

GOVERNING THE FUTURE

The complexities of today's business environment and the recent accounting and governance scandals are having a profound impact on the manner in which corporations are structured, managed and governed.

Boards, management, shareholders and institutions are forging new relationships with the intention of structuring more effective models of corporate governance that respond to the call for greater partnership between the constituents.

DINGLE & ASSOCIATES A UNIQUE RESOURCE

As corporations realign to meet these complex challenges, the competition for directors and executives with relevant attributes is intensifying. Board and committee chairs are now required to comply with new standards of performance and disclosure, which requires a greater emphasis on the strategic, structural and procedural aspects of governance to enhance board performance and attract qualified, independent directors.

In response, Dingle & Associates consults to boards of directors and executive management in two specific areas: Directors and Executive Search and Board Development.

BOARD DEVELOPMENT

At Dingle & Associates our objective is to facilitate the review and implementation of board strategies, development, structures and processes that best meet the needs of the enterprise in its current stage of development - while anticipating the organization's future governance needs.

We have a broad base of experience and a successful record in Canada and North America of assisting clients in board development consultancy.

DIRECTOR SEARCH

Each director search commences with a comprehensive review of the board - its history, evaluations, culture and current practices, taking into consideration the organization's stage of development and risk profile.

The understanding gained from this review enables us to compose a matrix of skills, knowledge and attributes: and to identify the individual(s) with the competencies best suited to the board. Our methodology assures a healthy synthesis between the personality of the board and the performance, expectations and attributes of the candidates.

We understand the sensitive nature of boardroom changes and operate with discretion and anonymity so as to preserve our clients' identity and avoid the premature disclosure of their intentions.

EXECUTIVE SEARCH

In any organization, executives and senior officers play an integral role in the governance process as they manage, to ensure the strategic, tactical and operating performance of an enterprise.

An assessment of the relationship between board and management can be an integral part of each search assignment. This analysis, together with our thorough understanding of a client's situation, allows us to evaluate executive skills, knowledge and attributes best suited to the needs of the corporation.

Our systematic approach to executive search is done in a highly confidential manner. As in director search, we draw upon our research capability and our extensive network of contacts and make full use of a comprehensive and up-to-date database to evaluate executive competence and attributes best suited to the needs of the client. We believe a person's past performance is the best basis for selection; and as we have no vested interest in any candidate, our goal is simple - to identify individuals who will add value to a client organization and meet its requirements.

SPECIALIZED KNOWLEDGE AND METHODOLOGY

Dingle & Associates know and can access the most informed sources of corporate leadership and influence. We remain current with the dynamics of corporate governance, the heightened North American regulatory climate and the complex issues that impact board, director and executive performance. The specialized knowledge, combined with our integrity and professionalism enable us to advise clients on a broad range of issues facing boards, directors and executives.

We are able to identify, assess and deliver the best qualified and most appropriate candidates quickly, knowledgeably and confidentially, while responding in a direct and authoritative manner to the questions and concerns of high-potential candidates.

We enter into an exclusive agreement with our clients, with fees fixed in advance, based on the complexity of the assignment, and we offer partner involvement from start to successful completion, regardless of client location.

PROJECT MANAGEMENT

Frequently, in the early stages of an assignment we uncover issues that we think should be examined by other professionals with complementary skills and expertise - for example, in accounting, the law, compensation, benefits, liability insurance, information technology, investor relations and communications.

Dingle & Associates can assume the role of lead manager assembling a fully integrated and project team capable of providing hands-on advice and making a positive contribution to a client's effectiveness and performance.

GLOBAL SCOPE

Dingle & Associates Inc. has well-established operational links with preeminent consultants in major industrialized countries. These alliances enable us to lead an international search to and from North America, building on a strong domestic base.

Our international affiliations enhance our ability to identify and attract candidates with global vision and expertise, and help us to develop and refine well-informed opinions on emerging corporate governance models and issues.

D. TERENCE DINGLE

Terence Dingle brings to director & executive search and board development consulting, an extensive background in law, business and management consulting. His professional career has provided him with comprehensive experience and network at the board and senior management levels of both private and public corporations within a broad range of industries.

In the past 12 years Mr. Dingle has successfully completed executive search assignments in a wide variety of business sectors with particular emphasis in financial services. Numerous director searches and governance assignments have also been completed across broad industry sectors for public and private corporations.

Mr. Dingle was a senior and managing partner of the McCarthy, Tetrault law firm in Montreal and acted as legal advisor to a variety of financial, commercial and corporate clients. In 1980, Mr. Dingle became President and CEO of the Shawinigan Engineering Group of Companies and moved to Toronto to lead and ultimately successfully sell this multi-skilled international energy consulting group.

In 1984 Terence established his own merger and acquisition firm, which acted for a variety of clients. He gained senior executive search experience with Egon Zehnder International Inc., and completed assignments in many business sectors. He is a founding partner of Dingle & Associates Inc.

Mr. Dingle received a B.A. from Concordia University (Loyola College), a B.C.L. from McGill University Law School. He has been a director of many public and private companies. He is also active in community affairs, and was a long time Director for Wellspring, a cancer support centre.

Mr. Dingle frequently writes and speaks on subjects relating to board governance.