AGENDA

• The Case for Diversity
• Preliminary Results
• Integrated Approach
• Conclusions
The Business Case for Diversity and Inclusion

• Grounded in Human Rights, Equity and Fairness
• Core to social, economic and cultural development
• Overcome the “skills gap”
• Respond to increasingly diverse markets/citizenry
• Drive employee engagement and performance
• Promote innovation and creativity
• Avoid legal and reputational costs
Why Measure?

- Regulatory requirements
- Increased transparency and scrutiny
- Benchmarking against others
- Inform development and implementation of diversity and inclusion strategy
- Tie to performance and rewards
- Communicate commitment to diversity
- Engage more than “the usual suspects”
- Validate lived experience
- Evaluate results
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 groups, sectors and levels for sustained change.

Examined over 6,000 senior leaders in Greater Montreal Area and Greater Toronto Area to track diversity in leadership

Used publicly available information on senior leaders in the largest organizations headquartered in city by revenue

Senior leaders: board of directors and senior management
20 Initial Community Partners
Comparison of the Representation of Women in Senior Leadership Positions by sector – Montreal

<table>
<thead>
<tr>
<th>Sector</th>
<th>2012</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Officials</td>
<td>37.8%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>29.8%</td>
<td>39.8%</td>
</tr>
<tr>
<td>Corporate Sector</td>
<td>15.0%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Voluntary Sector</td>
<td>35.9%</td>
<td>50.8%</td>
</tr>
<tr>
<td>Education Sector</td>
<td>40.7%</td>
<td>43.7%</td>
</tr>
<tr>
<td>Agencies, Boards and Commissions (ABC)</td>
<td>47.2%</td>
<td>49.7%</td>
</tr>
</tbody>
</table>
Change in Representation of Women in Senior Leadership Positions by Sector From 2012 to 2015 – Montreal

- Elected Officials: 2.1%
- Public Sector: 33.6%
- Corporate Sector: 42.0%
- Voluntary Sector: 41.5%
- Education Sector: 7.4%
- Agencies, Boards and Commissions (ABC): 5.3%
Comparison of the Representation of Visible Minorities in Senior Leadership Positions by sector – Montreal

<table>
<thead>
<tr>
<th>Sector</th>
<th>2012</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Officials</td>
<td>6.9%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>2.6%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Corporate Sector</td>
<td>1.8%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Voluntary Sector</td>
<td>11.4%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Education Sector</td>
<td>6.4%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Agencies, Boards and Commissions (ABC)</td>
<td>9.6%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>
Change in Representation of Visible Minorities in Senior Leadership Positions by Sector From 2012 to 2015 – Montreal

- Elected Officials: 11.6%
- Public Sector: 61.5%
- Corporate Sector: -5.6%
- Voluntary Sector: -50.9%
- Education Sector: -45.3%
- Agencies, Boards and Commissions (ABC): -27.1%
Representation of Women in Senior Leadership in the Corporate Sector – Montreal

<table>
<thead>
<tr>
<th>Position</th>
<th>2012</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>14.8%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>15.2%</td>
<td>21.5%</td>
</tr>
</tbody>
</table>
Representation of Visible Minorities in Senior Leadership in the Corporate Sector – Montreal

- **Board of Directors**
  - 2015: 1.0%
  - 2012: 0.7%

- **Senior Management**
  - 2015: 2.2%
  - 2012: 3.0%
Comparison of the Representation of Women in Senior Leadership Positions by sector – Toronto

<table>
<thead>
<tr>
<th>Sector</th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agencies, Boards and Commissions (ABC)</td>
<td>39.1%</td>
<td>42.0%</td>
</tr>
<tr>
<td>Corporate Sector</td>
<td>18.4%</td>
<td>23.5%</td>
</tr>
<tr>
<td>Education Sector</td>
<td>41.4%</td>
<td>40.1%</td>
</tr>
<tr>
<td>Voluntary Sector</td>
<td>42.0%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Elected Officials</td>
<td>40.0%</td>
<td>41.5%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>39.5%</td>
<td>44.4%</td>
</tr>
</tbody>
</table>

Note: The table shows the representation of women in senior leadership positions across different sectors in Toronto from 2014 to 2017.
Change in Representation of Women in Senior Leadership Positions by Sector, 2014-2017 – Toronto

- Agencies, Boards and Commissions (ABC): 7.5%
- Corporate Sector: 27.9%
- Education Sector: -3.2%
- Voluntary Sector: -2.2%
- Elected Officials: 3.8%
- Public Sector: 12.5%
Comparison of the Representation of Visible Minorities in Senior Leadership Positions by sector - Toronto

<table>
<thead>
<tr>
<th>Sector</th>
<th>2014 Percentage</th>
<th>2017 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agencies, Boards and Commissions (ABC)</td>
<td>18.2%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Corporate Sector</td>
<td>6.9%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Education Sector</td>
<td>19.6%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Voluntary Sector</td>
<td>17.6%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Elected Officials</td>
<td>20.8%</td>
<td>29.8%</td>
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<tr>
<td>Public Sector</td>
<td>11.8%</td>
<td>9.0%</td>
</tr>
</tbody>
</table>
Change in Representation of Visible Minorities in Senior Leadership Positions by sector, 2014-2017 - Toronto

- Agencies, Boards and Commissions (ABC): -5.0%
- Corporate Sector: 3.4%
- Education Sector: 17.7%
- Voluntary Sector: -0.9%
- Elected Officials: 43.2%
- Public Sector: -23.4%
Representation of Women in Corporate Sector Leaders - Toronto

- Board of Directors:
  - 2014: 17.3%
  - 2017: 23.6%

- Senior Management:
  - 2014: 19.1%
  - 2017: 23.5%
Representation of Visible Minorities in Corporate Sector Leaders - Toronto

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>4.8%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>8.3%</td>
<td>9.2%</td>
</tr>
</tbody>
</table>
Women and visible minorities are underrepresented in senior leadership positions

Montreal:
Women – 51.7% population; **31.2%** senior leaders
VM – 22.5% population; **5.9%** senior leaders

Toronto:
Women – 51.5% population; **36.4%** senior leaders
VM – 53.7% population; **15.7%** senior leaders
Averages Mask Differences Within Sectors

Eg. Large Companies
Greater Toronto Area 2017
• 24% of boards had at least 30% women; 28% had none
• 3% had over 20% VM on their boards; 90% had none.

Greater Montreal Area 2015
• 9% of executive teams had at least 40% women; 25% had none
• only 3 of 60 largest corporations had at least one VM on their board and 9 had one VM on senior executive team
• 23.1% of federally elected officials were visible minorities compared to 3.8% of municipally elected officials

IT IS NOT A RESULT OF THE POOL BUT OF INTENTIONAL POLICIES AND PRACTICES
Aboriginal People - EE

Graph showing the percentage of Aboriginal People in the Canadian labour market and representation in the federally regulated private-sector workforce from 1987 to 2014.

Legend:
- Blue line: Canadian Labour Market Availability*
- Green line: Representation in Federally Regulated Private-Sector Workforce

DiversityLeads 2011-2017
Employment Rates: PwD

Chart 2
Employment rate adjusted for age, by education level and by severity of disability, 2011

percentage

Level of education

- Less than a high school diploma
- High school diploma
- Trades certificate or college diploma
- University degree

No disability | Mild disability | Moderate disability | Severe or very severe disability

* significantly different from reference category (no disability) (p < 0.05)

AN INTEGRATED STRATEGY TO EFFECT CHANGE

Individual  Group  Organization  Sector  Context
• A collaborative network of more than 100 academic experts, industry and community leaders, and government and social innovators
• The paradox: shortage of skilled employees, but high levels of underemployment and unemployment among diverse populations
• Multiple datasets (discourse, qualitative, and quantitative)
• Apply a social innovation lens to identify, develop, and share effective strategies and initiatives
• SSHRC Partnership Grant and National Centre of Excellence to advance research, research training and/or knowledge mobilization