

Penny is a marketing and corporate affairs executive known for creating clarity, strengthening trust, and generating momentum in complex environments. Over a 25+ year career at 3M, she held enterprise leadership roles spanning public policy, global communications, brand strategy, marketing transformation, and P&L management, including serving as President and Managing Director of 3M Canada.

Penny is recognized for her ability to mobilize leaders and teams around a shared goal. She leverages her experience in business, brand, government affairs, communications, regulatory strategy, and community impact to integrate work and deliver on enterprise strategy. Her leadership has delivered major commercial, reputational, and regulatory outcomes, including securing \$70M in government funding and \$200M in contracts for national N95 respirator production in Canada, reinstating NIOSH funding to protect a \$2B personal protective business, modernizing marketing systems in a \$12B business group and leading the successful relaunch of 3M's global brand including a new platform, narrative and identity.

She has strengthened enterprise reputation through award-winning advocacy and trusted engagement with policymakers, media, and communities.

Penny currently serves as Chair of the Board of Directors for the Canadian Chamber of Commerce and has held leadership roles with the Business Council of Canada and United Way. She is dedicated to her Pilates practice and is a mediocre, but enthusiastic runner. She and Gord are incredibly proud of their two, now financially-independent, children.