



STRATEGIC CONSULTANT AND CORPORATE DIRECTOR

PROFESSIONAL PROFILE

- Proven track record of leading change in highly complex regulated environments
- Strategic advisor to boards and executives dealing disruption, emerging technologies, M&A and changes in leadership and strategy
- Skilled at the integration of mergers and acquisitions specifically from an HR and Brand perspective
- Deep expertise in HR, particularly in planning for the future of work, talent management, succession planning, assessing and building internal capability to meet new requirements, organizational design and aligning executive compensation with performance
- Skilled at rebuilding brand presence and managing reputational risk
- Cross border and international experience - sensitive to cultural nuances
- Executive experience in multiple sectors - financial services, public and not for profit
- Strategically minded, multi-disciplined, innovative and broad-based decision maker
- Host of the podcast series “Leaders Unplugged” profiling female leadership
- Bilingual, French and English

AREAS OF EXPERTISE

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Leveraging digital properties • Change management and transformation • Cross border and international experience • Merger and acquisition integration • Experience with growth and efficiency driven mandates | <ul style="list-style-type: none"> • Proven leadership skills • Execution of data and research driven global initiatives • Deep HR experience • CEO search, succession, coaching • Global organizational design | <ul style="list-style-type: none"> • Talent Management • Employee engagement and recognition • Rebuilding brands • Managing reputational risk • Crisis communications • Corporate Social Responsibility |
|---|--|---|

CONSULTING PRACTICE

Nicole Boivin Consulting, Toronto, Ontario, 2017 to present

- Strategic advisor to boards and executives dealing with disruption, emerging technologies, M&A and changes in leadership and strategy
- Contingent faculty designing and delivering programs to corporate clients for Schulich School of Business
- Advisor for the venture capital firm, DGC Capital
- Clients include: Boat Rocker Media, DGC Capital, Ontario Clean Water Agency, Ontario SPCA, Schulich School of Business, Groupe Média TFO
- Host of the podcast series “Leaders Unplugged” profiling female leadership

BOARD EXPERIENCE

Supremex Inc., Montréal, Québec, March 2018 to present

Res Publica Capital Inc., Montréal, Québec, April 2017 to present

- Member of the Board for this privately held holding company
- Providing strategic advise on talent management within a growth mandate

Brampton Distribution Holdco, Toronto, Ontario, April 2017 to March 2018

- Part of the transition Board finalizing the sale and managing the transition of Brampton HydroOne to Alectra Utilities, the recently announced consolidated electricity distributor

Pathways to Education, Toronto, Ontario, 2013 to June 2017

- Member of the HR committee and actively involved in two CEO searches
- Championed the establishment of performance management and succession planning processes

Ontario Power Generation, Toronto, Ontario, 2014 to 2017

- Member of the Darlington Refurbishment Committee, Ontario's largest infrastructure energy provincial infrastructure project of \$12.8 Billion
- Member of the Compensation, Governance and Leadership Committee
- Actively involved in the development of a new compensation framework
- Championed succession planning resulting in a robust annual process and plan
- Championed the inclusion of reputational risk in the enterprise risk scorecard
- Championed stronger functional expertise in branding and communications resulting in the creation of the SVP Corporate Affairs role

Harbourfront Centre, Toronto, Ontario, 2004 to 2012

- Member of the Executive Committee and Co-chaired the Development Committee
- Championed an annual performance management process for the CEO

PROFESSIONAL EXPERIENCE

Chief Branding and Communications Officer, Corporate, Manulife, Toronto, Ontario, 2012 to 2014

- Recruited by the CEO to build the first ever global brand practice following the 2008 -2009 financial crisis, focused on managing reputational risk and rebuilding overall brand presence
- Established a global practice and governance structure around CEO and Board communications, employee communications, crisis communications, public relations, media relations, brand management and strategic philanthropy
- Led the co-branding of Manulife and U.S. based John Hancock following the cross-border acquisition
- Led the creation and early implementation of a global brand strategy built on solid qualitative and quantitative global research identifying key drivers of brand equity and metrics
- Created a global crisis communications process for significant reputational issues (disgruntled claimants, rogue advisors, cyber threats, Boston Marathon bombing, natural disasters such as Philippine floods etc.)
- Launched Volunteerism as Manulife's first national social cause. Negotiated high-profile national partnerships with the CBC and Volunteer Canada to activate nationally

Senior Vice President HR and Communications, Canadian Division, Manulife, Kitchener, Waterloo, 2007 to 2011

- Recruited by the GM of the Canadian Operation to lead HR with the added accountability of building the brand and communications function as a result of the operations transitioning from product manufacturing to a retail, customer centric brand
- Led the first ever national brand research resulting in a re-positioning of the brand promoting a holistic view of the customer experience
- Introduced digital properties by leading the development of the company intranet, introduced the first Facebook presence, developed an award-winning digital retirement campaign and introduced employee and customer testimonials on social media
- Accountable for the HR function including performance management, recruitment and retention, training and development, compensation, employee engagement and recognition, employee relations, health and safety and talent management
- Led the HR integration of numerous acquisitions. Activities included assessing leaders, designing the organization, retaining the right talent, aligning cultures, communicating effectively and managing the change
- Led multiple executive searches and created internal processes ensuring strong succession
- Created a talent management brokering process significantly improving the movement and development of talent across the organization. This process has been replicated globally.

Vice President HR, Corporate, Manulife, Toronto, Ontario, 2004 to 2007

Associate Vice President, HR, Corporate, Manulife, Toronto, Ontario, 2001 to 2004

- Responsible for the development of the global talent management function, significantly improving metrics for identifying, developing and retaining high potential individuals
- Created a global accelerated career development program for potential GMs, still considered a premier development program for talented individuals
- Created and delivered the first successful series of global executive leadership conferences that continue today
- Recipient of the *Stars of Excellence* award, a global award recognizing exceptional employee performance

Director, Education, IS Division, Manulife, Toronto, Ontario, 1999 to 2001

- Accountable for providing training and development to 1,200 IT professionals
- Introduced technology enabled learning

Director, Business and Service Development for Enterprise Learning | Bell Canada, Toronto, Ontario, 1997 to 1999

- Member of a team with the mandate to create technology enabled solutions increasing the commercial use of bandwidth
- Led the creation of a Learning Management System which was adopted internally for employees and subsequently sold to commercial customers

Director Communications | Collège des Grands-Lacs, Toronto, Ontario, 1995 to 1997

- Member of the founding management team for the first distance education college in Ontario, responsible for stakeholder management and communications
- Developed a successful partnership with Bell Canada

Assistant to the President | Laurentian University, Sudbury, Ontario, 1993 to 1995

- Represented the Office of the President and responsible for stakeholder relationships
- Following racial tensions on campus, established a race relations program including organizing the successful speaker event featuring Reverend Jesse Jackson. Recruited Falconbridge Mining Company to sponsor and fund the event.

Assistant Station Manager | Radio Canada, Sudbury, Ontario, 1991 to 1992

- Supported the Station Manager for day to day operations including managing the numerous collective agreements and labor union relationships

Executive Director | United Way, Sudbury, Ontario, 1989 to 1991

- Responsible for raising and allocating community funds. Key stakeholder relationships included Inco and Falconbridge and their respective labor union organizations
- Successful in surpassing the \$1M goal for the first time
- Recipient of the *Women of the Year* award for Sudbury, recognizing exceptional contributions to the community

Executive Director | Arts Council, Sudbury, Ontario, 1987 to 1989

- Led the creation of the business case for the successful, "Cinéfest; the Sudbury International Film Festival", currently in its 28th year of operation

Marketing Officer | Science North, Sudbury, Ontario, 1982 to 1984

- Led the marketing function for the new tourist destination.
- Responsible for developing and maintaining relationships with tour operators from across North America

EDUCATION

- Honorary Doctorate of Laws, Laurentian University, Sudbury, Ontario, 2018
- ICD-D Designation, Rotman School of Management, Toronto, Ontario, June 2015
- MBA, Laurentian University, Sudbury, Ontario, 1990
- Bachelor of Arts in Philosophy, Laurentian University, Sudbury, Ontario, 1982
- Certificate of Bilingualism, Laurentian University, Sudbury, Ontario, 1982