

## CBDC NEWS AND VIEWS NOUVELLES ET POINTS DE VUE CCDA

WINTER 2012

### DIVERSITY ON CANADA'S BOARDS – THE QUESTION OF ABORIGINAL REPRESENTATION: AN INTERVIEW WITH ROBERTA JAMIESON, CEO, NATIONAL ABORIGINAL ACHIEVEMENT FOUNDATION (NAAF)



In October 2010, with the participation of 450 FP500 corporate directors, the Canadian Board Diversity Council in partnership with KPMG published the first-ever baseline study of corporate board diversity. The results were disappointing: 15% of board seats are held by women; 5.3% by visible minorities; 2.9% by persons with disabilities; and .8% by Aboriginals including First Nations, Inuit and Métis.

This February, the Council sat down with Roberta Jamieson, CEO of the National Aboriginal Achievement Foundation (NAAF), a Canadian lawyer and First Nations activist to discuss the lack of Aboriginal diversity on Canadian Boards.

**The Council:** Given the above statistics, why do you think there is a lack of aboriginal diversity on Canadian boards?

**Jamieson:** It's a combination of things. First, there are no role models out there celebrated for their role on boards, and others are not being as encouraged as they might need to in order to aspire to boards - that's one piece. Also, I know of individuals who are seeking board seats and are not being considered - even ones that have graduated from the Corporate Governance Institute courses. There is a very small club and in which many of our people have not found themselves included in it yet. I think we need to encourage search firms to produce a slate of candidates that have demonstrated skills and experience and turn to aboriginal candidates. I think they do not know where to look for aboriginal candidates so they look at the handful of us in the country. There is no ready pool of aboriginal candidates but yet you have so many boards in the

natural resource extraction sector and it makes sense to want to have aboriginal people on their boards but we don't. That may be the result of not knowing where to look or being bewildered about the field, a lot of people don't understand the difference between First Nations, Métis and Inuit, some people are not comfortable with the terminology and so, instead of making an error, we don't venture out. I think that those are all factors.

**The Council:** Is there a difference between the private and public sector?

**Jamieson:** There are, but this is anecdotal because we have yet to survey the not for profit sector and I have been pushing us for a while for us to get on with surveying the public sector agency boards, commissions, government appointees in order to see how well they are doing because we simply don't know. I happen to know of a few people who are on not for profits and it's my experience, and this is my personal experience, that not for profit is more open to women and diverse candidates as opposed to the corporate sector. So what you find is that you have a few people who are burnt out working in the not for profit sector often as their 9-5 job and those on the jobs that are seeking them. As a consequence, they are not given the opportunity to grow their network in the private sector or to have any compensation or rewards that are available in the corporate sector because they are over taxed in the not for profit sector. So, it is a lose lose situation. They are doing valuable work and again, it is often the same group of people.

**The Council:** Do you see any leaders in the corporate world that have programs or are taking the lead in appointing Aboriginal persons?

**Jamieson:** Programs no, there are a couple of boards that have aboriginal representation and so they are leading by example. Potash, is one in Saskatchewan, Suncor is another in the oil patch, OPA as well I happen to know because my brother is on the board, so they are very few and far between.

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**The Council:** How do role models play a crucial role in increasing diversity on boards?

**Jamieson:** One of the reasons we do the National Aboriginal Achievement Awards is to highlight role models because we know for a fact that by televising them nationally and in our day to day work with students, the aboriginal community can see others like them, in a particular role and they will have the confidence, the drive, determination and the belief that it is possible for them to achieve that stature as well. It is vital for motivation.

**The Council:** How can the Canadian Board Diversity Council work with Aboriginal communities to promote diversity on Canadian Boards?

**Jamieson:** I think that the work that the Council should do is not with the Aboriginal community, it is with the boards. It is the boards that are not opening the doors. I think that there are different ways to do this, we have talked about coming up with a roster, we have talked about courses, and those are all important like the Get on Board program but if the door is not open, it does not matter how many people we suit up and get ready to send in. We have to start seeing some board appointments and we have to start heralding the appointments. We can acknowledge, congratulate and highlight the companies who are diversity leaders and that is probably the best role that the Council can play.

*Roberta Jamieson, C.M. is CEO of the National Aboriginal Achievement Foundation (NAAF), a Canadian lawyer and First Nations activist. She was the first Aboriginal woman ever to earn a law degree in Canada, the first non-Parliamentarian to be appointed an ex officio member of a House of Commons committee, and the first woman appointed as Ontario Ombudsman. Roberta also sits on the Council's Steering Committee.*

### CBDC IN THE NEWS

BNN (Business News Network) asked Council Founder, Pamela Jeffery, to speak about gender diversity on Canadian boards in the mining sector at the Prospectors and Developers Association (PDAC) convention which took place in Toronto on March 5<sup>th</sup> with over 30,000 attendees. To view the full interview visit <http://watch.bnn.ca/#clip632627>

### CORPORATE MEMBERSHIP

The CBDC offers Corporate Membership. We were pleased to welcome our newest corporate member **Hydro Quebec**. 46 leading organizations are now dedicated to supporting the Council and our efforts to increase diversity on boards. Corporate Members are promoted on the CBDC website and receive a 10% discount off 'Get on Board' Education Program fees.



### 'GET ON BOARD' EDUCATION PROGRAM

#### Spring 2012 Schedule

<b>Vancouver Intermediate</b> Mar. 9, 1-5 Apr. 3, 8-12 May 7, 12-5 June 4, 1-5	<b>Vancouver Advanced</b> Apr. 4, 1-5 Apr. 17, 8-12 Apr. 25, 8-12 May 25, 12-5 June 11, 1-5	<b>Calgary Introductory</b> Apr. 17, 8-12 May 14, 12-5 June 22, 1-5	<b>Calgary Intermediate</b> Mar. 22, 1-5 April 18, 8-12 May 4, 12-5 June 8, 1-5
<b>Toronto Introductory</b> Apr. 19, 8-12 May 16, 8-1 June 15, 1-5	<b>Toronto Intermediate</b> Mar. 7, 8-12 Mar. 29, 8-12 May 9, 8-1 June 8, 1-5	<b>Montréal Introductory</b> Apr. 27, 1-5 May 23, 8-1 June 27, 8-12	<b>Montréal Advanced</b> May 2, 12-5 May 16, 8-12 May 28, 8-12 June 7, 12-5 June 13, 8-12

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### FOUNDING AND CORPORATE MEMBER BENEFITS

- **LEARN & CONTRIBUTE**

Opportunities to learn about board diversity best practices and principles, and contribute to the leading governance initiative tracking the status of Canadian corporate board diversity and increasing the pipeline of highly-skilled diverse board candidates

- **NETWORKING PARTICIPATION**

Membership in the CBDC's growing network of business leaders committed to diversity in governance

- **OPPORTUNITIES FOR DISTINCTION**

Admission for consideration for the CBDC's new Award, CBDC Diversity in Governance Distinction

- **RECOGNITION**

CBDC's media coverage and public recognition as an organization committed to diversity in governance and leadership, facilitating opportunities to enhance stakeholder relationships and attract top talent from Canada's increasingly diverse population

- **PROGRAM COST SAVINGS**

Reduced enrollment fee for select managers and executives in the 'Get on Board' Governance Education Program taught by directors and governance experts across the country

### 2012 BENEFITS

- **BOARD DIVERSITY TOOL KIT**

The brand new bilingual Board Diversity Tool Kit which presents a series of steps to guide Boards and their Nominating/Governance Committees in making changes to board composition.

- **\$1,000 GET ON BOARD CREDIT**

Each of our Founding Members receives a \$1,000 credit towards enrollment of managers and executives in the 2012 'Get on Board' program to support talent development strategy for diverse professionals.

- **BOARD DIVERSITY FORUM**

Exclusively for our Founding and Corporate Members, our bi-monthly 30 minute tele-conferences will now be a 45-minute forum for knowledge-sharing.

If you are interested in becoming a corporate member, please visit our website at [www.boarddiversity.ca](http://www.boarddiversity.ca) or contact Pamela Jeffery at [pjeffery@boarddiversity.ca](mailto:pjeffery@boarddiversity.ca).

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### RECOMMENDED READS

[Still Few Women on Boards – January 2012](#)

Financial Post

[EU Eyes Quotas for Women on Boards –  
March 2012](#)

Globe and Mail

[Time to regulate diversity in the boardroom? –  
March 2012](#)

Globe and Mail

[The 25% solution: How to diversify the  
boardroom – March 2012](#)

Globe and Mail

**Leading in Advancing Diversity on  
Canada's Boards**



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