



2013-14

Diversity **Leads**

WOMEN AND VISIBLE MINORITIES IN SENIOR LEADERSHIP POSITIONS: A PROFILE OF THE GREATER TORONTO AREA (GTA)

The Project

This report provides a five year perspective on the progress of women and visible minorities in senior leadership roles in the Greater Toronto Area (GTA).¹ Specifically, it:

- Measures the representation of women and visible minorities in senior leadership positions (including boards of directors and senior management) in six sectors: elected officials, public, corporate, voluntary, education, and appointments to government agencies, boards and commissions (ABCs)²;
- Examines similarities and differences between sectors, as well as variances within sectors; and
- Suggests best practices to advance women and visible minorities to senior leadership positions.

The Business Case for Diversity

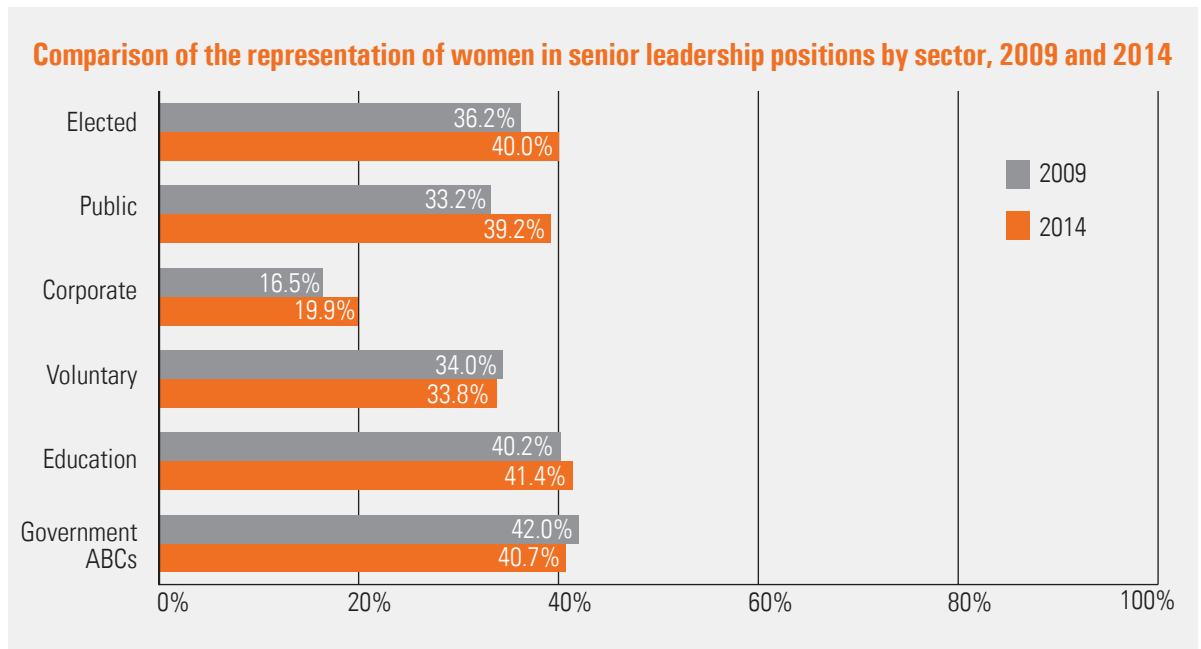
Advancing talented women and visible minorities to senior leadership positions has numerous social and economic advantages for the organization. Increasing the representation of women and visible minorities in senior leadership positions enables organizations to:

- Overcome the skills shortage and the war for talent;
- Respond to increasingly diverse markets;
- Increase innovation and creativity;
- Increase employee satisfaction and reduce turnover; and
- Mitigate legal and reputational costs.

¹ This study focused primarily on the five GTA municipalities with the highest percentage of visible minorities among their populations: Toronto, Brampton, Mississauga, Markham, and Richmond Hill.

² This study is based on data collected in 2008-2009 and 2013-2014 using publicly available information on senior leadership roles in the largest organizations by revenue headquartered in the GTA, as identified in 2008. Our sample included 2,365 senior leaders in 2009 and 2,375 in 2014.

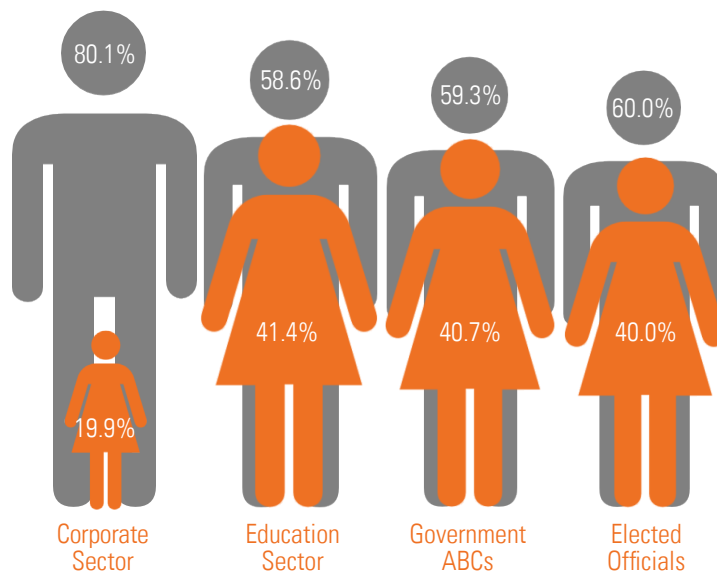
Key Preliminary Findings



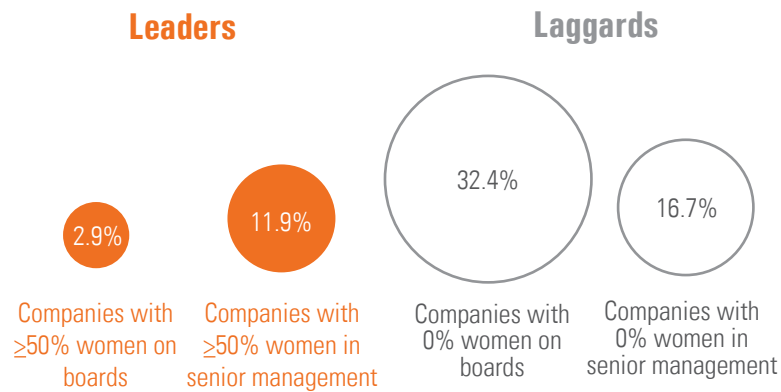
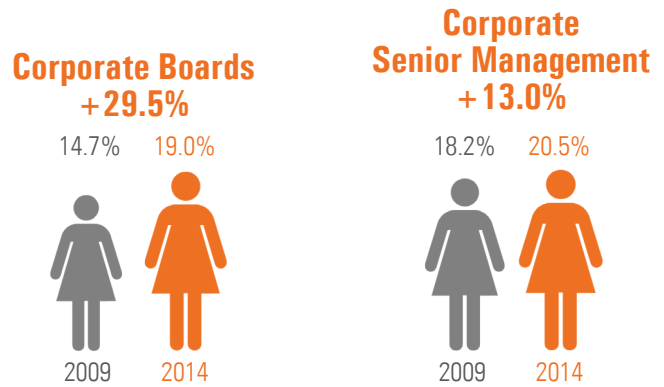
Overall, female representation in senior leadership positions increased from 30.6% in 2009 to 32.5% in 2014, but women remain underrepresented, as they account for 51.5% of the population in the study area of the GTA.

Overall, the representation of visible minorities in senior leadership positions increased from 11.6% in 2009 to 12.8% in 2014, but visible minorities remain underrepresented, as they account for 53.7% of the population in the study area of the GTA.

The representation in senior leadership positions varies between sectors. In 2014, the corporate sector continues to have the lowest proportion of women (19.9%) and visible minorities (4.5%) among its senior leadership positions. The education sector (41.4%), government ABCs (40.7%), and elected officials (40.0%) have the highest representation of women. Elected officials (20.8%), the education sector (19.6%), and government ABCs (18.2%) have the highest representation of visible minorities.



Growth rates vary between and within sectors. From 2009 to 2014, representation of women has increased at a rate of 6.3% overall. In particular, the corporate sector has the highest growth rate of all sectors, at 20.5%. Within the corporate sector, there has been a 29.5% growth rate of women on boards and a 13.0% growth rate of women on senior management teams.



The proportion of women in senior leadership positions varies within sectors. Within the corporate sector, 16.7% of companies have no women on their senior management teams and 32.4% have no women on their boards. However, 11.9% of companies have at least 50% women on their senior management teams and 2.9% of companies have at least 50% women on their boards. We need to prompt action from corporate laggards and to share lessons from corporate leaders.

The representation of female visible minorities in senior leadership positions is significantly less than non-visible minority women, even though they are equally represented in the study area of the GTA. The ratio of non-visible minority women to visible minority women is 17:1 among corporate senior management positions analyzed. Overall, this ratio is 6:1 across all six sectors analyzed of the population in the study area of the GTA.

Representation of women, visible minorities, and visible minority women in senior leadership positions by sector, 2009 and 2014

Sector	Women			Visible Minorities (VM)			Visible Minority Women		
	2009	2014	Growth Rate	2009	2014	Growth Rate	2009	2014	Growth Rate
Elected	36.2%	40.0%	+10.6%	16.1%	20.8%	+29.6%	5.4%	7.5%	+40.0%
Public	33.2%	39.2%	+18.2%	8.1%	11.8%	+45.2%	1.6%	6.8%	+320.2%
Corporate	16.5%	19.9%	+20.5%	2.5%	4.5%	+78.9%	0.7%	0.8%	+13.7%
Voluntary	34.0%	33.8%	-0.7%	12.9%	14.3%	+10.4%	3.8%	5.7%	+49.5%
Education	40.2%	41.4%	+3.1%	21.7%	19.6%	-9.7%	9.4%	6.8%	-27.9%
Government ABCs	42.0%	40.7%	-3.0%	18.8%	18.2%	-3.3%	3.9%	3.9%	-0.9%
ALL SECTORS	30.6%	32.5%	+6.3%	11.6%	12.8%	+11.0%	3.1%	4.2%	+32.9%

About DiversityLeads

Leadership is vital to social and economic prosperity. We need the best leaders to address the pressing challenges of global competitiveness, as well as economic and social development. Diversity in leadership helps organizations attract top talent, meet the needs of diverse markets and communities, promote innovation, improve employee satisfaction and performance, and reduce risks. It also shapes the aspirations of young people.

DiversityLeads aims to:

- Benchmark and assess the progress of diversity in leadership;
- Examine barriers at the individual, organizational, and societal levels;
- Explore leadership representation in media; and
- Develop an integrated approach across sectors and levels for sustained change.

This project will produce new knowledge that informs and offers practical and creative tools to enable organizations to operate effectively and implement sustained change.

DiversityLeads includes faculty from Ryerson University, McGill University, York University, OCAD University, and the University of Toronto, working with a growing list of community partners in Toronto, Montreal, and Vancouver, including:

- Aboriginal Peoples Television Network (APTN)
- Assembly of First Nations (AFN)
- City of Toronto
- DiversiPro Inc.
- Environics Institute
- Equal Voice
- The Globe and Mail
- KPMG (Canada)
- Maytree
- Multimedia Nova Corporation
- OMNI Television
- Pride at Work Canada
- Region of Peel
- Royal Bank of Canada (RBC)
- Social Planning and Research Council BC (SPARC BC)
- TD Bank Financial Group
- Toronto Board of Trade
- Toronto Workforce Innovation Group
- Women in Film and Television – Toronto
- York Region

DiversityLeads is generously supported by Canada's Social Sciences and Humanities Research Council (SSHRC).

About the Ted Rogers School of Management's Diversity Institute at Ryerson University

We undertake research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming, and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Aboriginal peoples, abilities and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach is driving social innovation across sectors.

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