



ICAEW COUNCIL ELECTIONS

Kevin Hall FCA

Business Appointment: Canadian Managing Partner, AltoPartners

Personal introduction

BOARD EXPERIENCE

Kevin is a Member of the AltoPartners Global Board of Directors, Global Co-Head of the Natural Resources Practice Group, An Executive Member of the Global Financial Services and Global Board Practice Groups, and Canadian Managing Partner of AltoPartners / Bluestone. He brings thirty-five years of leadership services, management consulting and executive search experience to the firm. Kevin's executive search practice includes a broad range of businesses with a focus on services to boards and senior executives.

His Calgary-based leadership consulting, business consulting and search experience includes assignments in Canada, USA and the UK in the areas of leadership assessment, board and executive recruitment; board effectiveness and corporate governance; and organization assessment and design. Kevin has recruited over 85 board members to client organizations in the past 8 years. He also has extensive experience in the areas of board and executive compensation.

Kevin graduated from the University of the West of England and is a Fellow of the Institute of Chartered Accountant in England and Wales. He commenced his financial and consulting career with Ernst & Whinney in Bristol before transferring to London and then to Calgary. He is an Associate Canadian Certified Management Consultant and an alumnus of Bearing Point, Ernst & Young and KPMG.

Kevin held executive level financial (Chief Financial Officer) and operating positions (Chief Operating Officer) with Alberta and Toronto based publicly traded companies (XL Food Systems – TSX; AdWall Capital Corp – TSX Venture; and The Caldwell Partners – TSX) and privately owned companies (Odgers Berndtson, Centennial Foods and Lakeside/Centennial JV). He has been active in the Alberta business community for over thirty-five years. Kevin has served on various Boards of Directors and Special Committees including: The Strategic Advisory Board, O'Brien Institute for Public Health, University of Calgary, the Canadian Hostelling Association, The Calgary Foundation, Trout Unlimited Canada and the Sheldon Kennedy Child Advocacy Centre. Kevin is currently a serving Board Member for: YouthLink Calgary Police Interpretive Centre and Museum (Chair), and the Calgary Highlanders Regimental Funds Foundation.

Current Boards**Appointed****YouthLink Calgary Police Interpretive Centre & Museum (volunteer)****2013****www.youthlinkcalgary.com**

- Chair (Term expires 2021)
- Past Chair, Governance & Stakeholder Relations Committee
- Past Chair, Finance and Audit Committee
- Board Member

The Calgary Highlanders Regimental Funds Foundation (volunteer)**2015**

- Board Member

AltoPartners (private corporation) www.altopartners.ca**2012**

- Member, AltoPartners Global Board
- Chair, Natural Resources Global Practice Group
- Member, Board Services Global Practice Group
- Member, Financial Services Global Practice Group

STAT Healthcare Corporation (private corporation)**1987**

- Board Member

Previous Boards**Served****O'Brien Institute for Public Health, University of Calgary****2014 - 2020**

- Member, Advisory Board

Calgary Child Advocacy Centre**2009 - 2012**

- Founding Board Member

Odgers Berndtson Canada**2002 - 2011**

- Board Member

The Calgary Foundation**2006 - 2008**

- Member, Donor Committee

Trout Unlimited Canada**1997 - 2003**

- Board Member

Canadian Hostelling Association**1987 - 1989**

- Treasurer / Chair Finance Committee
- Board Member

Southern Alberta Hostelling Association**1984 - 1989**

- Chair
- Treasurer / Chair Finance Committee
- Board Member

PROFESSIONAL CAREER

AltoPartners / Bluestone Leadership Services Canadian Managing Partner	2012 - 2020
Odgers Berndtson - Calgary Co-Founder and Co-Managing Partner	2003 - 2012
The Caldwell Partners (TSX Listed) Chief Operating Office & Partner	2001 - 2003
AdWall Capital Corp o/a WOW media (TSX Listed) Chief Operating Officer & Chief Financial Officer	1998 - 2001
Business Consulting Group, Management Consultants Partner	1995 - 1998
Intercept Security Corp. Co-Founder and President	1989 - 1995
Centennial Foodservice / Lakeside / XL Foods Revenue \$500+m; Complex Business Operations Vice President Foodservice Operations, Lakeside / Centennial JV Vice President Foodservice Operations, Centennial / XL Foods JV Vice President, Finance and Administration, Centennial / XL Foods JV Vice President Finance, XL Foods (TSX Listed)	1985 - 1989
Sceptre Management Services Inc., Certified Management Consultants Partner	1984 - 1985
Ernst & Whinney, Chartered Accountants and Management Consultants Senior Consultant, Calgary (now KPMG) Assistant Manager, London, England (now E&Y) Senior, Bristol, England (now E&Y)	1979 - 1984
Watling & Partners, Chartered Accountants, Bristol, England Senior Articling Student	1975 - 1979

Recognition and Awards:

YouthLink Service

The Calgary Highlanders:

- Toshak Award, Clan of Gallant Canadians (highest civilian honour)
- Chieftain Award, Clan of Gallant Canadians

Trout Unlimited Canada Service

Southern Alberta Hostelling Association Service

Recent Publications and Podcasts:

- Podcast: [Recruiting Board Members. Best Practices; common mistakes; and trends](#)
- [The Director's Dilemma](#)
- [Your Executive Guide to Joining a Board of Directors](#)
- AESC Webinar: [Are You Board Ready](#)
- AESC Webinar: [Top Tips for Transitioning from Director Level to C-Suite](#)
- AESC Webinar: [Expert Tips for Finding Your Next Board Seat](#)

Personal Information:

- Married, 3 grown children
- Passionate about:
 - Serving the community
 - Adventure travel 2018/2019 - Peru (hiked Salkantay Trail; Machu Picchu), Chile, China, Ecuador, Galapagos, Montreal, and Japan
 - Scuba-diving (Instructor) - Gulf Islands / warmer waters
 - Downhill skiing – expert level
 - Sailing (Yachtmaster – London School of Navigation) - Gulf Islands / San Juan Islands
 - Backcountry fly-fishing
 - Game bird shooting
 - Biking (road and trail)
- Follow: disruptive innovation, global trends and current events

Your involvement with ICAEW

None. Very limited ICAEW activity in Canada – One of the reasons why I am seeking election to the Council.

I have attended ICAEW sponsored events in Calgary and various webinars.

Motivation and ability to be a member of Council

The ICAEW is well known globally as the gold standard of the accounting and financial profession. It is with great pride that Members present their credentials to others knowing that only a select few have met the requirements to become an ACA.

While most Members commence their professional career in an accounting position, Members can then be found in all professions and at all levels of leadership and management. No matter what their chosen career their ICAEW designation is the foundation from which everything else evolves.

Members are global leaders in business, industry, government and the community – not just in the accountancy and financial profession. There is much to be celebrated.

I believe that I would bring financial, business, and leadership experience, and diversity of thought to the Council.

The ICAEW website has the following sections:

- Find a Chartered Accountant or Firm - being a ICAEW licensed/accredited individual or firm does not leverage the skills, experience, knowledge and attributes of all Members (staying within the Charter). I appreciate that the ICAEW may not wish to recommend Members who fall outside of its sphere of expertise, professional conduct, and regulatory or disciplinary processes. It may be worth highlighting Members in leadership positions who are significant contributors to business and society.

If this section is searched with the location being shown as Canada. The response comes back “zero results.” It is very difficult for ICAEW Members residing in Canada to connect with other ICAEW Members. The LinkedIn group only identifies 182 members in Canada.

- Job vacancies. A Chartered Accountant doesn't look for a job. They look for a career opportunity!

Many national and international companies (privately owned and publicly traded) and organizations seek ICAEW Members to join their Boards as a non-executive member. This is a big opportunity for Members. It is a little more challenging to manage but it can be done.

To be effective, time must be committed to engage with chapters and individuals in Canada to grow the presence of the ICAEW in Canada. This is a challenge to those who are employed full-time. I have a work-life balance in my life which allows me to commit the time and energy to fulfil this objective.

Strategic focus

The ICAEW has a reciprocal agreement with the Institute of Chartered Professional Accountants in Canada whereby ICAEW Members can obtain a Canadian CPA designation upon meeting certain criteria (including additional audit experience). Upon securing that designation ICAEW Members put the CPA designation ahead of the ACA/FCA designation.

ICAEW Members cannot use the term Chartered Accountant or their ACA/FCA designations in a professional capacity. These terms are reserved for members of the Canadian institute.

The Canadian CPA allows for its members to secure its designation by serving in business, public practice or government. Further, international members who hold professional accounting designations are eligible for membership as a Canadian CPA without having to meet the requirement to log additional audit experience. Such international institutes include: Australia, New Zealand, and Ireland.

It appears that the reciprocal arrangements are made solely on “what you ask of us we ask of you.” This is unfortunate for ICAEW Members who have left the auditing profession to take on financial and business leadership positions who are unable to secure a CPA designation.

While I am not suggesting that the position of the ICAEW change. It should however be aware of the impact and consequences.

As previously mentioned, if Members search the ICAEW website for Members residing in Canada the response comes back “zero results.” It is very difficult for ICAEW Members

residing in Canada to connect with other ICAEW Members. The ICAEW Members in Canada LinkedIn group only identifies 182 members in Canada. There needs to be improved connection between ICAEW Members in Canada. The most significant benefit being those Members who are in financial and business leadership roles who do not want to acquire a Canadian CPA designation.

I have met designated accountants from all over the world. The ICAEW designation is still the absolute gold standard. I am very proud to be a Member of the ICAEW.

From a business perspective, I am a Financial Expert, Certified Management Consultant, Human Resource Practitioner and have extensive experience in Board Governance, Leadership and Management, Entrepreneurship, Strategy Development and Implementation, and Corporate Development. I can provide insights, innovative out-of-the box thinking and take a constructive approach to renewal and problem solving.

I have much to offer the ICAEW Council as a Canadian representative from the perspective of business/financial oversight and board governance. I have a real desire to see the ICAEW be successful in changing times and serve its Members in Canada and elsewhere.

I did not see the ICAEW strategic plan nor a summary of that plan on the website. If I missed it, it's not readily found. If it's not there, why are we not communicating to the Members what our strategic plan is?

I have personally assisted in the development of numerous strategic plans for clients, companies where I held executive positions, and for boards on which I have served. I have also been responsible for oversight of execution of strategic plans while in executive positions.

Communication with members in your constituency

The ICAEW in Canada has not taken full advantage of digital connectivity (intranet, social media, designated websites, or a touch program). I would optimize the use of technology to connect with and engage with Members.

It is difficult to have regular face-to-face meetings because of our great distances (2,900 miles coast to coast) and the cost associated with same. However, when face-to-face meetings are held, they are well attended, build brand loyalty, and generally benefit all in attendance. I would propose annual meetings with the Members in major cities (could rotate between certain cities to minimize the cost).

I am a member of the Calgary Petroleum Club which has reciprocal clubs in all major Canadian cities. It would not be difficult to hold meetings in a professional environment.

I am also very familiar with the Privacy Rules in Canada. This is important with respect to ensuring that we conform to all legal and regulatory requirements.

Nominators

Syed Ali
Victoria Bradbury
Jeremy Fitch
Behzad Aram
Paul Ferneyhough

Declaration of interests which are relevant to the business of ICAEW

Membership of, or interests in, formal bodies or groups, including other professional bodies ⁱ :	Fellow Chartered Accountant, Institute of Chartered Accountants in England and Wales CMC, Institute of Certified Management Consultants of Alberta Alumni, University of the West of England
Membership of ICAEW Council, ICAEW Boards and other ICAEW committees:	None
Partnerships, Directorships or beneficial interests in companies:	Managing Partner, AltoPartners, Canada Global Board Member, AltoPartners Director and Shareholder, STAT Healthcare Corporation Board Chair, YouthLink – Calgary Police Interpretive Centre Director, Calgary Highlanders Regimental Funds Foundation
Professional or social relationships with individuals who have business relationships or who compete with the ICAEW:	None
Any other matters you feel should be identified:	Enhanced Personal Security Clearance – Calgary Police Service

ⁱ This includes employment by a professional body.