

September 6, 2013

The Secretary
Ontario Securities Commission
20 Queen Street West
22nd Floor
Toronto, Ontario M5H 3S8

Email: comments@osc.gov.on.ca

To Whom It May Concern:

Thank you for allowing me comment on this important subject. My comments will be limited to Boards as I believe that Senior Management access is not something that can be mandated nor controlled. If a company does not select the best candidates to run their organization – it will not be around long.

The inequality that currently exists is concerning and while a quick way to resolve the issue would be to mandate a specific percentage of women on all public boards, I believe that this would be doing women a disservice.

It is my belief that one the main problems is the inappropriate long tenure for many board members. If there was a limit on the number of years Board members could sit, the Board would be required to recruit on a regular basis and I believe that in that process more women would naturally be selected because of their skills and experience. So my two recommendations are:

1. Make all public Boards have compulsory term limits for all Board members.
2. Board Governance should include a Nomination Committee that constantly monitors the competencies that the Board requires and ensures that those skills and knowledge are present. If not, when new members are recruited – those are the skills that are looked for. These processes should be documented and made public.

If these two recommendations are followed I believe that the percentage of women and minorities would naturally increase on Boards.

Thank you.

Pat Dunwoody
East Garafraxa, Ontario