Diversity and Inclusion in Leadership
What’s really happening in Canadian cities?

info@diversecityonboard.ca | diversecityonboard.ca

@onBoardCanada | #inclusiveboards

DiverseCity onBoard
Effective Leadership for Modern Governance
Welcome

Philippe Massé, Agent de développement, Concertation Montréal
The diversity and inclusion gap in governance: Our cities are diverse, but our governance bodies are not.
Wendy Cukier

Diversity Institute
Ryerson University

• Founder and Director, Diversity Institute, Ryerson University
• Founder of the Diversity Counts methodology
• On the board of several not-for-profit and industry organizations such as Women’s College Hospital, Diversity Forum at the Toronto Region Board of Trade, and the International Women’s Forum
• Recipient of the Governor General's Meritorious Cross
DiversityLeads
Montreal (2015/16)
Toronto (2014)

Diversity and Inclusion in Leadership:
What’s really happening in Canadian Cities
June 19, 2017

Wendy Cukier, MA, MBA, PhD, DU (hon), LLD (hon), M.S.C.
Founder/Director, Diversity Institute
BUSINESS CASE FOR DIVERSITY

• Overcome the “skills gap”
• Respond to increasingly diverse markets/citizenry
• Drive employee engagement and performance
• Promote innovation and creativity
• Avoid legal and reputational costs
METHODOLOGY

• Use publicly available information on senior leaders in the largest organizations (by revenue) headquartered in the city
• Senior leaders: board of directors and senior management
• Federal employment equity legislation definition of ‘visible minority’ or racialized minorities
• Greater Montreal: 19 municipalities with racialized minority (RM) representation exceeding 10%;
• GTA: 5 municipalities
• A “strong, rigorous data collection method” by the Ontario Human Rights Commission (2010)
FINDINGS - Racialized Minorities and Women Toronto 2014

Women – 51.5% population; 32.5% senior leaders
Racialized Minorities – 49.5% population; 12.8% senior leaders

- Elected Officials
  - Women: 40.0%
  - Racialized Minorities: 20.8%

- Public Sector Executives
  - Women: 39.2%
  - Racialized Minorities: 11.8%

- Corporate Sector
  - Women: 19.9%
  - Racialized Minorities: 4.5%

- Voluntary Sector
  - Women: 33.8%
  - Racialized Minorities: 14.3%

- Education Sector
  - Women: 41.4%
  - Racialized Minorities: 19.6%

- Govt. Appointments to ABC
  - Women: 40.7%
  - Racialized Minorities: 18.2%

Visible Minorities
Racialized Minorities and Women in Senior Leadership Montreal (2015/16)

Women – 51.3% population; 37.5% senior leaders
Racialized minorities – 20.3% population; 5.7% senior leaders

<table>
<thead>
<tr>
<th></th>
<th>Visible Minorities</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Officials</td>
<td>7.7%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Public Sector Executives</td>
<td>7.6%</td>
<td>39.8%</td>
</tr>
<tr>
<td>Corporate Sector</td>
<td>1.7%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Voluntary Sector</td>
<td>5.6%</td>
<td>50.8%</td>
</tr>
<tr>
<td>Education Sector</td>
<td>3.5%</td>
<td>43.7%</td>
</tr>
<tr>
<td>Govt. Appointments to ABC</td>
<td>7.0%</td>
<td>49.7%</td>
</tr>
</tbody>
</table>
OBSERVATIONS

1. Women and racialized minorities are underrepresented in senior leadership positions in Greater Montreal and the GTA
2. There is variation between sectors
3. Averages mask differences within sectors

- GTA (2014)
  - 11.9% of corporation executive teams had at least 40% women; 25% had none
  - 5% had over 20% racialized minorities in leadership; 52% had none

- Greater Montreal (2015-16)
  - 9% of executive teams had at least 40% women; 25% had none
  - only 3 of 60 largest corporations had at least one RM on their board
  - 23.1% of federally elected officials were RM, 12.8% of provincially elected officials, and 3.8% of municipally elected officials

- It is not the pool!
TOWARDS AN INTEGRATED APPROACH
CONTACT

Diversity Institute
Ted Rogers School of Management
Ryerson University

http://www.ryerson.ca/diversity
diversityinstitute@ryerson.ca
416-979-5000 ext. 7268
Stelian Medianu

University of Western Ontario

- Postdoctoral Fellow at the University of Western Ontario.
- Master and Doctoral Degree in Social Psychology at the University of Western Ontario, Bachelor in Arts Degree (Major: Psychology) at the University of British Columbia
- Research interests are in the area of migration and ethnic relations with a particular emphasis on the integration of immigrants and refugees into Canadian society
Visible Minorities and Women in Senior Leadership Positions:
London, Hamilton and Ottawa

Stelian Medianu and Victoria Esses

This research was made possible through a Mitacs Accelerate Internship. Pillar Nonprofit Network, London applied for this research internship in partnership with the Hamilton Centre for Civic Inclusion and Volunteer Ottawa, as part of the Ontario collaborative of the DiverseCity onBoard Program funded by Ontario Trillium Foundation.
Representation of Visible Minorities in Leadership Positions

London
Representation of Visible Minorities in Leadership Positions

Hamilton
Representation of Visible Minorities in Leadership Positions

Ottawa
Representation of Female Visible Minorities in Leadership Positions

London

- % Population: 6.5%
- % Leaders - Across Sectors: 3.1%
- % Leaders - Municipal Public Sector: 0.0%
- % Leaders - Voluntary Sector: 4.0%
- % Leaders - Education Sector: 4.3%
- % Leaders - Municipal Agencies, Boards and Commissions: 1.5%
Representation of *Female* Visible Minorities in Leadership Positions

Hamilton
## Representation of Female Visible Minorities in Leadership Positions

### Ottawa

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Population</td>
<td>10.0%</td>
</tr>
<tr>
<td>% Leaders - Across Sectors</td>
<td>4.2%</td>
</tr>
<tr>
<td>% Leaders - Municipal Public Sector</td>
<td>0.0%</td>
</tr>
<tr>
<td>% Leaders - Voluntary Sector</td>
<td>3.9%</td>
</tr>
<tr>
<td>% Leaders - Education Sector</td>
<td>4.8%</td>
</tr>
<tr>
<td>% Leaders - Municipal Agencies, Boards and Commissions</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
Representation of Women in Leadership Positions

London

- % Population: 51.4%
- % Leaders - Across Sectors: 44.5%
- % Leaders - Municipal Public Sector: 21.1%
- % Leaders - Voluntary Sector: 55.1%
- % Leaders - Education Sector: 43.2%
- % Leaders - Municipal Agencies, Boards and Commissions: 36.6%
Representation of Women in Leadership Positions

Hamilton

- % Population: 51.2%
- % Leaders - Across Sectors: 45.6%
- % Leaders - Municipal Public Sector: 42.9%
- % Leaders - Voluntary Sector: 55.7%
- % Leaders - Education Sector: 39.8%
- % Leaders - Municipal Agencies, Boards and Commissions: 33.3%
Representation of Women in Leadership Positions

Ottawa

- % Population: 51.3%
- % Leaders - Across Sectors: 44.3%
- % Leaders - Municipal Public Sector: 43.8%
- % Leaders - Voluntary Sector: 48.9%
- % Leaders - Education Sector: 38.6%
- % Leaders - Municipal Agencies, Boards and Commissions: 37.5%
Representation of Visible Minorities, Female Visible Minorities and Women in Provincial Agencies, Boards and Commissions
Highlights

• Hamilton was the most equitable in terms of Visible Minorities and Visible Minority Women, with London and Ottawa doing fairly poorly

• The municipal sector has the poorest representation of Visible Minorities and Visible Minority Women of all the sectors

• Visible Minorities and Visible Minority Women were underrepresented on Provincial Agencies, Boards, and Commissions
Akalya Atputharajah

DiverseCity onBoard

- Mitacs Accelerate Researcher, DiverseCity onBoard
- Masters of Immigration of Settlement Studies, Ryerson University
- PhD in International Development Studies at the University of Ottawa
DIVERSITY ON GOVERNANCE BOARDS: A LOOK AT THE GREATER TORONTO AREA

AKALYA ATPUTHARAJAH, MITACS ACCELERATE RESEARCHER, DIVERSEITY ONBOARD
Figure 1. Percentage of Visible Minorities

Municipal Agencies
Not-for-profit
Provincial ABCs
Total Population of GTA
BENEFITS OF DIVERSITY

- More diverse skill-sets
- Greater access to the communities which are served by the organization
- Increased variety of perspectives on the board, leading critical thinking and discussions
- Enhanced innovation and creativity
BARRIERS TO DIVERSITY

- Overly Optimistic Outlooks

Figure 2. Enumeration vs respondents’ self-evaluations of visible minorities in populations
BARRIERS TO DIVERSITY

- Lack of Translation from Intention to Action
- Legitimacy of Reasons for Appointing Visible Minorities
RECOMMENDATIONS FOR ORGANIZATIONS

- Acknowledge all the potential reasons for a lack of diversity through critical examination
- Enact change through transformative Leadership
- Educate its members about diversity and privilege
- Move towards action-planning
June Francis

Simon Fraser University
Institute for Diaspora Research & Engagement

- Director, Institute for Diaspora Research & Engagement, Simon Fraser University
- Associate Professor of Marketing and is the Director of the Development and Sustainability Program in the Faculty of Environment.
- Research interests lie at the intersection of development, poverty alleviation and business.
- Member of SFU's board of governors and has previously served for several years on the board of directors of MOSAIC, a key immigrant and refugee settlement society.
DIVERSITY AND INCLUSION IN GOVERNANCE:
WHAT’S REALLY HAPPENING IN METRO VANCOUVER?

June Francis PhD, LLB
Director of the Institute for Diaspora Research and Engagement

Bill Walters
Project Lead for DiverseCity onBoard – Metro Vancouver
Sponsored by The Laurier Institution

Betty Ackah
PhD Candidate
Simon Fraser University
Visible Minorities on Governance Boards in Metro Vancouver

- Libraries – 22%
- C&F – 11.2%
- ABCs – 8.7%
- Corporate – 7.1%
Visible Minority Population in Metro Vancouver VS. Visible Minority Representation Across Sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>% of VMs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-profits</td>
<td>0.10%</td>
</tr>
<tr>
<td>ABCs</td>
<td></td>
</tr>
<tr>
<td>Library Boards</td>
<td>0.20%</td>
</tr>
<tr>
<td>Corporate Boards</td>
<td>0.10%</td>
</tr>
<tr>
<td>VM population Metro Vancouver</td>
<td>0.50%</td>
</tr>
</tbody>
</table>

% of VM
Highlights from Survey and Interviews

✓ 73 Completed Surveys
✓ 17 Completed Interviews
Ambivalence Towards Inclusion of Visible Minorities

Would the presence of visible minorities on your governance board help your organization carry out its mandate?
Benefits of Diverse Minorities

Would appointing visible minorities mean having more of the aspects listed below on your governance board?
Focus on Lack of Discrimination Rather than Positive Impact

“I would love to have a greater level of diversity. But I think one of the problems is recruiting board members, generally. It’s challenging to get people who will dedicate the amount of time that is required… but certainly there is no bias against people from any ethnicity”
Arguments For Diversity Not Clearly Connected With Organizational Benefits

“You get different perspectives; you get different cultures. And it leads to a more interesting melting pot. But the whole thing is, it’s the objective of the organization that is more important.”

“whenever we have a little potluck or get-together, we are obviously appreciative of the multi-cultural food that come our way”

“It doesn’t (Visible Minority impact on the board). “Maybe the organization sees that there’s other people like them also, in leadership positions… maybe it’s a role modeling kind of a thing.”