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Proposed Amendments to Biathlon Canada By-laws: By-law 17 ***October 2021***

Background Information:

As a result of several factors highlighted below, Biathlon Canada has decided to pursue various policy changes and bylaw amendments to promote a greater gender balance at the highest level of governance - the Board of Directors level.

- A recent Gender Audit conducted within Biathlon Canada has led to updates to the Biathlon Canada Equity & Access Policy, particularly as it relates to highlighting our commitment to creating a diverse and inclusive leadership team and the importance of ensuring that gender balance and gender quotas are put into place. This policy is in its final drafting phase.
- The International Biathlon Union is also promoting gender equality at all levels and has recently approved a Gender Equality Policy at the international level. They are advising all National Federations to set a minimum target of 30% women's representation in their governing bodies by 2026 and requesting all National Federations adopt a gender equality policy by 2022.
- Other sports in the Canadian system are adding similar by-laws:
 - Nordiq Canada has a similar by-law: they must have an equal number of male and female Independent Directors.
 - [Rugby Canada](#) achieved this in 2018. Their by-law requires no less than 40% of one gender.
- In 2018, the Government of Canada announced a target to achieve gender equity in sport at every level by 2035 and has committed \$30 million into the Canadian sport system over the last three years to support this goal.

As such, Biathlon Canada is proposing the following bylaw amendment in order to reach the desired gender balance at the Board of Director level.

Rationale for Amendment:

The proposed amendment would serve to ensure immediate adherence to a gender quota whereby no one gender accounts for more than 60% of the total number of Directors. This would mean that the remaining 40% of Directors would be of all other genders.

Academic research from Adriaanse (2016); Adriaanse (2017); Wicker, Feiler & Breuer (2020) supports evidence that:

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- a minimum of 30% of one group is required for cultural change within an organization
- mandated quotas are significantly more effective than voluntary targets
- an increase in gender diversity within a Board of Directors is correlated with reduced human resources and financial problems for the organization.

Although one may speculate that not enough eligible, experienced, and/or qualified candidates exist to meet this gender quota in a meaningful, non-tokenized way, it has been shown that these candidates do exist, are interested and are willing to get involved but may require a different form of networking and recruitment to find them and bring them in to the organization.

Proposed Motion:

Motion to adopt the amendment to by-law 17 below and that this by-law come into effect after the 2021 Annual Meeting.

17. **The Board of Directors.** The property and business of Biathlon Canada shall be managed by a Board of Directors, hereinafter referred to as the Board, comprised of Registered Participants of Biathlon Canada, of whom a majority shall constitute a quorum. A majority of votes cast upon a motion shall be binding at each meeting. Subject to the Articles of Continuance, the Board shall consist of the number of Registered Participants elected at General Meeting within the minimum and maximum number of Directors specified in the Articles of Continuance. Board members cannot serve as President, Vice President, Secretary or Treasurer of Divisions who are Members while sitting on the Board of Biathlon Canada. *In advancement of gender balance on the Board, while ensuring the prevailing criterion for election is eligibility, ability and professional performance, the Board shall be constituted in a manner such that no one gender accounts for more than 60% of the total number of Directors.*

Reference List

Adriaanse, J. (2016). Gender diversity in the governance of sport associations. *Journal of Business Ethics*, 137, pp. 149-160.

Adriaanse, J. (2017). Chapter 6: [Quotas to Accelerate Gender Equity in Sport Leadership: Do they work?](#) In L.J. Burton & S. Leberman (eds.) *Women in Sport Leadership: Research and Practice for Change* (pp. 83-97). Abingdon: Routledge.

Association of International Olympic Winter Sport Federations (2020). [Third Review of Governance of AIOWF International Federation Members.](#)