

DIVERSE LEADERSHIP IN THE MEDIA

An analysis of decision makers and coverage

This year, DiverseCity Counts looked at diversity in leadership in the media. First this research looked at the diversity of management, ownership and executives in leading news media in the GTA. In addition, because news media organizations are uniquely influential in shaping perceptions of leadership, the analysis was extended to include a snapshot of the diversity that is represented in the news in newspapers and television broadcasts.

This report represents the first time that research has examined the boards of directors and executives in news media in Canada. It is also the first study looking at the racial diversity of people who make news decisions at the leading newspapers and television broadcasts in the GTA.

Previous research on diversity in leadership and the media

Studies indicate that Canada-wide visible minorities are under-represented as journalists and misrepresented as newsmakers in Canada (Fleras and Kunz, 2001; Henry, 1999; Miller and Prince, 1994; Fleras, 1995; Miller, 1994; Ungerleider, 1991).

The most comprehensive study of newspapers (Miller, 2006) identified serious under-representation in 37 newsrooms, where visible minorities and Aboriginals were significantly under-represented compared to the population (3.4% vs. 16.7%). Another study, which examined 554 randomly selected journalists from daily and community newspapers and television and radio stations, found that the typical Canadian journalist was white (97%) and male (72%) (Pritchard and Sauvageau, 1998).

Previous studies have also found that visible minorities are under-represented in the content of the news. A content analysis done on 329.5 hours of news programming on Canada's private television stations

(Canadian Association of Broadcasters, 2004) found that visible minorities represented 12.3% of all appearances as anchors/hosts for English-language news. The comparable figure in French-language news programs was 0%. The report compared these figures to the percentage of ethnic, racial and Aboriginal groups in the population: 19.3% in provinces outside Quebec; 7.9% in Quebec.

Miller and Prince (1994) examined news coverage by looking at the photos and news stories published in six major Canadian newspapers. They concluded that, out of the 2,141 photos published, ethnic minorities were presented in 420 images (19.6%). Of those, 36% were photos of athletes. Out of the 895 news stories published in those papers, only 14% discuss minorities at all, which is less than the 20% share of the population ethnic minorities occupied in the combined population of the five cities where the newspapers were published (Vancouver, Calgary, Winnipeg, Toronto, and Montreal). They were particularly invisible in business and lifestyle sections.

Management and decision makers: who is in control?

Research questions

To look at diversity in management and decision makers, this study focused on three key questions:

- How many visible minorities serve on Canadian news media corporations' boards of directors?
- How many hold senior management positions?
- How many make the major news decisions at the main print and television broadcast outlets in the GTA?

The approach

The study identified leading news media in the GTA on the basis of readership or viewership in Toronto. (Readership was verified by NADBank and viewership was confirmed by Bureau of Broadcast Measurement.)

The following newspapers and programs were found to be the most read or viewed by GTA residents: The Toronto Star, The Toronto Sun, The Globe and Mail, The National Post, CTV Evening News (Toronto), Global News Hour (Ontario), CBC News at Six (Toronto), CityNews at 6 (Toronto). Because of the importance of public affairs programming in shaping leadership, the study included The Agenda with Steve Paikin.

Second, the study identified the companies that owned these properties. These were Torstar, Quebecor Media, CBC Radio Canada, Rogers, TVO, CTVglobemedia and Canwest.

Third, individuals were identified for inclusion. Boards of directors of parent companies were identified from annual reports. For senior corporate and business management the research typically included publishers, vice presidents or advertising directors

Table 12. 2009 NADBank Study for Toronto CMA

| Owner | | Average readership (Monday-Friday, 18+) |
|---------------|--------------------|---|
| CTVglobemedia | The Globe and Mail | 406,500 |
| Canwest | The National Post | 167,800 |
| Torstar | The Toronto Star | 979,300 |
| Quebecor | The Toronto Sun | 372,300 |

Table 13. Personal People Meter (PPM) National Broadcast Data, broadcast year 2007-08 for Toronto Extended Market (EM)

| Owner | | Average audience (Monday-Friday, 18+) |
|---------------|---|---------------------------------------|
| CBC | CBC News at Six (CBC Toronto (CBLT)) | 39,800 |
| Rogers | CityNews at Six (CityTV Ontario) | 89,400 |
| CTVglobemedia | CTV Evening News (CTV Toronto Local (CFTO)) | 312,800 |
| Canwest | News Hour (Global Ontario (CIII)) | 123,800 |
| TVO | The Agenda (TVO) | 50,000 |

for print and presidents, corporate/national vice presidents and executives who oversee senior news personnel for broadcasters. For newsroom decision makers, the research typically included the editor-in-chief, managing and executive editors, section editors (including most senior online editor) for print and the news director or equivalent, managing editors, executive and senior directors and producers for broadcasting.

Names of senior managers and newsroom decision makers were identified from websites or through interviews with official spokespersons. In order to collect data about key decision makers, the study consulted online listings and broadcast credits for lists of key leaders/decision makers. Where no lists of leaders were provided to the public, individual companies and newsrooms were contacted by phone and/or email to identify decision makers.

Finally, once the lists were established, the study used the same methodology as in the first section, relying on publicly available data and sources to analyze demographic data.

Findings

Visible minorities are under-represented on the boards of directors of media organizations (Table 14). Specifically, 6.1% or four of 66 analyzed board members are visible minorities. More significantly, three out of four of those individuals are on the same board and five out of seven boards have no visible minorities.

Table 14. Boards of directors of media organizations

| Boards of directors | Total number | Total analyzed | % Analyzed | # Visible minority | % Visible minorities |
|----------------------------------|--------------|----------------|-------------|--------------------|----------------------|
| Print | 20 | 20 | 100% | 1 | 5.0% |
| Broadcast | 34 | 34 | 100% | 3 | 8.8% |
| Print and broadcast | 12 | 12 | 100% | 0 | 0.0% |
| Total boards of directors | 66 | 66 | 100% | 4 | 6.1% |

Overall, five (3.6%) of 138 analyzed senior managers are visible minorities. Among the executive groups considered, most (82.4%) have no visible minorities.

Table 15. Senior management composition

| Senior managers | Total number | Total analyzed | % Analyzed | # Visible minority | % Visible minorities |
|------------------------------|--------------|----------------|--------------|--------------------|----------------------|
| Print | 74 | 62 | 83.8% | 3 | 4.8% |
| Broadcast | 68 | 63 | 92.7% | 2 | 3.2% |
| Print and broadcast | 14 | 13 | 92.9% | 0 | 0.0% |
| Total senior managers | 156 | 138 | 88.5% | 5 | 3.6% |

Overall, five of 85 newsroom decision makers analyzed (5.9%) are visible minorities. What is perhaps noteworthy is that this was much higher for broadcasting (14.3%) than for print (3.2%) For print media, three of four newsrooms (75%) have no visible minority decision makers and for broadcast two of five (40%) have no visible minority decision makers.

Table 16. Newsroom decision makers

| Newsroom decision makers | Total number | Total analyzed | % Analyzed | # Visible minority | % Visible minorities |
|---------------------------------------|--------------|----------------|--------------|--------------------|----------------------|
| Print | 75 | 62 | 82.7% | 2 | 3.2% |
| Broadcast | 24 | 21 | 87.5% | 3 | 14.3% |
| Total newsroom decision makers | 99 | 85 | 85.9% | 5 | 5.9% |

Who is seen as a leader: representation in content

Research questions

To examine the coverage of leadership in the media, this study focused on three questions:

- How many visible minorities appear as hosts, reporters and sources for the news on TV, and in which stories?
- How many visible minorities have newspaper columns? Where do they appear?
- How often do visible minorities get their pictures in the paper, and how often are they portrayed as leaders?

The approach

To undertake this work, a constructed week was created. A constructed week is a system of selecting non-consecutive days for analysis and is a standard technique used for content analysis of media. This minimizes the chance that ongoing coverage of a big story would skew the results. The constructed week was created in the period March 9 to March 19, 2010.

In this constructed week, photographs in the newspapers were examined by section. Columnists were identified by their picture logos.

Television programs were also examined. They were taped and analyzed to identify speaking sources, types of story, hosts and on-air reporters.

All advertisements in the newspapers and in broadcast were excluded.

Findings

Print media

Of the 2,036 photos analyzed, 476 (23.4%) are of visible minorities.

The sports section had the highest percentage of photos of visible minorities throughout the constructed week at 30.3%. Visible minorities were often displayed playing sports.

The business section had the lowest number of photos of visible minorities at 12.8% during the constructed week. Visible minorities were rarely shown in a leadership context, though there was a story about the world's wealthiest people, some of whom were visible minorities. Typically, it was white males who were pictured in a leadership context, such as being the CEO of a company.

The life section typically showed white people when stock photos or discretionary photos were used to accompany stories. These included such things as people doing yoga, hands holding cellular phones, and babies. Visible minorities only appeared on the front page during one of the six sampling days.

Table 17. Photos by section

| Section | Total photos showing people | Total photos showing VMs | % with VMs | Range |
|----------------------|-----------------------------|--------------------------|--------------|----------------------|
| News | 746 | 211 | 28.3% | 22.0% - 35.5% |
| Sports | 433 | 131 | 30.3% | 24.1% - 35.6% |
| Business | 211 | 27 | 12.8% | 7.1% - 60.0* |
| Life | 239 | 43 | 18.0% | 15.9% - 23.5% |
| Arts & entertainment | 407 | 64 | 15.7% | 12.8% - 17.1% |
| Total | 2,036 | 476 | 23.4% | 21.6% - 25.5% |

* highest percentage in range represents small sample size.

Table 18. Columns and columnists by section

| Section | Total columnists | Total VM columnists | % VMs | Total columns | Total VM columns | % with VMs |
|----------------------|------------------|---------------------|-------------|---------------|------------------|-------------|
| News | 84 | 7 | 8.3% | 146 | 9 | 6.2% |
| Sports | 44 | 0 | 0.0% | 107 | 0 | 0.0% |
| Business | 46 | 1 | 2.2% | 64 | 1 | 1.6% |
| Life | 75 | 1 | 1.3% | 102 | 3 | 2.9% |
| Arts & Entertainment | 33 | 1 | 3.0% | 52 | 3 | 5.8% |
| Total | 282 | 10 | 3.5% | 471 | 16 | 3.4% |

The study analyzed the number of columns and the number of columnists. Some columnists appear more than once a week. Of the 471 columns that appeared during the constructed week, a total of 16 (3.4%) were written by 10 visible minorities. The percentage of minority columnists that appeared over the constructed week was 3.5%.

Notably there were no visible minority columns or columnists in any of the sports sections. There was only one visible minority columnist in the newspaper sections of business, life and arts and entertainment. The news section had the highest percentage of visible minority columnists.

Diversity of individual newspaper columns and columnists is low, at 3.4% and 3.5% respectively. However, some papers had a higher percentage of visible minority columns and columnists than others.

Broadcast

During the constructed week, there were 11 hosts who made 42 appearances. There was only one visible minority host and he appeared twice during the constructed week.

Table 19. Broadcasting hosts and reporters

| Broadcasting hosts and reporters | Total number | Total VM number | % VM number | Total number of appearances | Total VM appearances | % VM appearances |
|----------------------------------|--------------|-----------------|--------------|-----------------------------|----------------------|------------------|
| Hosts | 11 | 1 | 9.1% | 42 | 2 | 4.8% |
| Reporters | 98 | 25 | 25.5% | 244 | 56 | 22.5% |
| Total | 109 | 26 | 23.9% | 286 | 58 | 20.3% |

Over the constructed week a total of 98 reporters made 244 appearances. Of these, 25, or 25.5%, of reporters were visible minorities and they accounted for 22.5% of appearances. Broadcasters had a range of 15.3% to 32% visible minority reporters. Visible minority reporter appearances ranged from 12.2% to 34.4% across broadcasters.

A speaking source is defined as any person who is interviewed by a reporter, or who is shown and heard addressing reporters or an audience (e.g., an official speaking at a press conference), or whose identity and words are represented by a photo or footage and a released comment (often read out by a reporter). They may or may not be identified by name. Sources for Table 20 include non-discretionary sources, for example an official spokesperson, witness or participant in a news story, and discretionary sources such as a local non-expert for lifestyle or consumer features.

During the sample period, 896 speaking sources were identified. Of these, 146, or 16.3%, were visible minorities. The speaking sources included both “expert” speaking sources (343) and “everyday life” speaking sources (200) as well as others (353) who were individuals featured in the story, for example, as a victim of crime. Although it provided only a snapshot, our sample showed that visible minorities were more likely to be featured speaking in stories about everyday life than as experts.

“Expert” speaking sources might be officials, authorities, leaders, representatives, celebrities, “heroes,” or honourees in news or other stories. In the constructed sample, of a total of 343 expert speaking sources, 57 or 16.6% were visible minorities.

Table 20. Speaking sources

| Speaking sources | Total number | Total VM number | % VM number | Range |
|--------------------------------|--------------|-----------------|--------------|---------------|
| Expert speaking sources | 343 | 57 | 16.6% | 10.0% - 21.5% |
| Everyday life speaking sources | 200 | 46 | 23.0% | 14.1% - 33.3% |
| Other* | 353 | 43 | 12.2% | NA |
| Total | 896 | 146 | 16.3% | NA |

*Those that could be not be categorized as either experts or everyday life story speakers eg. victims of crime.

“Everyday life stories” are defined as stories that affect all or most GTA residents, for example: weather, traffic, dollar parity, general health reports, travel advisories, local community events and consumer reports. Speaking sources for “everyday life stories” are discretionary. They may be local professionals, business representatives or other people (parents, transit riders, etc.) chosen by reporters to comment on issues.

During the sample period, 200 speaking sources were identified in “everyday life stories.” Of these sources, 46, or 23.0%, were visible minorities. It was observed that non-speaking images or footage of people in “everyday life stories” are typically white people. Background and stock images, used to

illustrate health, consumer and lifestyle stories, also often depict whites. For example, one story on fatigue caused by daylight savings time had nine consecutive stock images of white people experiencing fatigue, even though it is an issue relevant to all. Another consumer/health story about preventing illness while on vacation featured images only of white people at airports and vacation destinations (an estimated 12 consecutive shots), as background images behind data presentation (as “wallpaper”), and as speaking sources. A local consumer story, “the search for the perfect prom dress,” featured shots exclusively of white teenage girls trying on dresses and being served by white shop owners. By contrast, a story about an event at the Toronto Zoo featured interviews with a better diversity of Toronto youth.

Diversity is an opportunity for mainstream media

CBC Radio Toronto’s morning show “Metro Morning” shot to the top of the city’s broadcast ratings for the first time in summer 2004, following an extensive makeover that is reflected in its current slogan: “Metro Morning is Toronto – its faces, places, voices and stories.” Six years later, a quarter of a million listeners tune in daily, far outstripping the reach of every one of the city’s private radio stations.

Three of its five featured columnists – covering the topics of music, health and things to do – are visible minorities. Recent features include a visit to “Tehranto,” an Iranian immigrant enclave on Yonge Street; an investigation into what lured a Canadian-born University of Toronto student to die in Somalia fighting with an organization linked to Al-Qaeda; and a town hall discussion on the touchy subject of family violence in the South Asian community. Interestingly, none of those stories appeared in local daily newspapers or TV news programs.

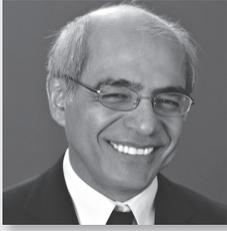
CBC'S METRO MORNING

“Beyond Burgers” a long-time feature aired last year, featured an Asian food reviewer scouting out where to find inexpensive and exotic ethnic eateries.

According to the Ryerson Review of Journalism in 2007, the transformation began when Susan Marjetti, CBC’s Regional Director of Radio for Toronto, took over and asked her staff if they thought that the program reflected the fact Toronto is the most multicultural city in the world and the answer was a resounding “no” (Paul, 2007).

The guests interviewed by long-time host Andy Barrie started to change. And when Barrie, host for 15 years, recently retired, he was replaced by Matt Galloway, who is young, “hip”, and black.

While the program’s changes were not without controversy, there is strong evidence that it had a significant impact on the bottom line. Besides having doubled its audience share and having the most listeners in the 5:30 a.m. to 8:30 a.m. period, Metro Morning’s ratings have improved dramatically (Dixon, 2010).



Alnasir Samji

Board of Directors,
Torstar Corporation

Alnasir Samji is a Fellow of the Canadian Institute of Actuaries and the Society of Actuaries, with over 30 years of experience in pension and actuarial consulting. The Managing Principal of his own practice, Alderidge Consulting Inc., he is currently a member of the Board of Directors of Torstar, Chair of the United Way Toronto Board of Trustees, and Chair of the Canadian Studies Program Advisory Committee at University of Toronto's University College. He also serves as a member of the Colleges of Applied Arts and Technology Pension Plan Board of Trustees, and of the Canadian Board Diversity Council's Steering Committee.

Born in Dar-es-Salaam, Tanzania, Mr. Samji studied and worked in England before immigrating to Canada in 1976. His East African roots have fostered a keen understanding of, and desire to help address, the difficult social conditions prevailing in developing countries and within sectors in Canada. He has served in numerous voluntary roles over the last three decades, including within the Ismaili Muslim community where he has served as the President of the Aga Khan Council for Ontario among numerous leadership roles. Outside the community, he has chaired committees of the

Canadian Institute of Actuaries and served as Secretary on the Board of Governors of Holy Trinity School in Richmond Hill, Ontario.

"As with many immigrant families, my family went through a period of tight economic conditions and uncertain immigration status. But our story pales in the context of the hardships suffered by many new immigrants. While we had to start from scratch financially, we were well prepared because of our education and well supported by the Canadian governmental and civil society framework during those early years. These experiences, my family, and the values instilled in me through my faith, have guided my life and formulated my ethos of sharing my resources of time and knowledge to help improve lives. I have been very fortunate in not only having had the benefit of wonderful education through the actuarial profession, but also of having garnered varied experiences and having had great mentors at Towers Perrin and in the volunteering activities within the Ismaili community, all of which have facilitated my contributions. My current roles are providing me with new, different experiences which I hope will increase my capacity to continue contributing in future years."