

LEADERSHIP ROUNDTABLE SERIES



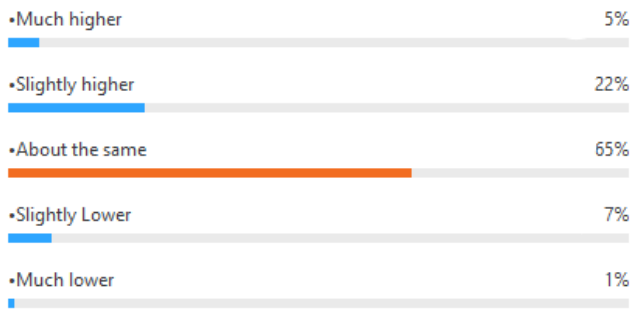
LEADERSHIP ROUNDTABLE SESSION – OCTOBER 14 POLLING RESULTS + Q&A

Polling 1: Poll 1

[Edit](#)

Polling is closed

1. Since the COVID crisis started, our company's focus on environmental issues is:

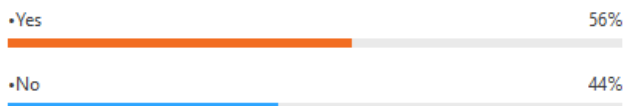


Polling 2: Poll 2

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Polling is closed

1. Do you believe in the quota system for increasing diversity on boards or executive teams?



For Bill McFarland

Q: What are some good examples of how organizations are making society a better place?

A: No one size fits all answer and may be a combination of things. However, a few ways various companies contribute are:

- Having transparent conversations about the business to build trust with all stakeholders
- Giving a % of net income back to the community where the team works and lives
- Caring and keeping employees safe in COVID (social distance rules, option to work at home, special cleaning of offices) and more generally from workforce hazards
- Helping employees up skill as technology impacts their current jobs
- Supporting mental health initiatives which is an important social issue
- Providing equal opportunities to everyone and sponsoring diverse candidates for leadership positions which motivates others with diverse backgrounds
- Publishing the purpose of the organization which helps people work for companies that are like minded

Q: Please give us some colour & lessons learned from the decision to sell the Conference Board building. This is a big statement and will impact organizational culture.

Building has been home for most staff in Ottawa since the 1980s. Federal government is a key client but only 40% of total revenue.

The building was not fit for purpose for the future as we have developed a new vision and strategy for the Conference Board of Canada. The old building had a large footprint, big offices and was located out of mainstream Ottawa. Ottawa is also a difficult city to attract talent to live in and the people are key to the future evolution of the organization.

The culture is moving to a more dynamic , proactive group with people out in the market and at customers and less time in the office. 60% of current business is non-government with a lot of opportunities to provide value to other organizations.

Strategy is to be recognized as the independent and objective research leader in Canada helping to solve and collaborate with others on the most important issues. So our people need to be out and about across Canada.

So . . . will take some smaller spaces in key locations across the country for meeting and convening in the post-COVID world - Ottawa, Toronto, others. This will be important to build and maintain the culture. The board that management would try 100% virtual until a vaccine is available (this is what our staff wanted) and to take any lessons learned as we reboot in the post-COVID world.

For Shannon Gordon

Q: Diversity in Boards since 2000 has focused on gender diversity mostly. Minority diversity appears diminished and reduced to non-profits Boards mostly. Any comments?

A: I am less familiar with the recent trends in Canada. But, in the US I would say the reverse has been true of the last several months. There has been a tremendous amount of focus on gender diversity in the last several years - and rightly so. There is still a significant gap with only about 25% of public company board seats held by women and only 7% of private company board seats. However, the numbers are even worse for people of color (particularly women of color) and frankly, the progress we've seen in gender diversity has been absent for other underrepresented groups. The events of this summer have driven a significant increase in attention on diversity of all types, but particularly people of color. I suspect we will see dramatic movement on this front in the coming year. Going forward it is my hope that when we think about diversity, we think about it as diversity of perspective that is representative of our communities, customers and employees and will likely look different for each company.