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11th Annual National Retail and Consumer Markets Summit

Tuesday, February 23, 2021

Speaker Biographies

By Order of Appearance

mccarthy
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Lara Nathans

**Partner
Industry Strategy Leader**

Toronto

lnathans@mccarthy.ca

t. +1 416-601-8470

Bar Admission

Ontario 2002

Law School

Queen's University

Industries

Retail & Consumer Markets
Retail
Food Beverage & Agribusiness
Consumer Products
Hospitality
Credit Cards, Gift Cards & Loyalty
Programs
Private Equity & Investments

Practices

Mergers & Acquisitions
Capital Markets
Public Companies
Supply Chain

US and International Markets

US Markets

MT?Divisions & Client Solutions

COVID-19 Response Checklist

With extensive market insight and industry expertise, Lara delivers results

As the firm's Industry Strategy Leader, Lara is responsible for leading the firm and its people to truly understand and align with the unique needs of our clients and their industries. She empowers our team to nimbly leverage firm expertise in industries where Canada is leading the charge globally to provide unparalleled industry focused advice to our clients.

Powered by market intelligence, a global network of trusted relationships and industry focus, Lara is relentless in her pursuit of client success at McCarthy Tétrault. As Leader of our National Retail and Consumer Markets Group, she has built a full-service, cross-practice industry group that seamlessly supports clients with both game changing and day-to-day issues.

Lara is the consummate professional: always responsive, flexible, detail-oriented, understanding of our business needs and able to communicate with business leaders in a clear, concise way.

— CHAMBERS CANADA

Establishing and growing your place in the competitive Canadian market

Lara's vision for clients' businesses, based on a thorough understanding of their industries, challenges and opportunities. It is the hallmark of her practice, with the end-goal of helping them achieve success and remain competitive.

As a leading lawyer in retail and consumer markets transactions, Lara is a trusted advisor to consumer-facing companies looking to establish or grow in the Canadian market. She advises global companies entering the Canadian market (whether through M&A, e-commerce, bricks and mortar or a combination) on their market entry strategies and related legal issues.

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A highly connected and influential lawyer in the field, Lara brings the benefit of her connections to bear for clients, introducing them to not only what, but who they need to know to achieve their goals. She excels at negotiating mergers and acquisitions as well as corporate reorganizations and commercial matters. Practical in her approach, Lara provides well-informed guidance on entry strategies and legal issues, including securities law requirements, such as continuous disclosure and governance provisions.

Responsive, very practical, very proactive, and good project management.

— ACRITAS STARS

Regarded as a skillful negotiator and steadfast client advocate, Lara has played an integral role in numerous high-profile transactions, including:

- Numerous retail and consumer facing businesses on their COVID-19 response, reopening issues and related matters;
- LL Bean on its entry into Canada and agreement with The Jaytex Group;
- A major department store on all aspects of its entry into Canada;
- Home Depot's US\$265 million acquisition of Compact Power and its acquisition of Askuity;
- Several cross-border retailers on their credit card and loyalty programs
- A global jewellery retailer on its expansion into Canada by acquisition of a national jewellery retailer;
- Fyffes' C\$145 million acquisition of Highline Produce Limited;
- Nestlé's US\$7.15 billion strategic alliance with Starbucks;
- Nestlé's US\$2.3 billion acquisition of Atrium Innovations Inc.;
- Unilever's US\$8 billion sale of its spreads business to KKR;
- Corby Spirit and Wine's acquisitions of Domaines Pinnacle Inc. and Foreign Affair Winery and its agreements with Pernod Ricard S.A.; and
- Fairmont Raffles Hotels International's US\$2.6 billion sale to AccorHotels.

Lara Nathans

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She's fantastic. She's spearheading the Retail group and she's the one that really sets the tone for the other lawyers who service us. It's about being innovative, business-minded, efficient and cost-sensitive. She is a really great leader within the firm and the main retail expert in the group. She can draw in expertise from others.

— CHAMBERS CANADA

At the forefront of retail trends and a thought leader in the community

With her deep sectoral knowledge, Lara is a sought-after expert in the retail, consumer products and hospitality transactions field, speaking regularly on corporate and securities law matters and on business and legal issues affecting consumer-facing businesses. Her appearances include the Retail Industry Leaders Association's Retail Law Conference, the World Department Store Forum, Food and Consumer Products of Canada and our firm's Annual Consumer Products & Retail Summit.

With a long-time commitment to community service, Lara serves on the Supplier Advisory Committee of The Home Depot of Canada Foundation and the Board of Governors of The Sterling Hall School, and has served on the board of directors of local charitable groups Sheena's Place and the Anne Johnston Health Station. Lara is one of the founding members of the Gamechangers group, bringing together female leaders in retail and consumer businesses.

She received her LLB from Queen's University in 2001.

Awards & Rankings

Chambers Canada

Band 1: Retail - Nationwide Canada

IFLR 1000 Guide to the World's Leading Financial Law Firms

Notable Practitioner: M&A

Acritas Stars

"Stand-out lawyer"

Lara Nathans

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Recent Experience

- **Composites One Acquires Canadian-Based Polynt Composites Distribution Business**
December 02, 2019
- **Nestlé closes perpetual global license deal with Starbucks**
August 28, 2018
- **Nestlé acquires Atrium Innovations for US\$2.3B**
March 08, 2018

Recent Insights

- **COVID-19: Recovery and Re-opening Tracker**
February 19, 2021
- **COVID-19 Update: Ontario Announces Extension of Stay-at-Home Order and Framework for Transitioning out of Shutdown**
February 09, 2021
- **COVID-19 Update: Ontario Declares Second Provincial Emergency**
February 09, 2021
- **COVID-19 Update: Ontario Announces Extension of Stay-at-Home Order and Framework for Transitioning out of Shutdown**
February 09, 2021

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **COVID-19: Looking Ahead to 2021: A Roadmap for Business Leaders**
December 03, 2020
- **The Speech from the Throne: The Impact on your Business**
September 21, 2020
- **10th Annual National Retail and Consumer Markets Summit**
January 28, 2020



Carmen Francis

Associate

Toronto

cfrancis@mccarthy.ca

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Bar Admission

Ontario 2012

Practices

International Trade & Investment
Supply Chain

Industries

Food Beverage & Agribusiness

Carmen Francis is a senior associate in the firm's International Trade & Investment Law Group in Toronto. Her practice is focused on providing business-friendly, strategic and skilled advice across a wide range of trade, regulatory and compliance matters.

Within her international trade practice, Carmen has significant experience acting for clients in anti-dumping investigations and litigation, international investment disputes, import and export control matters, and customs and sanctions compliance. She has appeared before the Canadian International Trade Tribunal, the World Trade Organization, the Federal Court of Appeal, and various trade-related administrative bodies. Her practice engages with a broad scope of industries, including the oil & gas, manufacturing and tech sectors. In the course of representing these clients, Carmen has developed a strategic understanding of the priorities, needs and challenges faced by companies seeking to leverage cross-border business opportunities.

Carmen's regulatory practice is tailored to supporting clients at each stage of the regulatory continuum: from the earliest stages of product formulation and development, to packaging and labelling requirements, ensuring compliance with mandatory standards, obtaining requisite permits and licences, assisting with import and export compliance, and through to responding to regulatory enforcement actions. Her advice is responsive to clients' needs, and prioritizes supporting clients in achieving their business objectives while navigating complex regulatory regimes. In particular, Carmen has extensive experience in the regulation of consumer retail products, and products subject to specialized regulatory regimes such as alcoholic beverages, cannabis, controlled goods and defence articles, cosmetics, natural health products, and medical devices. Carmen provides proactive, pragmatic and considered guidance in an increasingly intricate regulatory environment.

Awards & Rankings

The Legal 500 - Canada

Rising Star: International Trade

Carmen Francis

Associate

Toronto

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Recent Experience

- **Fairfax Africa Holdings Corporation closes strategic transaction with Helios Holdings Limited**
December 08, 2020
- **Cineworld Group's proposed acquisition of Cineplex for C\$2.8B**
June 12, 2020
- **Mondelez International completes acquisition of a significant majority interest in Give & Go**
April 01, 2020
- **Metso Corporation completes acquisition of McCloskey International for C\$420M**
October 01, 2019

Recent Insights

- **Platforms are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More, Part II of II**
December 07, 2020
- **CND Re-Classifies Cannabis**
December 04, 2020
- **Platforms are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More, Part I of II**
December 01, 2020
- **The CBSA Sunsets the Interim Turnaround Policy For Highway Carriers**
November 12, 2020

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Associate

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Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **Platforms Are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More**
November 12, 2020
- **10th Annual National Retail and Consumer Markets Summit**
January 28, 2020
- **The Latest on the New NAFTA and Trump's Continuing Tariff Threats: Perspectives from the United States, Mexico and Canada / Doing Business in Mexico**
May 15, 2019

Dr Alain Poirier, MD, MSc, FRCPC

Guest Speaker Profile

Eastern Townships Region

Public Health Director

Dr Alain Poirier is a specialist in internal medicine and in public health. He has worked in public health for more than 30 years in Quebec, while concurrently realising missions in international health and developing health promotion in written and electronic media. Public health crisis management, healthy public policies and health communication have been an important part of his work. From 2003 to 2012, he was Assistant Deputy Minister and National Director of Public Health at the Ministry of Health and Social Services in Quebec (MSSS). He was also from 2012 to 2019 Vice-president Scientific Development and Communication at l'Institut National de santé publique du Québec (INSPQ)

He is currently:

- Public health director in the Eastern Townships region.
- Clinical Associate Professor for the department of community health at Université de Sherbrooke.



Chrystelle Chevalier-Gagnon

Partner

Montréal

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Bar Admission

Québec 2011

Ontario 2010

Law School

Dalhousie University

University of Ottawa

Practices

Mergers & Acquisitions

Industries

Private Equity & Investments

With a strong focus on client success, Chrystelle brings a creative and innovative approach to getting deals done across industries and borders.

Chrystelle is a partner in the firm's Montréal office with a practice focused on mergers and acquisitions, venture capital transactions, real estate and private equity. She represents companies and organizations of multiple sizes across a wide-range of industries, including retail, energy and sustainable mobility.

Focused on the client experience, Chrystelle actively seeks out opportunities to gain deeper industry expertise and insights to better assist her clients in all areas of the market. In 2016, Chrystelle was on secondment with one of Canada's largest pension funds where she acted on real estate investment transactions.

An advocate for diversity and inclusion, Chrystelle is an active member within her community. Currently, she is the acting director for various not-for-profit organizations. She also has a deep interest in developing the next generation of lawyers as a mentor and coach.

Chrystelle completed her LLL at the University of Ottawa (Summa Cum Laude) in 2007, her JD from the University of Ottawa (Cum Laude) in 2008 and her LLM from Dalhousie University in 2009. She was called to the Québec bar in 2011 and the Ontario bar in 2010. She is a member of the Barreau du Québec, Law Society of Ontario, the Canadian Bar Association and the Ontario Bar Association.

REPRESENTATIVE MANDATES

- **Carsharing Industry:** Represented one of the world's largest carsharing service providers in a major investment.
- **Entertainment Industry:** Represented a world leader in the field of visual entertainment in an equity financing of a company operating a video exchange and management platform for video producers.
- **Entertainment Industry:** Represented a world leader in the field of visual entertainment in connection with an equity financing of a software company involved in multi-screen video applications.
- **BNP Paribas SA:** Represented BNP Paribas SA in connection with an investment by the Caisse de dépôt et placement du Québec in Innocap Investment Management Inc.
- **BMO Nesbitt Burns Inc.:** Represented Bank of Montreal, Canadian Imperial Bank of Commerce and National Bank of Canada, which together have \$3.4 billion in committed bank facilities to finance the cash

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portion of Metro Inc.'s acquisition of the Jean-Coutu Group for \$4.5 billion.

- **Home Health Care Industry:** Represented a major manufacturer and distributor of home care and professional medical products in the sale of its DME brand portfolio of mobility and safety products in the bathroom.
- **Retail Industry in Specialized Clothing:** Represented an international foot and leg products company in its acquisition by a Canadian leader in the field of consumer sportswear listed on the Toronto Stock Exchange.
- **Retail industry of Optical Products :** Represented a leading retail supplier of optical products listed on the Toronto Stock Exchange in its acquisition of optical retail facilities.
- **Seafood Industry:** Represented one of the world's leading seafood groups and the world's largest supplier of cold water shrimp and Greenland halibut, in its investment in the activities of a Canadian seafood Producer.

Recent Experience

- **Cogeco Connexion, a Canadian subsidiary of Cogeco Communications Inc. to acquire DERYtelecom for C\$405M**
December 11, 2020
- **Shares of Optimum Talent Inc. acquired by Arthur J. Gallagher & Co.**
November 03, 2020
- **France-based VINCI Energies completes acquisition of Transelec Common Inc.**
October 01, 2020
- **WSP & Altus Group announce the launch of GeoVerra, a leading geomatics firm in Western Canada and Ontario**
June 27, 2020

Chrystelle Chevalier- Gagnon

Partner

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Recent Insights

- **The Ties That (May) Bind: ensuring letters of intent do not impose binding obligations on parties**
December 15, 2020
- **Podcast: Law in the Time of COVID-19**
November 20, 2020
- **The Nominee-Director Dilemma**
August 10, 2020

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021



Jean Charest

Partner

Montréal

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t. +1 514-397-4402

Bar Admission

Québec 1981

Law School

Université de Sherbrooke

Practices

Mergers & Acquisitions
Corporate Governance
International Trade & Investment

Industries

Pension Funds Group

With an unmatched resume and a network of global relationships, Mr. Charest provides strategic advice on clients' most pressing business issues around the world

Jean Charest is a Partner in the Montréal office. He provides invaluable expertise to the firm's clients with his in-depth knowledge and experience with public policy, corporate Canada and international matters. As a strategic advisor with a unique perspective, he supports our clients on complex transactions, projects and international mandates, as they navigate the global business environment.

With a public service career spanning almost 30 years, Jean Charest is one of Canada's best known political figures. Mr. Charest was first elected to the House of Commons in 1984 and, at age 28, became Canada's youngest cabinet minister as Minister of State for Youth.

In 1991, he was named Minister of the Environment and, a year later, he led Canada's delegation at the 1992 Earth Summit on the economy and the environment in Rio. At the summit he was praised for his leadership role among G7 countries on climate change and biodiversity.

In 1993, Mr. Charest was named Minister of Industry and Deputy Prime Minister of Canada.

In 1994, Jean Charest was chosen Leader of the federal Progressive Conservative Party, becoming the party's first French Canadian leader. He held that post until 1998 when he became the Leader of the Québec Liberal Party. Mr. Charest then broke a 50-year provincial record by winning three consecutive election campaigns in 2003, 2007 and 2008.

Under his leadership, Québec experienced a sustained period of economic prosperity with stronger economic growth from 2008 to 2012 than the US, Europe, Canada and Ontario, despite a global financial and economic crisis. His government implemented a major infrastructure investment program.

The Charest government has been a world leader on the environment and climate change, having brought forward the first carbon levy in North America with the implementation of its climate change policy.

His legacy includes a major initiative for the sustainable development of Northern Québec called "Plan Nord". The plan covers a territory above the 49th parallel of 1.2 million sq. km (twice the size of France).

In the area of energy, the Charest government pushed ahead with major hydro-electric and wind power projects that will maintain Québec's

Jean Charest

Partner

Montréal

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position as the 4th biggest producer of clean and renewable hydro-electric power in the world after China, Brazil and the USA.

In International arena, the Charest government has been the most active administration in the history of Québec. Premier Charest led numerous economic missions in emerging economies including China, India, Russia and Brazil. He has been a panellist at the World Economic Forum in Davos, discussing issues ranging from environment, climate change and international trade to labour mobility.

Mr. Charest has participated in four summits of French speaking countries that include more than fifty French speaking jurisdictions, and hosted the successful 2008 edition of this grouping in Québec City (Sommet de la Francophonie).

He initiated a ground-breaking and unprecedented labour mobility agreement between France and Québec for over eighty professions and trades.

Jean Charest's most noteworthy international initiative has been to convince Canada and the European Union to negotiate a broad economic partnership, including cooperation agreements, in the wake of the failed Doha round.

As a leader, Mr. Charest has been a strong supporter and promoter of women in politics. In 2006 his government voted legislation that requires gender parity on the boards of the 22 most important state owned corporations, and in 2007, his 18 member cabinet had an equal number of men and women.

Mr. Charest has been a lecturer on political science at Concordia University, and he remains active in public policy and community activities. He obtained his law degree from the University of Sherbrooke in 1980 and was admitted to the Québec bar in 1981.

AWARDS AND RANKINGS

- Member of the Queen's Privy Council for Canada, June 1986 (Canada)
- Commandeur of the Légion d'honneur, February 2009 (France)
- Bavarian Order of Merit, July 2007 (Germany)
- Grand Croix of the Ordre de la Pléiade, November 2007 (Francophony)
- The Woodrow Wilson Award for Public Service, October 2011 (United-States)
- Medal of the Academy of Distinguished Canadians and Americans of the

Jean Charest

Partner

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Maple Leaf Foundation, November 2009 (United-States)

- Statesman Award from the Foreign Policy Association, June 2011 (United-States)
- South Australian International Climate Change Leadership Award, December 2010 (Australia)
- 2019 recipient of the Canadian Association of Former Parliamentarians, Lifetime Achievement Award
- Recognized by *Best Lawyers in Canada* as a leading lawyer in the area of corporate law

Awards & Rankings

The Canadian Legal Lexpert Directory

Leading Lawyer: Energy (Oil & Gas); Indigenous Law; and Mining

Lexpert Special Edition: Mining

Leading Lawyer

Lexpert Special Edition: Energy

Leading Lawyer

Best Lawyers in Canada

Leading Lawyer: Corporate Law, Energy Law

Jean Charest

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Recent Insights

- **Podcast: Law in the Time of COVID-19**
November 20, 2020
- **9 Key Takeaways from the McCarthy Tétrault “Our Common Frontier: What the Next President of the United States Means for Canada” Panel**
November 19, 2020
- **5 Key Takeaways from the Federal Government’s Throne Speech that Impact your Business**
October 16, 2020

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **Our Common Frontier: What the Next President of the United States Means for Canada**
October 27, 2020
- **The Speech from the Throne: The Impact on your Business**
September 21, 2020
- **Is your Project “Stimulus Package Ready” for Canada’s Economic Reboot?**
July 09, 2020



Martha Harrison

Partner

Toronto

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t. +1 416-601-8864

Bar Admission

Ontario 2002

Law School

University of Toronto
University of Windsor

Industries

Consumer Products
Energy & Infrastructure
Food Beverage & Agribusiness
Global Metals & Mining
Retail
Retail & Consumer Markets
Technology
Cannabis

Practices

International Arbitration
International Trade & Investment
Public Law
Procurement
Supply Chain

MT?Divisions & Client Solutions

Supply Chain Stabilization Solutions

In an increasingly integrated global market, Martha's hybrid practice in trade and product regulatory law allows her to provide advice to international clients looking to enter the Canadian market, as well as local clients seeking out-bound investment opportunities

Martha Harrison is a partner in the International Trade and Investment Law, and Retail and Consumer Markets Groups in Toronto. She is also the coordinator of the firm's Advertising and Marketing practice. With industry expertise spanning retail & consumer markets, power, mining, food / agriculture, oil & gas, and the technology sector, Martha acts as a trusted business advisor to clients, balancing international trade and regulatory law, from a Canadian perspective.

Martha offers a full suite of international trade and investment services, including customs law, anti-dumping and countervail issues, import/export controls, treaty compliance, public procurement, foreign investment, and investor-state disputes. She also routinely appears before regulators at all stages of trade disputes. As part of her advertising, marketing and regulatory practice, Martha provides proactive and pragmatic advice on product regulation in Canada, including standards, packaging and labelling, importing and exporting issues, transportation, and supply chain matters. Martha guides clients through the application of product standards along the supply chain, and advises on marketing rules surrounding regulated products, such as cosmetics, natural health products, medical devices, foods, and over-the-counter drugs.

An experienced and sought-after member of the trade bar, Martha is focused on results-based compliance and helps clients in regulated product markets navigate both trade and regulatory business hurdles, to optimize growth opportunities inside and outside of Canada.

Due to her unique expertise, Martha is also known in the Canadian cannabis industry as an expert on trade, advertising, marketing and regulatory issues for cannabis products, hemp, and related products.

Martha Harrison

Partner

Toronto

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A former adjunct professor of international arbitration at Queen's University and MBA sessional instructor at DeGroote School of Business, Martha regularly speaks on matters related to trade, consumer regulation and international arbitration. She was also selected by the Government of Canada to be listed on the roster of arbitrators to serve on panels established under Chapter 19 of the North American Free Trade Agreement (NAFTA). In 2013, she was named one of Lexpert's Rising Stars: Leading Lawyers Under 40 and is recognized as a leading Canadian international trade lawyer by a number of industry and peer-review directories.

Martha received her LLM from The University of Toronto in 2005, her LLB in 2001 from the University of Windsor, and her M.A. and her B.A. from York University in 1998 and 1997 respectively. She was called to the bar in Ontario in 2002.

Awards & Rankings

Chambers Global

Leading Lawyer: International Trade/WTO - Canada

Chambers Canada

Leading Lawyer: International Trade/WTO

The Canadian Legal Lexpert Directory

Leading Lawyer: International Trade Regulation

The Legal 500 - Canada

Next Generation Lawyer: International trade

Who's Who Legal

National Leader: Canada - Government Contracts, Canada - Trade & Customs

Best Lawyers in Canada

Leading lawyer in the areas of Advertising & Marketing Law and International Trade & Finance Law

Expert Guides

Leading Lawyer: International Trade

Martha Harrison

Partner

Toronto

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Lexpert's Rising Stars: Leading Lawyers Under 40 - 2013

Rising Star

Lexpert Special Edition: Agribusiness and Cannabis

Leading Lawyer

Recent Insights

- **Human Rights Due Diligence in the Supply Chain: Canada's Advisory on Doing Business With China**
February 02, 2021
- **Webinar - Looking Ahead to 2021: How COVID-19 Will Continue to Reshape Your Business in 2021 (December 14, 2020)**
January 12, 2021
- **COVID-19 Vaccine Rollout: The Beginning is the End is the Beginning**
December 09, 2020
- **CND Re-Classifies Cannabis**
December 04, 2020

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **Our Common Frontier: What the Next President of the United States Means for Canada**
October 27, 2020
- **10th Annual National Retail and Consumer Markets Summit**
January 28, 2020
- **Brexit is happening on January 31, 2020!**
January 24, 2020



Paul Zed

**Counsel
Strategic Advisor**

Toronto

pzed@mccarthy.ca

t. +1 416-601-7737

Bar Admission

Canadian Bar Association 1982
Bar of New Brunswick 1982

Law School

University of New Brunswick
University of London

Paul Zed is Counsel and Strategic Advisor to the firm.

With a distinguished career in business and politics, Paul brings forth a proven track record of tactical and visionary insight towards his client's most complex problems. His insight and unparalleled experience will be valuable to clients who look to the firm for advice on legal and business development initiatives.

For the past 10 years, Paul has provided strategic leadership advice within the telecom and technology sector. In September 2015, he was appointed Chairman, President's Advisory Board, Rogers Enterprise Business Unit, a division of Rogers Communications Inc., where he worked on business development projects for the public and private sector, smart cities transformations and Internet of Things (IoT). From 2009-2015, he served as Chairman, President's Advisory Board, Cisco Systems Canada where the team led the establishment and transformation of the largest technology investment in Canadian history. With a deep entrepreneurial spirit and a knack for finding innovative projects, Paul was involved with the establishment of the \$150 million Cisco Canada Innovation Program for venture capital start-ups.

Paul is known for his ability to balance the client's needs with taking the most strategic and innovative approach. His interest in politics is integral to his approach to solving problems. Paul was elected 3 times serving almost 10 years as the Member of Parliament for the federal ridings of Fundy Royal and Saint John. He served as the Chairman of several important committees of the House of Commons in Ottawa including the Standing Committee on Industry, Government Operations and Procedure and House Affairs, Transportation, Infrastructure and Communities. He was also the Parliamentary Secretary to the Leader of the Government and serving two Canadian Prime Ministers.

THOUGHT LEADERSHIP & COMMUNITY INVOLVEMENT

Aside from his career, Paul dives deep into his interests of community involvement and continued education. He has authored reports on ethics, banking, financing and doing business with governments and was a founding member of the Urban Cities and Communities Caucus, publishing a report 'Foundations for a Nation' on Canada's infrastructure deficit and innovation and authored Bills on banking and municipal waste water.

Paul has been involved in various community initiatives such as:

- Board Member, Lester B. Pearson College of the Pacific – United World College, Victoria, British Columbia

Paul Zed

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- Board Member, International Economic Forum of the Americas
- Board Member, Toronto Mayors Arts Gala
- Board Member, Waterkeepers Gala
- Trudeau Centre for Peace, Conflict and Justice, Monk School of Global Affairs, University of Toronto
- Chairman of the Board, London Goodenough College Association of Canada/London School of Economics
- Cathedral Heritage Foundation Project, Roman Catholic Diocese of New Brunswick
- Founding Partner - Teen Resource Centre, for “at risk” New Brunswick youth, Pathways to Education project

He also co-founded a successful public policy and business advisory company in Ottawa, Summa Strategies Canada Inc., serving as its President for 8 years representing some of the largest American and Canadian companies and their CEO’s with offices in Ottawa, Washington and London.

As a corporate commercial lawyer, he also was a business law professor at The University of Ottawa Law School and University of New Brunswick, Business School.

Paul is a graduate of Dalhousie University, BA, University of New Brunswick, LLB, London School of Economics, University of London (UK), LL.M., and the Institute of Corporate Directors, ICD.C., Rotman School of Management. He was called to the New Brunswick Bar in 1982, Ontario in 2018 and has been a member of the Canadian Bar Association for over 35 years.

Paul Zed

Counsel
Strategic Advisor

Toronto

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Recent Insights

- **Webinar Recap - Looking Ahead to 2021: Where Do We Go From Here?**
January 18, 2021
- **Podcast: Law in the Time of COVID-19**
November 20, 2020
- **9 Key Takeaways from the McCarthy Tétrault “Our Common Frontier: What the Next President of the United States Means for Canada” Panel**
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October 16, 2020

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **The Speech from the Throne: The Impact on your Business**
September 21, 2020
- **Calgary - #ELXN43 : The new government’s impact on your business in a time of uncertainty**
November 01, 2019
- **London - #ELXN43 : The new government’s impact on your business in a time of uncertainty**
October 31, 2019

Nancy McNeill

Guest Speaker Profile

Coast Capital Savings

Senior Vice President Operations

Nancy leads Coast Capital Savings' corporate operations, supporting the credit union's branch, commercial and contact center network in the delivery of banking services to its members as well as the Coast Capital Savings Transformation Office. In her role, Nancy works with a leadership team to assist with enterprise projects/initiates, continually upgrading process within the credit union's operations and across its enterprise, ensuring regulatory requirements internally and with external partners and vendors. With 43 years of experience in the financial/payment services industry; Nancy was a founding board member of the National Canadian ATM Exchange Network for 12 years. Today, she is a member of the Payments Canada Member Advisory Committee (MAC) and sits on the many Payments Canada and CBA advisory committees related Payments Modernization. Nancy is working very closely with Central 1 as the Credit Union Direct Clearer on the Payments Modernization upgrades, Cooperative Electronic Development Board and serves on numerous advisory groups for Central 1. Nancy has led numerous enterprise projects for Coast Capital Savings, including the corporate Apple Pay team, positioning it as the first credit union in Canada to implement Apple Pay.



Ana Badour

Partner

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Bar Admission

Ontario 2004

Law School

Boston University
Osgoode Hall Law School

Practices

Mergers & Acquisitions
Capital Markets
Secured Lending & Project Finance
Financial Institutions Regulatory
Matters

Industries

Fintech
Banking & Financial Services
Credit Cards, Gift Cards & Loyalty
Programs
Insurance & Reinsurance
Pension Funds Group
Gaming and Licensing

US and International Markets

US Markets

In-depth industry and legal knowledge of the financial services sector allows Ana to quickly understand your business and its applicable regulatory landscape

Ana is a partner in our Toronto Financial Services group and co-leader of the firm's Fintech group. She shapes smart solutions for banks and businesses - and helps prevent regulatory issues - leveraging her experience.

Respected for her prescience in the emerging world of Fintech, Ana regularly advises banks, insurance companies, credit unions and Fintech entities on regulatory requirements. She is on top of the latest developments to discover novel applications for the market and our clients - and graciously shares her insight with highly anticipated prolific writings. She is a Certified Anti-Money Laundering Specialist (CAMS).

Foresight for financial institutions

Ana regularly provides advice to clients in the financial services industry with respect to compliance with regulatory requirements (including consumer protection requirements and anti-money laundering requirements) and with respect to the negotiation of commercial agreements (including credit card program agreements). She also advises with respect to regulatory matters relating to the financing of financial institutions, the establishment of new financial services providers and financial institution M&A and partnerships. Some of her recent work includes:

- acting for Fintech entities, including payment entities, cryptocurrency entities and online lending platforms in connection with their initial structuring and launch, and in connection with their ongoing operations;
- providing consumer protection advice with respect to credit cards, debit cards, prepaid cards and loyalty programs;
- advising on the negotiation and implementation of credit card programs, prepaid card programs and loyalty programs;
- acting for a Canadian bank in connection with its test use of blockchain for debt issuance;
- acting as counsel to the lenders in connection with a large secured liquidity facility to a regulated Canadian financial institution; and
- acting on behalf of a foreign bank in connection with the bank's establishment of a Schedule III branch.

Additionally, Ana completed a six-month secondment with a major Canadian financial institution, advising on matters relating to mobile

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Partner

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payments.

Committed to continuous education, she is often called upon to write and speak on Fintech regulation, bank-Fintech partnerships, cryptocurrencies and blockchain technology, payment innovation, open banking, online lending and marketplace lending, Insurtech and Regtech. Ana was honoured with a *Lexpert Rising Star* award, which recognizes Canada's leading lawyers under the age of 40. She received her LLM in Banking and Financial Law from Boston University in 2014, with concentrations in International Banking and Financial Law and in Compliance Management. She was the recipient of the Award for Academic Excellence in Banking and Financial Law, for the highest cumulative GPA in the class. In addition, she has also completed the Osgoode Certificate in Regulatory Compliance and Legal Risk Management for Financial Institutions. Ana obtained her B. Math (Operations Research) from the University of Waterloo in 2000, and her LLB in 2003 at Osgoode Hall Law School.

Awards & Rankings

Chambers Canada

Leading Lawyer: Banking & Finance: Financial Services Regulation

Chambers FinTech - Canada

Leading Lawyer: FinTech

The Canadian Legal Lexpert Directory

Leading Lawyer: Banking & Financial Institutions; and Financial Institutions Regulation

Lexpert Special Edition - Technology - 2020

Leading Lawyer

Lexpert Rising Star - 2016

Honouring Canada's Top 40 Lawyers Under 40

The Legal 500 - Canada

Next Generation Lawyer : Banking and Finance

Who's Who Legal

Recognized in the area of Fintech

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Who's Who Legal: Thought Leaders Global Elite

Banking - Fintech

IFLR 1000 Guide to the World's Leading Financial Law Firms

Highly Regarded: Financial services regulatory, capital markets: debt, capital markets: equity, M&A

Best Lawyers in Canada

Leading Lawyer: FinTech Practice

Lexpert Zenith Awards - 2019

Recognized as Change Agents in Law

Recent Experience

- **Teranet Inc. sells DoProcess LP to Dye & Durham for C\$530M**
December 10, 2020
- **Canadian Western Bank acquires iA Investment Counsel Inc.**
June 01, 2020
- **A consortium agrees to acquire up to a 100 per cent interest in Alberta PowerLine for up to C\$1.7B**
December 18, 2019
- **Brookfield Business Partners acquires control of Genworth Canada**
December 12, 2019

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Recent Insights

- **US Banking Regulator Issues Interpretation Letter on Banks Using Blockchain Networks and Stablecoins to Facilitate Payment Activities**
January 17, 2021
- **U.S. Proposes New Anti-Money Laundering Rule in Respect of Unhosted Virtual Currency Wallets**
January 13, 2021
- **Fintech Regulatory Developments: 2020 Year in Review**
January 08, 2021
- **United States President's Working Group on Financial Markets Releases Statement on Regulatory and Supervisory Considerations for Stablecoin Arrangements**
January 04, 2021

Events

- **11th Annual National Retail and Consumer Markets Summit**
February 05, 2021
- **The Osgoode Certificate in Blockchains, Smart Contracts and the Law**
July 19, 2019
- **25th Annual Regulatory Compliance for Financial Institutions**
July 19, 2019
- **Canadian AML Updates for Dealers in Virtual Currency**
July 19, 2019



Michael Vatis

PARTNER

New York
+1 212 506 3927

Areas of Work

Privacy & Cybersecurity, Appeals & Advocacy, Internet, Telecom & Media, National Security/CFIUS

Overview

Michael Vatis is the chair of Steptoe's Privacy & Cybersecurity practice and a senior member of the appellate litigation group. Michael advises clients on compliance with US and international privacy and data security laws and regulations, data breach prevention and response, and compliance with government demands for information. He has been repeatedly cited by *Chambers* and *Legal500* as a leading practitioner in the field, and has been praised by clients as "a deep thinker [who] thoroughly analyzes issues, identifies solutions and is able to apply his analysis to business reality."

Michael also represents clients in appeals and in dispositive trial court motions, including in insurance coverage litigation, constitutional challenges to government actions, and commercial disputes.

Before Steptoe, Michael served eight years in the government with operational or policy roles in the areas of cybercrime, cybersecurity, counterterrorism, counterintelligence, and critical infrastructure protection. He was the founding head of the FBI's computer crime and infrastructure protection program; Associate Deputy Attorney General for national security matters in the Department of Justice; and Special Counsel in the Office of General Counsel at the Department of Defense, where he received the Secretary of Defense Award for Excellence.

Michael also served as the first Director of the Institute for Security Technology Studies at Dartmouth; the founding Chairman of the Institute for Information Infrastructure Protection (I3P); and Executive Director of the Markle Task Force on National Security in the Information Age.

While at Steptoe, Michael has also been involved in numerous cybersecurity and national security advisory groups. He has been a Senior Fellow at New York University Law School's Center on Law and Security; a member of the National Academy of Science/National Research Council Committee on the Policy Consequences and Legal/Ethical Implications of Offensive Information Warfare; and a member of the Commission on Cybersecurity for the 44th Presidency.

Bar & Court Admissions

- New York
- District of Columbia
- Supreme Court of the United States
- US Court of Appeals, District of Columbia
- US Court of Appeals, First Circuit
- US Court of Appeals, Second Circuit
- US Court of Appeals, Fourth Circuit
- US Court of Appeals, Fifth Circuit
- US Court of Appeals, Sixth Circuit
- US Court of Appeals, Seventh Circuit
- US Court of Appeals, Ninth Circuit
- US Court of Appeals, Tenth Circuit
- US District Court, District of Columbia
- US District Court, Southern District of New York

Clerkships

- Hon. Justice Thurgood Marshall, Supreme Court of the United States
- Hon. Ruth Bader Ginsburg, US Court of Appeals, District of Columbia

Education

- J.D., Harvard Law School, *magna cum laude*; Sears Prize Winner
- A.B., Princeton University, *magna cum laude*; Phi Beta Kappa

Areas of Work

Privacy & Cybersecurity

Appeals & Advocacy

Internet, Telecom & Media

National Security/CFIUS

Professional Liability

Financial Services

Blockchain & Cryptocurrency

Retail & E-Commerce

Insurance & Reinsurance

Speaking Engagements

- "Right-to-Know in the Digital Age," Retail Industry Leaders Association Retail Law Conference, October 22, 2020

News & Publications

PRESS RELEASES

Step toe Receives 15 Practice, 29 Individual Mentions in *Chambers Global* 2021

February 18, 2021

CLIENT ALERTS

New York Adopts Cybersecurity Framework for Insurers

February 11, 2021

By: Michael Vatis, Daniel W. Podair

CLIENT ALERTS

Virginia Poised to Become Second State with Comprehensive Privacy Law

February 10, 2021

By: Michael Vatis, Christopher Suarez

MEDIA MENTIONS

***Law360* Covers Step toe's Sixth Circuit Win in Retirees' Bankruptcy Deal**

February 5, 2021

CLIENT ALERTS

The Urgent Need to Assess and Respond to Russian Supply Chain Attacks

December 22, 2020

By: Michael Vatis, Stewart A. Baker, Alan Cohn, Charles-Albert Helleputte, Paul R. Hurst, Jason M. Weinstein

PRESS RELEASES

Step toe Podcast Ranks First in 2020 Social Law Firm Index

November 13, 2020

CLIENT ALERTS

California Voters Approve Expansive New Data Privacy Law, Shaking Up the CCPA

November 12, 2020

By: Michael Vatis, Daniel W. Podair

CLIENT ALERTS

The 5 Things We Like - and the 5 We Do Not - in the EDPB Post-Schrems II Recommendations

November 12, 2020

By: Charles-Albert Helleputte, Diletta De Cicco

CLIENT ALERTS

How Does the EU Sanction Regime Impact the Ability to Pay Cyber Hackers?

November 10, 2020

By: Charles-Albert Helleputte, Simon Hirsbrunner, Guy Soussan, Diletta De Cicco, Yas Froemel

PUBLICATIONS

The Office of Legal Counsel and the Rule of Law

American Constitution Society

October 30, 2020

By: Michael Vatis

Resources

INTERNATIONAL LAW ADVISORY

The New Chinese Encryption Regime: Towards a Sustainable Approach

January 2, 2020

By: Susan Munro, Michael Vatis, Stewart A. Baker, Edward Lin (Legal Consultant)

THE CYBERLAW PODCAST

The News Roundup

January 22, 2018

Events

WEBINARS

CCPA Enforcement Is About to Begin: Are You Ready?

June 11, 2020

Speakers: Stephanie A. Sheridan, Michael Vatis, Daniel W. Podair

Noteworthy

- *Legal 500 US*, Leading Lawyer, Media, Technology & Telecoms: Cyber Law, Including Data Protection and Privacy (2018-2020)
- *Legal 500 US*, Media, Technology & Telecoms: Cyber Law, Including Data Protection and Privacy (2017, 2019-2020)
- *Legal 500 US*, Telecoms & Broadcast: Regulatory; and Telecoms & Broadcast: Transactional (2017)
- *Cybersecurity Docket*, Named to "Incident Response 30" (2016)
- *National Law Journal*, "Trailblazers in Cybersecurity" (2015)
- *Chambers Global*, Privacy & Data Security, US (2010-2014, 2019-2021)
- *Chambers USA*, Privacy & Data Security, Nationwide (2008-2013, 2018-2020)

Previous Employment

- Executive Director, Markle Task Force on National Security in the Information Age (2003-2004)
- Founding Chairman, Institute for Information Infrastructure Protection (I3P) (2001-2003)
- Director, Institute for Security Technology Studies, Dartmouth University (2001-2003)
- Founding Director, National Infrastructure Protection Center, FBI (1998-2001)
- Associate Deputy Attorney General and Deputy Director, Executive Office for National Security, US Department of Justice (1994-1998)
- Special Counsel, US Department of Defense (1993-1994)

Professional Affiliations

- Member, American Law Institute



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Bar Admission

Ontario 2013

Saskatchewan 2015

Law School

McGill University

Practices

Cyber/Data

Intellectual Property

Outsourcing

Industries

Technology

Fintech

Banking & Financial Services

Michael provides practical legal advice and solutions for complex technology-related projects.

Michael Scherman is an associate in the Technology Law Group and has deep experience in providing practical legal solutions across a broad range of technology-related transactions, including in relation to technology outsourcing, cloud services, licensing, joint development arrangements, e-commerce, contingent labour management, data sharing, distribution agreements and competitive/public technology procurements. Further, Michael brings specific knowledge and experience in addressing the unique concerns posed by emerging technologies and trends, including artificial intelligence and big data. Michael's aim in every engagement is to provide a practical and efficient legal solution that appropriately addresses the risks inherent in the particular transaction and technology.

SELECT EXPERIENCE:

- Supporting a major Canadian bank in the implementation of a cloud solution from a global service provider
- Assisting various companies in the commercialization of their emerging artificial intelligence technologies and services
- Assisting a large North American utility company in connection with its procurement of enterprise-wide information technology services, conducted through a public tender and procurement process
- Advising a foreign provider of healthcare solutions in relation to the divestiture of its Canadian business and the structuring and negotiation of a long-term, exclusive reseller agreement in Canada
- Advising a number of financial institutions in relation to the administration of financial benchmarks in Canada
- Advising a U.S.-based outsourcing service provider in relation to a multi-year, high value outsourcing agreement with provincial health authorities in a competitive public procurement process
- Assisting a leading investment services provider in the material outsourcing of fund accounting services of a Canadian bank
- Supporting a leading international operator of hospitals and provider of medical services in its implementation of enterprise-wide technology systems including a full enterprise resource planning system
- Supporting a large bank in relation to the enterprise-wide outsourcing of its contingent labour workforce
- Advising a large telecommunications provider in connection with various

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large-scale IT hardware and system procurements and implementations

Michael holds a Bachelor of Engineering Physics from the University of Saskatchewan, and law degrees (LL.B. and BCL) from McGill University. Prior to practising law, Michael was an engineer with a large multinational manufacturer of telecommunications equipment.

RECENT PUBLICATIONS

- Co-author with Adam Goldenberg, "[Automation Not Domination: AI and Inclusion](#)", June 2019
- Co-author with Adam Goldenberg, "[Automation Not Domination: Legal and Regulatory Frameworks for AI](#)", June 2019
- Co-author with Adam Goldenberg, "[Automation Not Domination: AI and the Workforce](#)", June 2019
- Co-author with Christine Ing and Drew Wong, "[Federal Government's Directive on Automated Decision-Making: Considerations and Recommendations](#)", *Internet and E-Commerce Law in Canada*, June 2019

Awards & Rankings

The Legal 500 - Canada

Rising Star: Technology

Recent Experience

- **Stonepeak Infrastructure Partners acquires Xplornet Communications**
June 10, 2020
- **Canadian Western Bank acquires iA Investment Counsel Inc.**
June 01, 2020
- **Mondelez International completes acquisition of a significant majority interest in Give & Go**
April 01, 2020

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Recent Insights

- **Platforms are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More, Part II of II**
December 07, 2020
- **Platforms are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More, Part I of II**
December 01, 2020
- **Hello CPPA & PIDPT: The Federal Government Proposes Dramatic Evolution of PIPEDA**
November 17, 2020
- **New Federal Privacy Law Coming on Monday, November 16**
November 13, 2020

Events

- **Canada's Privacy Overhaul: Deep Dive into Key Topics (Two-part Series)**
January 27, 2021
- **Platforms Are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More**
November 12, 2020