

BOARD REPRESENTATION LIST OF RESEARCH TOOLKIT



THE
ARCVIEW
GROUP



Board Representation List of Research

This tool kit compiles a list of research sources for information related to gender parity in board representation. We highly encourage you to explore these links and learn more about how we can promote gender parity from the board level.

- **Women in cannabis are breaking the 'grass ceiling'**
 - Female boardroom representation in the cannabis industry is 27% - above the "traditional" business average but still with room for improvement.
- **Gender Equity in the Workplace Begins in the Boardroom**
 - "Research previously reported by Catalyst found a more than 40% greater return on sales and a more than 50% greater return on equity when comparing the Fortune 500 companies with the greatest percentage of women on their boards to the ones with the least. Other studies report that women directors deal more effectively with risk and better address concerns of customers, employees, stakeholders, and operating communities. Not to mention their better understanding of women who make 80% of U.S. purchase decisions for services and products."
- **Five Barriers to Gender Parity in the Boardroom**
 - Traditional board configurations severely limit the pool of qualified female candidates, but boards must begin to cast wider nets in search of relevant, modern skillsets. As such, boards will find themselves faced with a deep well of qualified female candidates. There are many women with tested leadership experience in disciplines that modern boards need, such as engineering, digital technology, cyber risk management, supply chain management, operations, marketing, organizational structure, and people; conversely, a traditional board configuration of sitting and former CEOs and CFOs can leave a board with critical skill gaps.
- **State of Diversity and Inclusion Report (2019)**
 - The Deloitte study continues to highlight that it is important for corporations to define what allyship – defined as "supporting individuals or groups that one does not directly identify with" – looks like within the context of the organization. Allyship is further described as a necessity within organizations, versus a "nice to have." With that, the report outlines six traits that model inclusive behaviors: commitment, courage, cognizance of bias, curiosity, cultural intelligence, and collaboration.
- **It's time for women to have both a seat and a voice in the boardroom**
 - The relative absence of women in the boardroom isn't for lack of qualified candidates – but rather lack of advocacy, support, promotion, and exposure.
- **How to get more women in the boardroom**
 - This report outlines key actions that can be taken to build gender equity in the boardroom: Mandatory disclosure, measurable targets, board refreshment, nomination committee leadership, investor engagement, investor voting, positive recognition, negative recognition, and professional development.