

SickKids



Limits

ANNUAL REPORT 2017-18 SickKids[®]
FOUNDATION



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MESSAGE FROM OUR LEADERS

It has been a momentous year at SickKids — a year in which we launched not only the historic SickKids VS Limits Campaign, but a number of bold new initiatives and partnerships that will transform the future of child health here at SickKids, across Ontario, and beyond.

A few examples include: our integration with the Hincks-Dellcrest Centre to create the SickKids Centre for Community Mental Health, the launch of Kids Health Alliance focused on extending a continuum of excellent care across Ontario, a hospital-wide reduction in preventable harm through our Caring Safely initiative, and our new electronic health information system.

These achievements would not have been possible without the ingenuity of our people, and the support of government, our partners, and all of you, our generous community of donors.

Building the SickKids of the future is going to take all our effort, and we are heartened by the tremendous support we have witnessed over the past year. Before our official launch in October, a very special group of 110 donors — our Catalyst Donors — had already committed a minimum of \$1 million each to the Campaign. Over the months of November and December, we asked 5,000 new monthly donors to join us and 6,479 signed up. By year-end, more than 500,000 donors had answered our rallying cry, SickKids VS All In, coming together to help us raise a record-breaking \$146.3 million this year alone.

In March 2018, the Province's formal commitment to support the transformation of our campus is a welcome boost to the momentum of our collective drive to shatter the limits of outdated facilities. But our fight isn't over. Many battles remain and we cannot waver in our mission to re-imagine our campus, continue breakthrough research, and partner for better care.

Through this Annual Report we take a moment to pause and celebrate the advances we are making and the donors, like you, who are helping to make them possible. We hope they serve as inspiration for the work that lies ahead.



Dr. Michael Apkon,
President and CEO,
SickKids

Senator Sarabjit (Sabi) Marwah
Chair, SickKids Board of
Trustees

Kathleen Taylor, C.M.
Chair, SickKids Foundation
Board of Directors

Ted Garrard, C.M.
CEO, SickKids Foundation

FOUNDATION FINANCIALS

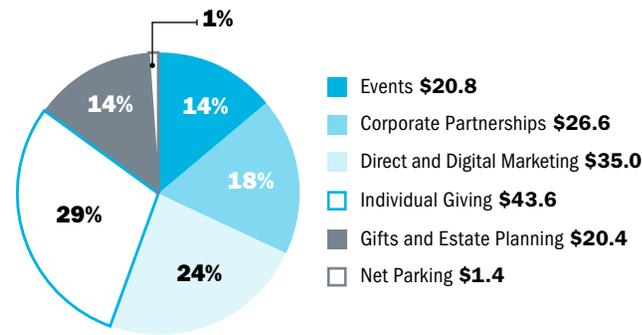
FINANCIAL HIGHLIGHTS FOR THE YEAR ENDING MARCH 31, 2018

SickKids Foundation is committed to the highest standards of accountability and transparency. We were among the first nationally accredited charities under Imagine Canada's Standards Program.

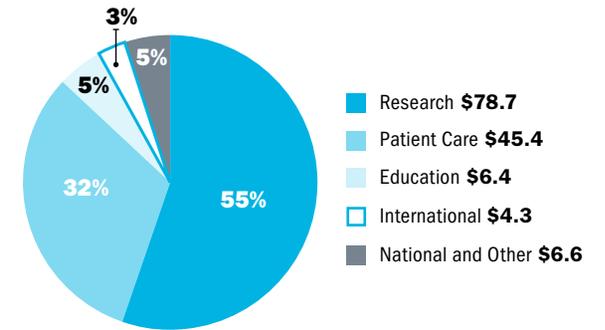
To view the audited financial statements, please visit: sickkidsfoundation.com/annualreport

	IN MILLIONS
Gross fundraising program and net parking revenue	\$147.8
Total grants and charitable activity	\$141.4
Fundraising and administrative expenses	\$48.5

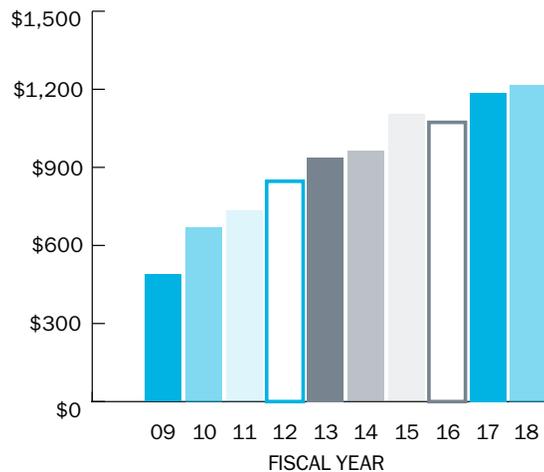
SOURCES OF REVENUE (IN MILLIONS)



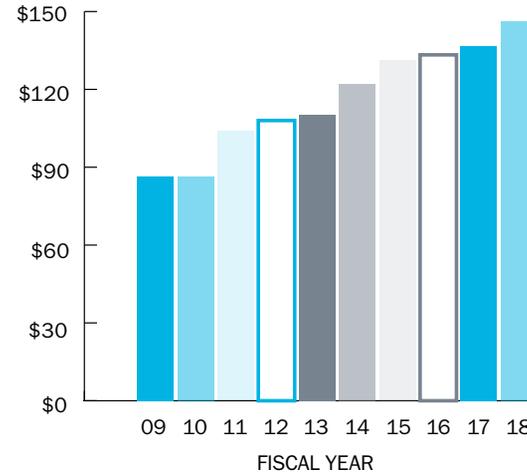
INVESTMENTS IN CHILD HEALTH (IN MILLIONS)



TOTAL ASSETS (IN MILLIONS)



FUNDRAISING REVENUE (IN MILLIONS)



FOUNDATION FINANCIALS

REPORT ON INVESTMENTS FOR THE YEAR ENDING MARCH 31, 2018

Endowment funds at SickKids Foundation provide an important base of funding for child health initiatives at SickKids.

Total value of endowment fund	\$1,005.7 million	Rate of return for the year	5.7 per cent
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INVESTMENT RETURNS

	1 Year	3 Years	5 Years	10 Years	Since Inception*
Annualized Rate of Return	5.7%	5.0%	7.7%	9.2%	10.4%
Percentile Ranking**	Top 34%	Top 50%	Top 66%	Top 1%	Top 1%

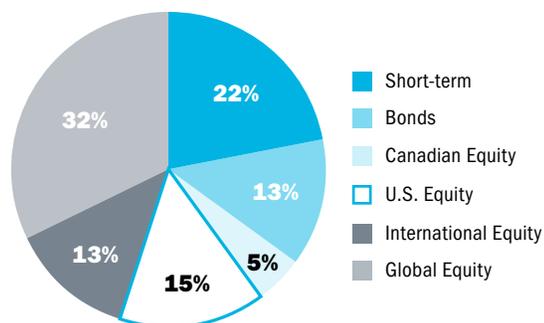
*Inception date: March 31, 1995 **Versus the RBC Investor Services Endowment and Foundation plans universe

INVESTMENT MANAGEMENT AND PHILOSOPHY

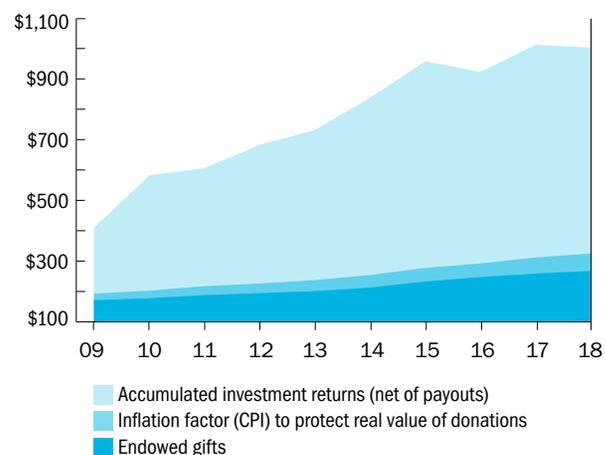
The SickKids Foundation Board of Directors manages endowed funds with assistance from the Board's Investment Committee using a long-term, value-oriented investment philosophy. The Investment Committee monitors the performance of the Investment Managers.

The goal is to attain an average annual real total return (net of investment managers' fees, after Consumer Price Index) of at least five per cent over a five-year period, and also to be in the top 25 per cent of the RBC Investor Services survey.

INVESTMENT ASSET MIX



ENDOWMENT OUTPACES INFLATION (IN MILLIONS)



INVESTMENT ASSET GROWTH SUMMARY SINCE 1995*

Opening Market Value, March 31, 1995	148
Net Contribution (Withdrawal)	(80)
Investment returns, Realized gains, and Unrealized appreciation	1,132
Cumulative Return from Investments	1,132
Ending Market Value, March 31, 2018	1,200

*Includes endowment and all other invested funds

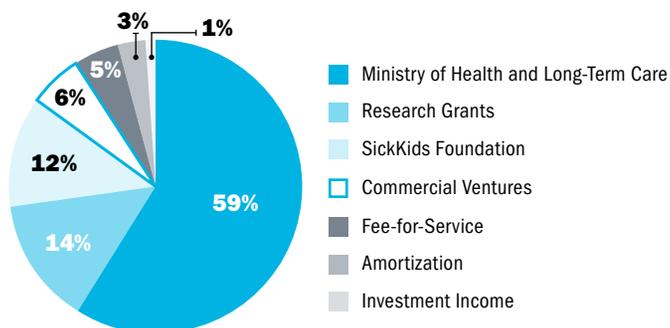
HOSPITAL FINANCIALS

FINANCIAL HIGHLIGHTS FOR THE YEAR ENDING MARCH 31, 2018

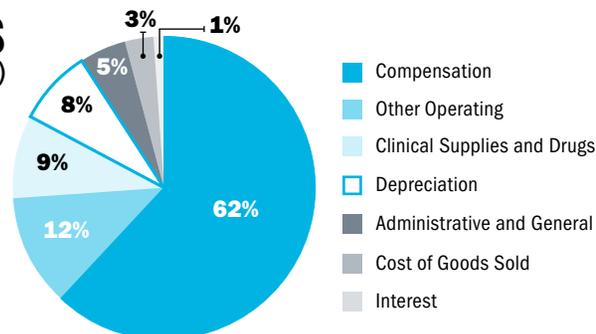
SickKids is committed to operational efficiency, transparency and accountability. We support evidence-based decisions to enhance our financial health, conduct business under the principle of fiscal prudence, and act with integrity and good judgment when allocating resources. The Hospital continues to maintain its financial health. In 2017/18, the Hospital had an operating surplus of \$183,000. At March 31, 2018, the Hospital had total assets of \$1.9 billion. Excess of revenues over expenses contribute positively to the Hospital's net assets, which are then reserved for specific purposes or reinvested into operations and capital investments aligned with the Hospital's strategic priorities. **To view the audited financial statements, please visit: sickkidsannualreport.ca**

2017-18 TOTAL HOSPITAL REVENUES AND EXPENSES

REVENUES AND INVESTMENT INCOME (\$967.0 MILLION)

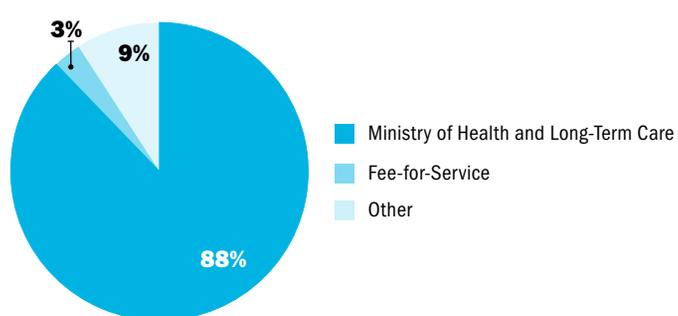


EXPENSES (\$966.8 MILLION)

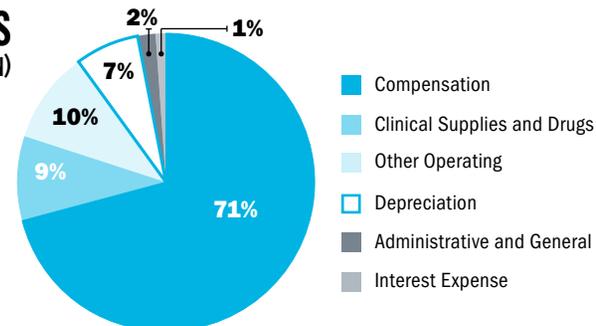


2017-18 PATIENT CARE TOTAL REVENUE AND EXPENSES

REVENUES (\$665.2 MILLION)

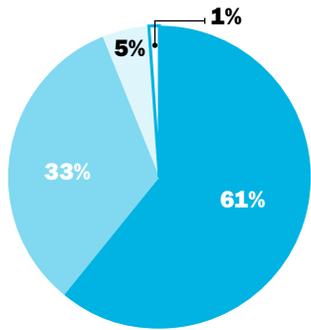


EXPENSES (\$659.9 MILLION)



HOSPITAL FINANCIALS

2017-18 RESEARCH INSTITUTE TOTAL REVENUES AND EXPENSES

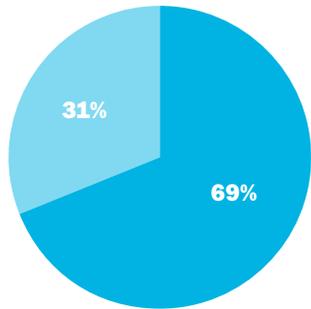


SOURCES OF RESEARCH INSTITUTE FUNDING (\$229.0 MILLION)

- Research Grants and Awards
- SickKids Foundation
- Indirect Cost Recoveries (Non-Salary)
- Technology and Licensing Income

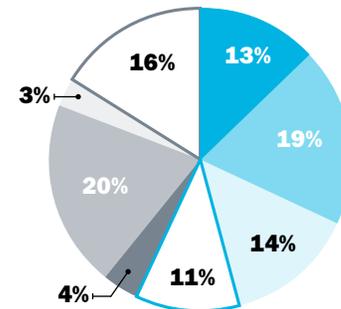
RESEARCH GRANTS AND AWARDS SOURCES OVER \$1.0M

\$38.1M	Canadian Institutes of Health Research	\$2.1M	The Terry Fox Research Institute
\$22.4M	Canada Foundation for Innovation	\$1.9M	Natural Sciences and Engineering Research Council of Canada
\$15.4M	Miscellaneous	\$1.9M	Ontario Brain Institute
\$7.7M	Ontario Ministry of Research, Innovation and Science	\$1.8M	Cystic Fibrosis Foundation Therapeutics, Inc.
\$7.2M	National Institutes of Health	\$1.7M	Luminex Molecular Diagnostics
\$6.5M	Canada Research Chairs Secretariat - Federal Indirect Cost Program	\$1.6M	Ontario Institute for Cancer Research
\$6.3M	Genome Canada	\$1.6M	Canadian Cancer Society
\$4.4M	Bill & Melinda Gates Foundation	\$1.6M	Cystic Fibrosis Canada
\$3.7M	Canada Research Chairs Secretariat - CRC Program	\$1.3M	University of Michigan
\$3.7M	Brain Canada Foundation	\$1.1M	Ontario Genomics



TOTAL RESEARCH INSTITUTE EXPENDITURE (\$247.9 MILLION)

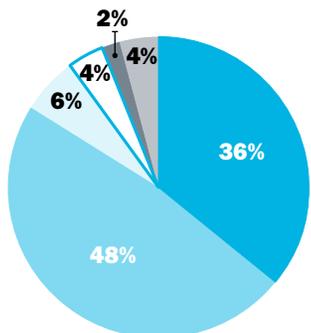
- External Grant Funded Costs
- Internal Costs



TOTAL RESEARCH INTERNAL EXPENDITURE (\$76.1 MILLION)

- Scientist Salaries
- Peter Gilgan Centre for Research and Learning Operations
- Debt Interest
- Research Operations
- Technology and Licensing Expenses
- Start-up, Bridge Funding and Scientific Support
- Building and Core Infrastructure
- Depreciation

2017-18 INVESTMENT PERFORMANCE

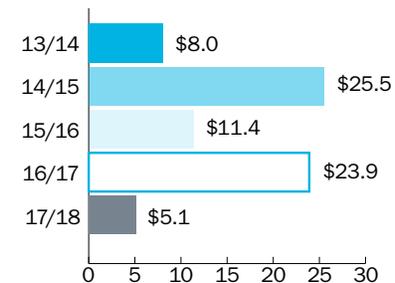


HOSPITAL INVESTMENTS (\$622.5 MILLION)

- Post-Retirement Benefit Assets
- Patient Support Centre Debenture Proceeds
- Peter Gilgan Centre for Research and Learning Debenture Retirement
- Patient Support Centre Debenture Retirement
- Endowment
- Unrestricted

INVESTMENT INCOME (IN MILLIONS)*

*Investment income and realized gains only



INFINITE POSSIBILITIES

WITH THE LAUNCH OF THE
SICKKIDS VS LIMITS CAMPAIGN,
UNRESTRICTED GIVING HAS
NEVER BEEN MORE IMPORTANT

ON OCTOBER 27, 2017, WE OFFICIALLY LAUNCHED THE \$1.3 BILLION SICKKIDS VS LIMITS CAMPAIGN – THE LARGEST IN CANADIAN HEALTH-CARE HISTORY.

Slated to run until March 2022, the campaign supports three priority areas: re-imagining our campus, including building a new patient care centre on University Avenue (\$600 million); continuing breakthrough research (\$600 million); and establishing partnerships for better patient care (\$100 million).

Our goals are ambitious, but necessary. To unleash our full potential, we have to overcome the limits of today—outdated facilities, translating knowledge to new models of care, and creating a more seamless system to support the health needs of children. And we can only do so by being bold.

We are particularly grateful to those donors who have chosen to make an unrestricted gift. More than 288,000 donors chose to make such a gift in the last year. Their collective contributions helped us reach a high water mark for unrestricted giving of 47 per cent of total funds raised, and gave us the flexibility to respond to where the needs are greatest.

Blake and Rita Wallace are two of them. The philanthropic powerhouse couple gave a \$100,000 unrestricted donation because they wanted to support the full breadth of campaign priorities.

“We really responded to the overall imperative: to build a better hospital and support game-changing research,” says Rita. “We wanted to be a part of all of it. And we had the faith and confidence in SickKids to know how to best use our funds to realize that vision.”

Because unrestricted gifts mean the donor places no constraints on how the funds are used, SickKids has unlimited flexibility to quickly deploy resources to the areas of greatest need, and greatest promise. Over the past year, this meant investing in institution-wide initiatives

like Program Dose, which will ensure kids get the right drugs at the right time. It meant funding innovation like the work of our Centre for Genetic Medicine, which is using genomic sequencing to better diagnose and understand rare diseases. And it meant supporting cutting-edge research, like Social Worker-Scientist Dr. Samantha Anthony’s efforts to improve the quality of life of paediatric transplant patients.

“WE HAD THE FAITH AND CONFIDENCE IN SICKKIDS TO KNOW HOW TO BEST USE OUR FUNDS TO REALIZE [THEIR] VISION.”

As we look to the future, unrestricted giving will continue to be the engine that powers the transformation of our facilities, research enterprise, and partnerships. It’s what gives us the ability to be nimble in the moment and strategic over the long-term. And it’s why we need at least 40 per cent of all campaign funds raised to be unrestricted.

We are deeply grateful to donors like Blake and Rita for giving us the ability to have an unlimited impact.

“SickKids is more than just a hospital—it’s a pillar of the Toronto community,” says Blake. “SickKids was there for our children and grandchildren when they needed it. And we want to make sure it’s there for all the other kids who’ll need it, too.”

LINDT SWINGS FOR SICKKIDS

AN ANNUAL GOLF TOURNAMENT
TO UPGRADE CRITICAL EQUIPMENT

ON THE IMMACULATELY MANICURED GREENS OF THE KING VALLEY GOLF CLUB, JUST A 70-MINUTE DRIVE FROM DOWNTOWN TORONTO,

144 golfers played in the sold-out, 11th Annual Lindt Chocolate Masters tournament in support of SickKids. Surrounded by lush forests, golfers snacked on Beavertails, maple cheese, ice cream pops and, of course, Lindt chocolates. Two players even got to try their luck at the Mercedes Benz Hole-in-One contest, attempting to hit the ball to the green – with hockey gloves on – for the chance to win a signed Vancouver Canucks jersey. And although most players opted to skip the 18th hole after a sudden downpour, everyone raved about the event. Better yet, the tournament far surpassed its fundraising goal, netting \$300,000 for critical equipment at SickKids.

“A modern hospital needs modern equipment,” says Rudi Blatter, President and CEO of Lindt & Sprüngli (Canada) and SickKids Campaign Cabinet Member. “And better machines mean better care.”

Lindt’s support for critical equipment has taken many forms, from traditional corporate gifts to its national cause marketing campaigns, which raised an impressive \$50,000 last year. (In-store customers are encouraged to make a minimum donation of \$2 to their local children’s hospital in exchange for a three-pack of Lindor milk chocolate.) And it’s already making a major impact.

Using funds raised by the international chocolate company, SickKids modernized its outdated orthopaedic operating suite in 2017. The new space, renamed the Lindt & Sprüngli Orthopaedic Operating Suite, is brighter, better equipped and more spacious – critical for orthopaedic operations, which, require plenty of specialized tools and equipment. New technologies have also vastly improved surgical training.

For example, a small camera embedded in the handle of the main overhead lamp allows surgeons to broadcast a bird’s-eye view of live procedures for observing trainees.

“JUST ONE SCANNER MADE A HUGE DIFFERENCE, NOW IMAGINE THE POSSIBILITIES OF A FULLY RE-IMAGINED SICKKIDS CAMPUS...”

Later that same year, SickKids – with the help of a \$1.5 million commitment from Lindt & Sprüngli – purchased a Positron emission tomography and computerized tomography (PET/CT) scanner, a state-of-the-art diagnostic machine. Since the scanner was installed in the second floor diagnostics unit at SickKids in December, its effect has been immediate and significant, particularly for young cancer patients, for whom early and accurate diagnosis means everything. The machine also offers a smoother, safer experience, and notably less radiation exposure than older models.

“Just one scanner made a huge difference,” says Blatter. “Now imagine the possibilities of a fully re-imagined SickKids campus – that’s the future.”

BETTER TOGETHER

CAMH AND SICKKIDS JOIN FORCES
TO FIGHT FOR MENTAL HEALTH



SickKids patient, Ruby.

IN 2014, DONORS GAIL AND DAVID O'BRIEN SAW A NEED.

Demand for child and youth mental health services in Ontario was surging, but the province lacked the resources to deal with it. Kids were falling through the cracks.

"That's why David and I were inspired to give," says Gail O'Brien. "We wanted to help lift up the next generation of mental health specialists, to ensure no child went untreated."

Their gift was as unique as it was generous: \$1.5 million to establish the O'Brien Scholars Program in Child and Youth Mental Health, part of a larger partnership between SickKids and the Centre for Addiction and Mental Health (CAMH) to improve system-wide mental health-care in Ontario.

Over the course of five years, the program has funded early-career clinician-scientists at both CAMH and SickKids, with the goal of building the next generation of child and youth mental health-care leaders. And today's current crop of O'Brien scholars are already making waves.

Dr. Meng-Chuan Lai, an assistant professor in the Department of Psychiatry at University of Toronto, is working to understand how sex, gender, and related factors influence mental health risk and resilience.

Dr. Stephanie Ameis, the inaugural O'Brien Scholar in Child and Youth Mental Health, spearheaded the first-ever brain imaging study looking at brain structures in children with ADHD, autism spectrum disorder, and obsessive-compulsive disorders, and comparing them to children without a mental illness.

Dr. Daphne Korczak, a paediatrician and psychologist and Director of Paediatric Resident and Subspecialty Training in Psychiatry at SickKids, is leading the first randomized trial of a suicide prevention intervention for youth in Canada.

They, along with the four other O'Brien-funded scholars, are driving high-impact research which will help children fight mental illness to realize their full potential.

"About one in five children have a serious mental health challenge of one sort or another," says Dr. Peter Szatmari, Chief of the Child and Youth Mental Health Collaborative between SickKids and CAMH. "70 per cent of all adult mental health challenges start in childhood. So if we want to make a difference, we've got to start early."

"70 PER CENT OF ALL ADULT MENTAL HEALTH CHALLENGES START IN CHILDHOOD. SO IF WE WANT TO MAKE A DIFFERENCE, WE'VE GOT TO START EARLY."

After a recent meeting with the seven scholars, Gail and David left feeling inspired.

"Not only are these fellows incredibly committed, they're big-picture thinkers, making connections across disciplines that will have an enormous impact," says David.

In fact, the O'Briens were so impressed that they made another donation — an additional \$650,000 to continue and broaden the program.

FASHION-FORWARD SCIENCE

HOW 'FASHION HEALS FOR SICKKIDS'
IS SPURRING ADVANCEMENTS
IN PAEDIATRIC BRAIN TUMOUR
TREATMENT



Tess, a SickKids patient, in The SickKids Collaborative Human Immersive Interactions VR Lab (CHISIL). Photo by Carlos Osorio.

STEFAN, A FORMER SICKKIDS PATIENT AND HODGKINS LYMPHOMA SURVIVOR, STRODE ACROSS THE RUNWAY IN A LONG GREY SCARF AND AN ARMY JACKET FLECKED WITH YELLOW, RED, AND WHITE PAINT.

Hope, a SickKids Down syndrome patient, walked hand-in-hand with her father, dressed in a dove-grey dress and blue jean jacket with the collar up.

Emily, a SickKids cystic fibrosis patient, smiled as she walked with her hand on her hip, wearing a tan suede bomber jacket and a high-waisted, denim-wrapped skirt.

All three models were stars of the 4th Annual Fashion Heals for SickKids event on February 7, a sold-out fashion show in support of the Hospital's Innovation Grant for paediatric cancer research and care. Hosted by Toronto radio personalities Blake Carter (of 93-5 The Move) and Stu Jeffries (of boom 97.3), the night featured performances by the Canadian Opera Company and a Q & A with CP24's Pooja Handa. But Fashion Heals founder and co-chair Elke Rubach says that, in spite of the abundance of celebrities and performers, the focus was on the kids.

"Fashion Heals is a night where SickKids patients and families can forget about illness," says Elke. "It's a celebration, a night where they can share the runway with other patients and families and the SickKids staff who helped them heal."

For many of those kids, it was also an opportunity to say thanks.

"I would not be where I am today without their help," says Stefan, now 25 and working as a digital marketer. "I want to do anything within my ability to give back."

With the help of supporters like Stefan, to date Fashion Heals has raised over \$250,000 for SickKids, and the organizers have pledged to surpass \$1 million in donations in the next five years.

Funds raised from this past event are now supporting the work of Dr. Cynthia Hawkins, a SickKids researcher focused on better understanding and treating paediatric brain tumours. Through studying various genetic mutations, Dr. Hawkins has developed tests to match treatments to mutations. This targeted approach allows patients with less aggressive tumours to take pills instead of undergoing intensive chemotherapy, which is more toxic and causes more side effects.

"I WOULD NOT BE WHERE I AM TODAY WITHOUT THEIR HELP... I WANT TO DO ANYTHING WITHIN MY ABILITY TO GIVE BACK."

"Now they can go home and take a pill and they don't feel sick from it," says Dr. Hawkins. These tests are also being adopted by hospitals around the country and across the world. And those unable to do the testing in-house often send their samples to SickKids, which, Dr. Hawkins says, has the necessary equipment thanks to donors like Fashion Heals. "These funds are literally changing the way we care for patients."

BY THE NUMBERS

CLINICAL CARE

INPATIENT ACTIVITY

294	Average number of beds occupied daily
6.26	Average length of stay (in days)
16,832	Admissions
16,835	Discharges
107,014	Patient Days

OUTPATIENT ACTIVITY

80,479	Emergency visits
235,542	Total clinic visits
316,021	Total ambulatory visits

OPERATING ROOM CASES

6,949	Inpatient and same-day admit cases
5,580	Outpatient cases
12,529	Total OR cases

CLINICAL CARE

QUALITY IMPROVEMENT PLAN INDICATORS

Our Quality Improvement Plan (QIP), which outlines our quality and safety priorities, represents our commitment to ensuring the care and services we provide are accessible, effective, safe, patient-centred, and promote an integrated health system. In accordance with the Excellent Care for All Act, we post our QIP publicly and submit it to the provincial government so they can improve care across the health system. Data reported is based on calendar year (January to December 2017). To see the 2017-18 progress report, visit www.sickkids.ca/qip.

		2017 PERFORMANCE	2017 TARGET	TARGET ACHIEVED
EFFECTIVE	Percentage of eligible nurses who have completed the Sepsis Education Bundle	80%	80%	✓
EFFICIENT	Average Length of Stay for the lowest 99% of inpatient stays	5.09	5.20	✓
TIMELY	Percentage of patients admitted from the ED that exceed the 12-hour service standard	12.00	13.00	✓
SAFE	Serious Safety Event Rate (Rate per 10,000 adjusted patient days)	0.42	0.80	✓
SAFE	Central Line Associated Blood Stream Infections (CLABSI) - for PICU, CCCU, NICU, 4D, 6AE, 8AE rate per 1,000 central line days	1.40	1.10	
PATIENT-CENTRED	Inpatient communication survey (Completed by guardian) (Survey focused on satisfaction around communication with emphasis on patient safety)	64.50	62.00	✓

STAFF AND VOLUNTEERS

HOSPITAL OPERATIONS AND CLINICAL CARE

3,335 Health-care professionals
2,429 Management and support
749 Physicians

RESEARCH

258* Scientists
375** Project Investigators and Team Investigators
792 Research staff (primarily grant funded)
232 Research Operations staff
162 Core Facilities research staff

TRAINEES

257 Research fellows
513 Research graduate students
369 Research summer students
986 Medical Affairs residents and fellows
570 All other clinical and corporate trainees

VOLUNTEERS

1,487 Registered volunteers
267 Women's Auxiliary Volunteers (WAV)

TOTAL STAFF AND VOLUNTEERS

11,237

*Of these, 157 are both researchers and clinicians, reflected in the clinical staff numbers above.

**Staff who spend less than 50% of time on research activities are also counted within Hospital Operations and Clinical Care numbers.

BOARD MEMBERS

SICKKIDS FOUNDATION BOARD OF DIRECTORS 2017-18

Kathleen Taylor, C.M.

Chair of the Board, Royal Bank of Canada
• Chair

Sonia A. Baxendale

• Vice-Chair & Treasurer
• Chair, Audit & Finance Committee

Christian Lassonde

Founder and Managing Partner, Impression Ventures
• Vice-Chair
• Chair, Development Committee

Lisa Lisson

President, Federal Express Canada Corporation
• Chair, Compensation/Resource Management Committee

Walied Soliman

Chairman, Norton Rose Fulbright Canada LLP
• Chair, Governance & Nominating Committee

V. Prem Watsa

Chairman & CEO, Fairfax Financial Holdings Ltd.
• Chair, Investment Committee

Lalit Aggarwal

President, Manor Park Holdings

Jordan Banks

Professional Director and Philanthropist

Jordan Bitove

Partner, Bitove Capital

Emily Burnett

Professional Director and Philanthropist

Joel Feldberg

President & CEO, Global Furniture Group

Stephen Forbes

Executive Vice President, Personal & Small Business Banking, CIBC

John Francis

Managing Director, Fraser Kearney Capital Corp.

Michael Friisdahl

President & Chief Executive Officer, Maple Leaf Sports & Entertainment

Jordan Gnat

Group Senior Vice President, The Stars Group

Wesley J. Hall

Executive Chairman & Founder, Kingsdale Advisors

Jake Herman

President, Woodbourne Canada Management Inc.

Tim Hockey (on sabbatical)

President, TD Ameritrade

Kenneth Jesudian

Chairman & CEO, Crimson Asset Management Ltd.

Dr. Amy Kaiser

Psychotherapist, The Clinic on Dupont

J. Kevin Kaye

President, Citizen Watch Company of Canada Ltd.

Michael Medline

President & CEO, Sobeys Inc.

Sheila Murray

President and General Counsel, CI Financial Corp.

Derek Neldner

Head of Global Investment Banking, RBC Capital Markets

Richard Nesbitt

President & CEO, Global Risk Institute in Financial Services

Gail O'Brien

Professional Director and Philanthropist

Justin Poy

Founder, President & Creative Director, The Justin Poy Agency

Edward Rogers

Chairman, Rogers Communications Inc.

Clare Sellers

Professional Director and Philanthropist

Mary Ann Turcke

Chief Operating Officer, NFL

Erol Uzumeri

Founder, Searchlight Capital Partners

T. Albert Wang

Co-Founder and CFO, Pantheon Group Inc.

EX-OFFICIO MEMBERS (VOTING)**Dr. Michael Apkon**

Claire Duboc

Senator Sarabjit (Sabi) Marwah

BOARD MEMBERS

SICKKIDS BOARD OF TRUSTEES 2017-18

THE FOUNDATION WOULD LIKE TO THANK THE HOSPITAL'S BOARD OF TRUSTEES FOR THEIR ONGOING SUPPORT

Senator Sarabjit (Sabi) Marwah

*Retired Vice-Chairman & Chief Operating Officer,
Bank of Nova Scotia*

- Chair

Lawrence (Larry) W. Scott

*Vice-Chair, Deloitte Canada and Global Chief
Strategy Officer*

- Vice-Chair

Donald A. Guloien

*Retired President & Chief Executive Officer,
Manulife*

- Chair, Governance & Nominating Committee

Timothy H. Penner

Retired President, Proctor & Gamble Inc.

- Chair, Finance & Audit Committee

J. Robert S. Prichard

Chair, Torsys LLP

- Chair, Human Resources Committee

Irwin H. Rotenberg

President, Lissom Investment Management Inc.

- Chair, Investment and Pension Committee

John M. Sullivan

*President and Chief Executive Officer,
The Cadillac Fairview Corporation Limited*

- Chair, Facilities & Real Estate Committee

Dr. Terrence (Terry) Sullivan

Retired President & CEO, Cancer Care Ontario

- Chair, Board Quality Committee

Catherine (Kiki) A. Delaney

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