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Bonita Croft (cover) has built a prestigious career in Canada's oil and gas industry

Canada's Broadcaster Boss

Former partner **Hubert T. Lacroix** leads Canada's national broadcaster forward

Fueling Career Passions

McCarthy Tétrault's new **Career Advancement Office** has associate career support and alumni connection covered inside and out

McCarthy Tétrault

Connect

Alumni Newsletter – Issue 2 – October 2015

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Striving to win
again next year!

Marc-André Blanchard
Chief Executive Officer



Welcome to McCarthy Tétrault Connect

We are pleased to release the second issue of *McCarthy Tétrault Connect*, a newsletter for alumni, lawyers and friends of the firm. In this newsletter, you will find highlights of some activities the firm and its alumni have been involved in, details about future alumni events, and updates on colleagues and friends.

McCarthy Tétrault has witnessed another exciting year. We have had the privilege of watching many of our alumni receive recognition, including Isabelle Marcoux, at Transcontinental Inc., who was recognized by the Fédération des chambres de commerce du Québec for being an influential leader throughout her career.

We have continued to assist clients, including alumni, on many exceptionally complex transactions and cases. For instance, we had lawyers across the country working hard to assist Enbridge with its \$30.4 billion reorganization. We also had the opportunity to work with alum Susan Spence in representing General Electric Capital Corporation and certain affiliates in the US\$26 billion sale of its global real estate equity assets and commercial real estate loans. On the litigation front, we continue to work alongside alum Teresa Walsh in representing TD in competition class actions brought in five provinces challenging the contractual relationships between financial institutions and various credit card networks.

In February 2015, we welcomed over 145 of our alumni at a Vintage/ Throwback themed event in Toronto. Planning is already underway for our next alumni event to be held in Vancouver in June 2016, after the opening of our Vancouver office's new location. We have also launched a new McCarthy Tétrault "Insider Series" publication, in which alumni can access the most popular articles read inside the firm. You can update your contact information for our alumni program and subscribe to this e-mail publication by providing your details on our Alumni Portal at www.mccarthy.ca/alumni.aspx.

Last month, McCarthy Tétrault lawyers and staff joined together to raise over \$100,000 to support Syrian refugees displaced by the current conflict. Many of our alumni have also supported this initiative, and we invite you to visit our LinkedIn page to learn more about making a donation to the Syrian Refugee Relief Fund.

We hope this annual newsletter will contribute to the continued growth of McCarthy Tétrault's strong alumni network, and invite you to keep in touch with us and with each other. With that in mind, we thank you for your friendship and welcome you once again to *Connect*!

Marc-André Blanchard

McCarthy Tétrault

Connect

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Caring in Chicago

McCarthy Tétrault lawyers and staff went to work on beautifying a school in a low-income neighbourhood of Chicago.



New Digs

McCarthy Tétrault's Vancouver and Québec City new offices boast productivity- and collaboration-boosting designs.



Blending Business and Law

Greg MacKenzie uses his business background and McCarthy Tétrault experience to help develop and drive corporate strategy.



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McCarthy Tétrault continues to promote representation of women on corporate boards.

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A selection of workplace moves and announcements from colleagues and alumni.

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Charles Morgan and Montréal alumni reunite to recreate the photo taken 17 years ago when they were articling students.

Alumni Events - Save The Date:

• June 2016 in Vancouver

Bringing up the energy

This corporate executive is an example of the student becoming the teacher

A move to the Calgary office 22 years ago put **Bonita Croft** on the file that was a catalyst for a highly respected in-house career in the oil and gas sector, leading up to her current post as Vice President, Legal, General Counsel and Corporate Secretary of Trican Well Service Ltd.

She cut her legal teeth at McCarthy Tétrault's Toronto office, beginning as a summer student in 1988 with only one year of law school under her belt. "When I look back now, what strikes me most is how long it took for me to realize how fortunate I was in the experience I was gaining at McCarthys, because it was all I knew."

Bonita says it was her work on challenging and fascinating files with McCarthy Tétrault that gave her the tools to build her current success. In particular, she points to working with "the amazing" **Ian Binnie** on a file he was arguing in the Supreme Court. "It was just a phenomenal experience."

"You get to see a lot of great lawyers as a young litigator but you rarely get to see someone as outstanding as Mr. Binnie. It was such a privilege."

She brought that experience to the Calgary office when she transferred in 1993, where she was soon invited to work with Mr. Binnie on a file for a Calgary client, the multinational oil and gas company Talisman Energy Inc. A year later, that same client invited her to leave her coveted McCarthy Tétrault job to come in-house and

manage their litigation. "I felt it was a challenge, and I can't turn down a challenge," she says. It began a more than two decade in-house career that included serving as General Counsel and Corporate Secretary at oilfield services firm Tesco Corp. before joining Trican in 2005 as General Counsel.

After a decade at Trican, Bonita now runs her own team as Vice President, Legal, and she looks for that uncompromising dedication to quality from her team. She brings to bear the energy, sense of enthusiasm and soft skills gained from the time she spent with her McCarthy Tétrault colleagues: "A lot of humanity, humour and fun. They were excellent lawyers and, as such, we were very serious. But not too serious."

In 2014, Bonita was appointed Queen's Counsel for the Province of Alberta. She spends what free time she has promoting women in law and gender diversity in business, volunteering with organizations such as the Canadian Corporate Counsel Association, and being mother to her two children (ages 12 and 14).

Bonita's work with the CCCA and similar organizations has led to the design of legal education for those moving in-house or rising up through internal ranks. She also assisted with the development of a national certification course for in-house counsel, which she says was a rewarding way to share her experience of growing the comprehensive legal team at Trican. Professionally, she is most proud of her current team—the young lawyers with whom she's been able to share some of the career-shaping challenges she's experienced, but also the core values she learned at McCarthy Tétrault.

It's a lot of hard work, but Bonita doesn't run out of gas. "I can't imagine life any other way."



Bonita Croft
Vice President, Legal, General
Counsel and Corporate Secretary,
Trican Well Service Ltd.
Calgary



THE CATALYST ACCORD

In 2012, McCarthy Tétrault became the first Canadian law firm to sign on to the Catalyst Accord, an initiative of Catalyst Canada, a non-profit research and advocacy organization that calls on Canadian companies to increase the representation of women on corporate boards.

But it didn't stop there. The firm, led by its Chair, CEO and Catalyst champion Marc-André Blanchard, has agreed to have women represent at least 25 percent of candidates running for its board every election.

Catalyst Canada was established in 2000 and calls for women to comprise 25 percent of boards by 2017.



CARING THE CHICAGO WAY

During a firm retreat in Chicago in 2014, through an organization called Chicago Cares, 468 McCarthy Tétrault lawyers and staff travelled to a public school in a disadvantaged neighbourhood and painted, gardened and assembled much-needed shelving for the students. The night before, the principal and students thanked the McCarthy Tétrault team with a performance of Shake It Off. There wasn't a dry eye in the house.

A selection of recent

Moves and Announcements

Ormonde Benson (Toronto 2002-2009) joined HSBC Bank Canada in April as Deputy General Counsel – Global Banking and Markets.

Donald Bisson (Montréal 1996-2014) was appointed a judge of the Québec Superior Court.

Juliette D'Hollander (Montréal 1999-2005) moved to Washington, DC in June to take up an in-house position with the investment arm of the IMF.

Mark Eade (Calgary 1993-2011) is now General Counsel at Crescent Point.

Laurent Gauthier (Montréal 2008-2015) in May joined Uni-Select, a North American leader in the automotive paint and part sectors, as Director – Legal Affairs.

Marie-Josée Hogue (Montréal 2014-2015) was appointed as judge to the Québec Court of Appeal.

Gina Papageorgiou (Toronto 1994-2004) was elected as a benchler in the recent LSUC elections.

Frédéric Pérodeau (Montréal 1998-2010) assumed the role of Chair of the Canadian Corporate Counsel Association in August.

David Randell (Toronto 2005-2014) joined J.D. Irving, Limited as Corporate Counsel.

Robert Richardson (Toronto 1994-2000) was promoted to Senior Vice-President and General Counsel (Canada) at CIBC.

Amrit Sidhu (Toronto 2005-2011) has become Executive Director, Legal Services at Ontario Lottery and Gaming Corporation.

Marc Toppings (Toronto 2006-2010) is now General Counsel at Mt. Sinai Hospital.

Chantal Tremblay (Montréal 1997-2015) was appointed a judge of the Québec Superior Court.

ALUMNI SNAPSHOTS



Xenia Kritsos

General Counsel and Corporate Secretary, Interfor Corp. Vancouver

Xenia Kritsos was with McCarthy Tétrault from 2006 to 2009, in Vancouver. She is now General Counsel and Corporate Secretary for Interfor Corporation, one of the largest lumber producers in the world.

What is your fondest memory of McCarthy Tétrault?

I can't pick one. The thing is, I joined McCarthy immediately after arriving in Vancouver (from South Africa) and it was a blur – I had so many good experiences there and met so many people who are now great friends and even my external lawyers.

If you could give one piece of advice to yourself as a junior lawyer, what would it be?

I would tell myself to move further along the spectrum towards being bold, as opposed to being as reserved as I initially was when I first arrived in Canada. From my perspective as an in-house lawyer, I might also advise junior lawyers to empathize more with their clients, think about what the client really needs and then consider whether what you're producing will meet that need and deliver value to your client.

What's the biggest challenge facing the legal profession?

The retention of promising junior lawyers in law firms. The path to partnership seems to be more onerous and take longer than ever, leading to the loss of some promising young lawyers who have worked with me. This not only impacts continuity, but is also a needless loss of talent for law firms. On the other hand, the in-house community is benefitting from the availability of good recruits.

What is your favourite local restaurant?

Trafalgars Bistro on West 16th Avenue or Oakwood on West 4th Avenue.

Favourite vacation spot?

It's difficult to choose one, because my husband and I are only beginning to explore North America and we tend to go somewhere new for each of our vacations. Haida Gwaii (formerly known as the Queen Charlotte Islands) was a highlight; I'd go back there any day.

UNACCOMPANIED MINORS PROJECT

McCarthy Tétrault lawyers have assisted more than 230 unaccompanied minors from around the world through the Unaccompanied Minors Project, a program founded in 2005 by McCarthy Tétrault and led by partner **Christine Lonsdale**.

The program helps unaccompanied children from around the world who arrive at Toronto's Pearson International Airport and make a refugee claim. Run as a partnership with Royal Bank of Canada, Pro Bono Law Ontario, Peel Children's Aid and the Immigration and Refugee Board of Canada, the program helps these children navigate the refugee claims system and establish a new life in Canada.

Sharing the Canadian identity

A former partner now ensures Canada's stories are told

People fascinate **Hubert T. Lacroix**, or more specifically what makes them tick does. It's led to a prestigious corporate law career, decades of successful basketball coaching and now helps him at the helm of our national public broadcaster—from which he ensures that uniquely Canadian voices are heard.

People, and their impact on him, are what Hubert remembers most of his nearly 20 years at McCarthy Tétrault. "I have had the pleasure of working with particularly exceptional people," the former partner says of the years from 1981 to 2000 spent with the firm.

He divides his career into phases punctuated by the people who impacted them. "I immediately became involved with **Jean-René Gauthier**, who was my first contact in securities," he says. "And then it was about working around guys like **Michael Dennis** and **Jacques Tétrault**."

"I still consider Jacques as having been the most important influence in my life."

In those early days he thrived in the role of mentee to Michael and Jacques. "Mike was the best draftsman of stuff. I saw sentences where he wrote in three lines what took me 20. I was always trying to figure out how he did that."

He remembers those days with definite excitement, fondly recalling proof-reading contracts to the wee hours of the morning. "We just ran flat-out and we worked so hard. But it was so central to your life because of the people you worked with. You cared about each other and what was happening in their lives."

Over his years with the firm he grew into the role of mentor and ultimately partner, building teams of excellence by recruiting the right people and providing them with the right tools to become, in his words, "spectacular lawyers." He took to it well, having coached basketball throughout his academic career and to this day.

Hubert's passion for people took him to a position as executive chairman of Telemedia Corp. between 2000 and 2005, on the boards of directors of a number of companies,

and to a stint as senior advisor at Stikeman Elliott. At Telemedia he caught a glimpse of how much the face of media was changing, and his desire to be an instrumental part of that change drove him to his current post. In 2008, Hubert was appointed president and CEO of CBC/Radio-Canada for a five-year term, and he was reappointed again in 2012.

The leadership and mentoring skills learned at McCarthy Tétrault serve him well as he oversees CBC's mandate to bring programming created by Canadians that informs, enlightens and entertains Canadians. He misses the generally horizontal structure he found at McCarthy Tétrault, but loves the opportunity his current position affords him to truly discover Canada and its people.

"Travelling is a big part of what I do and I've been able to see first-hand the transformation and the diversity of this country in cities from east to west," he says. "I get to listen to the best people in the business, and there are not too many better than us in terms of being able to tell stories, investigative journalism, or for Canadian drama, culture or music."

"I get a front row seat."



Hubert T. Lacroix
President and CEO,
CBC/Radio-Canada
Montréal

Career opportunities

A new initiative helps to further the careers of McCarthy Tétrault lawyers and alumni



Janet Hoyt
Consultant, Career
Advancement Office

If the breadth of alumni who have called McCarthy Tétrault home illustrates anything, it may be that career aspirations are as varied as fingerprints. Helping lawyers find success in those varied careers and, where possible, connecting our alumni with them is one of the missions of the newly established Career Advancement Office (CAO) headed by seasoned career coach Janet Hoyt.

Janet has more than 30 years of experience in the legal profession; first as a practicing lawyer, then as a developer of legal talent and, more recently, as an executive coach. Janet has counseled countless lawyers on career opportunities and career advancement.

The CAO aligns perfectly with the firm's leadership in legal service delivery excellence and talent management. Using her significant career development expertise, Janet encourages McCarthy Tétrault lawyers to explore their career aspirations in a proactive and strategic manner. In addition, she collaborates with the firm's partners with a view of establishing the CAO as a valuable resource to clients, potential clients and alumni who are looking to augment their legal teams. In that regard, Janet facilitates introductions where lawyers are interested

in exploring new opportunities as the path of development is different for everyone. The CAO can benefit alumni in two respects—first, as the source of great talent and, second, if alumni are thinking of making moves themselves.

It's a bold initiative. McCarthy Tétrault is the only North American firm with an independent Career Advancement Office—the CAO is separate and apart from firm management. "It's essential to invest this way in talent and the benefit for all—the lawyers, alum and clients—is immense," Janet says. "We are leading the way here, and I wouldn't be surprised if other firms soon start to follow."

The CAO was the brain-child of partner **Matthew Kelleher** and alum **David Randell**, now Corporate Counsel at J.D. Irving, Limited in St. John, New Brunswick. Matthew and David sat beside each other at the firm for seven years and were directly involved in recruiting. They saw an opportunity on which to build what has become the CAO.

David remembers the ah-ha moment well: "One morning we started talking about how only a few recruits would become partners or even wanted to," he says. "Where do they go? What are they doing?" They recognized that a number of the students they were recruiting would ultimately take different paths, some with existing clients, others with potential new clients.

"We put two and two together and came up with a holistic approach to reward associates' hard work and commitment, while building a lasting bond with them; a win-win," he adds. "Being lawyers, we sat down and made a PowerPoint, talked about it with **Paul Boniferro**, who suggested we take it to the leadership team."

The leadership team recognized the opportunity to help alumni, clients and lawyers, and ran with the idea. "The program embraces and supports different kinds of success," says David.

Available for lawyers across offices regardless of age, career stage or circumstances, Janet has been "thrilled with the response."

As well as her own experience, Janet draws on the vast expertise of alumni to help associates, and to build a network of organizations and alumni looking for the best and brightest—which the firm has in spades. She urges alumni looking to augment their own legal teams to reach out to her: "The scope of the McCarthy Tétrault network is powerful and I look forward to connecting people. It is what I do best."

OFFICE SPACE

McCarthy Tétrault is giving its Vancouver and Québec City offices serious makeovers.

When the firm moves to its newly constructed Vancouver location in 2016, its offices will paint a telling picture: they will be identical in size, furnishings and windows.

This re-thinking of the traditional office space was successfully applied to the Québec City office's new location at 500 Grande Allée in the summer. Both spaces are designed to foster creativity, improve productivity, increase collaboration, and drive cultural change.

The mould-shattering notion came to CEO Marc-André Blanchard on a visit to Australia, inspiring him to ask COO Tracie Crook to investigate just how far a non-siloed space could be taken. The end results are aesthetically inviting office spaces flooded with natural light that promote flexibility and great work.



THE AFRICA INITIATIVE

A multidisciplinary team co-led by our partners **Pierre Boivin** (lead, Québec office) and **Richard Temple** (co-lead, London office), including notably former Québec Premier **Jean Charest** (Montréal office), is leveraging experts from our offices across the country and in London, UK, and assisting clients with the challenges of being or becoming active in Africa.

McCarthy Tétrault has built an extensive network of local advisors and decision-makers who are delivering seamless service across varied African countries, and our efforts are being recognized. The firm was identified by International Financial Law Review (IFLR) as a notable firm serving the region in its IFLR1000 Sub-Saharan Africa Energy and Infrastructure Guide. We were also recognized by Chambers Global as a leading firm in key areas of development in Africa, from international trade and investment to resources, telecom, infrastructure, banking and finance.



McCarthy Tétrault partner Jean Charest (right) meeting with President of Senegal Macky Sall (left).

ALUMNI SNAPSHOTS



Jennifer Brent strikes a pose between HP founders David Packard (left) and William Redington Hewlett (right).

Jennifer Brent

Legal Counsel,
Hewlett Packard
Enterprise
London, UK

Jennifer Brent was with McCarthy Tétrault from 2006 to 2010 in Toronto and 2010 to 2012 in London. She is now Legal Counsel for Hewlett Packard Enterprise, London, UK.

What is your fondest memory of McCarthy Tétrault?

Growing and learning from exceptionally talented mentors. Being at the negotiation table as early and often as a deal allowed, and being promoted and encouraged to deal with clients directly. Hand-on-heart, you don't get that elsewhere.

If you could give one piece of advice to yourself as a junior lawyer, what would it be?

I'm fortunate that I wouldn't change anything about how my career unfolded. Advice for other junior lawyers: learn how to do everything yourself, it will make you self-sufficient and agile; take every opportunity to participate; try new types of work; keep important personal commitments, be flexible on others; and, be an individual.

What do you see as the biggest challenge facing the legal profession?

The same challenge it's always faced: changing the perception that legal involvement and advice is a necessary evil and showing instead how it can expand on and better implement strategic initiatives, identify and address problems before they materialize and increase overall deal value and results.

What is your favourite vacation spot?

My favourite spot to visit is always home; my favourite weekend trip destination is Paris; my favourite recent vacation was a yoga retreat in Costa Rica.

What is your all-time favourite film?

I wish I could say it was something cool like Pulp Fiction, but if I'm honest, it would probably be Girls Just Wanna Have Fun (on VHS, of course).



NOW AND THEN!

Seventeen years after posing on the steps of the former McCarthy Tétrault Montréal office at Le Windsor, the national leader of McCarthy Tétrault's Information Technology Law Group **Charles Morgan** posed on those very same steps with alumni (from left to right): **Frederic Pérodeau** (Senior Director, Inspections and Investigations, Autorité des marchés financiers), **Liz Freedman** (Assistant General Counsel, Commercial Law, Air Liquide Canada Inc.), Morgan, **Karl Tabbakh** (Senior Partner, Alioth Capital) and **Katia Opalka** (Partner, Lavery de Billy LLP).

The reunion was sparked by the first McCarthy Tétrault Connect newsletter. Photo credit for the 2015 photo goes to former partner **Warren Goodman**, who happened to be passing by at the time. Absent but there in spirit were **Tracey Luttrell** (Corporate Counsel, American Reprographics Company) and **Jacques Papy**, (Professor in public law and private companies, Université du Québec à Montréal)

ALUMNI SNAPSHOTS



Greg MacKenzie

General Counsel,
407 International
Inc./407 ETR Concession
Company Ltd.
Toronto

Greg MacKenzie was with McCarthy Tétrault from 1997 to 2004 in Toronto. He is now General Counsel for 407 International Inc./407 ETR Concession Company Limited.

What is your fondest memory of McCarthy Tétrault?

Being co-counsel with **Harry Underwood** on the YBM Magnex case before the Ontario Securities Commission. On a lighter note, presenting the “Twins” Articling Student Skit at the 1999 Christmas Party and attending the notorious Larry West litigation department parties.

What do you love most about your current job?

With an MBA and a business background, I love the blended legal and business aspects of the General Counsel role. Being part of an executive team responsible for developing and driving corporate strategy is one of the things I enjoy most about my

position. I also enjoy the opportunity to recruit and develop an in-house legal team. Getting the right people on the bus makes all the difference.

What do you see as the biggest challenge facing the legal profession?

The increasing expense of accessing the justice system, and the corresponding loss of public access and confidence.

If you could give a piece of advice to yourself as a junior lawyer, what would it be?

Enjoy your time at McCarthys and stay confident. The experience and training you receive from McCarthys is a huge advantage for any lawyer starting out, and is a stepping stone for opportunities across the profession. You are laying the foundation for a successful legal career, whether it's at the firm or elsewhere.

What is your favourite local watering hole?

Rooftop Lounge at the Park Hyatt.

What is your favourite vacation spot?

The Big Island in Hawaii.

What is your all-time favourite film?

Rushmore.

ALUMNI COMMITTEE:

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McCarthy Tétrault Connect

Connect is a newsletter for the McCarthy Tétrault community – our lawyers, our clients, our alumni. *McCarthy Tétrault Connect* is available both in print and online at www.mccarthy.ca/alumni.aspx

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Stay in touch with McCarthy Tétrault and your alumni network by registering on our web portal at www.mccarthy.ca/alumni.aspx.

What have you been up to since you left McCarthy Tétrault?

Email your news, moves, and announcements to natalumni@mccarthy.ca.

FOCUS PRO BONO

More than
\$32 million
in hours spent on pro bono work
for community organizations.