgers Berndtson Canada. "Over the last 12 months we have had the pleasure of welcoming some of the best talent in our industry to the firm and we have achieved incredible milestones, including strategically expanding into Edmonton which will enable us to continue building upon our national footprint."

"Over the last seven years, Odgers Berndtson has established itself as a trusted advisor in executive search and leadership assessment, coaching and development in western Canada," said Eric Beaudan, global head, leadership advisory practice. "To continue delivering exceptional experiences for our clients, we needed to welcome experts who are forward-thinking and inclusive in their approach. When we met Lindsay and Julie, we knew that they were the right people to support our clients. Both are personable, creative and bring a proven ability to foster genuine partnerships. Lindsay is a true expert in leadership development and human resource management, and Julie has deep qualitative and quantitative research experience that we're confident will create an advantage to senior leaders and teams interested in understanding their strengths and potential blind spots at a deeper level." This past year has been exceptional for Odgers Berndtson Canada. The firm welcomed more than 40 new colleagues including president Brad Beveridge, chief marketing officer Lori Dyne, and partner and head of diversity, equity and inclusion Ryna Young. Building on that momentum, the firm named Lindsay Osmond as a partner in their leadership advisory practice. She will oversee the opening of an Odgers Berndtson office in Edmonton, Alberta. Julie Choi, an expert in psychometric assessment, also joined the team as a senior consultant, and will be supporting clients from the firm's Calgary office.

and add to the company culture. Unfortunately for those have-not sectors, the companies who have grown during COVID (i.e. Amazon) have the financial means and brands to bully the market and attract the best talent."

Booming M&A Market

"Fortunately for some, and unfortunately for others, we believe the M&A market will explode in 2022 and 2023," Mr. Watts said. "The 'have' companies and those who best prepared in their sector will be extremely active to gain market share and diversify. Although top line revenue for many companies have decreased, many also saw their bottom lines become much stronger resulting in more cash. An active M&A market will only escalate the war for talent."

"From the search business perspective, we see fewer people in person," Mr. Watts said. "Clients are more and more comfortable

with interacting remotely, but we try to meet safely 1:1 as much as possible. Human nature is to gather and share, and we feel this need. From a candidate perspective, there are advantages and disadvantages by being remote. It is easier for candidates to click a video link than dress up and meet at a coffee shop. It is also more convenient for the recruiter. But efficiency and quantity does not mean quality. To ensure we are finding great talent for our clients, we improved our remote interview techniques and leveraged assessments."

"I believe that most businesses that were successful pre-COVID all took a pretty good punch on the lip in the early stages of COVID," said Bruce MacDonald, founder of **MacDonald Search Group**. "Like every major change, it took time to understand. Once they settled in to what the impact of the pandemic meant to their business, they realized they needed to keep moving forward. So, they began to re-embark on the growth strategies they had on the chalkboard. Then those successful pre-COVID companies began to thrive. I guess the one exception would be the hospitality industry which continues to struggle under the government health restrictions. This led to a 2021 of robust business growth for many of our client base."

"From a candidate perspective, their needs became more paramount," he said. "They all went home to work, their companies eventually flourished and now, they are more convicted in meeting their needs – work from home, on their terms and with flexibility. The net result is a super-heated recruitment world that swayed the pendulum to the candidate. In 25 years in the business, I have never seen such a candidate driven market."

Mr. MacDonald's initial thought was there wouldn't be much change in the short term from COVID. "However, we are in February 2022 and Omicron is making its impact felt," he said. "Businesses, especially public facing ones, will all face a short-term struggle from more of a staffing perspective than a revenue perspective. We are all in the middle of the storm. The good news is we are starting to see case counts peak in those parts of the world where Omicron emerged earlier than here in Canada and hospitalizations are nowhere near the percent of cases counts as they were last year."

"In the long term, I see two things affecting business," said Mr. MacDonald. "One, I think the big question businesses need to find an answer to is, What do we look like post-COVID. Work from home? Back to the office? Or some sort of hybrid? I think that will be the prevailing question of the day. I'm hopeful we see a return to the workplace. People need human interaction and businesses need to ability to have their employees collaborate without scheduling a video meeting. While many candidates and employees now see themselves as working from home, I see it as 'we are in the middle of a world changing event and are finding ways to continue our work while at home.' Second, what/how does/has the worldwide supply chain shortages affect inflation and how will that affect the economy? Inputs costs are increasing across the board and prices are beginning to follow."

"There is still and will continue to be a war for talent in 2022 creating a tremendous need for executive

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search," said Jeanne Branthover, managing partner, global financial services & fintech practices at **DHR Global**. "Clients with the large amount of hiring that they are experiencing cannot successfully focus the attention needed to each opening to identify qualified talent, attract that talent and close them. Search firms have a proven process that works. Clients through the pandemic now have a true understanding of partnering with a search firm to complete their searches."

"They have come to appreciate the search process and the caliber of candidates presented that will make a significant contribution and positive impact on the firm," she says. "Clients continue to build their human resource department but are still overwhelmed and recognize the need to hire a search firm on crucially important searches. We are in a highly competitive market and companies recognize the need to spend the money on their most important asset...their people."

"In 2022 financial services will continue to redefine what it is in this ever-changing environment," Ms. Branthover said. "It will continue to grow and expand products and offerings through digitalization transformation, ESG initiatives, investing in top talent, rethinking the work environment, culture and figuring out ways to be more efficient and innovative. In financial services and Fintech we expect to see a continued focus on hiring exceptional talent with the skill set that is needed today in each functional role," she says. "Companies continue to evaluate who is in each seat and if they have the right qualifications to be successful. Fintech companies will continue to hire to achieve their goal of going public or being acquired. Bank technology will continue to explode with fintech partnerships and financial services embracing the fintech movement. Banks will have increased competition for talent with crypto and fintech firms continuous hiring. Firms will try to attract and retain talent through offering higher pay, additional benefits and a better work/life balance."

Canadian Employers Recovering

Large and mid-sized Canadian employers are recovering from the impact of the initial phases of COVID, according to Michael Henry, managing partner of **Massey Henry**. "They are experiencing labor demand pressures and supply chain challenges," he said. "In addition, many businesses are working through the longer-term implications of digitization and hybrid employment models. COVID will continue to impact businesses in 2022 and beyond. That said, COVID has accelerated digital transformation and a rethink of traditional work models. This acceleration now has its own momentum apart from the impact of current and potentially successive COVID waves. COVID has acted as change agent affecting many areas of work and family life across the globe. In combination with climate change and ESG adoption, business and employment models will undergo dramatic change over the next five years."

While COVID has changed the way we conduct business, it hasn't yet affected client demand. Financial services and fintech executive recruiting remain robust, Mr. Henry said. "We believe that the demand in financial services is a direct reflection of digitization and business model adaptation

(cont'd. to page 5)

SPOTLIGHT

Massey Henry Launches in Canada



Massey Henry opened its doors in Toronto as an executive search and board advisory firm specializing in financial services and the public sector. Founder and managing partner, Michael Henry, a seasoned executive search professional, aims to set a new standard for executive recruiting

with a streamlined, collaborative approach that enables organizations to recruit diverse top talent for urgent, transformational roles. "In today's pandemic-driven landscape, we are seeing increased pressures with regard to risk management, regulatory compliance, digitization and diversity and ESG, at both the board and C-suite levels," said Mr. Henry, a specialist in the recruitment of senior-level executives and corporate directors in financial services. "This means that having the right leaders in place has never been more critical to our clients. Our data-driven, technology-based approach is key to helping us accelerate the recruitment of top executives who can address these issues and successfully drive change and growth within their organizations. Clients need to be incredibly nimble in today's landscape and our approach makes this possible."

Using artificial intelligence technology combined with sector expertise, Massey Henry provides candidate research and a diverse candidate pool, while using custom criteria to assess each candidate for fit. Clients have 24/7 access to their search process which is designed to enhance decision-making and reduce timelines by half. The firm is backed by an experienced advisory board of top leaders from these sectors, including George Cooke, board chair of OMERS; Bill Hatanaka, board chair of Ontario Health; Johanne Brossard, board director and former president and CEO of ING Direct Canada; Eric Wetlaufer, board director of Investment Management Corporation of Ontario and the TMX Group; Lynne Kilpatrick, board director and senior retail banking executive; and Sharon Pel, chair of the board of trustees for OPTrust.

that has been accelerated by COVID," he said. "The change has been most significant in candidate outreach and selection. Many searches are fully digital with no in-person contact from initial outreach to offer letter. While this has been a more prevalent model in mid and junior-level positions for some time, it is new at the C-suite level. Many selection committees and hiring managers still prefer in-person interviewing and finalist selection processes. Nowadays, however, many of these executive searches have not included any in-person contact, or only limited contact at best. Additionally, it is important to note the impact on client origination. As with all professional service firms, in-person contact has been a foundational element in new business development. All firms have had to adapt to the realities and limitations of virtual outreach and relationship building."

"While there is a wide breadth of roles trending in today's market, we continue to see organizations focusing on finding the right chief risk officers and cybersecurity leaders at the helm," Mr. Henry said. "As ESG, information security and risk management continue to increase in importance, it will be critical for organizations to stay ahead of the curve by hiring or retaining executive leaders who understand these emerging areas. This is commensurate with the conversations we have had with executive leaders on the ground, as well as with our advisory board, made up of

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Hiring and retaining key talent has suddenly become the No. 1 priority for organizations across Canada, according to Corey Daxon, president and managing partner at **Feldman Daxon**. "Post-pandemic growth, the Great Resignation and remote work have combined to create the perfect storm for organizations as they look to keep their star performers and add new employees to support growth," he said. "The number of job openings significantly exceeds the number of job seekers, creating a candidate driven market that hasn't existed in decades. And it is expected that employee turnover will continue to increase in 2022. With the balance of power shifting toward candidates, organizations, talent acquisition professionals and recruiters will have to find ways to stand out to successfully attract candidates. In addition to salary and benefits, the ability to clearly demonstrate positive culture, sustainability, career development opportunities and flexibility on remote work arrangements will be big factors in securing new talent."

Excess of Opportunities for Candidates

"As we head in to 2022, the excess of opportunities in relation to candidates is expected to continue to increase," Mr. Daxon said. "Workplace changes that COVID necessitated, including remote work and the technology we have all adapted to support it, will continue to be a part of organizations even as the pandemic fades. As will the psychological changes many have made regarding work-life balance and an increased value on mental health and career satisfaction. Companies are already seeing a significant decrease in the number of responses to job postings. Candidates are being much more selective and picky versus replying to anything that remotely resembles their experience. As a result, the value of proactive, targeted recruitment has increased substantially. Successful employers will use recruitment tactics that focus on reaching out to passive candidates versus posting and hoping for the best."

Top employers are also shifting to more of an internal focus. "With the employee market that COVID has created, retention strategies are critical," said Mr. Daxon. "Holding on to talent is a priority as employees are being presented with more job openings than they have seen in their career. Key offerings including employer brand, onboarding programs, benefits, salary, culture and career planning are being upgraded in the effort to retain. Organizations are also investing more in leadership development. Working with executives to help define company culture and ways to make their organization attractive to employees has become even more important. Developing an employee value proposition that resonates with top talent can be a major differentiator that attracts critical hires."

It's definitely a talent market right now, according to Catherine Graham, founding partner at ivy group. "We're seeing an ultra competitive environment in ways that we've never seen before," she said. "Wage inflation keeps our clients up at night as they are having to be aggressive in comp and in return we are seeing more counter-offers as companies who face losing (cont'd. to page 7)

SEARCH NEWS

Recent Searches Completed by Verriez Group

CFO & VP of Finance – VanDel Construction.

■ VP of Human Resources – Pure Hothouse Foods.

■ CHRO – PE backed portfolio company.

■ CFO – Hayter's Farm.

■ COO – PE backed portfolio company.

■ VP of Finance – PE backed portfolio company.

talent will do anything to hold on to them. At the same time we're seeing culture remain hugely important. So if your house is not in order on the culture side, people will leave. Things like remote work and hybrid work – that used to be carrots, are now the norm thanks to COVID. This takes us down to the studs of culture and if you aren't providing a healthy environment that nurtures development and growth you won't survive. People have been through the trenches in the past two years – if they aren't finding meaning and purpose with their employer, 10 other people will be knocking on their door with a better offer."

"We've believe that virtual/remote/hybrid will continue to be a theme," Ms. Graham said. "Enabling a remote workforce in a meaningful way – where you are creating virtual situations that produce the same sort of organic results that stopping by the water cooler or grabbing a coffee in somebody's office, will continue to keep hiring organizations up at night. And while we haven't solved this, we have seen remote first cultures that were built prior to COVID, survive and thrive so it's a matter of continuing to orient ourselves around best practices for building culture in this new world."

"Initially we all thought we were toast," Ms. Graham said. "We were like, it's been fun trying to build the business together – see you in your next life. After two months of crickets, the phone rang and it hasn't stopped. Our past two years have been our best two years and we know we're not alone here. Through death comes disruption and while we watched certain sectors implode their traditional models, we saw a ton of innovation and re-invention. Much of that involved technology and new ways of solving old problems creating new positions and growth," she said. "It's been a devastating and challenging time for many and on the flip side, it's also been a rebirth. We've been incredibly privileged to play a part in finding exceptional talent to fuel this growth and we don't take our good fortune lightly. In return we feel like we've changed a lot of lives by connecting talent with life changing opportunities."

Business and digital transformation that might have been five to 10 years out for some companies is happening in an extremely accelerated timeframe. This has literally turned some business on its head and has driven the demand for new talent as business models have changed drastically, according to Ms. Graham. "There is much more of a focus on personal fulfilment in the workforce," she said. "You can't just be a company - you need to be a lifestyle destination. As an organization, how are you supporting mental health, how

are you supporting growth, how are you supporting not only professional development but personal development. And this is at the leadership level too. How are you supporting your leaders who are burnt out from having to navigate through a two year storm."

"Top quality talent is tough to find in today's world, so while organizations are trying to become more efficient with costs and outsourcing, they are also struggling to find the right people for their senior C-suite or financial role to be filled," said Paul Verriez, president of **Verriez Group**. That's where we can come in and ensure we find the best talent for their long-term needs."

"Although we do have an office downtown many of us have been remote for a few years now (prior to pandemic) so it has not affected us from that perspective, other than internal in-person collaborative events."

Mr. Verriez also thinks COVID will still impact how organizations spend, but also realize that they need invest more in their people, "whether that is their internal people and providing upskilling or professional development opportunities to ensure that they can retain them, and/or they can continue to collaborate with search firms, like ourselves, to find the best talent to fill the gaps that they have or might not have uncovered yet," he said. "This will set them up for success for the upcoming year ahead, while still dealing with the effects of COVID. We have also noticed that more companies are realizing that remote work can have a positive effect on productivity and employee satisfaction, and that more candidates have been asking about remote work policies when we are recruiting."

"Although we do have an office downtown many of us have been remote for a few years now (prior to pandemic) so it has not affected us from that perspective, other than internal in-person collaborative events," Mr. Verriez said. "Other than that, travelling and being able to see both clients and candidates in person has been constantly placed on and off hold, so it will be nice to resume normal activities for a long period of time. Conducting candidate interviews via Zoom or Microsoft Teams we have found our delivery time to our clients has been reduced as we have not had to organize travel schedules to meet them in person. We have also had to discuss vaccination policies with clients, and how that affects recruitment."

"Since travel has been placed on hold, we've taken the opportunity to collaborate both internally and externally with Microsoft Teams and Zoom," said Mr. Verriez. "We've also taken the opportunity to utilize and invest more into our CRM, search and marketing initiatives that require technology to become more efficient. Candidates are now, more than ever, concerned around the financial health and future growth prospects of a prospective employer. Previously, there was often an assumption that a hiring company was a growing and healthy company. Now, employers are having to open up and share more with respect to their financial health."

Hunt Scanlon Top 60 Canadian Recruiters

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Artemis Canada Offices: 1 Consultants: 10	Kristina McDougal , Founder & President (416) 594-0913	Martyn Bassett Associates Inc. Offices: 1 Consultants: 5	Martyn Bassett , CEO (416) 935-1400 x201
Beacon Talent Group Offices: 1 Consultants: 2	Nadia Caira , Managing Partner (416) 270-2158	Massey Henry Offices: 2 Consultants: 5	Michael Henry , Managing Partner (416) 705-0193
The Bedford Group Offices: 2 Consultants: 27	Steven Pezim , Managing Director (416) 963-9000 x222	McDermott + Bull Offices: 1 Consultants: 3	Paul Gibbons , Managing Partner (604) 335-8330
Boyden Offices: 7 Consultants: 61	Jim Harmon , Managing Partner (416) 363-3267	Michael Page Canada Offices: 2 Consultants: 15	Steve Ingham , CEO (416) 306-3900
Caldwell Offices: 3 Consultants: 8	John Wallace , CEO (416) 920-7702	Newey & Co. Offices: 1 Consultants: 1	Lisa Newey , Senior Managing Partner (416) 207-8824
Career Partners International Offices: 8 Consultants: 14	Nance MacLeod , CEO (416) 603-6859	Odgers Berndtson Offices: 5 Consultants: 50	Carl Lovas , Chairman & CEO (416) 366-1990
David Aplin Group Offices: 8 Consultants: 100	Jeff Aplin , President & CEO (403) 351-2440	Pekarsky & Co. Offices: 1 Consultants: 6	Adam Pekarsky , Founding Partner (403) 407-1961
DHR Global Offices: 3 Consultants: 11	Bryan Artur/Rod Malcolm , Managing Partners (403) 817-0980	PFM Executive Search Offices: 1 Consultants: 7	Allison Rzen , Partner (604) 689-9970
Egon Zehnder Offices: 3 Consultants: 18	Marc Normandin , Office Leader (514) 876-4249	Phelps Group Offices: 1 Consultants: 6	Valerie Phelps , Founding Partner (416) 364-6229
The ExeQFind Group Offices: 1 Consultants: 4	Sylvia MacArthur , Senior Managing Partner (416) 920-0092	Pinnacle Search International Offices: 1 Consultants: 7	Rene Greener , Founding Partner/CEO (888) 395-7773
Farber Group Offices: 2 Consultants: 18	Charlene Bergman , Managing Director (416) 496-3752	Prometheus Executive Search Offices: 1 Consultants: 15	Jordene Lyttle , Partner (416) 850-1650
Feldman Daxon Partners Offices: 3 Consultants: 15	Corey Daxon , Managing Partner (416) 515-7600	Randstad Offices: 48 Consultants: 759	Laurent St-Aubin , National Director (514) 592-2372
Forward Path Group Offices: 1 Consultants: 6	John Watts , Founder & Partner (416) 347-1652	Rosenzweig & Co. Offices: 1 Consultants: 10	Jay Rosenzweig , Founding Partner/CEO (416) 606-7420
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Gallagher Offices: 14 Consultants: 40	Rene Tardif , Partner (780) 432-5490 x4430	Russell Reynolds Associates Offices: 3 Consultants: 14	Pascal Becotte , Region Manager, Canada (416) 364-3355
Griffith Group Offices: Remote Consultants: 5	Jane Griffith , Managing Partner (416) 508-5353	Spencer Stuart Offices: 3 Consultants: 16	Patrick Bliley , Partner (416) 361-0311
Groom & Associates Offices: 6 Consultants: 11	Karen Groom , President (514) 288-3222 x 335	Stanton Chase Offices: 2 Consultants: 5	Ward Garven , Managing Director (403) 262-6780
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IQ Partners Offices: 1 Consultants: 8	Bruce Powell , Managing Partner (416) 361-4700	Summit Search Group Offices: 7 Consultants: 35	Matt Erhard , Managing Partner (204) 926-8896
Ivy Group Offices: 3 Consultants: 7	Catherine Graham/Tracy Posner/Emily Murgatroyd , Co-Founders (416) 627-6036	Taylor Ryan Executive Search Partners Offices: 1 Consultants: 7	Gavin Ryan , Managing Partner (778) 775-1047
Knightsbridge Robertson Surette Offices: 4 Consultants: 20	Jeff Forbes , Managing Director (902) 424-1126	Thorek/Scott & Partners Offices: 1 Consultants: 10	Michael Thorek , President (416) 365-5320
Korn Ferry Offices: 4 Consultants: 31	Cleo Kirkland , Managing Partner (416) 365-4018	Truenorth Executive Search Offices: 1 Consultants: 49	Bruce North , Managing Director (705) 792-9211
Lakeshore Human Capital Offices: 1 Consultants: 2	Mandeep Grewal , Managing Partner (289) 291-3887	TSI Group Offices: 1 Consultants: 4	Pamela Ruebusch , CEO (905) 629-3701 x223
Leaders International Executive Search Offices: 8 Consultants: 14	Tony Kirschner , Managing Partner (604) 688-8422	Venor Offices: 3 Consultants: 10	Ian Sullivan , Partner (902) 429-2224
Legacy Bowes Group Offices: 1 Consultants: 12	Paul Croteau , Managing Partner (204) 947-5525	Verriez Executive Search Offices: 1 Consultants: 3	Paul Verriez , President & CEO (519) 673-3463
Legacy Executive Search Partners Offices: 1 Consultants: 8	Paul Crath , Managing Partner (416) 814-5809	Vlaad & Company Offices: 2 Consultants: 5	Bill Vlaad , President & CEO (647) 426-3890
LHH Knightsbridge Offices: 3 Consultants: 35	Robert Hosking , Managing Director (416) 928-4577	Waterford Global Offices: 4 Consultants: N/A	Karen Swystun , CEO (204) 229-5494
Lock Search Group Offices: 12 Consultants: 50	Richard Lock , President (416) 641-2609	Waterhouse Executive Search Offices: 3 Consultants: 4	Grant Smith , Managing Partner (604) 806-7715
Macdonald Search Group Offices: 6 Consultants: 20	Bruce Macdonald , Managing Partner (604) 687-6464	Waterstone Human Capital Offices: 2 Consultants: 6	Marty Parker , President & CEO (416) 408-4545 x224

SPOTLIGHT

How Executive Search is Thriving in Canada Despite Pandemic



Lisa Newey is senior managing partner at Newey & Co., a financial markets recruitment boutique located in Toronto. A seasoned financial services recruiting executive, her foundation of knowledge and extensive network is based on her 15-year career in capital markets in North America and

abroad. Ms. Newey has a passion for problem-solving. Formerly both an equity research analyst and an institutional salesperson, she brings a high level of rigor and diligence to the recruitment process. Ms. Newey honed her executive search skills at Spencer Stuart and further developed her focus on capital markets recruiting at specialty boutiques. Her expertise covers a wide range of capital markets functions and seniority levels, on both the buy-side and sell-side.

Ms. Newey recently sat down with Hunt Scanlon Media to discuss what she is seeing in the executive search market in Canada and beyond.

Lisa, what are you currently seeing in business across Canada?

We are seeing more counter-offers, more openness to change on the part of employees, more reflection and more hiring in general, due to the vast disruption that COVID has had on our workforce and routines.

How do you think COVID will continue to affect businesses in 2022?

We believe that COVID has had a permanent impact on how employees see their careers vis a vis work/life balance. Meanwhile, employers who've embraced flexible and remote work options are seeing the benefits of a broader and deeper candidate pool. This shift can only improve the quality of the workforce and, simultaneously, the satisfaction that the average person gains from employment. Most of all, we believe that the overall impact will be to improve the efficiency with which work, and the labor force, is distributed. For those employers who have not permanently introduced flexible working options, at least to some degree, they are going to lose out on top-quality employees. The proverbial horse is out of the barn on workplace flexibility, and the result is a welcome improvement in the coexistence of work and personal lives.

Describe the impact of COVID-19 on your business.

We are a relatively new business, so it's difficult to know what could have been had we had a pandemic-free year. That said, I've been working in the institutional financial markets sector as both an employee and a recruiter for 25 years and I have never seen this degree of mobility. From a recruitment standpoint, I have personally never been so consistently busy – at capacity, really – in my entire recruitment career and I am hearing the same from our competitors in the financial services space.

What's changed?

Workplace flexibility, career reflection and mobility. These factors are impacting the number of new openings and empty seats that need to be filled.

What positions are you seeing most in demand? Which sectors are hiring the most?

The areas that we see as being in demand have tended to fall in the mid-seniority level, and are across the board in the financial markets space in which we specialize. Layered onto this remains the usual seasonal effect, increasing demand for professionals who are expert in all-things tax-related, for example. There are also a lot of inbound calls from clients about middle-office roles (think, operations and compliance) where the positions might have been more in-office previously but are now potentially remote roles. Increased work-from-home flexibility has meant that geography is now less of a barrier – and demand is high for this option. Technology is always a high-demand area and has only intensified since the pandemic started. Although we don't recruit for technology professionals directly, we work on the offshoots of this sector. For example, mandates related to the financing of technology companies or equity research analysts who cover the sector on behalf of broker/dealers. We're finding that competition for talent in this area is fierce, and compensation is being driven higher as a result. A top-quality candidate who I know recently accepted a counter-offer from his employer that was based on \$1 million worth of stock options, while his annual total compensation had previously been less than half of that amount.

Can you share some recent search work completed by your firm or any ongoing assignments?

We recently placed a chief financial officer for a commercial real estate developer and investor. We're working on a hybrid equity research analyst/portfolio manager role for a technology-focused long/short hedge fund and just successfully closed a chief compliance officer assignment for an alternative trading platform. Recent requests for pitches include partner-level asset management consultants and a CEO for a portfolio company of a private equity firm.

What do you see for this market moving forward?

I firmly believe that the pandemic has changed the face of work as we know it – or have known it, is perhaps a better term. Lockdowns and isolation, while emotionally challenging, have also presented an opportunity for self-reflection and that inclination is not going to go away with the last mask mandate. Layer on, the recent broader acceptance by employers of remote working and flexible schedules, and it's not hard to see that the candidate pools for individual roles is going through an upheaval. With that in mind, the increased mobility that we've witnessed for the past couple of years is likely going to take at least a couple of years to

(cont'd. to page 10)

work through the system until we settle into a new sense of order. For recruiters, it's good news for the medium-term outlook, in my opinion.

Why is Canada an ideal place to set up an executive search firm?

Call me biased, but I do agree that Canada is an excellent place to set up an executive search business. The country's dispersed population alone makes it logistically challenging for employers to search broadly within Canada for senior executives, so there is an argument for bringing on outside providers right out of the gate. However, not to be too simplistic about it, when I consider the prospects for the recruitment industry broadly, I think that it boils down to three factors: (1) Is there executive hiring? The degree of movement and growth trends in the economy are a couple of proxies for the outlook on this factor; and, (2) Is there a need for outside services providers? In a tight labor market, where employees are the scarce resource, one would likely say yes; and, (3) are there too many or too few recruitment firms?

"We are a relatively new business, so it's difficult to know what could have been had we had a pandemic-free year. That said, I've been working in the institutional financial markets sector as both an employee and a recruiter for 25 years and I have never seen this degree of mobility. From a recruitment standpoint, I have personally never been so consistently busy – at capacity, really – in my entire recruitment career and I am hearing the same from our competitors in the financial services space."

Looking at some of the most recent Statistics Canada (StatsCan) data, we have a couple of strong indicators regarding the health of our Canadian permanent placement/contract staffing market, that generated revenue of Canadian 7.3 billion in 2020. With full-time employment trending up for the past six months to a level that was 1.6 percent higher (Dec. 2021) than healthy pre-pandemic levels, we most definitely have a tight labor market. You don't really need the data to see it, though. Just ask any Canadian executive recruiter when they last stopped to take a breath. In terms of economic strength, despite the pandemic-related slowdown, the Canadian economy has shown resilience but, more importantly, our economy is well-developed and diversified, which bodes well for the long term.

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VIEWPOINT

Serving the Canadian Market for Over 25 Years



Winnipeg-headquartered executive search firm **Waterford Global** specializes in recruiting mid-to-senior professional and executive level talent domestically and internationally. Since its founding in 2006, the firm has found and placed candidates in business sectors including:

healthcare, construction, financial and professional services, agribusiness, retail, communications, energy, manufacturing and real-estate.

Waterford Global's longtime presence in the global agriculture and agribusiness sector is driven by its "belief that the strength of this sector is critical to world health." The firm has recruited mid-to-senior level talent within: agriculture equipment companies; agriculture financing and insurance organizations; grain marketing agencies; seed and commodity companies; technology companies; terminal and transport companies; animal feed organizations; agriculture chemical companies; precision-agriculture technology companies; ag-bio processing companies; grain handling companies; farm inputs companies (crop protection and nutrition); and agribusiness buying groups. Waterford Global's agriculture clients include Canadian and international industry leaders, operating domestically and/or globally, and whose search requirements are consistently national or international in scope.

With more than 25 years of experience in executive search and recruitment, Karen Swystun is the CEO of Waterford Global. She has concluded search engagements for all levels of technical, managerial, executive, physician and board positions. She works domestically and internationally in the private and public sectors.

Ms. Swystun recently sat down with Hunt Scanlon Media to discuss her firm and what she is seeing across the executive search industry.

Karen, how are business conditions across Canada?

Canadian businesses are actively focused on their game plan and in managing their organizations through talent shortages and supply chain disruptions that they have encountered in the early days of the pandemic. The healthcare and biosciences sector continues to demonstrate global investment activity and consequent search activity, including in specialized marketing, safety, and regulatory roles. Small and medium enterprises play a significant role in Canada's economic recovery with a strong need for leadership talent in the foodtech, food delivery and logistics sectors. The financial services sector has witnessed demand for leaders that blend technical and managerial expertise in the Payment Services space and in other specialized areas.

How do you think COVID will continue to affect businesses in 2022?

While the pandemic continues to create uncertainty, Canadian businesses are likely to focus on acquiring strategic talent and accessing new technologies to compete actively for market share

in 2022. Industry reports indicate that Canadian private market investments and business acquisitions are likely to remain high in 2022 and will continue to support stability and growth for small and medium enterprises.

Does COVID-19 continue to impact your business?

In the last two years, several clients across key industry sectors have deepened their partnerships with Waterford Global to acquire strategic talent and navigate change with confidence. Our firm has seamlessly transitioned to a work model blending both offline and online processes to deliver search services. As a trusted talent partner and advisor to clients driving the economy in key Canadian industry sectors, including manufacturing, agriculture, healthcare and private equity, Waterford Global has experienced year-on-year growth with a very successful 2021.

Are virtual meeting still being used by the firm?

Virtual search processes have been utilized more prominently during the pandemic as in-person executive search and recruitment activities continue to be restricted for safety reasons.

What positions are you seeing most in demand? Which sectors are hiring the most?

We are currently seeing a lot of demand for senior talent having skills related to food production (including food manufacturing, processing, packaging, and distribution), B2B business technologies (particularly in the financial sector) and digital transformation. The sectors in which we are currently seeing the most activity include the agriculture and food manufacturing/processing sector; the life sciences sector (including telemedicine, pharmaceuticals, healthcare delivery, biotech, biopharma, medical device manufacturing and vaccine development); the IT sector (including IT infrastructure, cybersecurity, information/data processing, and digital transformation), and related sectors that currently rely heavily on IT support (such as the communications, B2B technology, E-commerce, E-logistics, and E-education sectors); and the financial services sector (particularly, insurance and credit).

Can you share some recent search work completed by your firm or any ongoing assignments?

Within the healthcare sector, Waterford Global has made the following placements: chief of research and chief of corporate operations at CancerCare Manitoba; CEO at Cerebra Health Inc.; executive director for St. Boniface Hospital Albrechtsen Research Centre; research scientist (bacteriology), Vaccine and Infectious Disease Organization – International Vaccine Centre (VIDO-InterVac); and research scientist (immunology), Vaccine and Infectious Disease Organization – International Vaccine Centre (VIDO-InterVac). Within the manufacturing sector Waterford Global recruited a board director for Exchange Income Corp. We also placed within the utilities sector a VP digital and transformation for Manitoba Hydro as well as a VP customer solutions and experience for Manitoba Hydro.



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Managing Partner
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Jonathan Plourde
Managing Partner
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DHR Global Expands with New Office in Montreal

Chicago-based executive search firm **DHR Global** has opened a new office in Montreal. Spearheading the expansion are Jonathan Plourde and John Gradek, who join the firm as DHR's first Montreal-based partners. The new location helps to strengthen DHR's global footprint and supports the firm's expansion plans across Canada.

With over 10 years' experience in the executive search industry, Mr. Plourde will establish and lead the new location. He specializes in the advanced technology sector. "I am very excited about the opportunity to join such an innovative global firm," said Mr. Plourde. "DHR's collaborative spirit between the partners will ultimately offer my clients more resources and access to the best talent available. I look forward to creating a successful office in Montreal and further strengthening DHR's presence in Canada."

"It is a very exciting time to join the firm. Fresh off a rebrand and a new office, I am excited to be on the ground floor to help shape DHR's success in this new market."

Mr. Gradek joins DHR in the global aerospace and defense practice group, with over a decade of experience in executive search. He brings a comprehensive perspective to transportation and aviation organizations, using over 30 years of experience within the industries to find best-in-class talent. "It is a very exciting time to join the firm. Fresh off a rebrand and a new office, I am excited to be on the ground floor to help shape DHR's success in this new market," said Mr. Gradek. "In this role, I will be able to utilize the firm's extensive resources to better connect my clients with top talent to achieve their goals."

Montreal Economy

Montreal has the second largest economy of Canadian cities based on GDP and the largest in Quebec. Last year, Metropolitan Montreal was responsible for \$118.7 billion of Quebec's \$340.7 billion GDP. The city is today an important center of commerce, finance, industry, technology, culture and world affairs. It is also the headquarters of the Montreal Exchange. Industries include aerospace, electronic goods, pharmaceuticals, printed goods, software engineering, telecommunications, textile and apparel manufacturing, tobacco, petrochemicals and transportation.

Since 1989, DHR Global has been a leading, privately held provider of executive search solutions with more than 50 wholly owned offices spanning the globe. The firm's consultants specialize in all industries and functions, providing senior-level executive search, management assessment and succession planning services tailored to the qualities and specifications of its client base. DHR also has Canadian offices in Calgary and Toronto.

Majority of Canadian Workers Now Favor Hybrid Work Model

Fifty-three percent of workers globally want a hybrid working model where more than half of their work time is remote, according to a new study from Toronto-based **LHH** (formerly LHH Knightsbridge) and The Adecco Group.

The firm's newly released "Resetting Normal: Defining the New Era of Work" study probed workers' attitudes about remote vs. in-person work, their companies' pandemic recovery plans and their career plans moving forward, the state of mental health in the workplace and "the truth about the Great Resignation."

Productivity has not suffered with remote work, according to the report's data, with 82 percent of respondents saying they feel as productive or more productive than before. Well-being has taken a hit, however, with more than half of young leaders (54 percent) reporting they have suffered burnout and three in 10 saying their mental and physical health has declined in the last 12 months. The LHH/ Adecco Group study surveyed 14,800 workers in 25 countries. The firms explored how attitudes have changed and the implications for companies to successfully adapt in this period of transition following the pandemic.

"The pandemic has highlighted the crucial need for employee well-being, as productivity and satisfaction took on new meaning for organizations and employees over the past year. While planning their return-to-work or hybrid strategies, organizations must prioritize overall employee well-being, build a supportive culture and recognize employee accomplishments."

Workers want to reduce their hours and be measured based on results, said the report. In Canada, over three quarters of respondents (86 percent) reported logging more than 40 hours a week over the past year. Additionally, while working during the pandemic, Canadian employees received the worst score of all individual countries surveyed, with only 33 percent respondents reporting improvements in productivity, and 23 percent said productivity got worse. Seventy-three percent of workers globally, meanwhile, were calling to be measured by outcomes rather than hours.

"The pandemic has highlighted the crucial need for employee well-being, as productivity and satisfaction took on new meaning for organizations and employees over the past year," said Jim Mitchell, president of LHH Canada. "While planning their return-to-work or hybrid strategies, organizations must prioritize overall employee well-being, build a supportive culture and recognize employee accomplishments."

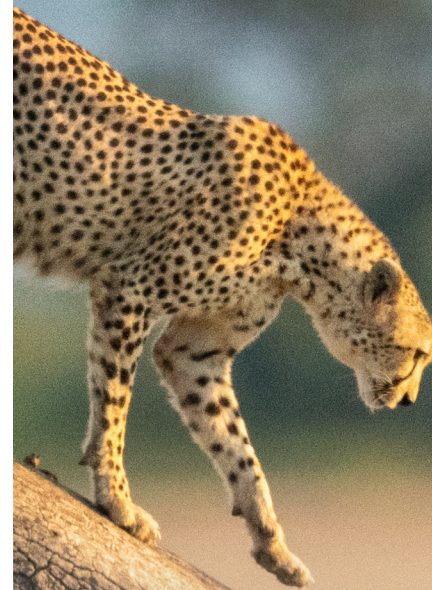
Two themes emerged from the study: 1) The Great Resignation is currently a Great Re-Evaluation for *(cont'd. to page 15)*

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salaried employees, and 2) There's a growing disconnect between leadership and their employees.

Nearly two in five employees were already changing or considering new careers and 41 percent were considering moving to jobs with more flexible working options, the study said. A quarter of the workforce was considering moving to another country or region.

The market is ripe: Two-thirds of workers said they were confident that companies will start significant hiring again, said the report, and less than half said they were satisfied with career prospects at their current company.

"As the lines between professional and personal space blur, Canadian employers need to recognize that employees will choose more flexible options if their demands for work-life balance and career advancement are not addressed," said Mr. Mitchell.

Global study findings point to a large disconnect between employees and their managers and senior leadership. While 80 percent of leaders said they were satisfied with senior leadership, only 43 percent of non-managers were satisfied. Satisfaction with leadership was particularly low in the areas of company culture and career advancement opportunities. Among the findings:

- Less than half were satisfied with career prospects at their company and only 37 percent of non-managers said their company was effectively investing in developing their skills.
- Only 48 percent of workers said their managers meet or exceed expectations for encouraging a good working culture.
- Just 50 percent of workers said their managers meet or exceed expectations for helping support their work-life balance.
- 67 percent of non-managers said leaders fail to meet their expectations for checking on their mental well-being.

From the Canadian respondents, only 56 percent reported being satisfied at work, with only 48 percent employees reporting to be satisfied with the performance of senior leadership and 56 percent reporting a strong relationship with their managers. Additionally, only 56 percent Canadian employees reported that they have a strong relationship with their manager.

"Relationships between employees and leaders have dramatically declined over the past year, with many claiming dissatisfactions from senior leaders," said Mr. Mitchell. "Employers, especially leaders, have an important responsibility to reconnect with their workforce and ensure that culture, well-being and employee support are the core of their talent strategies. Most importantly, they need to plan on how they can nurture trust, flexibility, morale and emotional intelligence."

LHH is a global provider of talent and leadership development, career transition and coaching. It delivers expertise in four search practice areas: executive search and recruitment, interim executive management, board of directors search and recruitment solutions. The firm assists organizations in finding new talent, as well as helping their employees navigate change, become better leaders, develop better careers and transition into new jobs. LHH was included on Hunt Scanlon's Canada Recruiter Ranking.

Royer Thompson Expands Talent and Culture Advisory Practice

Halifax, Nova Scotia-based **Royer Thompson** has expanded with the addition of Sarah Crown, formerly of global talent management firm SHL, as director talent and cultural advisory and will lead the assessment practice across the firm. Ms. Crown brings global experience advising clients on leadership assessment and talent management solutions, said firm president Kim West. "Our clients are seeking support to assess leaders individually and in team dynamics with the goal of helping leaders and organizations thrive and achieve their full potential," she said.

The new director's credentials and extensive experience add additional depth to Royer Thompson's talent management mandates. At SHL, Ms. Crown spent the last 14 years designing and delivering talent management strategies with a focus on leadership selection and development, working with the firm's largest global clients in North America, Europe, Africa, South America and Asia-Pacific.

Ms. Crown has expertise in high-potential identification and development, leadership selection, development programs, team and individual assessments, team effectiveness and succession planning. She has provided psychometric feedback to individuals ranging from C-suite leaders to professional individual contributors. Earlier in her career, Ms. Crown worked as an industrial/organizational psychology researcher in Halifax and Ottawa. She has a bachelor's degree in psychology and a master's degree in industrial/organizational psychology, both from Saint Mary's University.

"I am thrilled to join a firm with a reputation for excellence and that supports Atlantic Canadian organizations," said Ms. Crown. "Royer Thompson is a great match because of the integrated approach to talent management, LeadershipPool, executive recruitment, HR advisory, coaching and career transition."

Providing Advisory Services

Headquartered in Halifax, Nova Scotia, Royer Thompson is a full-service management and human resource consulting firm, focused on capturing the full potential of people in organizations by supporting: a shared sense of purpose, organizational design, recruiting and cultivating leadership, and fostering an innovative spirit. The firm said it supports organizations through structural change, alignment and delivery of strategy by "ensuring the right people are doing the right things at the right levels."

For over 20 years, Royer Thompson has provided strategic advisory services in times of transformational change and has attracted and retained senior management professionals with depth in recruitment, leadership development and evaluation, governance-related services, organizational design, human resources planning, service delivery and career transition.

"Our clients and top talent know no geographic boundaries which makes it imperative for us to recruit, develop and foster executive leadership within a global context," said Ms. West.



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Top Canadian Searches Making News...

Caldwell Recruits President and CEO for Rocky Mountaineer



Toronto-based **Caldwell** has assisted in the recruitment of David McKenna as president and chief executive officer of Rocky Mountaineer in Vancouver, Canada, Drew Railton, Les Gombik, John

Davidson, Tim Bostick, Natalie Stones and Meghan Harrelson led the assignment. "Rocky Mountaineer is an iconic tourism experience, a global champion, so it is fitting we have a tourism visionary, champion and innovator as our new president and CEO," said John Furlong, chair, board of directors, Rocky Mountaineer. "Over a distinguished career, David has demonstrated his passion, dedication and resolve for advancing tourism, and we now look forward to David bringing these traits, and more, to the team. We are in the process of building this company to be stronger, more resilient, and more impactful than ever before."

Leaders International Seeks CEO for the Alberta Chambers of Commerce

Leaders International, an executive search firm with eight offices across Canada, has been enlisted to find the next president and chief executive officer for the Alberta Chambers of Commerce (ACC). Leading the assignment for the Toronto-based search firm are partner Anurag Shourie and consultant Cecilia Oteiza-Ayres. The president and CEO is responsible for providing efficient and effective leadership for all the activities of the ACC, said Leaders International. Leaders International Executive Search was formed in 2018, bringing together Davies Park Executive Search (established in 1989), Higgins Executive Search (established in 1999) and Leaders International (established in 2008). Its leadership team is represented across the firm's offices in Montreal, Ottawa, Toronto, Winnipeg, Saskatoon, Calgary, Edmonton and Vancouver. The firm's services include executive recruitment, board of directors and leadership succession.



Hudson Gate Partners Places Chief People Officer at Mogo



Executive search firm **Hudson Gate Partners** recently recruited Allan Smith as the first chief people officer for Mogo, a NASDAQ-traded digital payments and financial technology company in Vancouver, British Columbia. Daryl-Lynn Michaud

led the assignment. "We've been fortunate to attract and build an outstanding team at Mogo, and we're excited to have Allan lead our people efforts going forward as we look to significantly expand our organization while continuing to retain and advance top talent," said Mogo CEO David Feller. "Having worked at multiple high-growth, world-class organizations, I was attracted to Mogo's strong position in the Canadian market, their growth trajectory and their vision to build a next-generation financial platform," said Mr. Smith.

...More Top Canadian Searches Making News

Russell Reynolds Associates Tapped by the Canadian



The Canadian Securities Administrators (CSA) has officially started searching for a CEO and directors to help run the newly formed regulatory authority. The CSA is a regulatory organization that serves Canadian markets, securities issuers and investors.

Currently, the regulator is seeking to fill its leadership positions to enable the organization to continue carrying out its mandates. As a result, the agency has hired **Russell Reynolds Associates**, a global executive search company, to assist in doing the search for a CEO as well as six industry directors and eight independent directors. The CSA expects to fill these positions in the second quarter and aims to have the new Canada's single self-regulatory organization (SRO) set up and operating by the end of the year.

SRI Tapped by Rugby Canada to Lead CEO Search

SRI has been chosen to find the next chief executive officer for Rugby Canada, the national governing body of the sport of Rugby Union in Canada. Managing partner David James is leading the assignment. SRI was selected for its track record of complex global sport CEO appointments involving multiple stakeholders and its demonstrated understanding of the structure, key relationships, and business of sport in general and rugby, in particular, said Rugby Canada. "The SRI team brings broad expertise across sport and other relevant target sectors including media, technology and entertainment," said Sally Dennis, chair of Rugby Canada. "We were particularly impressed by SRI's quick grasp of the Canadian rugby landscape." Rugby Canada is headquartered at the Al Charron National Training Centre in Langford, British Columbia, with staff also working from Vancouver, Toronto and Ottawa.



Griffith Group Seeks CEO for U SPORTS



U SPORTS, a national brand for university sport in Canada, has retained Toronto-based executive recruitment firm **Griffith Group** to lead its search for a new chief executive officer. Jane Griffith, managing partner and founder, and Sam

Walton, principal, are spearheading the assignment. Reporting to U SPORTS board of directors, the new CEO will have accountability and responsibility for the vision, strategic direction, leadership and overall management of the organization, said Griffith Group. The CEO will also be a key spokesperson of U SPORTS. Responsible for attracting, recruiting, developing and retaining the people that will help the organization achieve best-in-class objectives, the CEO will be expected to provide inspiration and support to all employees. Founded by Jane Griffith last year, Griffith Group is a retained executive search firm focused on senior-level recruitment for academic, not-for-profit and broader public organizations across Canada.



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