



Board of Directors Diversity and Inclusion Policy

The purpose of this Policy is intended to provide a framework for inclusion to promote diversity in the Board of Directors (“Board”) of Centre of Excellence in Next Generation Networks (“CENGN”).

Our aspiration is that the Board membership reflects the diversity and strength of the many networks, groups and communities it serves and that its practices are effective, fair, inclusive, respectful and competent so as to permit the full participation and inclusion of diverse groups of individuals on the Board.

CENGN’s Board is committed to respecting, fostering and supporting diversity and inclusion within the organization, its leadership and governance. The Board believes that respect must be demonstrated by our leadership. Diverse and inclusive perspectives in decision making produce better decisions and heightens the capacity for oversight of the organization and its governance. A board which reflects the diversity of the many stakeholders, student groups and organizations we serve within a framework of respect, equity, empathy and competency in all aspects will be more effective in serving and working within those communities.

The Board believes that a truly inclusive organization benefits all stakeholders. Benefits include better partnerships, enhanced accountability, greater resources, and an enhanced reputation.

In recognition of the importance of diversity and inclusion in non-profit governance, the Board will make every effort to promote the participation of groups who have traditionally been underrepresented on the Board or marginalized by one or more of the following identifiers: gender, race, age, disability, gender identity, sexual orientation, religion/faith, family status, language ability, literacy, socio-economic status, ancestry, colour, ethnic origin, citizenship, creed, aboriginal ancestry and/or gender expression.

The Board will strive to create a culture that fosters critical self-reflection where it is accountable for learning about and appreciating difference. Diversity awareness and capacity building shall be an ongoing, evolving learning process.

For the purposes of this Policy, the Board will also work to ensure that its practices and processes are inclusive and support the equal and full participation of all individuals on the Board of Directors.

Guiding principles

The primary goal in the recruitment and selection of member Directors is to ensure that:

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- a) The Board endeavours to achieve a diverse and inclusive membership while ensuring the desired mix of skills, knowledge and experience in determining the optimum composition of the Board.
- b) The Board is comprised of members with the necessary diverse range of skills and experience to appropriately govern CENGN. Diversity includes, but is not limited to, business and industry skills and experience, gender, ethnic race, age, disability, gender identity, sexual orientation, religion/faith, family status, language ability, literacy, socio-economic status, ancestry, colour, ethnic origin, citizenship, creed, aboriginal ancestry and/or gender expression.
- c) Diversity of thought is enhanced through intentional effort.
- d) All Board appointments must collectively reflect the diverse nature of the business environment in which the organization operates and be made on merit, in the context of the skills, experience, independence, perspectives and knowledge which the Board requires to be effective.
- e) The Board will continue to utilize a nomination process that incorporates the principles of transparency, openness and inclusivity when a vacancy in membership arises. The Governance & Nominating Committee of the Board will work with the organization to publicly post a vacancy notice and position profile on the website, with a statement regarding the Board's commitment to inclusivity and accessibility. The profile will clearly identify the competencies needed by the Board for the vacant position.

Diversity and Inclusion goals

- 1. Provide leadership and accountability in the area of diversity.
- 2. Recognize and support diversity and inclusion as a critical component of good governance.
- 3. The Board will take in account systemic barriers that prevent inclusion and involvement of marginalized groups in recruitment and of Board affairs.
- 4. The Board will endeavor to ensure that its membership understands and supports an accessible, welcoming environment.
- 5. The Board will welcome nominations of candidates from groups that continue to be underrepresented. This includes groups that are underrepresented because of race, ethnicity, disability, culture, language and religion; sexual orientation, gender identity, gender expression, youth and persons of Indigenous descent.
- 6. The Board will ensure that diversity is reflected and considered throughout all aspects of its governance and will incorporate in committee terms of reference.

COMPLIANCE AND REPORTING



The Board will enhance its compliance with this Policy through the delivery of ongoing information, training and resource support to help Board members and staff to develop capacity in diversity and inclusion and to understand their respective rights and responsibilities. Periodic reviews shall be undertaken, and consideration given to the development of measurement tools, performance indicators and accountability measures regarding compliance with this Policy.

The Chair of the Board will report annually to the Governance & Nominating Committee on the diversity and inclusiveness of the Board's membership as voluntarily disclosed by members and the progress made towards achievement of goals set out in this Policy.

