

2024 Annual Benefit Report



Watson

Board Advisors

Letter from the CEO

As advisors to hundreds of boards and directors across all sectors, we always emphasize to clients the importance of purpose. Purpose underpins an organization's direction, the decisions it makes, and all aspects of its governance. Now, more than ever, a clear purpose that goes beyond defining what an organization does, and instead speaks to how it contributes to the long-term sustainability of society, is how organizations will propel themselves forward, be more resilient and responsive, and strengthen our country's broader economic and social fabric.

I have long held the belief that our work stands for something greater than generating profits. The impact of what we do is felt throughout local and global communities by strengthening the organizations and leaders with whom we work.

At Watson, our purpose is simple: to strengthen the capabilities of these very organizations through strong boards and good governance. I am incredibly proud of our organization's history in advancing this purpose. It shows up in many ways – supporting directors in working together effectively and staying focused on what matters, strengthening the board's composition by finding high-performing, diverse directors, or navigating high-stakes issues that help an organization move forward constructively. That's why in 2020, we took the step of becoming a Benefit Company, publicly committing to our purpose and using an independent assessment tool to gauge our impact and identify potential future improvements.

Our annual benefit report is an expression of our purpose as a Benefit Company. It weaves together the impact of our work with clients and the way we choose to manage our company, highlighting what we stand for. As the board of directors' role continues to increase in scope and complexity, there continues to be an increasing need for outside guidance and support. This reinforces our purpose and how we move forward to grow our impact: by staying connected to our clients, by innovating and delivering exceptional services, and by investing in our people through learning, meaningful work, and the tools and resources to delight our clients. Along the way, we hold ourselves accountable to operating in a responsible and sustainable manner. That's how Watson is choosing to *shape the future*.

Sincerely,



Elizabeth Watson, KC (She/her)
Founder and CEO



Table of Contents

- Letter from the CEO.....1**
- Land Acknowledgement.....3**
- Watson’s History.....3**
- Watson’s Guiding Principles.....3**
- About Watson.....4**
- Leadership.....4
- Our Work.....5
- Our Commitment to Diversity, Equity, and Inclusion (“DEI”).....6**
- The Case for DEI.....6
- Embedding DEI in Our DNA.....6
- Third Party Assessment Framework.....7**
- Impact Assessment Results and Discussion.....8**
- Overall Results.....8
- Highlights Over the Past Year.....9
 - Clients.....9
 - Talent.....10
 - Community.....11
 - Environment.....11
- Opportunities for Improvement.....12
 - Clients.....12
 - Talent.....13
 - Community.....13
 - Environment.....14
- Final Thoughts.....14**



Land Acknowledgement

At Watson Board Advisors, we recognize and acknowledge that our work takes place on the traditional and unceded territories of Indigenous communities. Our Vancouver office is in the traditional territory of the x^wmθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations. Our Toronto office is in the traditional territory of the Wendat, the Anishnaabeg, Haudenosaunee, Metis, and the Mississauga of the Credit First Nation. We recognize the legacy of colonialism and the systemic racism that continues to affect Indigenous peoples in Canada and around the world. We seek to learn and understand, deepen our relationships, and respectfully meet our obligations to these communities through our work in governance and leadership. Out of respect and to further our understanding, we work to learn about the history, culture, and experiences of Indigenous people. We are making concrete, ongoing efforts to ensure that how we do our work and guide clients is in line with our commitment to a more equitable and just society, and we appreciate those who help us see more and do better.

Watson's History

At Watson, our purpose is to help boards be more effective so they can positively shape the future of their organizations. By fulfilling our purpose, we enhance the capability of organizations that contribute positively to society by providing employment, growing the economy, serving public interests, and supporting charitable causes to improve the livelihood of vulnerable or marginalized populations.

Founded in 2005 by our CEO Elizabeth ("Liz") Watson, KC, Watson Board Advisors ("Watson") is a fully independent, female-owned Benefit Company. We work to make boards stronger because we believe they play a uniquely critical role in shaping a better world. In 2020, we updated our Articles of Incorporation to register as a Benefit Company in British Columbia, formalizing our existing commitment to conduct business in a responsible and sustainable manner while promoting the public benefits of the services we provide.

Prior to establishing Watson, Liz was a practicing lawyer in the 1980s with a focus on litigation and mediation. Her first exposure to governance came when she was asked to serve

on the Vancouver Police Board, where she witnessed firsthand the importance of the board and the role of good governance in advancing an organization's mandate and serving the public's interests. During that time, Liz successfully advocated for increasing recruitment efforts to include a more diverse and representative population into the police force.

In 2001, Liz was recruited by the Government of British Columbia to oversee all board appointments to the province's agencies, boards and commissions. In this role, Liz searched purposefully across all demographics (including under-represented communities) to seek out highly talented individuals to serve in these positions and oversaw the appointment of more than 3,000 individuals over a four-year period. Liz wrote the BC Governance Best Practice Guidelines and produced two highly successful conferences on governance before formalized director education was available in Canada.

After leaving this role in 2005, Liz founded Watson, initially working independently. As of May 2024, Watson has grown to 34 full and part-time employees, with offices in Vancouver and Toronto.

Watson's Guiding Principles

1 High performing organizations are central to **sustainable local and global communities.**

2 The primary responsibility of a board and its members is to **shape the future** of the organization.

3 A board's interest in the organization's past and present is primarily, but not solely, to ensure that it will **survive and thrive** in the future.

4 **How** a board does its work is as important as **what** it does.

5 Every director, whether experienced or new, should **elevate the work** of the board.





About Watson

Leadership

Alongside our Founder and Chief Executive Officer, Watson is led by a group of Partners and its Chief Operating Officer. Collectively, this team is responsible for decision making and the long-term success of the organization. In the last year, the organization adopted the following framework for managing and monitoring the balanced health of the organization:



Our Work

As the most experienced board advisory firm in Canada, we've supported more than 500 boards, across the full spectrum of sectors, ownership structures, and stages of evolution. In partnership with our clients, we are tailored and practical in helping recruit and select the right directors and CEO, strengthen governance, and navigate strategy and risk in a rapidly changing world. At Watson, we recognize that three layers make up the world of the board and apply to every issue they deal with.



Boards that struggle to recognize the importance of these layers often feel complacent, misaligned, or are lacking trust. On the other hand, when all three layers are healthy and aligned, directors feel confident, prepared, and engaged to advance the organization's purpose and tackle its most important issues collaboratively with management and each other. At Watson, we believe that board effectiveness in the real world means qualified, diverse leaders working well together with the right focus on the right issues, supported by sound structures and practices. Our three-layered model describes how all these elements interact; each layer builds on the previous one.

Here are the offerings we typically support clients with to build a high-performing board:

Offering

Building a Strong Board
*Director Search /
 Board Renewal / Board
 Composition*

Description

Boards are at their best when every member adds value. From identifying the board's needs, to recruiting and selecting new directors, to succession planning for board leadership, to ensuring the board's composition is right for the next phase of business, we help clients ensure they have the team to shape the future.

Finding and Supporting Your CEO
*CEO Search /
 Performance / Succession
 Planning / Leadership &
 Culture*

Organizations need the right leader to work in close partnership with the board and take them to the next level. From crafting the right success profile for the next CEO, to helping find and evaluate highly qualified candidates, to assessing and supporting their performance and leadership, to planning for succession, we help clients find and support the most important partner in the board's work.

Understanding Your Board's Performance
*Board Evaluation /
 Director Feedback*

Improving as a board starts with understanding where they are strong – and what would make them even more effective. From conducting board evaluations to designing respectful processes for director feedback, we give boards and directors a more objective and insightful view of their performance, along with practical ways to improve.

Evolving Governance
*Governance Review /
 Structures & Practices*

Good governance evolves with each organization. From comprehensive Governance Reviews to the design and implementation of structures and practices, we equip clients with the governance frameworks and tools they need to support the next phase of their organizational journey.

Achieving Alignment & Engagement
*Strategic Facilitation /
 Board Education*

A board is most effective when it engages the right issues at the right level at the right time. From facilitation to education and coaching, we help your board align at the highest level, and optimize how, where, and when it tackles the most strategic issues facing your organization.



Our Commitment to Diversity, Equity, and Inclusion (“DEI”)

Our commitment to DEI is indistinguishable from our purpose. Our founder and CEO, Liz, has long championed the importance of diversity in organizations and their boards, which remains a foundational perspective in the work we do with clients. While we discuss our third-party impact assessment and results later in this report, given the importance of DEI to our organization, we share below the benefits we see for embracing DEI as well as our framework for embedding DEI in both our client work and how we operate and make decisions.

The Case for DEI

Why DEI?

- Alignment with our purpose
- Better decision making for our organization
- Stronger and more engaged team members
- Develop fulsome insight for clients

Talent Outcomes

- Contribute to a society that advances people, DEI, and justice
- Create an environment that is inclusive and equitable so people can be at their best
- Promote psychological safety to encourage ideas, feedback and candor
- Ensure our spaces, teams, and the way we operate are accessible and welcoming
- Attract, retain and grow diverse talent
- Advance reconciliation to make a positive difference

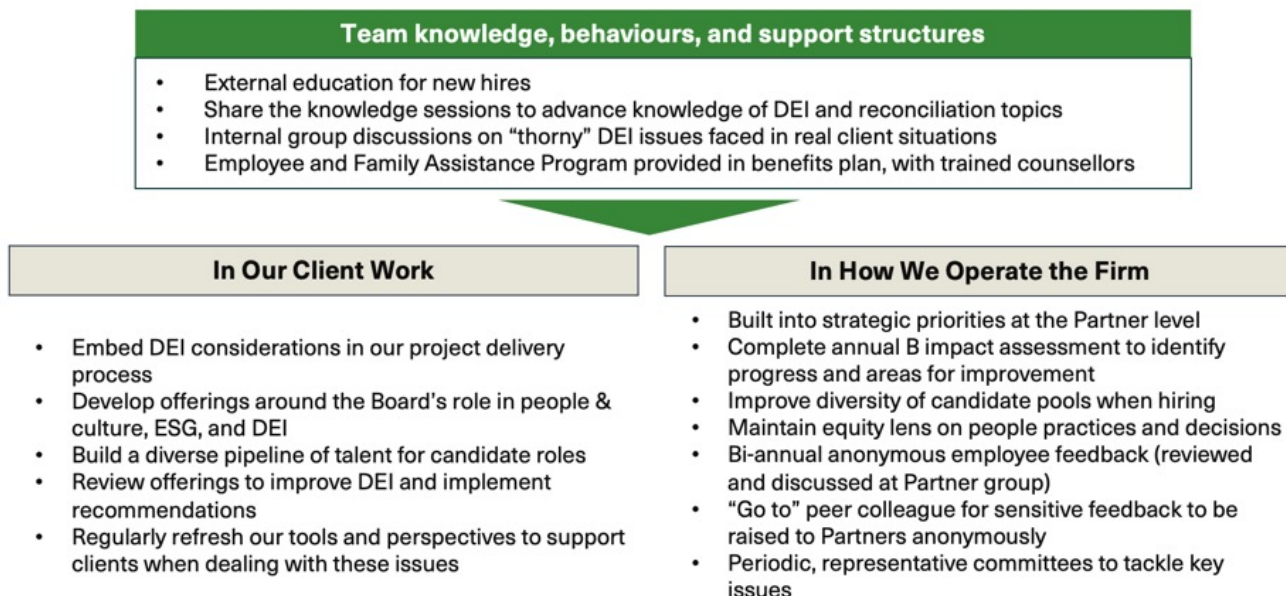
Client Outcomes

- Embrace DEI, Accessibility, and reconciliation principles in:
 - Our content: Help our clients lead and improve how they operate and decision making, such as increasing diversity in their directors, having equitable policies, and raising awareness of biases in board functioning.
 - Our process, tools and behaviours: Ensure that the way we conduct ourselves and our work is inclusive and equitable, including the language we use, accessibility of our reports, etc.

79% of our team members are *women*

Embedding DEI in Our DNA

Our approach to embedding DEI is below and begins with a baseline level of awareness and education for all team members when they join Watson, combined with ongoing learning as a team to expand our collective knowledge. We also provide supporting resources that enable people to tackle sensitive and challenging conversations internally and with clients. With education and support systems in place, the diagram below illustrates how we build DEI principles into our client work and decision making at Watson:





Third Party Assessment Framework

When preparing this Report, we assessed our performance in meeting our Benefit Company commitments based on the B Lab Impact Assessment tool, used by over 150,000 businesses worldwide. As a comprehensive impact management tool, the B Impact Assessment is categorized into five distinct impact areas that represent the company's Governance and four key stakeholder groups: Workers, Community, Environment, and Customers. The assessment measures performance across the following categories, awarding points for each category to provide an overall Impact Score. More information on each of the four stakeholder groups is below:

Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency. This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure (e.g. benefit corporation) or corporate governing documents.

Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognizes business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management. In addition, this section recognizes business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.

Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company's operations and, when applicable, its supply chain and distribution channels. This section also recognizes companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact. Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.

Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. In addition, this section recognizes products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving underserved customers/clients, and services that improve the social impact of other businesses or organizations.



Impact Assessment Results and Discussion

Overall Results

Overall, Watson scored 88 points on the B Lab Impact Assessment tool. Watson notes that a score of at least 80 is required for organizations to be considered for a B Corp certification (a separate certification process that Watson has not applied for at this time). We are proud to be above that threshold, yet also recognize there remain opportunities to increase our score, as there is a maximum possible (theoretical) score of 137.

Watson performed the highest in the areas of Governance and Talent (Note: Watson uses this term instead of “Workers”), primarily from:

- Formally amending our articles of incorporation to become a Benefit Company, recognizing and actively working towards a clear, defined purpose
- Our commitment to a living wage for all our employees
- Benefits provided to our employees, including parental leave, time-off, and supplementary health benefits
- Supporting team members with professional development opportunities and internal training
- Embracing options for workplace flexibility
- Providing opportunities for regular employee engagement in the last year, such as through our regular anonymous employee surveys

Watson performed reasonably well among the areas of “Community” (which includes DEI among suppliers and workforce) and “Customers”:

- Watson performed well in regard to representation of women, racial / ethnic minorities, and age diversity in our organization. However, Watson has an opportunity to increase representation of racial / ethnic minorities at more senior levels of the organization.
- Watson’s economic impact was recognized, due to our choice of local suppliers, choice of credit union for banking services, and net growth in employment last year.
- While Watson supports employees with volunteer service (such as serving on not-for-profit boards, including during normal work hours), Watson does not track the number of employees or hours related to these activities. An opportunity exists to better track the ways in which Watson supports our people to give back to their communities and recognizes the impact.
- While Watson uses local suppliers, opportunities exist to prioritize suppliers that benefit underrepresented groups and set policies for choosing suppliers that prioritize their social or environmental impact.

While Watson’s leased facilities in Toronto are also in a LEED Gold certified building, and we take mitigating steps with respect to the environmental impact of our offices like providing recycling bins, reusable glassware, and opting for recycled furniture in many cases, Watson’s lowest performing area was Environment. As a knowledge-based company with a strong sense of social purpose, our focus has been more closely tied to advancing DEI in our operations and with our clients. Additionally, Watson has seen significant growth over the last three years and, as a result, prioritizing employee experience and development has been essential to help us manage the growth in the services we provide. Moving forward, potential opportunities exist to track and set reduction targets for waste, water, and energy usage.



Highlights Over the Past Year

Clients

Client Profile and Purpose Filters

- Watson works with a wide variety of clients, including publicly traded companies, family or employee-owned enterprises, charitable organizations, member-based associations, public sector entities, and educational institutions. Our balance of work across these types of organizations enables us to bring practical, tailored advice.
- Irrespective of the type of organization, Watson maintains and applies purpose filters when considering taking on a new client. These filters begin with an assessment of the organization's purpose and reputation, and whether Watson would be proud to be associated with them. We also consider more project-specific considerations, such as their motivation for potentially engaging Watson and whether they are committed to good governance and positive change. We believe that when we help organizations strengthen their governance, there is a direct impact on their ethics, standards, and concern for their footprint in the world.

DEI in Client Work

- Over the last year, Watson has supported clients in specific projects related to the board's oversight of people and culture, including DEI, which support our overall purpose for healthier and sustainable communities.
- Over the past year, Watson project teams consider opportunities for improvement in DEI among our clients. Every client context is different, and clients are in varying stages of thinking on this topic, but frequent examples where we were able to help clients make progress include:
 - Mitigating bias and expand the diversity of talent in search processes.
 - Including recommendations to improve board diversity and boardroom inclusion during board evaluations.
 - Providing directors with feedback and development recommendations relating to their role in fostering an inclusive and psychologically safe boardroom environment.
 - Improving CEO evaluation, succession planning, and other client practices to incorporate DEI considerations.
- Watson also takes a continuous learning and improvement approach to how we embed and improve DEI in our tools and processes used in client work. The initiatives or changes made in the past year in our client work include:
 - Internal training sessions on topics such as potential biases in our work and how to be more mindful of them to improve the quality of our outcomes, and accessibility.
 - In collaboration with our client, decision to remove candidate photos when providing candidate reports to clients during a recruitment mandate to avoid potential biases associated with gender or ethnicity. While we still use names when presenting candidates, we will continue to evaluate the impact of these potential biases on client and candidate outcomes, with consideration for underrepresented groups.
 - Continuous enhancements to templates, tools and core language to support DEI outcomes. For example, as part of project team closing meetings, we have added to our agendas DEI learnings that came about during the project, so that we can share with other Watson team members for future consideration.

Launch of Police Board Training Program

- In the last year, Watson launched a first-of-its kind governance training program for Police Board members in B.C., exploring the foundational responsibilities, emerging areas of focus, and nuances of police board governance to provide board members with a shared understanding of governance, enhancing their contributions to the role.
- There are 12 municipal police boards with 76 appointed police board members in B.C. The full three-course program is offered to provincially appointed and council-appointed board members.
- The goal of the Province is to have police boards that reflect the diversity of their community, including Indigenous Peoples, and consist of qualified people who will act in the best interests of the public. Watson is pleased to support that objective through its leading educational program.



Highlights Over the Past Year

Talent

(Note: Watson uses this term instead of “Workers”)

Core Talent Processes

- Over the past year, Watson made significant improvements to its talent processes, acting on feedback provided by its employees. We heard that people want more clarity regarding their job responsibilities, transparency on how compensation outcomes are arrived at, and understanding considerations for promotion.
- Watson developed expectations for each role, alongside overall behaviours and expectations on working well with clients and within a project-based environment. These expectations are a foundational document to provide employee feedback on client projects, assess progression over time, and support compensation outcomes. The changes also better support our experiential learning model by setting clear expectations for client service, working effectively as teams, and providing feedback. Watson continues to embed these changes into its talent cadence and coaching conversations with team members, to ensure they have the desired impact on people’s growth and development.

Pay Transparency

- On May 11, 2023, the Pay Transparency Act was passed in B.C., providing immediate protections to employees from retaliatory actions related to asking questions or disclosing information to others around pay. The legislation also laid out future pay transparency requirements for job postings applicable to certain organizations, including Watson, effective November 1, 2023.
- Increased transparency provides a more level playing field for historically marginalized groups, with findings from other jurisdictions pointing to improved pay equity across gender, ethnicity, and sexual orientation.
- In December of 2023, Watson provided its team members with market-based salary ranges for client-facing roles (Analyst, Associate, Consultant) across Canada. Alongside the expectations developed for each of these roles, these documents aim to help employees understand the trajectory for both career and pay progression.

Furthering Our Understanding of DEI

- Over the past year, Watson held several internal training and knowledge sharing sessions to help build our awareness of DEI principles and drive positive change. This training included:
 - Better understanding Indigenous history and experience.
 - Gaining Disability Confidence (required for all new employees moving forward).
 - As part of employee onboarding, all new hires are required to complete the Four Seasons of Reconciliation online course within 6 months of joining Watson, to build awareness and understanding of Indigenous history and to advance our society’s collective efforts towards reconciliation.

Professional Development

- Watson has long believed the importance of professional development among our team, especially given the emerging nature of our work with boards and governance principles / practices continuing to evolve.
- In the last year, Watson recognized that with our growth in team size, on onboarding and training of foundational board and governance concepts can be improved to supplement experiential learning (learning while on a project). In this timeframe, Watson has developed a comprehensive learning pathway for new team members joining our company to accelerate their understanding of these topics and apply them in their client work, improving quality and supporting team development. Our current focus is on developing training materials and content in key areas, which will occur gradually over the next 12 – 18 months. Newly hired individuals have been piloting this new learning pathway, with positive feedback and constructive areas for enhancement.
- Over the past 12 months, Watson hosted monthly internal training or knowledge sharing sessions, including a 1-day learning conference organized by team members. Topics covered throughout the year included cybersecurity practices, handling challenging client situations, providing effective feedback, and more specific topics related to different aspects of Watson’s client work.



Highlights Over the Past Year

Community

Thought Leadership

- Watson recognizes the impact strong boards and good governance can have on organizations and their stakeholders. We continue to regularly provide informative perspectives and information (“thought leadership”) through our website, newsletter, social media (LinkedIn) presence, and virtual or in-person presentations and panels. In the last year, our thought leadership included: the value of diversity on boards, discussions regarding ESG, webinars including the Board’s role in overseeing people & culture, and open sessions for candidates seeking information on how to join a board.

Community Engagement

- Several Watson team members live our purpose by committing their time and resources to serve on boards for various not-for-profit organizations. We support them through encouraging them to participate in board meetings and other related commitments during working hours, in line with our principles around workplace flexibility.
- In the last year, Watson continued its policy of matching financial donations by team members to charitable causes within Canada, up to \$250 per person per year. This policy allows people to direct funding to causes that are important to them, with the company increasing impact of these donations.
- Watson contributed to sponsorship opportunities that support our overall purpose, both financially and through in-kind donations of time and expertise to these initiatives. One such sponsorship was the Canadian Purpose Economy Project, which advocates for businesses and corporations to adopt a social purpose, creating social benefits by conducting business responsibly and with consideration for all their stakeholders.



Environment

Climate and Environmental Issues in Client Work

- In conducting board evaluations, Watson continues to highlight the need for organizations to appropriately consider the environmental impact of their operations and climate risks on their business. Watson was an early adopter of raising these issues when ESG frameworks first emerged. These issues have grown in importance and are more important to boards, driven by larger societal concerns as well as by increasing disclosure requirements for publicly traded companies and large crown corporations.

Health and Safety Committee

- In accordance with provincial regulations, Watson established a health and safety committee for its Vancouver office. The committee communicated its role and feedback mechanisms to the office, established a monthly facility walkthrough to highlight any safety concerns, and held a fire evacuation drill.



Opportunities for Improvement



Clients

Client Satisfaction

- While client satisfaction is monitored informally, Watson has an opportunity to launch and maintain a formal client satisfaction process to measure the impact of its work and capture valuable client feedback. Watson has begun to design a process and questionnaire for understanding client outcomes and impact and aims to implement it its next fiscal year.

DEI in Client Work

- Watson continues to seek ways to reduce bias and improve diversity in director and executive search. Currently, Watson uses an unintentional bias methodology to educate boards during candidate recruitment processes. In keeping with current thought leadership and emerging perspectives, Watson is evaluating the use of this methodology and how to improve it for future client work.
- While Watson tracks diversity data for client placements, Watson has an opportunity to collect and track candidate diversity data in an open and transparent manner. This information will support our efforts to increase representation on boards from underrepresented groups. Watson is currently evaluating how this information can be collected in an open and transparent way, and what systems requirements would be required to maintain this information (including privacy considerations).
- As part of our DEI efforts, consideration of including First Nations perspectives in how organizations can govern effectively is an area of opportunity for Watson to demonstrate leadership in Canada. Watson has started the work of identifying potential Indigenous Advisors to collaborate with on client projects and deepen our own understanding of how Indigenous traditions and principles can potentially be applied to our work.

Third-party privacy assessment

- While Watson has client policies and internal training regarding privacy standards and practices in our work, Watson has not had a third-party privacy assessment to identify strengths and areas for improvement.
- The organization has retained a third-party consultant and will conduct this work in the coming months, implementing recommendations and leading practices to enhance protection client and candidate privacy.



Opportunities for Improvement

Talent

(Note: Watson uses this term instead of “Workers”)

Reviewing Employee Benefits Programs

- Based on feedback from our team, there is an opportunity to review the benefits programs offered to employees, which has remained unchanged for the past several years, even while Watson experienced growth. Watson has begun the process of reviewing these benefits programs, beginning with an employee consultation process to uncover priorities and preferences.

Foundational DEI Training as Part of Onboarding

- Watson is introducing a mandatory self-paced training course for all new employees, to provide everyone with a baseline level of DEI knowledge and awareness. This is similar to other onboarding requirements Watson currently has in place.
- Watson has identified the program it will use and has piloted it with a team member, and it will be required for new employees that join the company moving forward.

Ongoing Professional Development

- As noted earlier, Watson has developed a comprehensive learning pathway for new team members joining our company to accelerate their understanding of these topics and apply them in their client work. Over the next 12 – 18 months, Watson will continue to invest in creating training materials to provide employees with opportunities for continuous learning.
- Many Watson team members noted they felt unsure about the company’s process for approving external learning opportunities. Watson can refresh people’s awareness of how we make decisions regarding external learning in its next performance review cycle.

Ongoing Feedback

- In the past year, Watson held a session on providing effective feedback. As we work in a project-based environment, receiving feedback from multiple project teams is important and a significant contributor to peoples’ career development at Watson. An opportunity exists to utilize the company’s Human Resources Information System to allow project-specific feedback throughout the course of a year. Doing so allows for documented feedback on an ongoing basis, potentially mitigating against recency bias. Watson will evaluate whether it will implement this functionality in the company’s next fiscal year.

Individual Feedback to Senior Leaders

- Team members noted there is no current mechanism to provide senior leaders with individual confidential feedback regarding their performance or leadership approach. Watson is evaluating tools it can use to enable confidential feedback for senior leaders as part of its next talent and coaching check-in.

Community

Additional Certifications

- Watson believes it meets the requirements for being a Living Wage employer in Ontario (currently Watson is only certified in B.C.) and for being a Certified Diverse supplier. Watson intends to apply for these additional certifications in its next fiscal year.

Tracking Volunteer Initiatives

- Watson currently does not track the time spend on volunteering initiatives during work hours, either done collectively or individually by team members. In the next fiscal year, Watson will determine if and how it wants to track time related to these initiatives to better understand the impact of volunteer service.
- With this information, a future opportunity exists to determine if and how Watson focuses on specific volunteer initiatives collectively, in line with our purpose as an organization.

Supplier Diversity and Impact

- Watson does currently not assess its suppliers for diversity of ownership/management, social impact, or environmental impact. An opportunity exists for Watson to gather this information from key suppliers over the coming years and inform decision making on supplier selection in the future.



Opportunities for Improvement

Environment

Bathroom Signage in Vancouver

- Watson received feedback that its bathroom signage in its Vancouver office can be updated to better welcome non-binary or transgender people.
- Watson is currently in the process of designing alternate signage in line with current leading practices, with the intention to convert one bathroom into a universal bathroom.

Accessibility Campaign

- In the next fiscal year, Watson intends to provide its team members with resources to plan for a more inclusive in-person visit from clients, candidates, or other external stakeholders.
- The intention is to be mindful of accessibility needs that visitors may have when visiting our offices, and plan for a visit that makes them feel welcome.

Feasibility of Consumption Information

- Currently, Watson does not monitor or track its usage / consumption of energy, water, and waste. Watson can investigate the feasibility of obtaining this information pertaining to our leased facilities, which may help in setting future targets for reduction in these areas.



Final Thoughts

At Watson, much of our work is purpose-driven by its nature. Organizations, no matter the size or sector, play a major role in people's lives as the backbone of our communities and economy. As the guiding body of these organizations, boards play a central role in shaping their success and, in turn, society at large. As board advisors, the biggest contribution we can make is continuing to help organizations strengthen their governance. To do that effectively, Watson needs to stay at the forefront in this field, which continues to evolve in an increasingly complex world. Doing that authentically and meaningfully requires us to also demonstrate strong leadership, including embracing the principles and concepts that we advise others on. While we are proud of our progress, there is more work to be done. We continue to strive for a working environment that delivers exceptional client experiences, develops and retains top talent, stays at the forefront of emerging board issues, and sustains itself financially. At times, these objectives can conflict, but with the right leadership, oversight, and engagement with our clients and team members, we are confident that we can maintain this healthy balance and achieve positive outcomes for all our stakeholders.



How will you
shape the future?

watsoninc.ca



Watson

Board Advisors