

Summer 2013 Quarterly Report

Is it **Canada's** Time to lead on the Issue of Diversity?

This past Canada Day, the Canadian Board Diversity Council had the privilege to speak at a Summit in London, U.K., organized by the 30% Club. For those of you unfamiliar with the U.K. context, in 2010 Whitehall began to pay considerable attention to the issue of gender diversity. Lord Davies of Abersoch was invited to lead a review and present recommendations regarding what government and business could do to increase the proportion of women on corporate boards. At the time, that number hovered below 12% among FTSE-100 publicly listed companies.

Supported by over 2,500 responses from stakeholders, interested parties, and commentators, the February 2011 [Lord Davies Report](#) ultimately made [ten non-binding recommendations](#) to achieve change. One of the overarching messages of the report was the voluntary adoption of a 'comply or explain' approach.

Galvanized by the Davies Report, strong support from both government, and the private sector, companies in the U.K. began to see the gender gap as an equity and business issue. Executive search firms adopted a Code of Conduct addressing gender diversity and best practices. Chief among those corporate initiatives was the [30% Club](#), which has grown into a global effort to reduce the gender gap. The results of their efforts speak for themselves. As [subsequent annual progress reports](#) have shown, in just three short years, representation of women on boards of the FTSE100 advanced by five percentage points to 17%.

For several years now, GMI Ratings has released an [annual report](#) on the global standing of the gender gap. As we have already noted, Canada's progress has been slow and our international rankings have steadily fallen. Four short years ago, we were 6th internationally, and now we are in 11th place.

Another striking statistic is that among all the countries surveyed, half of the progress made internationally in the past three years is concentrated in two regions: Nordic countries and the industrialized parts of Europe. Canada, with its southern neighbor, accounts for little of that progress. Amidst regulatory and policy actions in other countries, Canada has let itself become a lagging follower, not a leader.

We must and can do better. Canada has a long and proud record on diversity. Recognition of that fact is a great starting point to consider that Canada's future competitiveness depends on our companies having access to the most qualified candidates in an expanded talent pool. With your support, our initiatives will have the opportunity to tap into one of Canada's greatest resources in today's global economy.

Going forward, early signs are hopeful. On June 10, the CBDC had the honour to present to the 25-member [federal advisory committee](#), which first signaled the government's willingness to intercede in Corporate Board makeup in April 2013. Just a short time later, the Ontario Provincial Government announced that they were considering a 'comply or explain' approach through work with the Ontario Securities Commission.

Amidst these initiatives from the Federal and Ontario provincial government about implementation of a 'comply or explain' policies aimed at closing the gender gap on Corporate boards, many of our members personally reached out to say that they want the CBDC to represent their viewpoint. We want to reiterate our commitment to solicit your organization's position on this important question. Please join us at our next Board Diversity Forum on July 17, 3-3:45 PM EST, exclusively for CBDC members. This session will give you the opportunity to discuss your position on regulatory intervention. We invite you to call in at 1-877-668-4490. The meeting number is 661 855 822#.

This is an exciting time for the issue of Board Diversity. On behalf of the Canadian Board Diversity Council Team, we invite you to [connect with us](#), so we can discuss how to help your organization develop and execute a board diversity policy.

We hope you enjoy our Quarterly Report, which features two very interesting thought leadership pieces on board diversity. As always, you can follow our latest news on our website, at boarddiversity.ca

Our best wishes for a fantastic summer from the Canadian Board Diversity Council Team.

Corporate Canada needs a **policy push to get on board with **gender diversity****

Beata Caraci, Vice President and Deputy Chief Economist, TD Bank

Australia and New Zealand have implemented "comply or explain" policies to nudge companies towards a market-based solution. The objective is to embed transparency, accountability and measurability within corporate governance. It fulfills a simple management principle: what gets measured gets done. Corporations listed on Canada's S&P/TSX Composite Index should be required to disclose their diversity-related policies in board appointments, as well as the gender representation within their board and executive ranks – or explain why they are not doing so.

It is a simple tactic that helps firms identify barriers in the advancement of women and provides a baseline to measure future success. Raising awareness can offer the nudge some firms need to consider a slate of candidates beyond their close-knit networks. It would also inform shareholders how the current leadership values gender diversity at the highest levels. [Read more...](#)

CORPORATE MEMBERSHIP

We were pleased to welcome our newest corporate members **BCE, Canadian Oil Sands, Laurentian Bank, Postmedia Network, Toronto Hydro Corp, and VIA Rail Canada**. 52 leading organizations are now utilizing membership to support their human capital, inclusion, and diversity strategy. Corporate Members are promoted on the CBDC website and receive a 10% discount off 'Get on Board' Education Program fees.

Board Governance: **An Aboriginal Perspective**

Rodney Nelson, CEO and Principal of Governance, The Global Governance Group

There is an old Native philosophy called the seven generations teaching. It stated that in everything we do, we must consider the impact on the next seven generations. It is a generation that we will never see, yet will look to us today as their ancestors. From a board perspective we have to make decisions about issues of the day but we also should be strategic for the generations to come. It is more than just corporate social responsibility it is about *true* organizational sustainability. Organizational sustainability comes from a balanced approach between understanding the past, responding to the present and planning for the future. We are too often caught in the present with things like mergers, stakeholder relations and even reputational risk management. Yet, imagine considering the effects of a board decisions for future generations or how a decision may affect the next generation of board members. To me this is an example of an Aboriginal perspective on board governance. [Read more...](#)

BOARD OF DIRECTOR APPOINTMENTS

We would like to take a moment to congratulate five of our [Diversity 50](#) candidates who have been appointed to FP500 and Fortune 500 boards. Catherine Hughes was appointed to the Board of Precision Drilling Corporation, Janet De Silva was appointed to Intact Financial, Beth Horowitz was appointed to the Board of Aimia, Linda Kuga Pikulin was appointed to the Board of Enersource, and Debra Kelly Ennis was appointed to the Boards of Altria and Hertz Global Holdings.

We would also like to recognize appointments among graduates of the '[Get on Board](#)' program. Jennifer McGill was elected to the Board of VOICE for Deaf Kids, Ellis Perryman was elected as President of Urban Financial Services Coalition, and Kumee Rao was elected to the Board of the Canadian Mental Health Association.

Please continue to [share with us](#) your success as you move through your board career.

‘Get on Board’ Education Program – Fall 2013

The 2013 ‘[Get on Board](#)’ series will feature seven series in four cities this fall. We have even added a second round of Toronto ‘Introductory’ and ‘Intermediate’ series to accommodate growing demand!

City	Series Level	Date and Time
Vancouver	Introductory	<ul style="list-style-type: none"> • Oct. 16, 1–5 pm • Nov. 6, 8–1 pm • Dec. 5, 8–12 pm
Calgary	Introductory	<ul style="list-style-type: none"> • Oct. 17, 1–5 pm • Nov. 5, 8–1 pm • Nov. 28, 8–12 pm
Toronto	Introductory A	<ul style="list-style-type: none"> • Oct. 23, 8–12 pm • Nov. 8, 8–1 pm • Dec. 3, 1–5pm
Toronto	Introductory B	<ul style="list-style-type: none"> • Oct. 31, 8–12pm • Nov. 12, 8–12pm • Dec. 2, 8–12pm
Toronto	Intermediate A	<ul style="list-style-type: none"> • Oct. 24, 8–12pm • Nov. 6, 8–12pm • Nov. 28, 8–1pm • Dec. 12, 1–5pm
Toronto	Intermediate B	<ul style="list-style-type: none"> • Nov. 1, 8–12pm • Nov. 14, 8–12pm • Nov. 27, 8–12pm • Dec. 10, 8–12pm
Montréal (bilingual)	Intermediate	<ul style="list-style-type: none"> • Oct. 29, 8–12pm • Nov. 13, 8–12pm • Nov. 29, 8–1pm • Dec. 13, 1–5pm

Co-Presenting Partner



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Right to the point.

Co-Presenting Partner of the Intermediate Series Education program



Co-Presenting Partner of the Introductory Series Education program



News Highlights

- Status of Women Minister's Ambrose rousing call to action for "[action oriented](#)" recommendations from the Federal Advisory Council for Promoting Women on Boards.
- Our recognition of BMO Financial Group as this year's recipient of the [Corporate Governance Award](#) at this year's Diversity in Governance Awards, organized by Maytree Foundation on June 19, 2013. In particular, we were impressed by BMO Financial Group's adoption of a formal written Board Diversity Policy.
- The release of a [new feature video](#) for our 'Get on Board' program.
- The completion of our 2013 'Get on Board' Spring Series by 77 candidates, which has led to us doubling our Toronto Introductory and Intermediate series for this Fall.
- The Mining Association of Canada's [recent appointment](#) of Zoë Yujnovich, President and CEO of Iron Ore Company of Canada, as its first female chairperson in its 78-year history.
- The successful June 14th conclusion of the application process for the second year of the [Diversity 50 initiative](#), as well as our first Executive Search Firm Event, which brought together Diversity 50 candidates, as well as graduates of our Advanced '[Get on Board](#)' Program, with board search professionals, with particular support from Odgers Berndston and our host, TELUS.
- Publication of the excellent report, [The Business Case for Women on Board](#) by our partner and [Annual Report Card](#) collaborator, The Conference Board of Canada.