

PAUL D. GIBSON ICD.D

LINKEDIN PROFILE | SAPIEN CAPITAL PAGE | PAUL@SAPIENCAPITAL.CA | (905) 510-6935

BOARD CHAIR | COMMITTEE CHAIR | BOARD DIRECTOR | GOVERNANCE ADVISOR

PROFILE

A certified board director with governance and advisory experience on the boards of private, family, small cap, scale-up and NFP enterprises. Professional board and ownership advisor on governance, with global expertise in operations and human capital challenges such as mergers, talent acquisition and management, organizational change, leadership succession, executive and board recruitment, and board operations.

Expertise in designing attractive and economical leadership compensation systems, advising on current challenges in acquiring and retaining people in turbulent markets, and managing mergers and transformations. A demonstrated ability to ask for, understand, and act upon people-related data has been expressly valued by past and current boards.

Experienced executive coach and mediator, skilled in building rapport and cooperation between executives and directors, and capable of fitting into diverse cultures, industries and business scales. More than 30 years of expertise in the language and needs of entrepreneurial leaders has created “owner-whisperer” capabilities and supports the unique issues that often vex high-growth entrepreneurs and families in business.

EXECUTIVE LEADERSHIP

Managing Director

Sapien Capital 2009 - Present
Leader for the fractional management, executive / professional search, family business, and governance advisory practices.

President

Mattamy Commercial Centres 2007 - 2010
Led commercial plaza business including land development, construction, leasing, and finance, culminating in a profitable exit.

Executive / CHRO

Mattamy Homes 2005 - 2010
Guided international land development and homebuilding operations as well as communications and c-suite coaching.

Palliser Furniture 2003 - 2005
Developed international programs and addressed complex family entanglements.

Fidelity Investments 1999 - 2003
Led HR functional operations and the launch operations of stand-alone fintech subsidiaries.

Canada Life 1998 - 1999
Accountable for leadership development of high potentials.

Noma Industries 1990 - 1998
In a publicly traded firm with family control, led M&A related activities for two major “doubling” acquisitions of competitor firms.

INDUSTRY SECTORS

- Construction
- SaaS, Fintech & Cleantech
- Manufacturing
- Financial Services
- Sales & Service (B2B / B2C)
- Gov't, Arts, & Community

CLIENT SCOPES

- Family / Private Enterprises
- Small to Mid-Cap \$20-500m
- Entrepreneurial Scale Up
- High Growth Enterprises

BOARD COMPETENCIES

- CEO Appraisal & Succession
- Organizational Design
- M&A Integration
- Compensation & Pensions
- ESG, DEI & Sustainability

ACCREDITATION

- Certified Director (ICD.D)
- Charing Boards (ICD)
- Compensation & HR Chair (ICD)
- Not-For-Profit Director (ICD)
- Health Care Governance (OHA)

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BOARD DIRECTORSHIP

Current

Hamilton Health Sciences

Regional Health Care Network (since 2022)

Past

AlphaPlus (Chair)

Digital Literacy Technology Broker (3 yrs)

Jane Goodall Institute

Animal Welfare & Climate NGO (2 yrs)

Daisy Intelligence

Artificial Intelligence SaaS (1+ yrs to liquidity event)

University of Guelph

Comprehensive Educational Institution (6 yrs)

WaterTAP Ontario (Vice-Chair)

Water Technology Accelerator (1+ yrs)

Home Ownership Alternatives

Alternative Mortgage Lender (3 yrs)

Mohawk / Medbuy

Health Supply Chain Management (3 yrs)

Proceco

Heavy Equipment Manufacturer (3 yrs)

Salvation Army

Social Services Organization (2 yrs)

West Park Healthcare

Rehabilitation Hospital (2 yrs)

Open Media

Digital Rights Advocate (2 yrs)

OpenWorm Foundation

Artificial Intelligence Innovator (5 yrs)

Burlington Art Centre

Art Gallery and Guild School (3 yrs)

BOARD CHAIR & VICE-CHAIR

AlphaPlus

Provided support to Executive Director in government relations and corporate growth plans.

WaterTAP Ontario

Led successful efforts in leadership transition and government funding in a shifting political landscape.

HR & COMPENSATION CHAIR

WaterTAP Ontario

Established practices to meet government funding requirements and retain staff in challenging times.

Daisy Intelligence

Implemented director and executive compensation as well as redesigned equity programs for staff.

Proceco

Advised owner and executives on HR practices for attraction & retention, including board compensation.

Mohawk / Medbuy

Compensation and performance improvement work with CEO to address merger with MedBuy.

GOVERNANCE CHAIR

AlphaPlus

Implemented practical Executive Director evaluation and sustainable evergreen board candidate process.

Daisy Intelligence

Implemented governance procedures to carry the firm through to Series A raise and board dissolution.

SEARCH CHAIR

Jane Goodall Institute Canada

Led executive search program for new CEO to head the Institute's second largest international body.

Open Media

Led successful search and onboarding for interim Executive Director in a complex NFP space.

OpenWorm Foundation

Designed and led successful search for Executive Director and full board renewal (4 new Directors).

Burlington Art Centre

Advised the board and led Executive Director search in a complex guild representative organization.

DEVELOPMENT CHAIR

University of Guelph

Led Physical Resources and Property Committee for three years, including advancing over \$100 million in development projects.

BOARD SECRETARY

Maple Reinders Group Since 2021

OpenWorm Foundation 6 yrs

ADVISOR / MENTOR

Senior Advisor

MaRS Discovery District Since 2022

Entrepreneur Mentor

Haltech Innovation Since 2018

National Advisor

RE/MAX Canada Since 2022

Consulting Associate

CEO Global Network 10 yrs

Family Business Advisor

IKO Industries 5 yrs

Dean's Advisor

Goodman School of Business 3 yrs