



## WHY DIVERSITY IN LEADERSHIP MATTERS

*Leaders shape our society and the institutions that will guide us into the future. They make decisions which affect a significant number of people. Leaders also symbolize who belongs and who doesn't. With an inclusive society where everyone has the opportunity to lead, we can truly realize our full potential.*

Ratna Omidvar and John Tory  
Co-Chairs, DiverseCity: The Greater Toronto Leadership Project

### THE BUSINESS CASE

\*Diverse leadership results in:

- Links to new global and domestic markets
- Increased innovation and creativity
- Better access to talent here and abroad
- Strengthened cohesion and social capital

*\*The Value of Diverse Leadership.  
Conference Board of Canada, 2008.*

### RESEARCH TRENDS: DIVERSECITY COUNTS OVER THREE YEARS

- Diversity in leadership grew by 8% from 2009 to 2011 (but at this pace it will take 30 years before our leadership matches our population)
- Government agencies, elected officials and education have consistently come out on top
- Elected officials show the most growth overall
- Those that track and report on results have higher levels of diversity in leadership

## DIVERSECITY COUNTS

### A Snapshot of Diverse Leadership in the Greater Toronto Area

#### THE THIRD YEAR: 2011

DiverseCity Counts is a multi-year research project conducted on behalf of DiverseCity by the Diversity Institute at Ryerson University to study visible minority representation in leadership in the Greater Toronto Area (GTA). Below are the top level findings.

This year, the research analyzed a total of 3,330 leaders in the GTA municipalities with the highest proportions of visible minorities: Toronto, Mississauga, Brampton, Markham and Richmond Hill.

The study included elected officials, public sector executives, members of agencies, boards and commissions, as well as a sample of the largest voluntary and business organizations as determined by revenue. This year, for the first time, the project included a special look at the legal profession. Lawyers strongly influence the foundations that guide any democratic society and often serve as leaders in other areas, such as politics.

Over the first three years of the project, results show that diversity in leadership across all sectors grew by 8%. While there is progress, visible minorities remain under-represented in the senior-most leadership positions in the GTA. In 2009, 13.4% of the leaders studied were visible minorities. Two years later this figure is 14.5%, compared with 49.5% of the population studied.

GTA leaders in certain areas of public service are the most diverse. In particular, government agencies, elected officials and the education sector have consistently been among the top three. It appears that a deliberate effort within these areas to affect change by setting goals and monitoring performance has been a contributing factor. The corporate sector remains

the least diverse, but even within this sector there are organizations that have recognized the benefits of diversity and made deliberate efforts to change their leadership.

In our look at the legal profession we found that, overall, visible minorities are under-represented in comparison to our population, but that judges and the profession's governing bodies have higher levels of visible minority representation than law firm partners (8.3% and 10.5% vs. 6.6%).

Diversity in leadership is an opportunity for all sectors, and for the GTA as a whole. It is our hope that these findings will encourage organizations to make diversity in leadership a priority and to reap its benefits.

Wendy Cukier, Professor and Founder  
Diversity Institute, Ryerson University

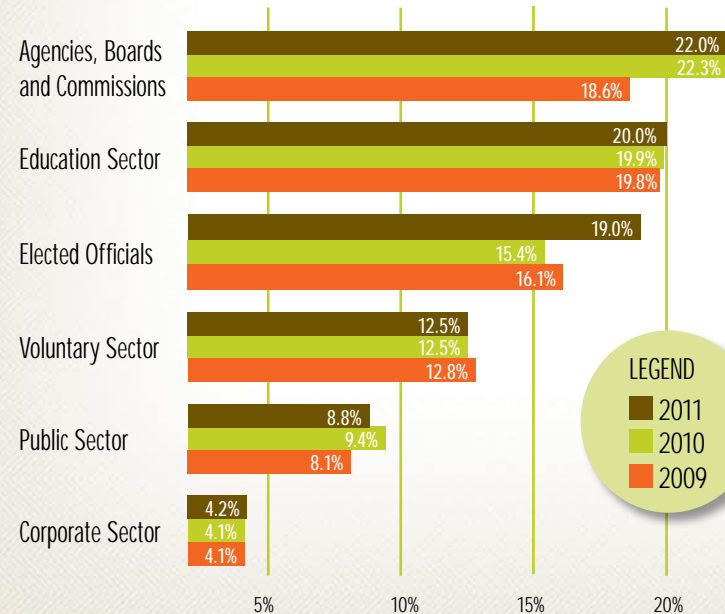
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#### VISIBLE MINORITY REPRESENTATION OVER THREE YEARS BY SECTOR



#### THE LEGAL PROFESSION

Category	Number Analyzed	% Visible Minority Leaders
Governing bodies and law school leaders	38	10.5 %
Judges	180	8.3 %
Partners in law firms	2,178	6.6 %
Crown and Deputy Crown Attorneys	14	0 %
Total	2,410	6.8%

To learn more, download the full report at:  
[www.diversecitytoronto.ca/diverse-city-counts](http://www.diversecitytoronto.ca/diverse-city-counts)

## WHY DIVERSE LEADERSHIP IN THE LEGAL PROFESSION MATTERS

Our laws shape our society in profound ways. They reflect our standards, values and expectations. They establish the terms by which we interact on a personal and business level. And they establish our rights and responsibilities, ensuring that we are treated fairly and that we treat others fairly.

Diversity in the legal profession can help to ensure that laws are created and interpreted to better reflect the needs and interests of a changing population. It will also help to ensure that the law and its application is seen as accessible and fair to all ethnic and racialized communities.

Perhaps most importantly, diversifying the legal profession will diversify other corridors of power and influence. Lawyers are found in corporate head offices, at boardroom tables, leading voluntary sector organizations and, quite significantly, in elected office. The legal profession plays a key role in affecting change in other sectors.

*Law is a "gateway" profession that can provide prestige, power and financial success. Lawyers are frequently tapped for leadership roles in business, politics and the nonprofit and volunteer sectors. Greater diversity in the legal profession will not only help our profession but will help foster diversity and build leadership in other areas that are critically important to Canadian society.*



CONSTANCE L. SUGIYAMA

Deputy Chair and Partner, Fraser Milner Casgrain LLP

*Business today has no borders. For Canadian lawyers to be truly responsive to the needs of their clients, their advice must be informed by a perspective that is both multicultural and multijurisdictional.*



FRANK WALWYN

Partner, WeirFoulds LLP;  
President, Canadian Association of Black Lawyers

*Law school is a training ground for Canada's future leaders, in politics and business. An amazing 73% of Canada's prime ministers have been lawyers. With more diversity in the legal profession, we'll have more diversity in leadership in virtually every other sector.*



SUJIT CHOUDHRY

Scholl Chair and Associate Dean, Faculty of Law,  
University of Toronto

# DiverseCity: THE GREATER TORONTO LEADERSHIP PROJECT

The Greater Toronto Area is the most ethnically and racially diverse region in Canada yet there is a striking lack of diversity at the top of our corporate, public and nonprofit organizations.

This is a missed opportunity.

DiverseCity is building a more prosperous region by changing the face of leadership through eight practical and measurable initiatives.

## We will:

### STRENGTHEN OUR INSTITUTIONS

**DiverseCity onBoard** matches highly qualified candidates from racially and ethnically diverse communities with governance positions in agencies, boards, commissions and nonprofit organizations across the GTA. More than 500 appointments have been made.

**DiverseCity School4Civics** is a nine-month training and mentoring program that equips leaders to run for elected office or manage campaigns. Graduates participated in recent elections as candidates and campaign staff.

**DiverseCity Voices** is an online database of diverse voices connecting qualified speakers and the media in an effort to enrich the content of our newspapers, magazines, radio and television. More than 300 leaders are ready to speak to GTA media.

### EXPAND OUR NETWORKS

**DiverseCity Nexus**, a salon-style speaker series, created connections among more than 600 senior and rising leaders from companies, nonprofit organizations and public institutions.

**DiverseCity Fellows** is a one-year participant-led civic leadership program. Over 75 emerging leaders are now better equipped to take action on issues critical to the future of the Toronto region.

### ADVANCE OUR KNOWLEDGE

**DiverseCity Advantage** builds the body of knowledge on the economic and social benefits of diversity in leadership.

**DiverseCity Perspectives** promotes dialogue on leadership and diversity to catalyze shifts in how leaders are chosen, shaped, and imagined. Over 50 individuals have been trained to host dialogues of their own.

### TRACK OUR PROGRESS

**DiverseCity Counts** is an annual report on the GTA's progress toward building a more diverse leadership. It is produced by Ryerson University's Diversity Institute.

DIVERSECITY: THE GREATER TORONTO LEADERSHIP PROJECT  
IS A PARTNERSHIP OF MAYTREE AND THE GREATER TORONTO CIVIC ACTION ALLIANCE



Maytree promotes equity and prosperity through leadership building.



Catalyzing collective leadership on tough issues and big opportunities facing the Greater Toronto region.



DiverseCity: The Greater Toronto Leadership Project is funded in part by the Government of Ontario.

For more on  
DiverseCity:  
The Greater Toronto  
Leadership Project go to:  
[diversecitytoronto.ca](http://diversecitytoronto.ca)