



# ARCS

**ANNUAL REPORT CARD™ 2017** Advancing Diverse Leadership on Canada's Corporate Boards



MEMBER OF THE PHASENYNE  
NETWORK OF COMPANIES

In association with:



The Conference Board of Canada  
Le Conference Board du Canada



NATIONAL POST

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# ACKNOWLEDGEMENTS

We would like to thank our corporate partners, members and educational sponsors for their commitment to equity, diversity, and inclusion. We are grateful that you share in our belief that organizations can improve their performance for the benefit of their customers, employees and shareholders by tapping into the entire talent pool for senior leadership roles and board of director appointments.

A special acknowledgment also to our Diversity Champions and Proxy Committee for helping us further advance our diversity efforts.

Thank you all for your continued support and for helping us drive real change in Canada's boardrooms.

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This year's Annual Report Card™ results paint a concerning picture. For the two years following the introduction of the Ontario Securities Commission's (OSC) diversity disclosure requirements we saw a spike in annual rate of increase for women on FP500 board seats. This increase gave us hope that the "Comply or Explain" requirements would speed the progress toward greater gender diversity on boards. This year we see year-over-year increases in the number of women directors, now representing 22.6% of FP500 directors, the highest rate seen so far. Yet, it is only a 1 percentage point change since last year.

To re-inject energy into the drive for greater diversity, Directors will need to focus their efforts on recruiting methods that are better able to attract more women to serve as directors. They will also need to continue to work on changing the ongoing perception that diversity management and industry experience is enough. Diversity is much more than these two elements and Directors must work with their boards to ensure that they have sufficiently robust lenses to assess their diversity.

Another important area for boards is to use their role to ensure the company itself also has a diverse talent pipeline. Diverse executive teams should lead to greater board diversity in the longterm. Directors should be concerned that the rate of change has fallen back to its historically glacial pace. Faster progress on gender diversity is needed if directors wish to avoid stronger regulatory responses. Ongoing attention is required to ensure progress is made.

### **Michael Bassett**

**Associate Director, Governance Compliance and Risk  
The Conference Board of Canada**

# INTRODUCTION

Beginning in 2010, the Canadian Board Diversity Council (CBDC – a subsidiary of PhaseNyne) was the first organization to set aspirational gender and diversity targets for Canadian boards: 20% by 2013 and 30% by 2018. Canadian governments and regulators then began to look seriously at the important role they could play to bring about more effective governance, educate investors and provide greater transparency. In 2014, the Ontario Securities Commission (OSC) created a "Comply or Explain" rule that requires companies to include a gender diversity policy (or publicly explain why they won't), which has had an impact on women's representation on FP500 boards. The mandate however hasn't produced an appreciable impact on the number of boards with written diversity policies and, after three years, the needle on diversity in boardrooms has not significantly moved. The 2017 Annual Report Card™ (ARC) finds that there has been progress when it comes to board diversity in Canada, but the pace of change is moving at an almost static pace.



# NOT GOOD ENOUGH

## 2017 Reports Glacial-like Progress

The 2017 Annual Report Card™ reveals Canada's boardrooms are becoming more inclusive and diverse. More women are being represented on FP500 boards than ever before, and there was also an increase in the number of people with disabilities and indigenous persons serving on boards in 2017.

Men and women across the country of all difference races, creeds, and orientations had a hand in this progress. And progress needs to be recognized and celebrated. But this year's report also reveals that the face of Canada's boardrooms is changing at a glacial pace.

The number of women on FP500 boards increased only 1 percentage point this year compared to last. For the two years following the Ontario Securities Commission's "Comply or Explain" mandate, the pace of change nearly doubled year-over-year. This year, however, produced the smallest increase in female representation since the study started – 19.5% (2015) -> 21.6% (2016 = 2.1% increase) -> 22.6% (2017 = 1% increase). The 2017 report also saw a decrease in visible minorities and people that identify as a LGBTQ serving on boards.

Paradoxically, the report reveals 94.4% of FP500 board directors believe the issue of board diversity is extremely important and 86% claim the board they serve on is diverse.

**Is there a perception that the job is done? The hard data in the 2017 Annual Report Card™ shows it's not, not even close.**

**How can we move the dial and speed up the pace of change? Are quotas needed in Canada?**

We are calling on boards to create written board and executive officer diversity policies, aspirational targets and consider three diverse candidates for each open board seat to demonstrate quotas are not needed in Canada. We also believe provincial governments need to step-in and ask securities regulators to look at ways to strengthen "Comply or Explain," specifically mandating that non venture issuers be required to establish and disclose a written board and executive officer diversity policy.

Additionally, we are requesting the federal government take a leadership role through a Bill C-25 amendment and put in place a new Canada Business Corporations Act regulation. Bill C-25 received First Reading in the fall of 2016 and contains amendments to the Canada Business Corporations Act. Two amendments will require the 270,000 federally incorporated corporations to disclose their diversity representation and diversity policies in respect of women in board and executive roles or explain why none are in place. While we applaud the government for addressing gender diversity in Canada's most important business corporations statute for the very first time, we request an amendment to section 172.1 to replace the words "senior management" with "executive officers." This will make the section consistent with the current Canadian Securities Administrators Form 58-101FI Corporate Governance Disclosure. We also ask for a new regulation that requires disclosure of diversity representation defined as the number and proportion (in percentage terms) of directors and executive officers who are women.

In our inaugural Annual Report Card™ released in 2010, our vision was to reach 30% female representation on FP500 boards by 2018. Based on current data and the incredibly slow pace of change we are seeing when it comes to board diversity in Canada, we now have to acknowledge our vision will not be realized.

**It is not good enough.** We can do better and must do better. For the advancement of our country, we invite you to join us in this important journey. **#notgoodenough2017**

**Sherri Stevens**  
**President & CEO of PhaseNyne**  
**(Parent company of Women's Executive Network - WXN,**  
**Stevens Resource Group - SRG, and Canadian Board**  
**Diversity Council - CBDC)**



## INCLUSION & DIVERSITY AT KPMG LLP

### Bring your whole self to work

Diversity is about each of us – about the variety of unique experiences, qualities and characteristics we all possess. Inclusion is about all of us creating a culture that strives for equity and embraces, respects and values differences for all of our people.

### The Three Pillars of our I&D Strategy

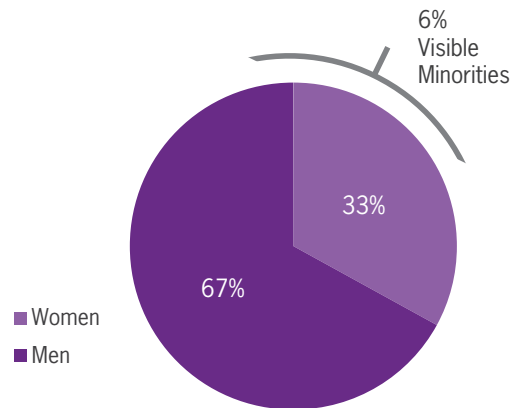
Developing a focused strategy is critical to embedding inclusion and diversity into our culture. Each of the initiatives that we undertake each year aligns with at least one of our three focus areas:

- 1. Embedding an Inclusive Culture:** Disrupting the status quo and having uncomfortable conversations; leveraging strategic collaborations and joint ventures, and holding our people accountable
- 2. Creating a Mentally Healthy Workplace:** Education and training to reduce stigma; providing the right resources and support for our people and their families; focusing on prevention and building resilience for all our 6000+ people
- 3. Teaming with Organizations:** Leading conversations and advocating for inclusion and diversity with our clients and community; supporting and partnering with organizations to support diverse communities; sharing our journey and experience with others through Thought Leadership

### Gap in Relative Importance of Diversity

Our Progress, Our Results:

- Introduced the Chief Mental Health Officer (CMHO) into the firm to lead our mental health strategy nationwide
- 100+ partners were put through mental health training to create a mentally healthy workplace
- KPMG LLP is recognized as one of Canada's Best Diversity Employers for the tenth consecutive year
- We hold our leaders accountable: We have tied compensation to our Partners' diversity KPIs
- 2017 KPMG LLP Board of Directors in Canada structure: Women 33%, Men 67%, Visible Minorities 6%



Source: KPMG LLP



**Our goal is to create an inclusive environment that enables everyone to bring their whole self to work each and every day – I know I do.**

~ Mary Lou Maher, Partner, Business Unit Leader, GTA Audit, KPMG in Canada, Global Head of Inclusion & Diversity, Chief Inclusion Officer, KPMG in Canada

### 2016 Inclusion & Diversity Report

Join us on our inclusion and diversity journey, and be part of the conversation. Visit [kpmg.ca/inclusion](http://kpmg.ca/inclusion)



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# #notgoodenough2017

We are thrilled to support the 2017 Annual Report, in collaboration with PhaseNyne (parent company of WXN, CBDC and SRG), The Conference Board of Canada, BMO, National Post and KPMG LLP.

The results of this year's report card confirms the status quo is deeply entrenched within some of the sectors surveyed and among a demographic of board members.

"#notgoodenough2017 is recognition that more must be done by all of us, including shareholders and stakeholders, to hold Boards of Directors accountable for their performance. More diverse and inclusive perspectives around the Board leads to better financial performance so why aren't we getting on with it?"

~ Kim West ICD.D, Partner and Chief Client Officer, Toronto  
NATIONAL Public Relations

NATIONAL is Canada's leading public relations firm with 550 employees serving clients from 17 offices around the globe. Since our founding 41 years ago, NATIONAL has changed considerably, but our sense of purpose and values continue to guide decisions and define our culture. Our areas of practice have also evolved to reflect the diversity and complexity of the social, economic and cultural environments in which we operate and the issues that arise for our clients. We actively recruit, develop and champion diversity within our teams. Today, our colleagues speak 31 languages and 67 percent of our staff and 40 percent of our partners are women. Diversity of perspectives, respect, creativity and collaboration are key words that clients use in feedback surveys to describe the culture within the firm.

The collective influence of everyone working together defines a positive culture and tone at the top that ensures we get the best results for our clients. In 2017, NATIONAL in Toronto was recognized as an Employee Recommended Workplace, an award based entirely on feedback from employees.

NATIONAL's on-going journey toward creating a diverse workforce and an inclusive workplace begins the moment an individual joins the firm, and is formalized through the robust onboarding and professional development programs each new hire participates in, providing each employee with exposure to colleagues and programs in their "home" office, as well as those around the globe. As part of the AVENIR GLOBAL network, NATIONAL staff regularly participate in cross-functional teams comprised of colleagues who bring their unique perspectives to enhance our culture, solve issues for our business and bring creative solutions

to our client's business challenges. We take other steps to promote diversity and inclusion:

- **Our Mobility Program** takes the exposure to other cultures one step further, encouraging colleagues to gain experience, opportunity and perspective by working within one of the 17 AVENIR GLOBAL offices.
- **Our Firm-wide Flexible Wellness Program** includes an annual benefit that can be applied towards the employee's choice of work/life balance expenses, such as fitness, health-related programs, daycare/elder care and personal development.
- **Our Parental Leave Program** ensures that we wholeheartedly support working parents, especially those who have recently returned from parental leave, offering toolkits for managers and parents to help guide them through the transitions and while providing specific group insurance benefits that support parents.

We have built significant and trusting relationships with Indigenous people across Canada. We have a specialized team in Aboriginal Affairs and are proud to contribute positively to the growth, development, and prosperity of Indigenous communities. We are very involved with aboriginal organizations; we are a proud member of the Canadian Council for Aboriginal Business and volunteer with various aboriginal associations.

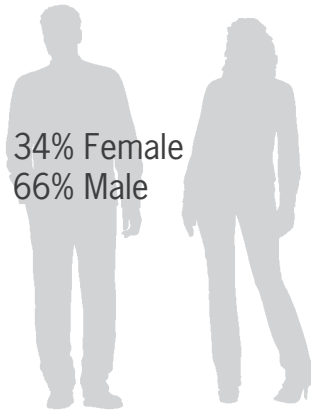
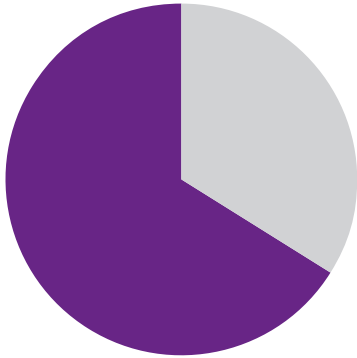
Through our external sponsorships and community partnerships NATIONAL takes a leadership role in promoting LGBTQ and women's leadership, poverty eradication, and support for organizations that foster mental and physical wellness. Through our very popular "Women Inspiring Leaders" series, participants reflect that we have created a safe, inclusive opportunity for women to learn from and support each other.

Diversity and inclusiveness also means helping young Canadians gain experience and access to opportunities through internships and mentorships. In 2017, NATIONAL launched the NATIONAL Public Relations Emerging Leader Scholarship in collaboration with The Directors College. Last year, we launched NATIONAL Exchange, a program targeted to new public relations practitioners to encourage networking and career and personal development.

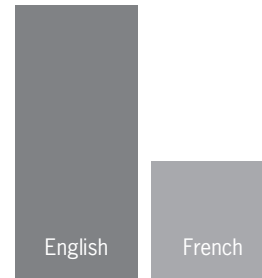
As we move toward the future, NATIONAL's aim is to continually refine our practices and approaches to ensure we continue to provide a diverse and inclusive culture for our teams allowing us to ensure the best thinking for our clients.

# RESPONDENT PROFILE

## SELF-REPORTED GENDER:



## SELF-REPORTED LANGUAGE:



**91%**  
of respondents speak either English or French as their first language.

## SELF-REPORTED INTERNATIONAL BUSINESS EXPERIENCE:

71.5% of director respondents indicated having international business experience.

### By sector:

- 93.7% Manufacturing (n=32)
- 85.9% Mining/Oil/Gas (n=71)
- 78.9% Utilities (n=19)
- 65.1% Finance & Insurance (n=83)
- 59.3% Retail/Trade (n=54)
- 65.8% All other (n=117)



# RESPONDENT PROFILE

## SELF-REPORTED DIVERSITY:

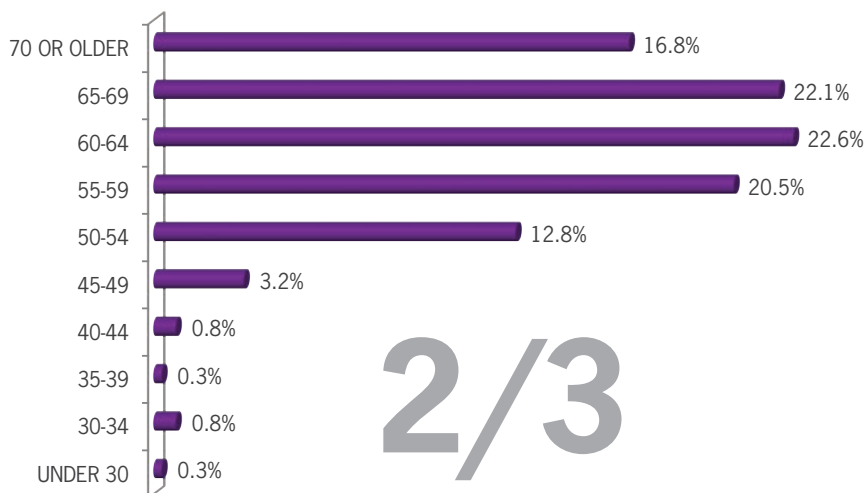


	2017	2016
People with disabilities	3.2%	1.8%
Indigenous persons	1.1%	0.6%
Visible minorities	4.3%	4.5%
LGBTQ	1.6%	2.1%

**We have to create an environment where people from all walks of life can optimize their contributions. The promotion and retention of women and visible minorities, whether at the board level or someone just starting out in their career is an important solution to this.**

~ Kathy McGarrigle, Former COO, Coast Capital Savings

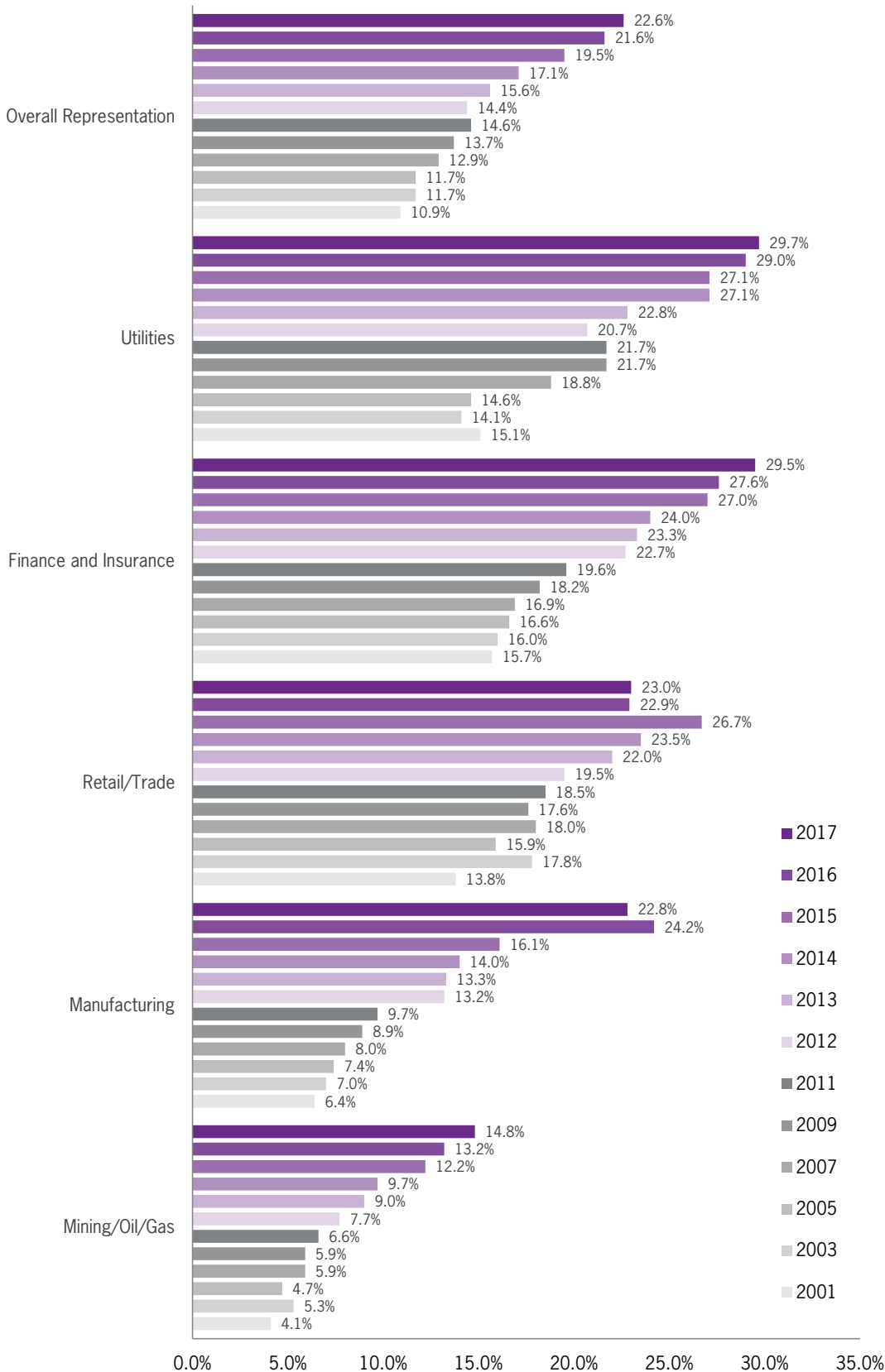
## SELF-REPORTED AGE:



**2/3**  
of Directors are 60+

## FP500 ANALYSIS:

### Women's Representation on FP500 Boards: 16 year comparison



After the introduction of Ontario Securities Commission's disclosure requirements in 2014, there was a significant impact on the rate of change as it pertains to women's representation on FP500 boards. For the two years following this new regulation, the pace of change nearly doubled year-over-year from 1 to 2 percentage point increases.

In 2017, the pace of change for the presence of women in the boardroom has dropped back to the previous status-quo of an annual increase of just over 1 percentage point. Overall, women hold 22.6 percent of all FP500 board seats. This is an increase of 1 percent since 2016. It may be too soon to say that the increased rate of change that we saw in response to the OSC disclosure regulations is over. Should the slow pace of change return, gender parity on FP500 boards is decades away. Directors should be concerned as the lack of significant improvement may spark further regulatory action.

## FP500 DIRECTOR ANALYSIS BY INDUSTRY

As it pertains to all major sectors of the economy, growth in gender diversity has increased modestly; with the exception from the Manufacturing sector, that saw a decrease of 1.4 percentage points in 2017. The Mining/Oil/Gas sector has seen its largest year-over-year increase since 2001; increasing 1.6 percentage points since 2016.

The Health Care and Social Assistance industry is the first to reach 1 in 3 women representation on their boards.

Over one-third of all listed industries have more than 25 percent director seats held by women.

	Male Directors	Female Directors	Total	Percentage Male Directors	Percentage Female Directors
Health Care and Social Assistance	28	14	42	66.7%	33.3%
Utilities	192	81	273	70.3%	29.7%
Finance and Insurance	533	223	756	70.5%	29.5%
Accommodation and Food Services	89	36	125	71.2%	28.8%
Retail/Trade	254	99	353	72.0%	28.0%
Arts, Entertainment and Recreation	79	27	106	74.5%	25.5%
Transportation and Warehousing	159	49	208	76.4%	23.6%
Administrative and Support and Waste Management and Remediation Services	26	8	34	76.5%	23.5%
Manufacturing	627	188	815	76.9%	23.1%
Information	259	72	331	78.2%	21.8%
Real Estate Rental and Leasing	98	27	125	78.4%	21.6%
Professional, Scientific, and Technical Services	67	13	80	83.8%	16.3%
Construction	83	16	99	83.8%	16.2%
Agriculture, Forestry, Fishing and Hunting	104	20	124	83.9%	16.1%
Wholesale/Distribution	209	39	248	84.3%	15.7%
Management of Companies and Enterprises	28	5	33	84.8%	15.2%
Mining	772	134	906	85.2%	14.8%
<b>OVERALL</b>	<b>3607</b>	<b>1051</b>	<b>4658</b>	<b>77.4%</b>	<b>22.6%</b>

# THE IMPORTANCE OF BOARD DIVERSITY

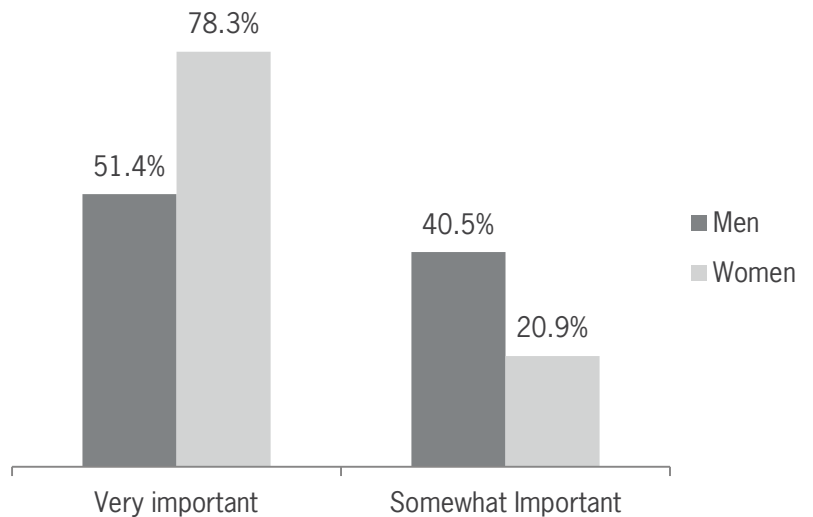
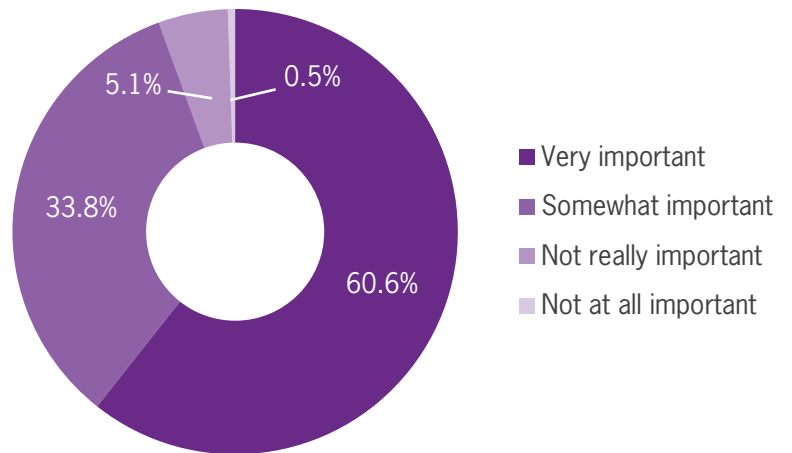
## Directors Overwhelmingly Report Diversity is Important to Them

The issue of board diversity continues to be extremely important for FP500 directors. Overall, 94.4 percent of FP500 director respondents say that board diversity is “very important” (60.6 percent) or “somewhat important” (33.8 percent).

In the past year, there has been a shift in the degree to which diversity is important for directors. In 2017, 33.8% of respondents say that board diversity is “somewhat important”, down from 40.9 percent in 2016. This represents a 7.1 percentage change. At the same time, the percentage of directors who say that board diversity is “very important them” has increased by 6.4 percent.

Women continue to report a significantly higher view on the importance of board diversity. Nearly three-quarters of women respondents feel that board diversity is “very important” to them, compared to 51.4 percent of male directors.

### In your personal opinion, how important is the issue of board diversity?



## Historical Comparison:

FP500 director respondents who said diversity is “very” or “somewhat” important to them personally

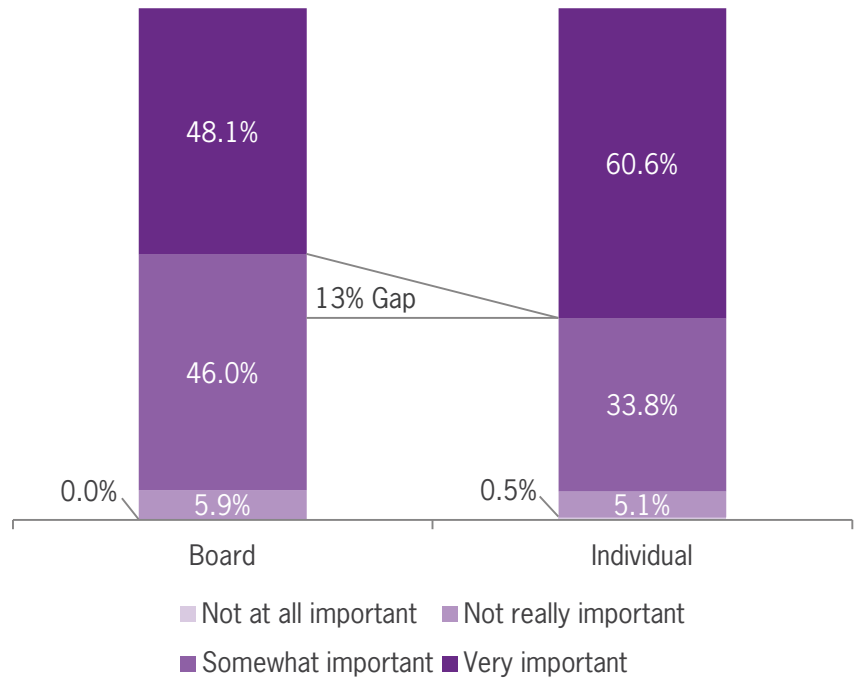
2010	2011	2012	2013	2014	2015	2016	2017
85%	87%	91%	93%	91%	96%	95%	94%

### Gap in Relative Importance of Diversity

It is positive that both individual directors (94.4 percent) and their board (94.1 percent) believe that the issue of board diversity is important.

Directors feel that board diversity is of higher importance to them personally than to their board. In 2017, we've seen an increase in the perception gap between individual directors and FP500 board they serve. To close this gap, directors will need to work collectively to drive discussions and actions that lead to greater boardroom diversity and increase pressure on the board to act on diversity initiatives.

**From the perspective of this board, how important would you say the issue of diversity is?**



### Historical Comparison:

Perception gap between FP500 boards and individual directors who report diversity is “very important.”

2010	2011	2012	2013	2014	2015	2016	2017
11%	12%	15%	11%	9%	10%	9%	13%



**I'm very proud of the progress we have made towards building an inclusive and diverse culture at KPMG. Our unique experiences, perspectives and values that make up our teams will only make us better as a firm, both supporting our people and the clients we serve. We have accomplished a great deal and will continue to disrupt the status quo and have uncomfortable conversations so we can reach our ultimate goal of being a truly inclusive workplace.**

~ Elio Luongo, Chief Executive Officer & Senior Partner, KPMG LLP

# THE REALITY REPORTED STATE OF DIVERSITY IN 2017

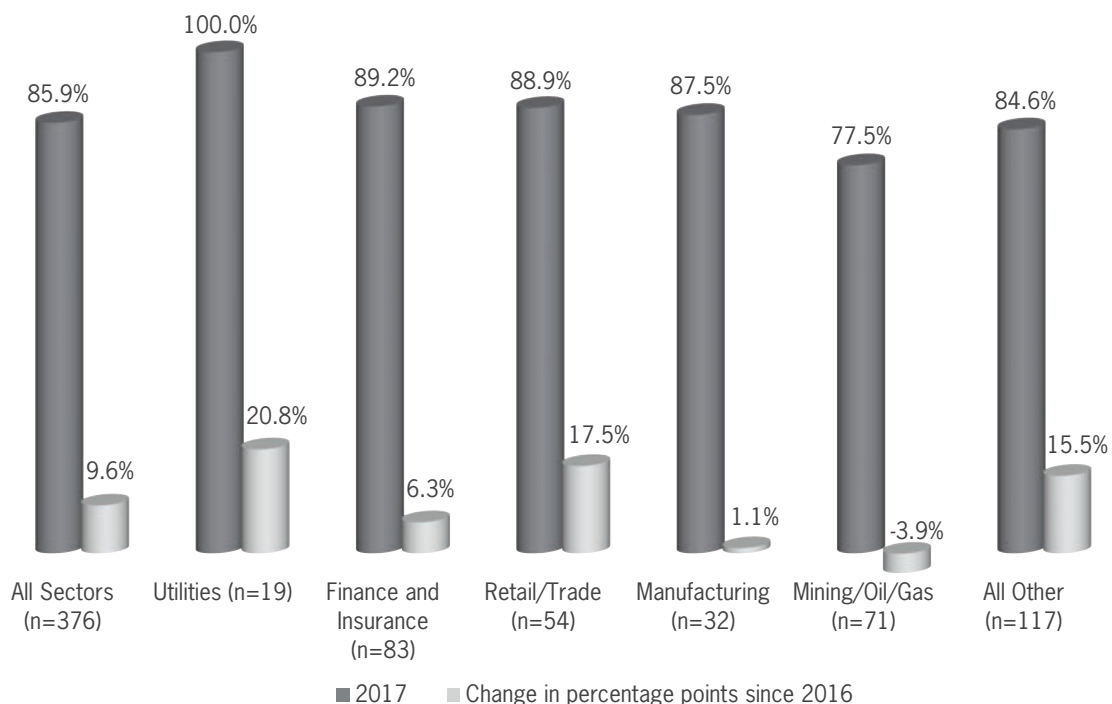
## Directors Feel their Board is Diverse

There is a notable growth in confidence of directors in the notion that their board is diverse. Nearly 86 percent of all director respondents indicated that they feel that their board is diverse; an increase of 9.6 percentage points since last year.

All sectors, apart from the Mining/Oil/Gas sector, have seen an increase in the percentage of directors that feel that their board is diverse.

All directors from the Utilities sector, a leading sector in terms of women representation on FP500 boards with 29.7 percent of directors being women, felt that their board is diverse.

## Directors who report that their board is diverse



## Historical Comparison:

FP500 director respondents who said “yes” their board is diverse

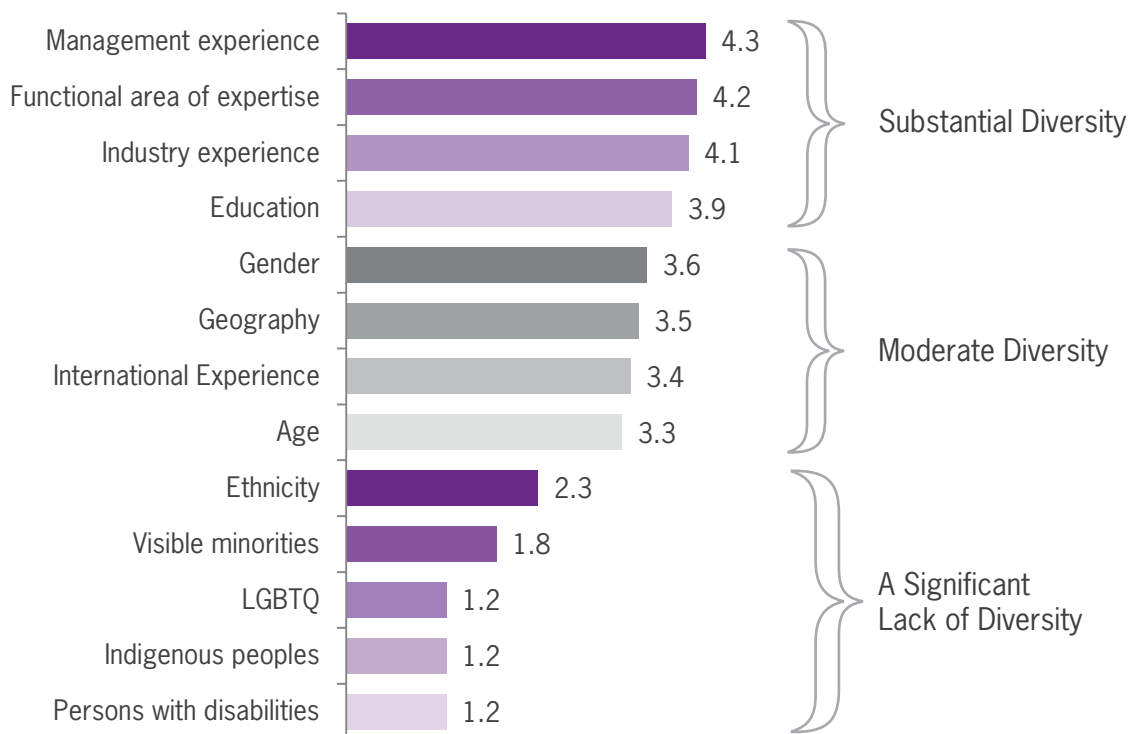
2010	2011	2012	2013	2014	2015	2016	2017
62%	73%	68%	76%	74%	82%	76%	86%

## Assessing Board Diversity

The Canadian Board Diversity Council's definition of diversity includes 12 distinct categories of diversity. The categories include five elements of diversity grounded in industry expertise and experience (industry experience, management experience, functional area of expertise, international experience, and education) and seven categories that identify diverse personal characteristics of board members (geography, age, ethnicity, gender, Indigenous peoples, people with a disability, and those who identify as LGBTQ).

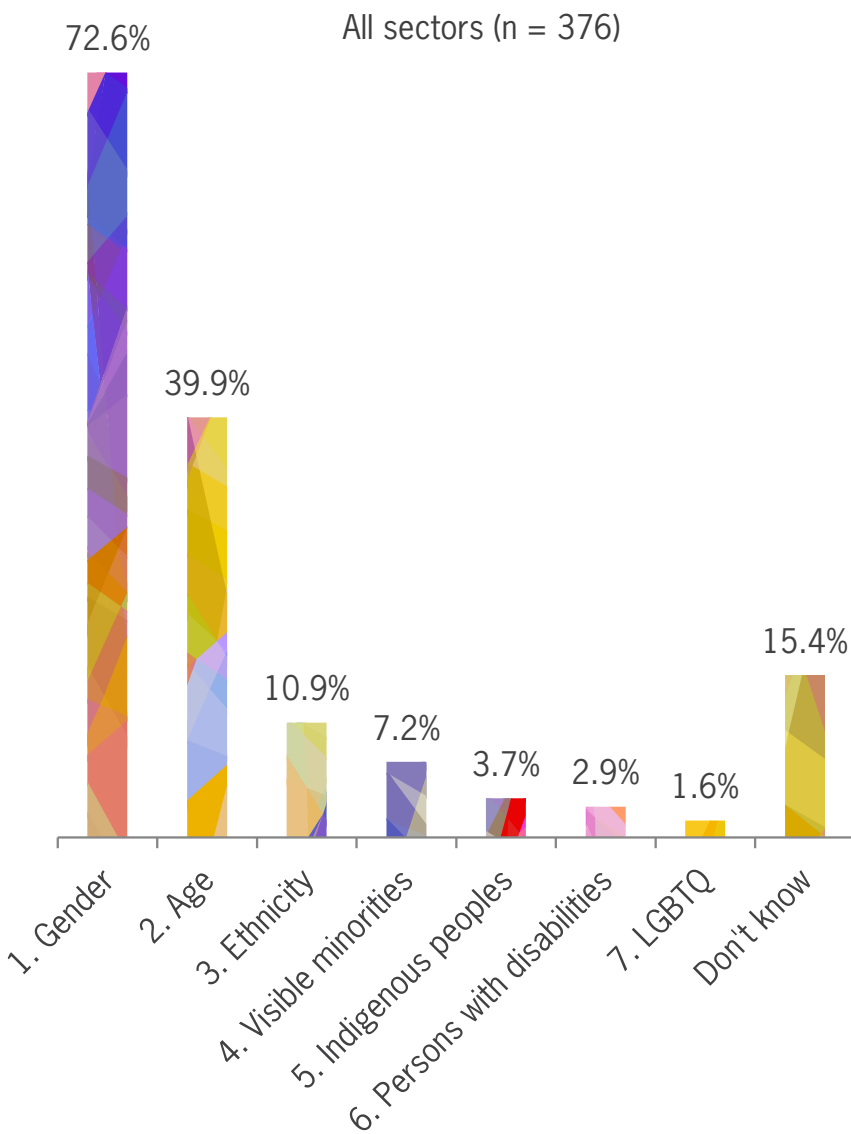
We have seen little to no change to the ranking of these elements in recent years. Diversity measured by experience, expertise and education is substantial while elements of diversity relating to personal characteristics ranked lowest.

**To what extent is your board diverse with regard to:  
1 = Not Diverse and 5 = Very Diverse?**



**Our culture, which embraces diversity at all levels of our organization, has enabled FedEx to be one of the most respected companies and employers in Canada and around the world. Our mission, to 'connect people with possibilities', is accomplished every day because of the diversity of our team members. Our unique perspectives and experiences help reinforce a culture of innovation, creativity, and understanding.**

~ Pina Starnino, Vice President Operations, FedEx Express Canada Corporation



**When it Comes to Increasing Diversity, Directors Report that Gender has Made the Most Progress**

Nearly three-quarter of director respondents reported that their board has made the most progress in gender diversity in the past year. Every sector reported that gender, age, and ethnicity are among the top three areas in which their board has most improved in terms of diversity.

The Utilities sector, a sector whose engagement with indigenous communities is key to achieving their corporate objectives, has identified adding more indigenous directors around the table as the top area of improvement behind women.

**Where would you say your board has made the most progress in diversity in the past year?**

# EFFORTS IN PLACE: POLICIES, TERM LIMITS & TARGETS

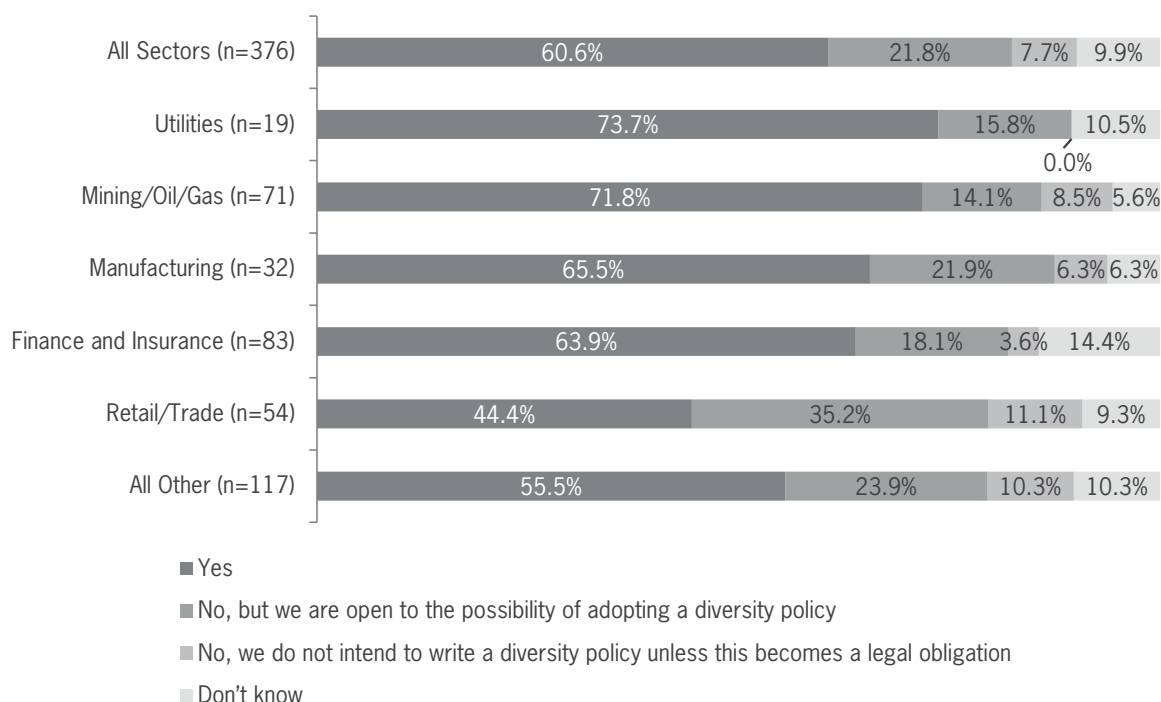
## After 3 Years, OSC's Disclosure Requirements Are Having a Positive Impact on the Number of Boards with Written Diversity Policies

Looking back at 2010 – when the CBDC first asked directors if their board has a written diversity policy – only 16 percent reported that their board had a policy in place. Fast forward seven years, the number of directors who stated having a written diversity policy has surged. Today, three in five FP500 director respondents report that their board has a written diversity policy.

The percentage of directors in the Mining/Oil/Gas sector – a lagging sector in terms of gender diversity – who reported having a written diversity policy has increased by 25 percentage points to 71.8 percent.

Among those who currently have a diversity policy, 84.2 percent feel that it sets effective targets and guidelines to significantly increase the diversity of the board and senior executive team.

### Has this board adopted a written diversity policy?



### Historical Comparison:

FP500 director respondents who report their board has a written diversity policy

2010	2011	2012	2013	2014	2015	2016	2017
16%	22%	18%	21%	25%	49%	46%	61%



**I've worked around the globe and the highest performing teams are diverse ones where that diversity is deliberately channeled through inclusion. Diversity coupled with inclusion drives competitive performance by attracting more customers, retaining employees and satisfying investors, while reflecting the communities we live and work in. The steep challenge of meeting future energy demand while combating climate change will only be met by the innovation that arises from diversity. In a world often beset by intolerance we need to keep the momentum growing to affirm diversity and acceptance in workplaces across our country.**

~ Michael Crothers, President, Shell Canada

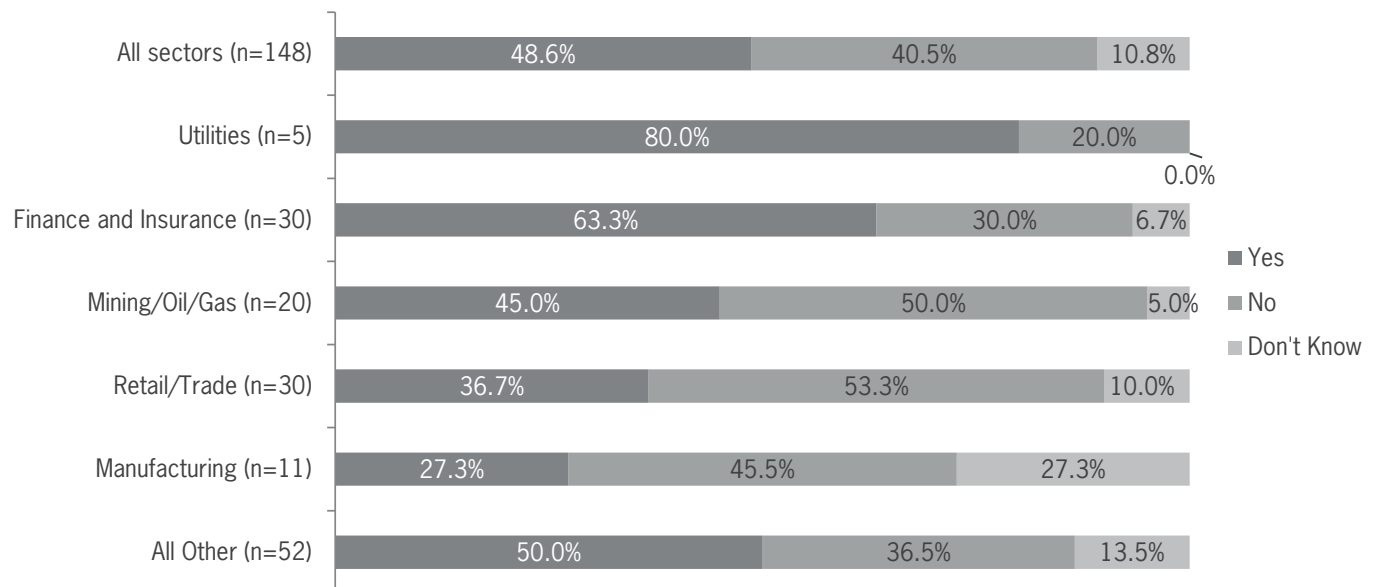
### Willingness to Adopting Written Diversity Policies is Increasing

Amongst all director respondents who reported that their board does not have a written diversity policy, nearly half (48.6 percent) are in favour of introducing one.

There has also been a decrease in the number of directors who answered “don't know” when asked if they personally believe that their board should adopt a written diversity policy. Combined, these results reflect a growing understanding of the elements and purpose of such policies and the potential impacts they could have on increasing diversity around the boardroom table.

Previous analysis has shown a strong relationship between the presence of diversity policies and increases in women's representation at the board table.

#### Do you personally believe that this board should develop and adopt a written diversity policy? (among those who do not have a diversity policy)

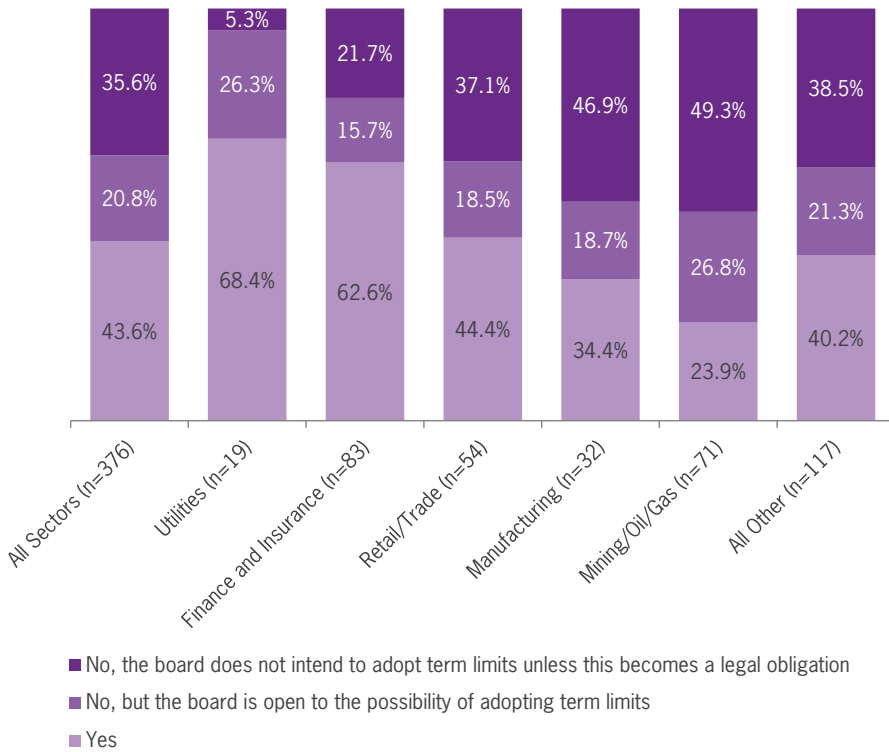


#### Historical Comparison:

FP500 director respondents without a written diversity policy that believe their board should develop one

2010	2011	2012	2013
21%	22%	17%	26%
2014	2015	2016	2017
26%	35%	40%	49%

**Does your board currently have term limits?**



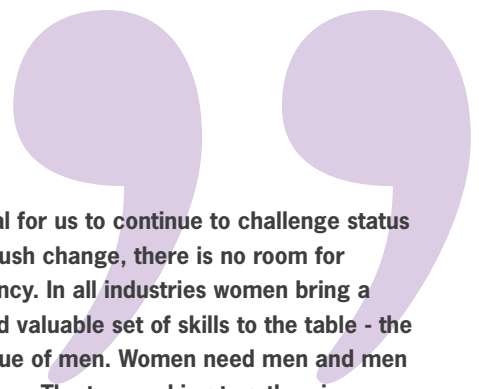
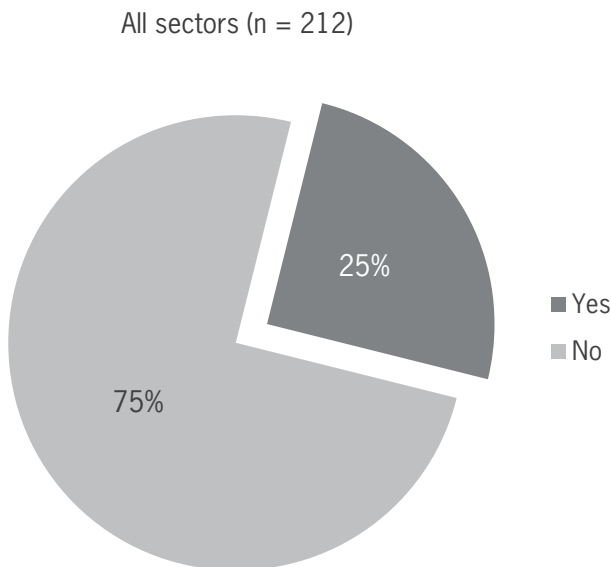
**Nearly Half of FP500 Directors Believe That the Adoption of Term Limits Will Increase Boardroom Diversity**

Almost half of director respondents (47.9 percent) believe that term limits will increase the diversity of FP500 boards. Overall, 43.6 percent of those surveyed currently have term limits in place; down from 45.8 percent in 2016.

The Utilities sector was the highest reported industry with term limits with an increase of nearly 10 percentage points since last year with almost 80 percent of respondents indicating they had term limits in place.

Resistance to adopting term limits continues to be strong among directors whose boards don't have these policies in place.

**In your personal opinion, should term limits be adopted? (among those who do not have a term limits)**



**It is critical for us to continue to challenge status quo and push change, there is no room for complacency. In all industries women bring a unique and valuable set of skills to the table - the same is true of men. Women need men and men need women. The two working together, in harmony, is what is really needed. Together, truly together, they are the perfect ying and yang. Two equal parts working together as a whole to drive innovation and keep Canada competitive in the global marketplace.**

~ Mandy Rennehan, Blue Collar CEO™ and Founder, Freshco

**Being successful in today's dynamic business environment requires careful consideration of a wide range of risks and opportunities. It should come as no surprise, then, that diverse thinking is needed now more than ever, if we want to effectively chart a path forward. The Diversity 50 initiative focuses attention on the richer conversations and better decisions that come with boards that have diverse backgrounds. With that come enticing rewards: businesses thrive and communities flourish when we draw upon the brightest minds across society. We've been proud to support the Canadian Board Diversity Council and its important work, including the Diversity 50 list.**

~ Steve Williams, President & Chief Executive Officer, Suncor Energy Inc.

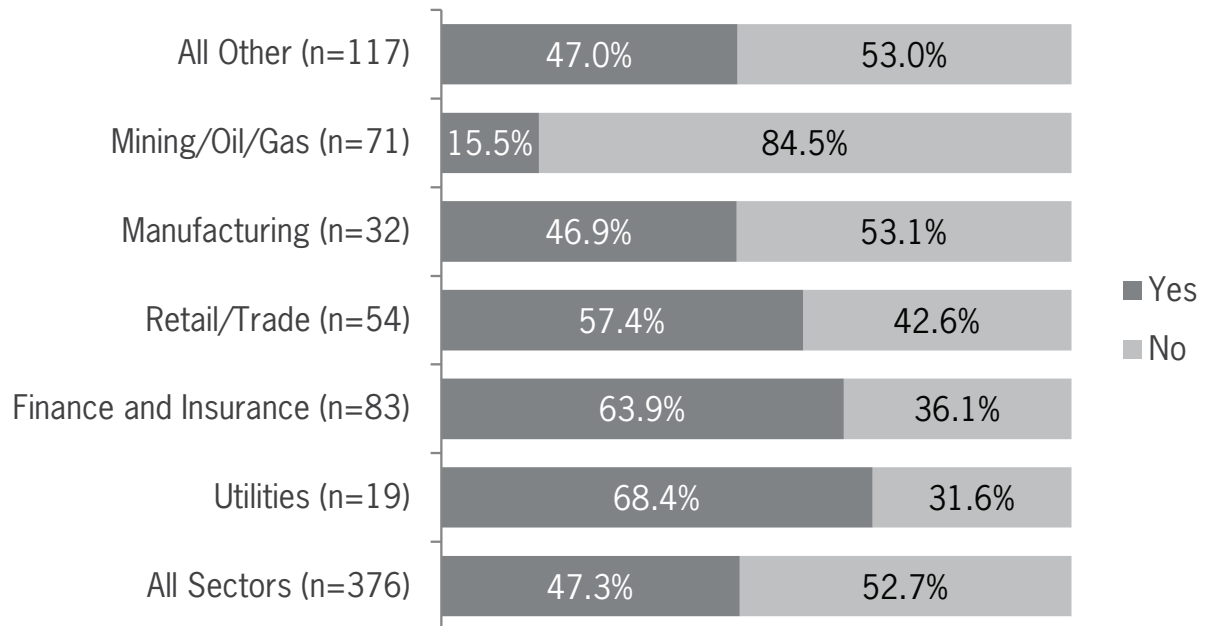
### FP500 Boards Are Introducing Their Own Targets for Gender Diversity

Nearly half of FP500 director respondents (47.3 percent) have reported that their board has a target for the percentage of directors that are women, an increase of nearly 10 percentage points from last year.

Of those who currently have gender targets, most respondents (37.7 percent) reported that their board has a 33% target for women. Just over 20 percent of FP500 director respondents reported that their board is aiming for complete gender parity around the table.

Among those who have reported that their board does not have specific gender targets, nearly a third would personally support a 50 percent target for women representation on the board.

#### Does your board have a target for the percentage of directors that are women?



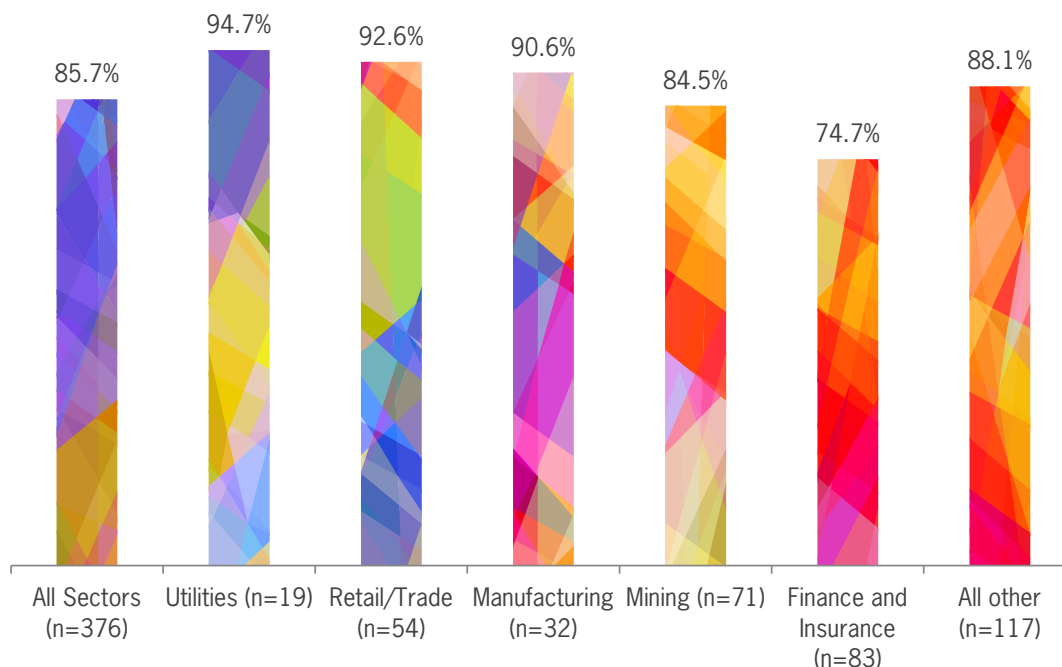
# EFFORTS IN PLACE: BOARD RECRUITMENT TACTICS

## Utilizing Standing Committees to Monitor Board Recruitment

The majority of FP500 director respondents (85.7 percent) have reported that their board has a standing committee that reviews the director nomination process on a regular basis.

The Utilities sector is very proactive in this area, nearly 95 percent of directors reported that a standing committee is in place to review the director nomination process. Meanwhile, reflecting a different approach, the Finance and Insurance sector – another leading sector in terms of women representation in the boardroom – has the lowest response in terms of boards who have standing committees. The important aspect as it relates to gender diversity does not seem to be whether a committee is in place but is tied to the board's broader efforts to increase its diversity.

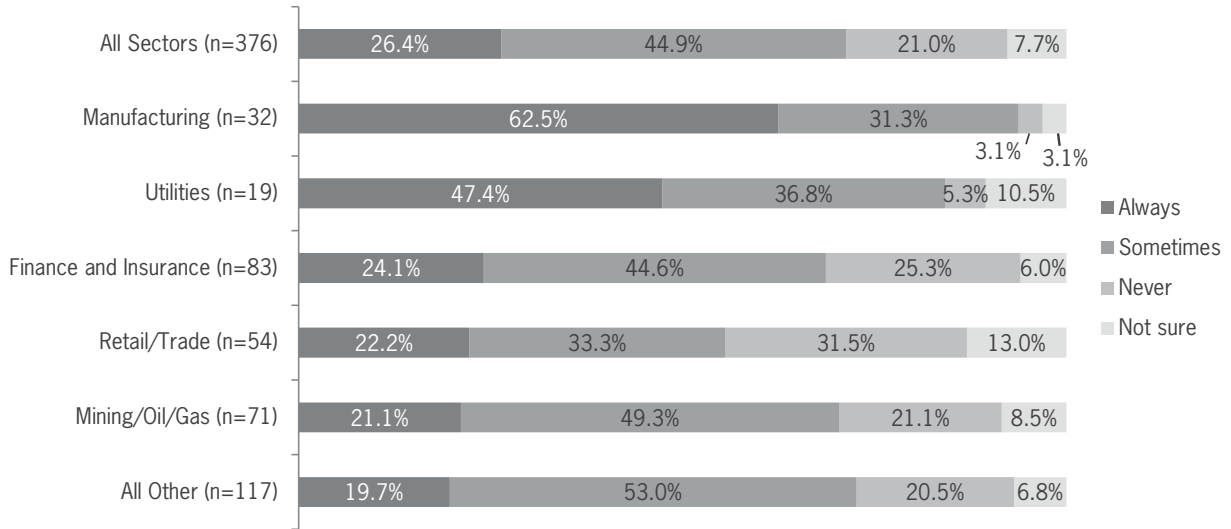
**Those who reported that their board has a standing committee that reviews the director nomination process on an ongoing basis:**



## Use of Search Firms

Just over 70 percent of board member respondents indicate that their board uses the services of a search firm to aid in director recruitment “always” or “sometimes”.

### Does your board use the services of a search firm when it comes to board member recruitment?

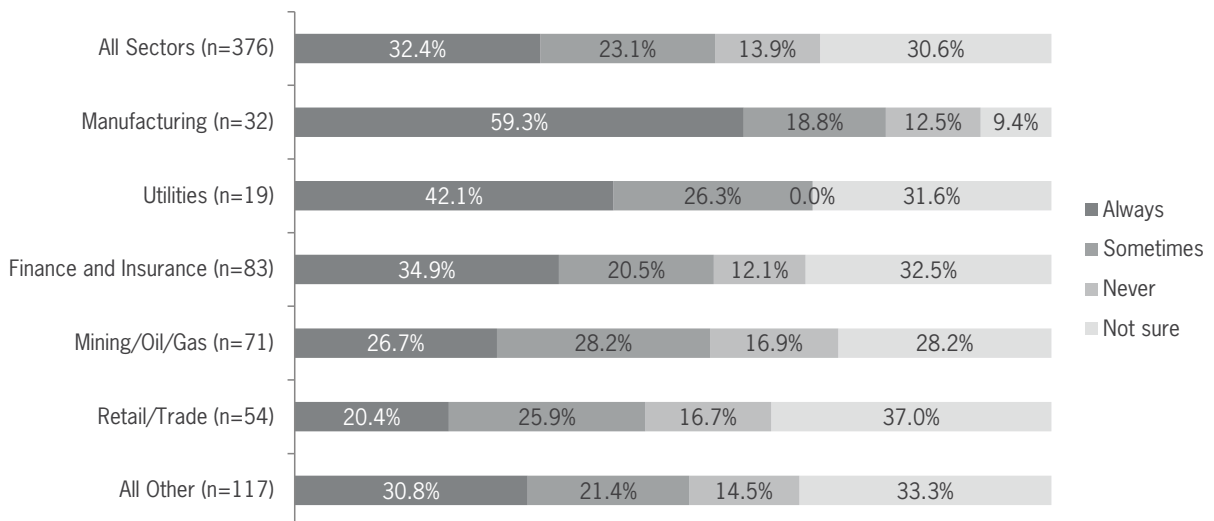


## Mandate to Search Firms

In 2017, 55.5 percent of FP500 organization who use the services of a search firm include diversity criteria as part of the mandate either “always” or “sometimes”. Compared to 71.3 percent in 2016, this represents a significant decrease in the number of FP500 organizations who request that search firms include qualified and diverse candidates in the director short list.

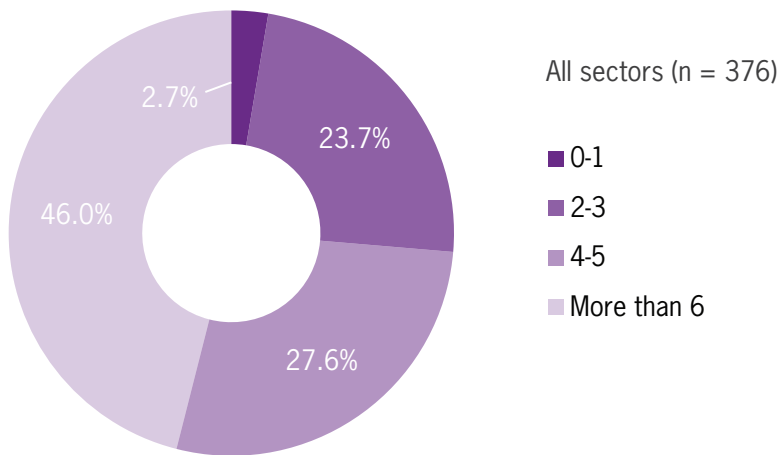
Among those who specified that their mandate to search firms direct that the short list of potential directors must include qualified and diverse candidates “always” or “sometimes”, 56 percent have stated that they use specific recruitment guidelines – either number or percentage – for women directors. Just over a quarter have reported using recruitment guidelines for other forms of diversity.

### Does the board's mandate to the search firm direct that the short list of potential directors must include qualified and diverse individuals in terms of gender and/or visible minority and/or indigenous background?



### Women in our personal networks

One of the often-heard reasons for why there are not more women directors is that there is not a sufficiently strong pool of potential directors. To test this, we asked FP500 directors how many qualified, board-ready women they know that would be well-suited to serve on a FP500 board. Directors reported knowing at least 1,632 potential women directors in 2017 that could be leveraged when looking to increase the diversity of FP500 boards. It does not appear that the pool of potential directors is the major barrier to increasing diversity.



**Women comprise half of the talent pool. Why anyone would want to pass over that resource defies logic.**

~ Carol Banducci, EVP & CFO, IAMGOLD

### Other Forms of Recruiting Methods Used by FP500 boards

In 2017, the Canadian Board Diversity Council asked FP500 directors about the likelihood of using various methods for director recruitment. Not surprisingly, directors are most likely to use their personal networks to recruit new board members.

FP500 boards are least likely to rely on traditional and social media to recruit board members.

MOST LIKELY	SOMETIMES LIKELY	NOT LIKELY
Directors' personal networks	Shareholder referrals Alumni of director education programs (e.g. Institute of Corporate Directors, The Directors College, etc.)	Board ready lists prepared by advocacy groups/ organizations Social media (e.g. LinkedIn, Twitter, etc.) Traditional media advertisement (e.g. newspaper)

# LOOKING AT THE PIPELINE: FP500 C-SUITE ANALYSIS

In 2017, we further probed the ways in which FP500 organizations are building up their talent pipeline by looking at the make-up of the top executives in these organizations.

Gender diversity in the executive suite is lower than board diversity. Only 20 percent of senior executive roles are occupied by women. This is a slight increase of 0.5 percentage points since 2016.

As the executive ranks form the pipeline for boards, directors should be concerned with both the diversity of the board and the executive team.

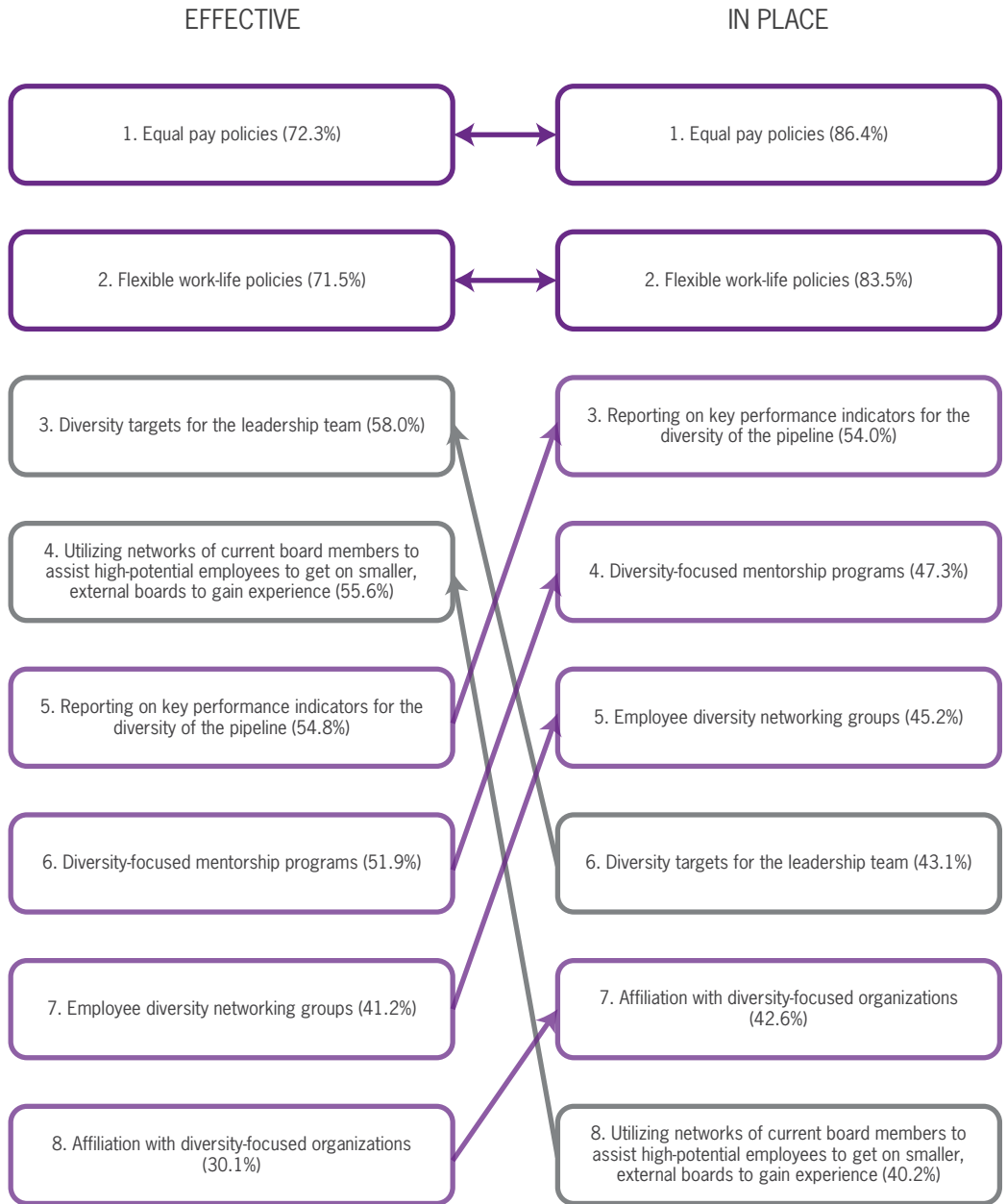
	Male Executives	Female Executives	Total	Percentage Male Executives	Percentage Female Executives
Health Care and Social Assistance	32	14	46	69.6%	30.4%
Finance and Insurance	448	171	619	72.4%	27.6%
Arts, Entertainment and Recreation	72	24	96	75.0%	25.0%
Utilities	175	58	233	75.1%	24.9%
Transportation and Warehousing	153	46	199	76.9%	23.1%
Professional, Scientific, and Technical Services	71	21	92	77.2%	22.8%
Information	201	55	256	78.5%	21.5%
Retail/Trade	234	62	296	79.1%	20.9%
Real Estate Rental and Leasing	90	23	113	79.6%	20.4%
Manufacturing	515	130	645	79.8%	20.2%
Accommodation and Food Services	106	20	126	84.1%	15.9%
Agriculture, Forestry, Fishing and Hunting	107	17	124	86.3%	13.7%
Administrative and Support and Waste Management and Remediation Services	19	3	22	86.4%	13.6%
Wholesale/Distribution	159	24	183	86.9%	13.1%
Mining	678	99	777	87.3%	12.7%
Construction	121	12	133	91.0%	9.0%
Management of Companies and Enterprises	16	1	17	94.1%	5.9%
<b>OVERALL</b>	<b>3197</b>	<b>780</b>	<b>3977</b>	<b>80.4%</b>	<b>19.6%</b>

**When it Comes to Efforts to Increase a Diverse Pipeline: There is Misalignment when it Comes to Perceived Effectiveness**

We asked directors to assess the effectiveness of various approaches to increasing the diversity of the executive pipeline as well as the approaches they currently have in place. Results show there is opportunity for more companies to adopt approaches that directors see as effective.

The policies seen to be most effective are equal pay policies and flexible work life policies. Fortunately, many directors report that these approaches are already in place. Opportunity lies in introducing other approaches that are seen to be effective including diversity targets for the leadership team, utilizing board member networks to assist high-value employees in getting board experience and reporting on performance indicators for the diversity pipeline. For example, only 43.1 percent of FP500 directors report having diversity targets for the leadership team. Directors should support deepening their organization's efforts to build a diverse pipeline by introducing new initiatives that are seen to be effective.

**Those who have stated that the following efforts are either "effective" or "very effective" and if their organization currently has this initiative in place.**



**We know that when diversity is fostered at the leadership level, it creates real benefits for companies, employees and shareholders. Diversity means having the ability to bring a broader range of perspectives, experiences, and knowledge to bear on every issue, which ultimately leads to better decision-making and better performance.**

~ Don Lindsay, President & CEO, Teck Resources

## More than Half of FP500 Organizations Use External Board Governance Training to Help Build a Strong and Diverse Talent Pipeline

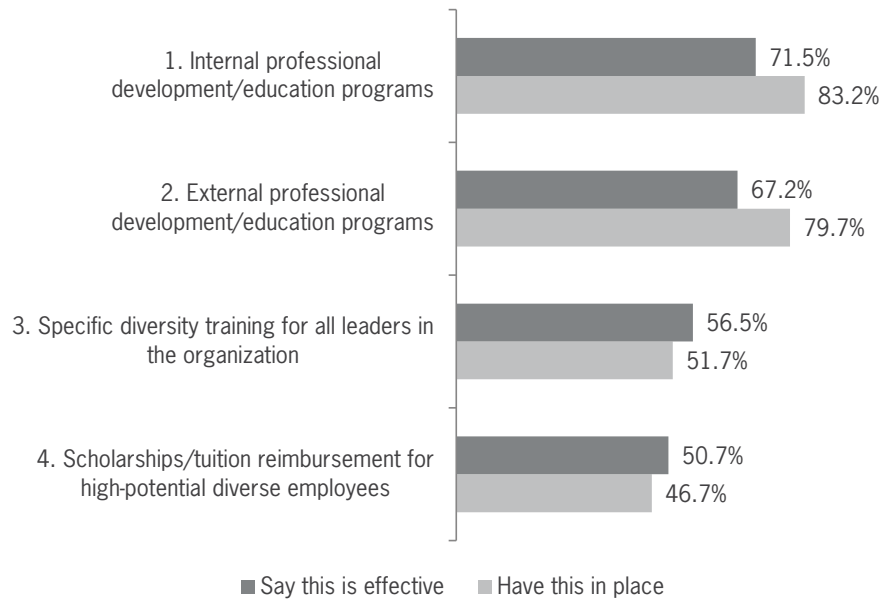
Changing perceptions around the need for greater diversity can be achieved in many ways, one of which is through formal governance training that helps address key questions around diversity and the impacts it can have on achieving organizational goals.

Just over half of all director respondents (55.7 percent) reported that their organization utilizes external board governance training. The Utilities sector has reported the highest percentage of those who apply board governance training in their organization.

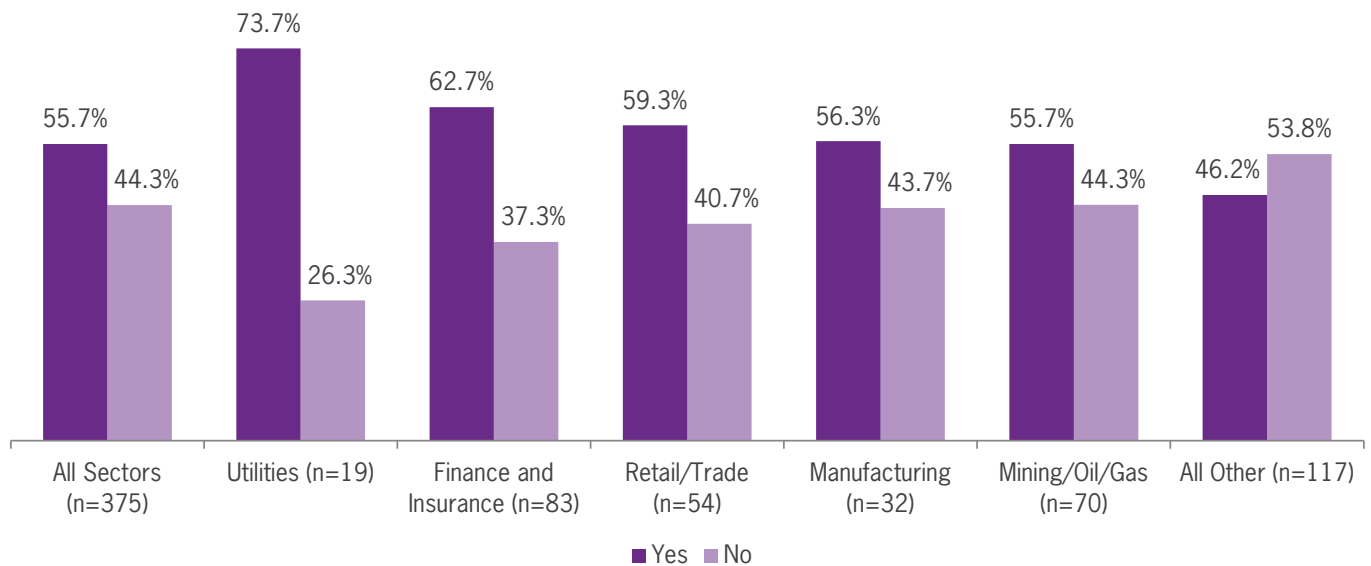
When asked about their opinion on the effectiveness of external board governance training in expanding a strong and diverse pipeline, 35.7 percent of FP500 director respondents felt that this effort is moderately effective. Just over 40 percent felt as though board governance training was either “effective” or “very effective”.

**A diverse and inclusive workforce is a key element of Goldcorp's success. Different perspectives, from our Board of Directors to our front-line employees, are needed to drive business results, improve performance and enhance decision-making. By promoting diversity at all levels of the organization we are creating better solutions for our company, our industry and the communities in which we operate.**

~ David Garofalo, President & CEO, Goldcorp



### Does your organization utilize external board governance training?



# DIVERSITY OF TSX60 BOARDS

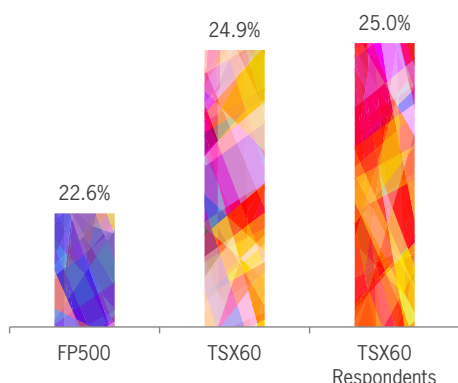
Again this year, the Canadian Board Diversity Council has analyzed the diversity of the boards of directors of the TSX60. The TSX60 is a stock market index of the 60 largest companies listed on the Toronto Stock Exchange (TSX) as measured by market capitalization.

The boards of TSX60 companies have 715 seats on them, 24.9 percent of all board seats are held by women (178). This ratio is slightly higher than the 22.6 percent of directors who are women from the FP500.

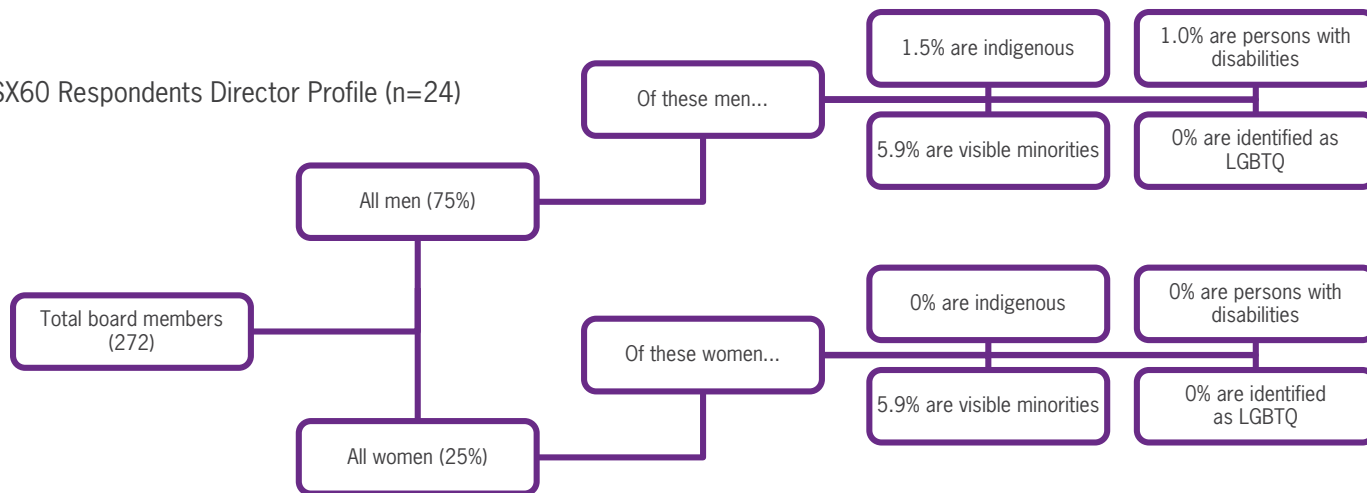
A survey was sent to the corporate secretaries of all TSX60 companies asking them to confirm the composition of their board and its diversity regarding members who are women, Indigenous peoples, visible minorities, people with disabilities or people who identify as LGBTQ.

The survey was completed by 24 companies. These results provide a much more in-depth picture of the diversity on these boards.

The TSX60 companies that chose to participate in our survey reported having 25 percent of the 272 board seats held by women directors.



TSX60 Respondents Director Profile (n=24)



TSX60 respondents are far more likely to have adopted written diversity policies. Nearly 80 percent of total respondents reported that their board has adopted written diversity policy.

Almost all (91.7 percent) of the 24 companies have also indicated that their board has a written definition of diversity. The most commonly-seen elements of diversity that have been defined include gender, expertise and experience.

Nearly 60 percent of TSX60 respondents said that their board takes an active interest in the diversity of the talent pipeline for senior executives annually. Term limits continue to be rare with only 29.2 percent of respondents indicated that their board has term limits put in place. Those with term limits set on average the limit at 13 years for directors and 12 years for board chairs.

## Methodology

The Conference Board of Canada undertook the survey on behalf of The Canadian Board Diversity Council. The survey was distributed in June 2017 to 4,658 FP500 chairs and directors. An individual serving as a director of two Boards received two surveys. Participants completed the survey online via a secure, password-protected survey website. The survey was available for completion in English and French.

## Top 500 Organizations

The Annual Report Card™ electronic surveys are sent to corporate secretaries, chairs and directors who serve on the boards of Canada's 500 largest organizations as measured by revenue and reported by the Financial Post. The organizations include publicly-listed corporations, public sector corporations, privately held corporations, co-operatives and Canadian subsidiaries of foreign-owned corporations.

The Annual Report Card™ builds its list of directors through public data filed with the Canadian Securities Administrators through SEDAR for public companies. Methodology for the 2017 FP500 survey included the following:

- FP500 organizations operating in Canada, with an International board of directors

- Subsidiaries of other FP500 organizations located in Canada.
- All Canadian organizations Public/Private/Crown Corporations)
- All International organizations (Public/Private)
- Canadian Subsidiaries of International organizations:
  - Canadian board + Executives (if applicable)
  - Parent company board + Executives – hybrid if necessary = Canadian Executives + Parent board (If no Canadian board).

Excluded:

- Canadian Subsidiaries with no Canadian boards and whose parent board is already included in FP500 directly:
  - Both organizations on FP500 listing
  - Both organizations subsidiaries
  - Both organizations use same board
  - Included parent board once for organization.

The survey was completed by 376 FP500 board members in the summer months of 2017. This is a robust sample of FP500 directors and results are accurate within +/-4.85% at a 95 percent confidence level. Respondents come from 114 of the FP500 companies. In addition, the FP500 Industry Codes were used to match companies against the North American Industrial Classification System (NAICS).

## TSX60 Survey

The Conference Board of Canada undertook the TSX60 survey as part of the Annual Report Card™. The survey was distributed in June 2017 to the corporate secretaries of the TSX60 organizations. Participants completed the survey online via a secure, password-protected survey website. The survey was available for completion in English and French. The survey was completed by 24 corporate secretaries representing boards of TSX60 organizations.

## C-Suite

In May 2017, data was collected regarding executive management teams for FP500 organizations in Canada. These are the top executives that oversee the day-to-day operations of the organizations under study. Our definition of c-suite is derived from the definition of the Ontario Securities Commission: C, for chief, as in chief executive officer, chief operating officer and chief information officer. Also called "c-level executives" this definition includes a consistency across organizations and their c-suite, to include different titles and position, which would be the most optimal, reliable and statistically valid method for collecting executive teams:

1. All listed executives in annual report or website "executive/leadership/management team"
2. Executives with "chief" in their title
3. Top 4 or 5 executives
4. All executives on same level as c-suite peer; i.e. EVP & CFO + All other EVP's – because executive vice presidents are within the c-suite.

## About The Conference Board of Canada

We are:

- The foremost independent, not-for-profit applied research organization in Canada.
- Objective and non-partisan. We do not lobby for specific interests.
- Funded exclusively through the fees we charge for services to the private and public sectors.
- Experts in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills, and building organizational capacity.
- Specialists in economic trends, as well as organizational performance and public policy issues.
- Not a government department or agency, although we are often hired to provide services for all levels of government.
- Independent from, but affiliated with, The Conference Board, Inc. of New York, which serves nearly 2,000 companies in 60 nations and has offices in Brussels and Hong Kong.

The 2017 Annual Report Card™ results were prepared by Amanda Lee Daoust and Michael Bassett from The Conference Board of Canada.

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# 2017 ANNUAL REPORT CARD SURVEY

## Demographic Questions

To better understand the diversity of those responding to our survey, please answer the following questions with honesty. Remember, your personal information is kept strictly confidential and is the utmost importance to us.

1. Are you male or female?  
Male  Female
2. In which of the following ranges does your age fall?  
Under 30  30-34  35-39  40-44   
45-49  50-54  55-59  60-64   
65-69  70 or older
3. Are you an Indigenous person? This refers to a person who is a North American Indian or a member of a First Nation, Métis or Inuit. North American Indians or members of a First Nation include treaty, status or registered Indians, as well as non-status and non-registered Indians.)  
Yes  No
4. Are you a member of a visible minority group? (In Canada, a member of a visible minority is a person, other than an Indigenous or First Nations person, who is non-Caucasian in race or non-white in colour, regardless of birthplace.)  
Yes  No
5. Are you a person with a disability? ('Persons with disabilities' refers to those who have long-term or recurring physical, mental, sensory, psychiatric or learning impairment(s).)  
Yes  No
6. Do you identify yourself as part of the LGBTQ community? (LGBTQ is an acronym that stands for Lesbian, Gay, Bisexual, Transgender and Questioning)  
Yes  No
7. Which of the following reflects the first language you learned as a child and can still speak today?  
English  French  Arabic  Chinese   
Italian  Portuguese  Punjabi  Spanish   
Other, please specify:
8. Do you have international business experience (have you worked in a market outside of Canada at any point in your career)?  
Yes  No

## Diversity in the Boardroom

For the remainder of the survey, when we mention "diversity" or "diverse" we are referring to the representation of women, Indigenous peoples including First Nations, Inuit and Métis, visible minority groups, persons with disabilities and members of the LGBTQ community.

9. In your personal opinion, how important is the issue of board diversity?  
Very important  Somewhat important   
Not really important  Not at all important
10. From the perspective of this board, how important would you say the issue of board diversity is?  
Very important  Somewhat important   
Not really important  Not at all important
11. Has this board adopted a written diversity policy?  
Yes   
No, but we are open to the possibility of adopting a diversity policy   
No, we do not intend to write a diversity policy unless this becomes a legal obligation   
Don't know
- 11.a) Since you answered "Yes" to question 11, do you believe that the written diversity policy sets effective targets and guidelines to significantly increase the diversity of the board and senior executive team?  
Yes  No  Don't know
- 11.b) Since you answered "No" or "Don't know" to question 11, do you personally believe that this board should develop and adopt a written diversity policy?  
Yes  No  Don't know
12. Do you believe that your board is diverse?  
Yes  No  Don't know
13. To what extent is your board diverse with regard to: Industry experience, Management experience, Functional area of expertise, International experience, Education, Geography, Age, Ethnicity, Gender, Visible minorities, Indigenous peoples, Persons with disabilities, LGBTQ  
Not Diverse  Slightly diverse   
Moderately diverse  Diverse  Very Diverse
14. Where would you say your board has made progress in diversity in the past year?  
Age  Ethnicity  Gender  Visible minorities   
Indigenous peoples  Persons with disabilities   
LGBTQ  Don't know

## Term Limits and Gender Targets

15. In your personal opinion, do you believe that the adoption of term limits will increase the diversity of FP500 boards?  
Yes  No
16. Does your board currently have term limits?  
Yes   
No, but the board is open to the possibility of adopting term limits   
No, the board does not intend to adopt term limits unless this becomes a legal obligation
- 16.a) Since you answered that your board does not have term limits, in your personal opinion, should term limits be adopted?  
Yes  No
17. Does your board have a target for the percentage of directors that are women?  
Yes  No
- 17.a) Since you answered "Yes" to question 18, what is the target?  
Less than 25 percent women  25 percent women   
33 percent women  50 percent women   
More than 50 percent women  Other, please specify
- 17.b) Since you answered "No" to question 18, what target would you support?  
Less than 25 percent women  25 percent women   
33 percent women  50 percent women   
More than 50 percent women  Other, please specify  
Under no circumstances would I support a target for the gender diversity of our board

## Board Recruitment and Talent Pipeline

18. Does your board have a standing committee that reviews the director nomination process on an ongoing basis?  
Yes  No  Don't know
19. Does your board use the services of a search firm when it comes to board member recruitment?  
Always  Sometimes  Never  Don't know
20. Does the board's mandate to the search firm direct that the short list of potential directors must include qualified and diverse individuals in terms of gender and/or visible minority and/or Indigenous background?  
Always  Sometimes  Never  Don't know
- 20.a) Since you answered "Always" or "Sometimes" to question 20, does your mandate to the search firm include recruitment guidelines (number or percentage) for:  
Women candidates:  
Yes  No  Don't know   
Other diverse candidates:  
Yes  No  Don't know
21. What other methods of recruitment does your Board use? Please specify the frequency. (Select all that apply)  
Directors' personal network, Board ready lists prepared by advocacy groups/organizations, Alumni of director education programs (e.g. Institute of Corporate Directors, The Directors College, etc.), Traditional media advertisement (e.g. newspaper), Social media (e.g.

LinkedIn, Twitter etc.), Shareholder referrals, Other, please specify

Frequency:

Always  Sometimes  Never  Don't know

22. How many women in your personal network do you believe would be a good fit to serve on a FP500 board?  
0-1  2-3  4-5  6 or more

23. Developing the company's talent pipeline to include more women and diverse candidates in senior leadership is an important contribution to increasing the diversity of boards. In your opinion, how effective are the following efforts in developing a strong and diverse talent pipeline. In addition, please note which efforts are in place at the company you serve.

Equal pay policies, Diversity-focused mentorship/shadowing programs, Employee diversity resource/networking groups, Affiliations with diversity-focused organizations, Diversity targets for the leadership team, Reporting on key performance indicators for the diversity of the talent pipeline, Flexible work-life policies (e.g. paid maternity and paternity leave, request part-timework, job protection for pregnant workers, etc.), Utilizing networks of current board members to assist upcoming, high-potential employees to get on smaller, external boards to gain experience (Not for profit, Municipal, Crown corporations, etc)

Score 1-5 (1= Not effective, 5 = Very effective)

Does your organization have this effort in place?

Yes  No

24. In your opinion, how effective are the following educational efforts in expanding a strong and diverse talent pipeline. In addition, please note which efforts are in place at the company you serve.

Internal Professional development/Education programs, External Professional development/Education programs, Specific diversity training for all leaders in the organization (e.g. reducing unconscious biases), Scholarships/tuition reimbursement for high potential diverse employees

Score 1-5 (1= Not effective, 5 = Very effective)

Does your organization have this effort in place?

Yes  No

25. In your opinion, how effective is external board governance training in expanding a strong and diverse talent pipeline.  
Very Effective  Effective  Moderately Effective   
Slightly Effective  Not Effective

- 25.a) Does your organization utilize external board governance training?

Yes  No

We are inviting you to provide us with your email address to allow us to send you the Canadian Board Diversity Council's Annual Report Card. If you provide your email address, we will also send a link to complete future iterations of this survey online.

Please provide your email address: \_\_\_\_\_

Thank you very much for your participation!

# 2017 TSX 60 CORPORATE SECRETARY SURVEY

1. How many members are on your board? Please indicate the number. \_\_\_\_\_
2. How many members of the board are men? Please indicate the number. \_\_\_\_\_
- 2.a) Of the men on the board, how many are also Aboriginal peoples? (This refers to a person who is a North American Indian or a member of a First Nation, Métis or Inuit. North American Indians or members of a First Nation include treaty, status or registered Indians, as well as non-status and non-registered Indians.) \_\_\_\_\_  
We don't track this element of diversity
- 2.b) Of the men on the board, how many are also a member of a visible minority group? (In Canada, a member of a visible minority is a person, other than an Aboriginal or First Nations person, who is non-Caucasian in race or non-white in colour, regardless of birthplace.) \_\_\_\_\_  
We don't track this element of diversity
- 2.c) Of the men on the board, how many are also persons with disabilities? ('Persons with disabilities' refers to those who have long-term or recurring physical, mental, sensory, psychiatric or learning impairment(s).) \_\_\_\_\_  
We don't track this element of diversity
- 2.d) Of the men on the board, how many are members of the LGBTQ community? (LGBTQ is an acronym that stands for Lesbian, Gay, Bisexual, Transgender and Questioning.) \_\_\_\_\_  
We don't track this element of diversity
3. How many members of the board are women? Please indicate the number. \_\_\_\_\_
- 3.a) Of the women on the board, how many are also Aboriginal peoples? \_\_\_\_\_  
We don't track this element of diversity
- 3.b) Of the women on the board, how many are also a member of a visible minority group? \_\_\_\_\_  
We don't track this element of diversity
- 3.c) Of the women on the board, how many are also persons with disabilities? \_\_\_\_\_  
We don't track this element of diversity
- 3.d) Of the women on the board, how many are members of the LGBTQ community? \_\_\_\_\_  
We don't track this element of diversity
4. The Canadian Board Diversity Council considers diverse individuals to include women, visible minorities, Aboriginal peoples, persons with disability and members of the LGBTQ community. Given this definition, is the current Chair of your board diverse? ('Diverse' refers to the representation of women, Aboriginal peoples including First Nations, Inuit and Métis, visible minority groups, persons with disabilities and members of the LGBTQ community.)  
Yes  No
5. Since you answered "Yes" to question 4, please indicate which of the following elements of diversity your Chair represents. (select all that apply)  
Woman  Visible minority  Aboriginal person   
Person with a disability  Member of the LGBTQ community
5. Has your board adopted a written diversity policy?  
Yes  No  Don't know
6. Does the board have a written (documented in clear and comprehensive writing) definition of the elements of diversity it values for the board?  
Yes  No  Don't know
6. Since you answered "Yes" to question 6, does this definition include the following elements of diversity?  
Aboriginal peoples Yes  No   
Education Yes  No   
Ethnicity Yes  No   
Functional area of expertise Yes  No   
Gender Yes  No   
Geography Yes  No   
Industry experience  
International experience Yes  No   
Management experience Yes  No   
Members of the LGBTQ community Yes  No
7. Does the board require regular (at least annual) updates on the diversity of the candidates in the succession pipeline of the Senior executive team?  
Yes  No  Don't know
8. Does your board offer governance education for candidates in the succession pipeline of the executive team?  
Yes  No  Don't know
9. Are there term limits put in place with regard to how many years a director and/or Chair may serve on your board?  
Yes  No  Don't know
9. Since you answered that your board has term limits, how many years can a director serve on the board? Please indicate the number of years. \_\_\_\_\_
9. Since you answered that your board has term limits, how many years can a Chair serve on the board? Please indicate the number of years. \_\_\_\_\_
9. Since you answered that your board does not have term limits (or are unsure), is your board considering introducing term limits for directors and/or Chair?  
Yes  No  Don't know

Thank you very much for your participation!



# GET ON BOARD

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### LEVEL I For Aspiring Directors

Level I is a 3 day program for individuals in management or professional roles with no board experience who are interested in joining a not-for-profit board.

### LEVEL II For Experienced Directors

Level II is a 4 day program for individuals with 10+ years management or professional experience and small/medium not-for-profit board experience who are now interested in joining a national not-for-profit, public sector, advisory and/or small/medium private company board. Level II graduates will receive certification upon completion of program requirements: **Fellow in Board Governance.**

For more information and how to apply, visit [www.boarddiversity.ca/series](http://www.boarddiversity.ca/series)

# GET ON BOARD LEVEL I AND LEVEL II GRADUATES

“

Comprehensive risk management is now more universally vital, and complex, than ever. Greater diversity leads to more effective foresight, more robust mitigations, and more strategic early warning indicators. Strategic planning, key for every business, provides an ideal forum for discussing the value in diversity. Integrating short and long-term objectives into an official diversity policy, championed by the executive leadership team, encourages a shared effort across the organization.

**A. Michelle MacAdam**  
**President &**  
**Benefit Realization Management Expert**  
**Oak Path Consulting Inc.**



”

Diversity and inclusion, in its broadest definition, is no longer optional. It is a priority. It is the strength and power of our diverse perspectives and collective wisdom that will strengthen Canada's ability to respond to our 21st century challenges - in society, in Corporate Canada, in our schools and in our communities. In our increasingly digital economy, it is imperative to adapt swiftly. When I see a Board that has no diversity, it begs the question, if you are failing to adapt swiftly to the diversity and inclusion imperative, how can you effectively address the needs of your diverse stakeholders and constituents? It is the leadership question that a Board Chair must be able to answer.

**Shamshad R. Madhok**  
**Associate Partner, Consulting & Deals**  
**National Deals Risk & Quality Leader**  
**PwC**





# DIVERSITY 50

Connecting corporate boards with diverse, board-ready talent

Now in its sixth year, the Diversity 50 initiative addresses the “visibility barrier” faced by candidates. This year, the 2017 cohort adds 50 board-ready candidates to the existing Diversity 50 database, which acts as a resource for directors and search firms who seek board candidates beyond their own networks.

Diversity 50 is an initiative supporting the mandate to increase representation of such considerations as gender, visible minorities, Indigenous peoples, people with disabilities and

LGBTQ at the boardroom of Canada’s 500 largest organizations. Diversity 50 is a resource for directors and search firms. It is a list of diverse men and women from across Canada with strong competencies that align with the requirements of many Canadian boards.

We are grateful to Miyo Yamashita, Managing Partner, Talent at Deloitte Canada, as Co-Presenting Partner of Diversity 50, along with the Platinum Partners who have vetted the qualification criteria in collaboration with us.

## PRESENTING PARTNER



## MEDIA PARTNER



## PLATINUM PARTNERS



# DIVERSITY 50 ALUMNI

Does slow and steady win the race? NO! As leaders and board directors, we cannot run organizations with glacial change and deliver results. Research indicates that collective intelligence is greatly enhanced with gender diversity. Boards of Directors are just that, governors working to provide collective intelligence and seeking long term results and viability. While Corporate Canada is changing slowly, great opportunities continue for all diverse candidates to make a difference. I urge all boards to seek the best fit directors for their organizations and take the leap to outperform your competitors on a global scale. As Canadians there is much to be proud of. Together, with tapping into diverse knowledge, we can outperform and shine on the global stage.

~ Rose Marie Gage, Chief Executive Officer, Ag Energy Co-operative Ltd



Diversity is front of mind for all corporations and corporate boards. What is less understood is the value of including certain demographics such as those with disabilities. Despite a higher awareness of the contribution of those with disabilities, participation remains low. Boards and indeed business benefit in so many ways by including those who have different problem solving skills and therefore greater innovation but in the workplace these individuals increase operating margins and profitability by creating safer workplaces, lowering absenteeism and increasing retention. Statistics show that 53% of Canadians are directly affected by disability, they either have one or have a close family member with a disability. We can no longer afford to ignore this demographic. To achieve corporate excellence, make inclusion your overarching goal.

~ Mark Wafer MSC OMC, Megleen Treadstone

Boards should also be reflective of investors, customers and employees. Women are investors, customers and employees and it makes good sense to make the board reflective of these key stakeholder groups. Also, research is showing diversity is better for the bottom line, as well as strengthening sustainability. Just as safety records were good indicators of management competence and a company's long term value creation, diversity is showing up as a similar metric for investors. Sure, diversity could be seen as a "nice to do" but it is now being flagged as good for the bottom line too.

~ Jacoline Loewen, Head of Business Development, UBS Bank (Canada)



Both the data and my personal experiences and observations show that Canadian companies are doing better in thinking about and ensuring diverse representation on their boards. The value of different perspectives on corporate decisions, from the mundane to the transformative, is more and more recognized. Although some industries and regions are doing better than others, overall, we are trending slowly in the right direction. Window dressing, however, is not sufficient. Embraced evolution is required.

~ Shahir Guindi, Co-Chair, Osler

# DIVERSITY CHAMPIONS

Our Diversity Champions for Canada, are positioned as thought leaders in respect to equity, diversity and inclusion (EDI). EDI is one of the top business issues facing companies around the world. Our Diversity Champions serve as an advisory body that will help our organization impact change in Canada through research, education, advocacy and recognition.

In collaboration with our Diversity Champions, our goal is to increase the representation of women, visible minorities, Indigenous persons, persons with disabilities and members of the LGBTQ community on boards of directors and in senior leadership.



MIYO YAMASHITA  
Managing Partner, Talent  
at Deloitte Canada  
Deloitte



CAROL BANDUCCI  
EVP & CFO  
IAMGOLD



MICHAEL CROTHERS  
President  
Shell Canada



KEVIN DOUGHERTY  
President  
Sun Life Financial



DAVID GAROFALO  
President & CEO  
Goldcorp



PAUL GODFREY  
Executive Chairman &  
Chief Executive Officer  
Postmedia



ARLEEN KING  
Senior Vice President,  
Client Experience  
TELUS



CHINT KULKARNI  
Managing Director & Head,  
Loan Syndications  
CIBC



DON LINDSAY  
President & CEO  
Teck Resources



LISA LISSON  
President  
FedEx Express Canada



KATHY MCGARRIGLE  
Former COO  
Coast Capital Savings



MANDY RENNEHAN  
Blue Collar CEO™  
and Founder  
Freshco



STEVE WILLIAMS  
President & CEO  
Suncor



**When an organization brings together people with different backgrounds, skill sets and mindsets – and helps them feel deeply included as unique individuals – it achieves superior financial performance, improved talent retention and greater capacity to innovate.**

~ Miyo Yamashita, Managing Partner,  
Talent at Deloitte Canada, Deloitte

# PROXY COMMITTEE

Our Proxy Committee members are made up of a select group of executives who are handpicked by our Diversity Champions. Our Proxy committee work in collaboration with our Diversity Champions to evaluate and select our Diversity 50 candidates. The process of identifying the successful nominees has required establishing best-in-class criteria for all candidates, followed by an application process that sees all qualified applicants vetted and scored against the criteria.



TRACEY ARNISH  
Chief People Officer  
Coast Capital Savings



FARAH HUQ  
Director, Future of Canada  
Centre at Deloitte Canada  
Deloitte



JENNIFER LAIDLAW  
Senior Director,  
Gender Inclusion  
CIBC



JANICE ODEGAARD  
SVP & General Counsel  
Suncor



DEBBIE OSTER  
VP People/Culture  
TELUS



SHANNON OUELLETTE  
General Manager,  
Groundbirch & Operations  
Technical Support  
Shell Canada



**Deloitte believes that inclusion can provide Canadian business with the game-changing competitive edge to win in the market. From superior financial performance to improved talent retention and greater capacity for innovation, when we bring together people with different backgrounds, skillsets, and mindsets, we achieve more.**

~ Farah Huq, Director, Future of Canada Centre at Deloitte Canada, Deloitte



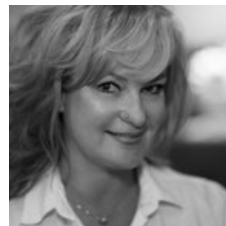
EFFIE SIMANIKAS  
VP Ops, Finance & IT  
IAMGOLD



PINA STARNINO  
VP Operations  
FedEx Express Canada



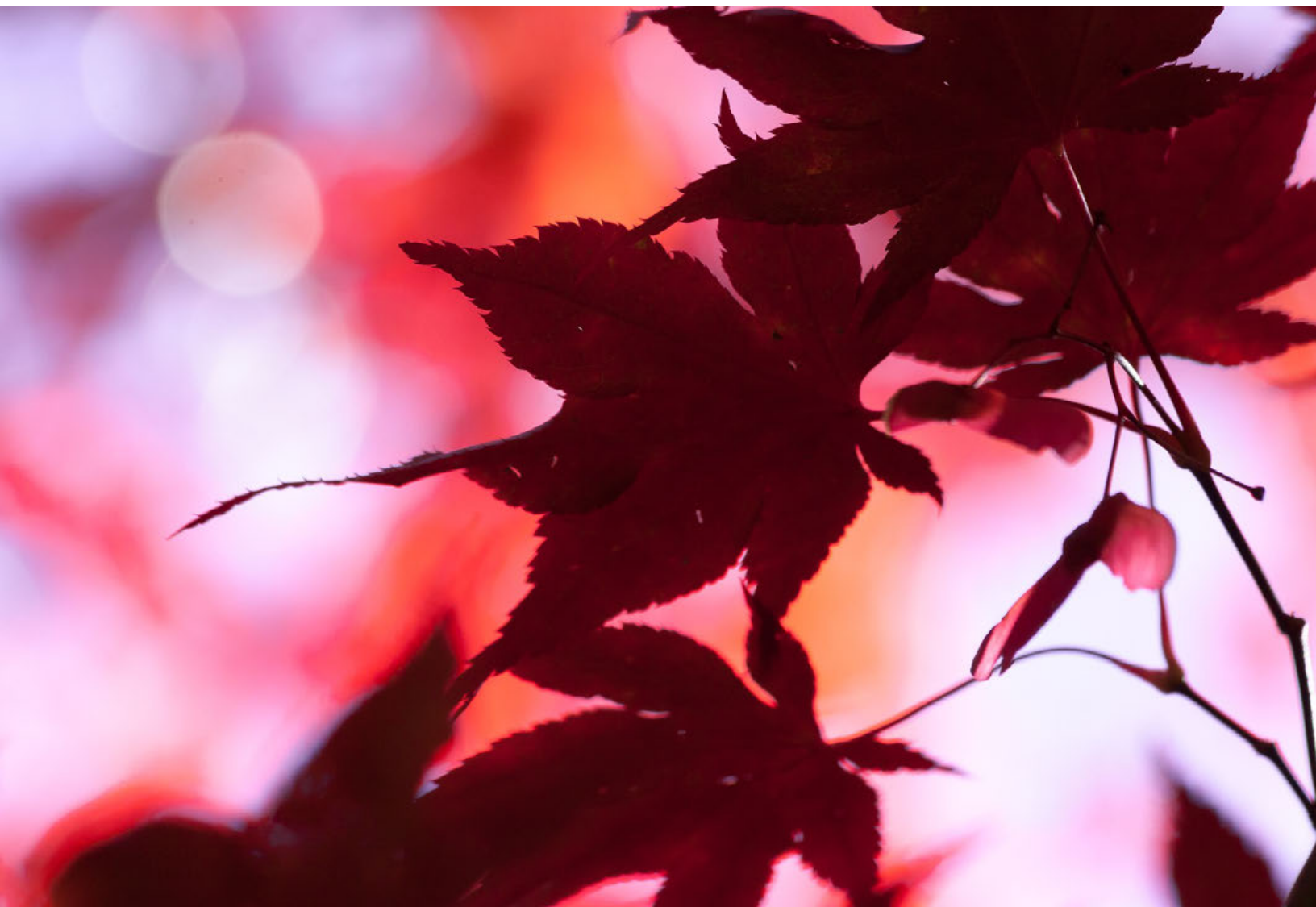
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Secretary  
Goldcorp



KATRINA WHITE  
Bear's Strategic Expert  
Freshco



DEAN WINSOR  
VP, Human Resources  
Teck Resources



2017 marks Canada's 150th anniversary of Confederation and we are proud to honour this occasion. Canada is rich in culture and heritage and we have an opportunity to celebrate our country and all that it represents. We are a nation of innovation and educational opportunities, with a strong commitment to diversity. We are known for our people, landscapes and our message of peace. Together, let us celebrate our people and all things Canadian through equity, inclusion and diversity.



**CANADA 150**





MEMBER OF THE PHASENYNE  
NETWORK OF COMPANIES

For more information, please visit [phasenyne.com](http://phasenyne.com)

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