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2018 QUORUM CLUB PROGRAMME TORONTO | SEPTEMBER 26 & 27, 2018

WEDNESDAY, SEPTEMBER 26, 2018

5:30 - 7:00 PM | RECEPTION

OMNI KING EDWARD HOTEL

37 King Street East, Toronto, ON M5C 1E9

7:00 PM | DINNER AND DINNER SPEAKER

Keynote Speaker: Nikita (Nik) Nanos, CMC, FMRIA

Chief Data Scientist and Founder, NANOS RESEARCH

One of Canada's leading pollsters and research experts, Nik Nanos is the President and founder of Nanos Research (formerly SES Research). He is the pollster for CTV News, Canada's largest private broadcaster, The Globe & Mail, Canada's national newspaper and Bloomberg News Canada. Nik is a Global Fellow at the Woodrow Wilson International Center for Scholars in Washington DC, specializing in energy policy.

He has led major research initiatives ranging from reputation management and advertising, through to being an expert witness for litigation before the courts. His commentary and polling data has been used in every major media outlet in Canada and also USA Today, ABC News, the Wall Street Journal, the Economist Magazine and The Guardian newspaper in the United Kingdom.

In **The Age of Voter Rage**, Nik Nanos relies on numbers and decades of insight into voter habits to expose the common thread of anger linking political upheaval in liberal democracies across Europe and North America, ranging from Trump's stunning electoral win, to Justin Trudeau's Sunny Ways revolution, the Brexit fire set by UK Independence leader Nigel Farage, the anti-establishment success of UK labour leader Jeremy Corbyn and how Emmanuel Macron "smashed" France's party system.

Nanos offers a compelling and digestible perspective on the dramatic and sweeping changes that have and continue to occur across western democratic nations, and by way of explanation offers that "emotion" is at the beating heart of "voter rage", influenced by factors ranging from pessimism and anti-establishment mistrust to social media and fake news, and the evolving tactics of politicians like Trump and Trudeau who mine those emotions.

Democracy is becoming a toxic environment, rife with trolls, bots, fake news and computational propaganda. Why, and what can be done? Nanos asserts that it is more the tyranny of small numbers fuelled by economic anxiety than a massive populist wave. We are in a new era, where the margins wield the power for change and no outcome can be certain. Welcome to the age of voter rage.

THURSDAY, SEPTEMBER 27, 2018

Plenary/Roundtable Discussion Sessions (including breakfast, lunch and breaks)

OMNI KING EDWARD HOTEL

37 King Street East, Toronto, ON M5C 1E9

7:30-8:15 AM | CONTINENTAL BREAKFAST

Plenary/Roundtable Sessions - The session outlines set out below will serve as themes for discussion. General Counsel participants and senior practitioners will share their experience in counseling management in the current context of intense public scrutiny, concerns about "brand" and reputation, as well as the risk of corporate and personal legal exposure.

Our linked themes in 2018 will be **Crisis/Disruption** and the **Rebuilding of the Corporation**.

8:15-10:00 AM | CRISIS/DISRUPTION

How do we plan for the unexpected? Through real life examples, we'll explore how legal departments and the organizations they serve can cultivate resilience and agility, allowing them to respond quickly and effectively when unforeseeable crisis/disruption hits. Contemporary crises in the news will be used as a jumping off point to examine how, with the benefit of hindsight, General Counsel might have better prepared for unanticipated risks to their organizations.

Focus areas include:

- Developing robust strategies to allow the organization to take the first hit and respond quickly
- Building strong and effective crisis response teams (internal and external) with well-defined roles/authority
- Crisis communication strategies
- The role of the GC in helping manage the crisis

Discussion Leaders:

Carol Hansell, Senior Partner | Hansell
Daniel Holden, VP, GC and Secretary | Nestlé Canada Inc.
Fleur Kitchingman, Senior Vice President, Legal | Carillion Canada
Cornell Wright, Partner | Torys

10-10:15 AM | NETWORKING BREAK**10:15-NOON | REBUILDING THE CORPORATION AFTER A CRISIS**

The unexpected has happened – now what? How do we rebuild the corporation after the disruption? Once again we will use real life examples to consider how the modern corporation can weather the storm and create a stronger and more effective organization.

- Assembling an internal/external team to address the “rebuild”
- Developing communication strategies for internal and external stakeholders
- Dealing with regulators
- Managing personnel/leadership changes resulting from the crisis
- Cultivating organizational agility and resilience to help deal with the next crisis

Discussion Leaders:

Karyn Bradley, Partner | Gowling WLG
Lynn Korbak, General Counsel | Toromont
Larry Ritchie, Partner | Osler, Hoskin & Harcourt
Bassem Shakeel, VP & Corporate Secretary | Magna

12:00-1:45 PM | LUNCH**Luncheon Speaker - Jaime Watt, Executive Chairman of Navigator**

Jaime specializes in complex public strategy issues, serving both domestic and international clients in the corporate, professional services, not-for-profit, and government sectors.

Widely regarded as Canada’s leading high stakes communications strategist, he is a trusted advisor to boards of directors, business and professional leaders as well as political leaders at all three levels of government across Canada. Jaime has led ground-breaking election campaigns that have transformed politics because of their boldness and creativity.

Jaime has been involved in governance education and thought leadership throughout his career. He is a guest lecturer at a variety of Rotman School programmes at the University of Toronto and is a Lecturer at the Ivey School of Business at Western University. He regularly provides expert opinion in challenging governance situations.

2:00-3:30 PM | GENERAL COUNSEL IN-CAMERA

From the perspective of her broad background as an in-house counsel, **Betty DelBianco of Celestica** will moderate this discussion. This is an in-camera opportunity for those in attendance to raise any issues they wish for discussion with their peers.

Some suggested topics include:

- 1) The shifting scope of the GC-Board of Directors relationship;
- 2) What is new and what is working in structuring relationships with outside counsel;
- 3) Managing the legal function within the organization and responding to stakeholder priorities.

Moderator – Elizabeth (Betty) DelBianco, Chief Legal & Administrative Officer, Celestica

The programme will end at approximately 3:30 PM.