



2012-13

Diversity **Leads**

**WOMEN AND VISIBLE MINORITIES IN
SENIOR LEADERSHIP POSITIONS:
A PROFILE OF GREATER MONTREAL**

Diversity **Leads**

**WOMEN AND VISIBLE MINORITIES IN
SENIOR LEADERSHIP POSITIONS:
A PROFILE OF GREATER MONTREAL**



2012-13

Diversity Institute

Ryerson University
<http://www.ryerson.ca/diversity>

Desautels Faculty of Management

McGill University
<http://www.mcgill.ca/desautels>

ACKNOWLEDGEMENTS

The lead researchers for this report are:

- **Wendy Cukier**, MA, MBA, PhD, DU (Hon), LLD (Hon), MSC, Founder, Diversity Institute, Vice President, Research and Innovation, Ryerson University
- **Suzanne Gagnon**, MSc, PhD, Organizational Behaviour Area, Desautels Faculty of Management, McGill University
- **Erin Roach**, MA, Research Assistant, Diversity Institute, Ryerson University
- **Mark Holmes**, MSA, Research Associate, Diversity Institute, Ryerson University
- **Lylia Khennache**, MA, Research Assistant, Desautels Faculty of Management, McGill University
- **Pinoo Bindhani**, MBA, PMP, Administrative Director, Diversity Institute, Ryerson University
- **Amonrat Saekang**, B.Eng, MBA, Research Assistant, Diversity Institute, Ryerson University

Special thanks to the **Hon. Marlene Jennings** who has been an important advisor for this report. The work has also benefited from an advisory group comprised of leading diversity practitioners in Montreal.

This report would not be possible without the contributions of the following colleagues:

- **Jiwon Bang**, MA, Events and Communications Coordinator, Diversity Institute, Ryerson University
- **Farwa Farshori**, Research Assistant, Diversity Institute, Ryerson University
- **Cheryl Hsu**, BA, Research Marketing Co-ordinator, Office of the Vice President Research and Innovation, Ryerson University
- **Agatha Kennedy**, Research Assistant, Diversity Institute, Ryerson University
- **Ted Killin**, BA, Writer and Editor, Office of the Vice President Research and Innovation, Ryerson University
- **Jaret Olson**, MBA, Project Coordinator, Diversity Institute, Ryerson University
- **Jessica Yeung**, Research Assistant, Diversity Institute, Ryerson University

ABOUT RYERSON UNIVERSITY'S DIVERSITY INSTITUTE

Ryerson University's Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. The Diversity Institute works 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.

We collaborate with industry, government, not-for-profits and academics to:

- Research existing practices and evaluate programs;
- Explore barriers to full participation in the workplace;
- Develop fact-based policies and programs to help organizations attract, motivate and develop under-represented groups; and
- Provide customized training to support the development of diversity strategies.

Contact us at:

Diversity Institute
Ryerson University
350 Victoria Street, Toronto, Ontario, M5B 2K3
diversityinstitute@ryerson.ca
www.ryerson.ca/diversity



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.

Our partners:

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 a five-year Community University Research Alliance (CURA) project generously supported by Canada's Social Sciences and Humanities Research Council (SSHRC).

CONTENTS

EXECUTIVE SUMMARY	i
INTRODUCTION	1
DIVERSE LEADERSHIP IN GREATER MONTREAL	7
Elected Officials	7
Public Sector	10
Corporate Sector	12
Voluntary Sector	14
Education Sector	16
Agencies, Boards, and Commissions	18
CONCLUSIONS AND IMPLICATIONS	20
The Way Forward: Leading Practices to Advance Women and Visible Minorities into Leadership Roles	23
REFERENCES	27
APPENDICES	37
Appendix 1: Women and Visible Minorities in the Montreal Census Metropolitan Area (CMA), Statistics Canada 2006	37
Appendix 2: Percentage of Visible Minorities in the Montreal Census Metropolitan Area (CMA)	40
Appendix 3: Largest For-profit (Non-Crown) Corporations Headquartered in Greater Montreal	41
Appendix 4: Largest Voluntary Sector Organizations in Greater Montreal	43
Appendix 5: Provincial Agencies, Boards, and Commissions	45

EXECUTIVE SUMMARY

THE PROJECT

This report is the second publication in the DiversityLeads series, following a 2012 report profiling women in senior leadership positions in the Greater Toronto Area (GTA). It is also the first of its kind to profile and provide insight on where, how, and why women and visible minorities in Greater Montreal are advancing to senior leadership positions.

Specifically, this project:

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

This analysis is based on data collected in 2011-2012 on 3,025 individuals in senior leadership roles in organizations across the aforementioned six sectors, which are located in areas of Greater Montreal that have visible minority representation exceeding 10%. The selected area includes 16 municipalities on the Island of Montreal, and the municipalities of Brossard, Laval, and Longueuil.

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.

FINDINGS

Overall, women and visible minorities are underrepresented in senior leadership positions in Greater Montreal.

Although women account for 51.7% of the population of selected areas in Greater Montreal, only 31.2% of senior leaders were women (see Table 1). Similarly, we assessed visible minority status for 2,582 of the 3,025 leaders analyzed (85.4%) and found that only 5.9%

Table 1: Representation of women and visible minorities in senior leadership positions by sector, 2011-12

Sector	Total Sample Analyzed	% Women	Total Sample Analysed for Visible Minority Status	% Visible Minority
Elected officials	502	37.8%	490	6.9%
Public sector executives	171	29.8%	117	2.6%
Corporate sector boards and executives	1,029	15.1%	961	2.6%
Voluntary sector boards and executives	365	35.9%	290	11.4%
Education sector boards and executives	562	40.7%	359	6.4%
Government appointments to agencies, boards, and commissions	396	47.2%	331	9.6%
Total	3,025	31.2%	2,582	5.9%

of senior leaders were visible minorities, though they account for 22.5% of the general population of Greater Montreal. The gap in representation is even greater for female visible minorities, who account for 11.5% in the general population but only represent 1.9% of the leaders analyzed in this study.

The proportion of women and visible minorities in senior leadership positions varies between sectors in Greater Montreal.

Some examples of our key findings include:

- Appointments to ABCs have the highest proportion of women in leadership positions (47.2%), while the corporate sector has the lowest (15.1%).
- The voluntary sector has the highest percentage of visible minorities in leadership positions (11.4%), in contrast to the public and corporate sectors, which have the lowest (both at 2.6%).

The proportion of women and visible minorities in senior leadership positions varies within sectors in Greater Montreal.

Overall percentages for each sector provide a general overview, but often mask variation within sectors and sub-sectors, for example:

- In 31.6% of municipalities, more than 40% of city councillors were women, but in 15.8% of municipalities there were no female city councillors.
- In 5.6% of 54 corporations, women held at least 40% of senior management positions, but 31.5% of

organizations had no women in senior management positions. Similarly, while 5.6% of corporations had visible minorities in at least 20% of their senior management positions, 77.8% of corporations had none at all.

- In the voluntary sector, visible minorities held at least 20% of senior management positions in 25% of the organizations analyzed, but the remaining 75% had no visible minorities in senior management.
- In the education sector, 28.6% of CEGEPs in Greater Montreal had at least 20% visible minorities on their board of governors, but 64.3% of CEGEPS had none.
- While 40.0% of municipal ABCs have at least 20% visible minority leaders on their boards of directors, 30% of municipal ABCs and 76% of provincial ABCs had none at all.

The representation of female visible minorities in senior leadership positions is significantly less than non-visible minority women.

Although female visible minorities account for 11.5% of Greater Montreal’s population, they represent a much smaller percentage of senior leaders across all six sectors (1.9%) than non-visible minority women, who account for 40.2% of Greater Montreal’s population and 24.1% of the senior leaders analyzed (see Table 2). The highest representation of female visible minorities was among government appointments to ABCs (4.8%), whereas the lowest representation of female visible minorities was in the corporate sector (0.2%), followed by the public sector (0.6%). We were unable to determine the visible minority status of 5.2% of female leaders.

Table 2: Representation of non-visibility minority women and visible minority women in senior leadership positions by sector, 2011-12

Sector	Total Sample Analyzed	% Women	% Non-Visible Minority Women	% Visible Minority Women	% Unknown
Elected Officials	502	37.8%	33.9%	3.2%	0.8%
Public sector executives	171	29.8%	18.7%	0.6%	10.5%
Corporate sector boards and executives	1,029	15.1%	14.2%	0.2%	0.7%
Voluntary sector boards and executives	365	35.9%	26.3%	1.9%	7.7%
Education sector boards and executives	562	40.7%	22.8%	2.1%	15.8%
Government appointments to agencies, boards, and commissions	396	47.2%	39.7%	4.8%	2.8%
Total	3,025	31.2%	24.1%	1.9%	5.2%

AN INTEGRATED STRATEGY TO ADVANCE WOMEN AND VISIBLE MINORITIES INTO LEADERSHIP ROLES

Existing research aiming to understand barriers to leadership roles and promote inclusion is fragmented. Promoting diversity and inclusion in workplaces and among leaders has received a substantial amount of attention, resources, and effort, but results have not been consistent and there are substantial gaps in every sector. To address these gaps, the DiversityLeads project is developing evidence-based and comprehensive strategies to advance diversity in leadership, using an ecological model as a framework for understanding the inter-relationship of societal (macro), organizational (meso), and individual (micro) levels.

Societal Level

At the societal level, the definition and development of leadership is impacted by social structures, values, and cultures. These broad societal forces have an impact on the creation and perpetuation of gender-based as well as ethnicity and/or race-based stereotypes, which marginalize those portrayed, and shape the assumptions and aspirations of youth. In particular, government legislation, policy initiatives, and images of leadership in the media and advertisements have a great deal of influence over societal perceptions of leadership.

Organizational Level

A comprehensive framework of analysis is essential to evaluate current policies that promote inclusion and representation, and to enable the development of future programs and practices. Based on extensive research and industry consultation, the Diversity Institute identified six key areas of operation where organizations, regardless of sector, can evaluate their policies through a detailed checklist.

Leadership and Governance

The success of diversity initiatives relies on the support and commitment of executive management who have the power to influence change across the organization. Diversity must be integrated into an organization's strategy and embedded throughout its value chain with clear accountability mechanisms in place.

Strong and Transparent Human Resource Practices

An organization's approach to the recruitment, selection, management, development, promotion, and engagement of women and visible minorities has a profound impact on its ability to attract, retain, and advance women and visible minorities into leadership positions.

Quality of Life and Organizational Culture

Creating an inclusive environment that welcomes and supports women and visible minorities is crucial. Research indicates that employees' perception of whether their organization supports them and/or reflects their values has a strong impact on their job choices and career advancement (Ballout, 2007; Catalyst, 2008; Catanzaro, Moore, & Marshall, 2010; Jawahar & Hammami, 2006). Leading organizations also have a wide range of programs aimed at reducing the challenges of balancing work and family obligations, which benefit all employees but female employees specifically.

Measure and Track Diversity

What gets measured gets done. To ensure the success of policies and initiatives aimed at advancing women and visible minorities to leadership positions, organizations must establish and track metrics. The effective use of metrics will enable goal setting and accountability, as well as evidence-based strategies for improvement.

Integrate or Mainstream Diversity across the Value Chain

Increasing diversity is not just a human resources function and requires applying a diversity lens to all functions and activities in an organization, including procurement and in-bound logistics, product and/or service development, marketing and customer service, communications, media buys, philanthropic decisions, and government relations. Organizations should mobilize their sphere of influence to communicate the importance of diversity in their interactions with suppliers, customers, policy-makers, and the media.

Develop the Pipeline

A long-term, integrated strategy will ensure that young women and visible minorities have the aspirations, skills, and confidence needed to succeed. Organizations committed to diversity should actively support school outreach and scholarship programs, re-entry and transitional programs, research on diversity, and partnerships with associations, professional organizations, and educational institutions.

The Diversity Institute has developed a customizable Diversity Assessment Tool (DAT) for organizations interested in developing a comprehensive strategy that advances diversity and inclusion, and encourages internal measurements. The DAT helps organizations to assess their performance and compare it to others within their sector.

Individual Level

Despite existing barriers, some talented women and visible minorities have successfully reached executive level roles. It is critically important that we learn from and share their experiences in order to inspire and coach aspiring women and visible minority leaders. There is also much more effort needed to provide young women and visible minorities with access to networks, coaching, and support; to encourage them to set their goals high; and to equip them with the skills needed to succeed. While women and visible minority trailblazers have a great deal of influence, many others have the power to effect change. The task ahead should not be left to leaders alone. We can all influence diversity in society, our workplace, and our personal lives to promote inclusion and to build the capacity of leaders across sectors.

INTRODUCTION

CONTEXT

This report focuses on the representation of women and visible minorities in leadership positions in Greater Montreal in 2011-2012. Women account for 51.7% of the selected areas of Greater Montreal included in this study, visible minorities account for 22.5%, and female visible minorities account for 11.5%.

Over the past decade, progressive legislation and measures have enhanced gender equity in Quebec's labour market, including the Pay Equity Act (Loi sur l'équité salariale, 1997), the Quebec Act respecting equal access to employment in public bodies (2001), and affordable childcare services (Cloutier, 2007; Cloutier, Bernard, & Tremblay, 2009). However, studies indicate that professional over-qualification remains an issue that affects women in Quebec (Cloutier, 2007; Gagnon, 2008), especially those with children (Cloutier, Bernard, & Tremblay, 2009).

Greater Montreal is the third most diverse region in Canada and includes 11.6% of the total number of visible minorities in the country among its citizenry (Statistics Canada, 2010). Census data from 2006 shows that a quarter of the total population of the Montreal census metropolitan area (CMA) belong to visible minority groups (Statistics Canada, 2011). According to the 2006 Census, the six most prominent visible minority sub-categories are Black (28.6%), Arab (16.7%), Latin American (12.8%), Chinese (12.2%) and South Asian (12.0%), South East Asian (7.6%), and Filipino (4.0%) (Statistics Canada, 2009b). The proportion of visible minorities in Greater Montreal continues to rise and it is expected that by 2031 visible minorities will comprise 31% of the population of the Montreal CMA (Statistics Canada, 2010). Furthermore, Montreal's foreign-born population is increasing rapidly, and nearly two-thirds (64.8%) of recent immigrants in the Montreal CMA are members of a visible minority group. The top three birth countries of immigrants arriving in Montreal are the People's Republic of China, Algeria, and Morocco (Statistics Canada, 2009a).

Attracting and retaining skilled labour is a particularly salient issue for Greater Montreal. A 2004 Organization for Economic Co-operation and Development (OECD) report stipulated that the gap in gross domestic product (GDP) per capita between Montreal and other North American cities is partly attributable to the relative size and efficiency of its labour force (Ville de Montréal, 2011). Montreal faces a lack of skilled workers, which is a deficit that the City of Montreal predicts could grow to 367,000 workers by 2019 (Ville de Montréal, 2011). Immigration has become the metropolis' main source of demographic and labour force growth; however, current immigration levels are not high enough to sustain economic growth, and retention and labour market integration of immigrants remains an issue in Montreal and the rest of Quebec (DeVoretz and Pivnenko, 2008; Edmonston, 2002; Ville de Montreal, 2011), especially in the case of immigrant women (Boudarbat et al., 2010; Chicha, 2010).

Another significant contextual issue in Quebec is the prominence of language-related issues to labour market advancement. Economic success is increasingly dependent upon knowledge of the French language (Nadeau, 2010; Albouy, 2008), while anecdotal evidence suggests that French-English bilingualism may be increasingly necessary for advancement to executive leadership in some sectors. There is also evidence that a portion of Montreal's immigrant population (approximately one quarter) may not have the language skills required to succeed in the city's labour market (Grenier & Nadeau, 2011; Statistics Canada, 2006).

In this analysis it is important to distinguish the immigrant population from the visible minority population more generally. Among visible minority sub-groups, those who identified as Black showed the highest rates of French language knowledge (86.4%) and were also the least likely to be immigrants. Individuals who identified as Filipino had the lowest rate of French knowledge (35.6%), followed by South Asian (45.4%), and Chinese (51.1%) sub-groups (Statistics Canada, 2006). Statistics Canada data from the 2006 Census shows that in general, visible minority and immigrant women are less likely to be French speakers

than immigrant men. At the same time, language legislation – la Charte de la langue française (1977) – has now been in place for 35 years, making the children of immigrant parents much more likely to be fluent in French, and also at an ideal age to advance to leadership positions.

Given that the South Asian and Chinese populations in Montreal are expected to double due to immigration over the next two decades (Statistics Canada, 2010b), the issue of language as a barrier to workplace advancement could become even more pertinent. In this context, it is increasingly crucial that strategies are in place to ensure all segments of its citizenry have the potential to contribute in the Greater Montreal labour market.

THE BENEFITS OF DIVERSE LEADERSHIP

Diverse leadership offers organizations throughout Quebec and Canada a competitive advantage. There is a growing body of research highlighting the benefits of diversity in the workplace in general, as well as the specific benefits of diversity among senior leadership across the public and private sectors. Diversity in leadership is a particularly salient issue in Greater Montreal in the context of the talent and skills shortages resulting from demographic changes. Having leaders in the public and private sector that reflect the diversity of Greater Montreal's population has also been shown to offer organizations the following competitive advantages:

Diversity in leadership supports improved financial and organizational performance.

Many studies suggest that there is a positive correlation between an organization's diverse leadership and financial performance (Conference Board of Canada, 2008; Herring, 2009).

Diversity in leadership provides access to new domestic and global markets.

Recent research suggests that access to global, as well as emerging local markets, may be enhanced by diverse leaders (Miller & Triana, 2009; Slater et al., 2008).

Diversity in leadership helps organizations attract and retain the best talent.

Organizations with diverse leaders are more likely to attract and retain the most highly skilled workforce. Broome and Krawiec (2008) found that a diverse board, for example, signals an organization's commitment to its employees. Other studies show that organizations with women in leadership roles are more successful at leveraging and retaining the talent of other women (Elsaid & Ursel, 2011; Matsa & Miller, 2011; Skagges et al., 2012; Terjesen, Sealy & Singh, 2009). Furthermore, McKay et al. (2007) have linked senior executive commitment to diversity to reduced turnover intentions. Organizational efforts to support diversity were also found to moderate the effects of perceived racial discrimination (Triana et al., 2010).

Diversity in leadership supports innovation.

Empirical research suggests that diversity in leadership supports innovation and creativity (Slater et al., 2008). Employees who are racially and culturally diverse are more likely to "think outside the box" and generate innovative solutions (Certo et al., 2006). Diverse organizations also demonstrate better product development and service (Nieburh, 2010).

Diversity in leadership promotes social inclusion.

Diverse leaders are role models and play important roles in the professional development of other women and visible minorities (Sealy & Singh, 2009), impacting social inclusion by shaping the hopes and aspirations of diverse youth (Aguirre, 2008), as well as diverse workers in the pipeline (Adler, Brody & Osland, 2001). Failure to provide positive role models can lead to social exclusion, which carries with it very high social and economic costs.

AN ECOLOGICAL APPROACH TO UNDERSTANDING THE PROBLEM

In recent decades, there has been substantial progress made in advancing women and visible minorities to leadership roles, but it is widely accepted that barriers remain at the societal, organizational, and individual levels, which impede the upward advancement of specific populations. In the process of implementing organizational change, there remains debate around how to approach and assess these barriers and strategies to build inclusion. To address this need, DiversityLeads has developed an evidence-based and comprehensive strategy to advance diversity in leadership, using an ecological model as a framework for understanding the connections between societal (macro), organizational (meso), and individual (micro) issues.

Changes at the societal (macro) level are long-term systemic changes that may take decades to achieve. However, these systemic changes are crucial to facilitate change at the organizational and individual levels, which are both constrained by the social world around them. Similarly, change at the individual level is not sustainable without addressing the organizational processes and societal structures in which the individual operates. Finally, sharing the lived experiences of women and visible minorities who have reached leadership roles may help identify the skills and attitudes needed to navigate barriers to advancement. Therefore, an ecological model which takes these societal, organizational, and individual levels into consideration is an essential part of creating and sustaining modes of change (Thurston & Vissandjee, 2005).

Societal Level

The challenges women and visible minorities face in their workplaces are influenced by the broader social context in which they are situated. For example, media perpetuates gender stereotypes of leaders when female executives are portrayed as anomalies and when men appear more often as “experts” in media images and on news programming (Wilson, 2004; Wood & Landry,

2008). This perpetuates the “think manager-think male” social stereotype that associates masculine qualities with leadership and undermines the perspective that women are effective leaders (Kandola, 2004; Ojo, 2006; Schein, 2007).

Social stereotypes also undermine the leadership potential of underrepresented groups when they associate categories or groups of people with negative generalizations (Catalyst, 2007). Studies of media portrayals of ethno cultural minorities in Quebec have consistently found media coverage to be negative, particularly in Montreal (CRI, 2010). For example, Potvin’s (2010) investigation of media and social discourse into what is referred to as the “reasonable accommodation crisis” (between 2006-2008 in Quebec) revealed that a number of devices were employed in the media and other editorials that created negative polarizations between majority and certain minority groups. Furthermore, an examination of French language television in Quebec by the Conseil des Relations Interculturelles (CRI) found that ethno-cultural minority representation in television series is mostly limited to subordinate roles and is only marginal in advertisements (fewer than one in five ads) (CRI, 2010).

Organizational Level

Systemic barriers in organizations continue to affect the advancement of women and visible minorities to top-level management.

There is ample evidence that women continue to face barriers in their advancement to the top levels of organizational hierarchies. Broughton and Miller (2009) argue that managerial culture has been built upon norms and values that are predominantly considered to be masculine. As a consequence, women are held to higher standards than men within organizations and must work harder to be considered their professional equals (Conseil des Montréalaises, 2008; Heilman & Okimoto, 2007; Lyness & Heilman, 2006). Women and visible minorities are also less likely to be chosen for high visibility and challenging growth opportunities (Kilian, Hukai & McCarty, 2005). Furthermore, without family-friendly policies, the demands of leadership positions – such as long hours, late meetings, and last minute requests – can conflict with the demands of domestic life, particularly for women, who are more likely to bear the majority of childcare and family responsibilities

(Conseil des Montréalaises, 2008; Watts, 2009; Wood & Newton, 2006).

Visible minority executives highlight the importance of mentors during their career development; however, studies show that not having a mentor or role model continues to be a significant barrier for visible minorities in the pipeline (Catalyst, 2002; Ragins & Cotton, 1996). Non-recognition of foreign credentials and a lack of prior learning assessments are other common workplace barriers for visible minorities (Cukier, Yap, Holmes & Rodrigues, 2009; Samuel, 2006). In addition, Samuel (2006) argues that French language ability, proficiency, and distinctive accents act as barriers to workplace entry and job retention, particularly in the context of Montreal (Samuel, 2006). One potential barrier for immigrants (two-thirds of whom are visible minorities in Montreal) is a lack of formal networks to help with accessing job leads (HR Council for the Non-profit Sector, 2008).

While examining the everyday workplace experiences of visible minorities, researchers have identified exclusionary practices in workplaces including racism, stereotyping, and negative attitudes towards the quality of visible minorities' skills and work (Livers & Cavers, 2003; Mor Barak, 2000; Shih, 2002). These practices impede career advancement of visible minorities and have a negative impact on their sense of belonging in the workplace (Sadiq, 2005). Based on this evidence, Sadiq (2005) argues that "employment equity policies based on numerical representation cannot be effective unless they are implemented in tandem with broad based workplace diversity initiatives that challenge discriminatory attitudes and the exclusionary treatment of visible minorities" (p. 61).

Research also suggests that visible minority women encounter more barriers to advancement in organizations than non-visible minority women, including fewer options in terms of mentors and senior executive networks (Hopkins et al., 2008; Bell & Nkomo, 2001). Other studies have found that visible minority women are promoted less often than both men and non-visible minority women and report less career satisfaction (Cukier, Yap, Hannan & Holmes, 2010; Yak & Konrad, 2009).

Addressing these systemic barriers is challenging in Canadian organizations where politeness and political

correctness may restrain individuals from addressing issues that arise in multicultural workplaces. This issue serves to compound the barriers visible minorities face to career advancement (Catalyst, 2008).

Individual Level

Many studies identify self-imposed barriers of women and visible minorities as one of the factors limiting their representation in senior levels of organizations. Bowles and McGinn (2005) report that women are less likely to promote themselves, are more likely to credit their team or circumstance for their successes, and often shoulder the blame upon failure. Eagly and Karau (2002) argue that when women exhibit characteristics typically associated with leadership, they may face backlash due to a lack of congruence between the perception of the leadership role and the female gender role. Other studies show that differences in communication styles are a factor (Basow, 2008; Bowles, Babcock & Lai, 2007). Women are less likely to assert themselves and negotiate for what they want, and if they do, they are considered less socially attractive, less likeable, and less hireable (Bowles, Babcock, & Lai, 2007).

Cultural nuances in communication style may be an individual barrier to career advancement for visible minorities, particularly if they were born outside of Canada. In Canada, job candidates are typically expected to promote themselves and their skills during interviews, but some applicants come from a cultural background where the norm is to attribute accomplishments to group efforts, which may negatively impact their employment outcome.

Feeling like one "fits" in an organization is another important aspect of career advancement and has been linked to low turnover and increased rates of productivity and employee satisfaction (Catalyst, 2008). A 2008 study of managers, professionals, and executives from Canadian firms found that visible minority participants encounter expectations for them to "Canadianize" themselves or acculturate, and that having an accent may hold them back from top-level management positions (Catalyst, 2008). Also, visible minority women perceived a need to adapt their behaviour and communication style to fit into their workplaces, which could require being more assertive or less out-spoken (Catalyst, 2008).

PROJECT SCOPE

This research focused on areas of Greater Montreal with over 10% of visible minorities: the Island of Montreal (which includes 16 municipalities) and the municipalities of Laval, Brossard, and Longueuil (see Appendix 2). These 19 municipalities, with a total population of 2,486,090, account for 71.3% of Greater Montreal's population in 2006. As a result of its small municipalities and its provincial and federal electoral districts crossing over borders, all municipalities within the Island of Montreal were analyzed despite some areas having a visible minority population below 10%. Within this selected geographic area, 51.7% of the population are women, 22.5% of the population are visible minorities, and 11.5% of the population are visible minority women.

This study assesses the level of representation of women and visible minorities in senior leadership roles in six well-defined and highly visible sectors: elected officials, public, corporate, voluntary, education, and agencies, boards, and commissions (ABCs). These six sectors were further broken down into sub-sectors, which are detailed later in the report.

The study uses the term 'visible minorities' as defined by the federal Employment Equity Act. The Quebec Act Respecting Equal Access to Employment in Public Bodies (2001) includes the four federally designated groups, in addition to persons whose mother tongue is neither French nor English. As the DiversityLeads project does not directly examine issues of language and our methodology does not allow us to determine the mother tongues of individuals, we did not include this subset of the population in the study sample. Subsequent research should fill this gap.

METHODOLOGY

This study relied on information published in the public domain, such as captioned photos and biographies, to identify leaders and their demographic profiles. Data sourced from the public domain have a number of benefits over survey data, including being easier to confirm. Surveys are also susceptible to low rates of response and can be unrepresentative.

The data captured for this study were classified by a team of researchers trained to identify the visible minority status and gender of each person examined. The Employment Equity Act definition of visible minorities was used to classify the visible minority status of individuals through examination of publicly available photographs. All classifications were coded twice and inter-coder reliability exceeded 95%. When demographic information was not publicly available or indefinite, surveys and interviews were consulted to determine classifications.

The reliability of this method of data collection was reinforced by the Ontario Human Rights Commission (OHRC) (2010), who reviewed previous research conducted as part of the DiverseCity Counts project in Toronto and concluded that "the strong, rigorous data collection methods gave the work more credibility."

In addition to the quantitative analysis conducted as part of this study, qualitative research and literature reviews were undertaken to deepen understanding of each sector and their associated trends. Organizations within each sector that contained the greatest representation of women and visible minorities were also identified.

IMPLICATIONS FOR FUTURE RESEARCH

This study examines the representation of women and visible minorities across sectors in Greater Montreal and serves as a baseline for subsequent research.

Organizations can learn from one another by tracking and sharing their results and strategies related to increasing representation. Meanwhile, DiversityLeads will continue to help advance evidence-based strategies and approaches, as well as evaluations.

It is worth noting that the category 'visible minorities' is not homogenous, and some ethnic and racial minorities have achieved significant results in terms of representation in leadership positions. More research is needed that examines leadership representation by visible minority sub-categories in each of the different sectors and sub-sectors.

DEFINITIONS

Diversity in Leadership: In this report, diversity in leadership refers to the representation of women and visible minorities in leadership positions such as elected office, government appointments to agencies, boards, and commissions, and the most senior management positions of the public, corporate, voluntary, and education sectors. In other DiversityLeads reports, this definition may also include people with disabilities, aboriginal peoples, and lesbian, gay, bisexual, and transgendered (LGBT) individuals.

Visible Minority: The Canadian Employment Equity Act defines visible minorities as “persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour” (Department of Justice Canada, 2011). Examples of visible minorities include: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed, and other visible minorities.

Immigrant: Persons residing in Canada who were born outside of Canada, excluding temporary foreign workers, Canadian citizens born outside Canada, and those with student or working visas (Statistics Canada, 2010).

Aboriginal Person: An Aboriginal person is a North American Indian or First Nation member, a Métis, or an Inuk. North American Indians or First Nation members include Status, Treaty, or Registered Indians, as well as Non-Status and Non-Registered Indians. For the purposes of this study, Aboriginal persons are not referred to as a visible minority group as they are categorized separately under the Canada Employment Equity Act.

DIVERSE LEADERSHIP IN GREATER MONTREAL

In 2011-2012, 3,025 leadership positions in all six sectors were examined in Greater Montreal. Overall, 31.2% of senior leaders were women, compared to 51.7% of the total Greater Montreal population. Similarly, visible minority status was assessed for 2,582 of the 3,025 leaders analyzed (85.4%) and overall, 5.9% of senior leaders were visible minorities, compared to 22.5% of the general population of Greater Montreal. Female visible minorities accounted for 1.9% of the total senior leaders, despite accounting for 11.5% of the total population.

ELECTED OFFICIALS

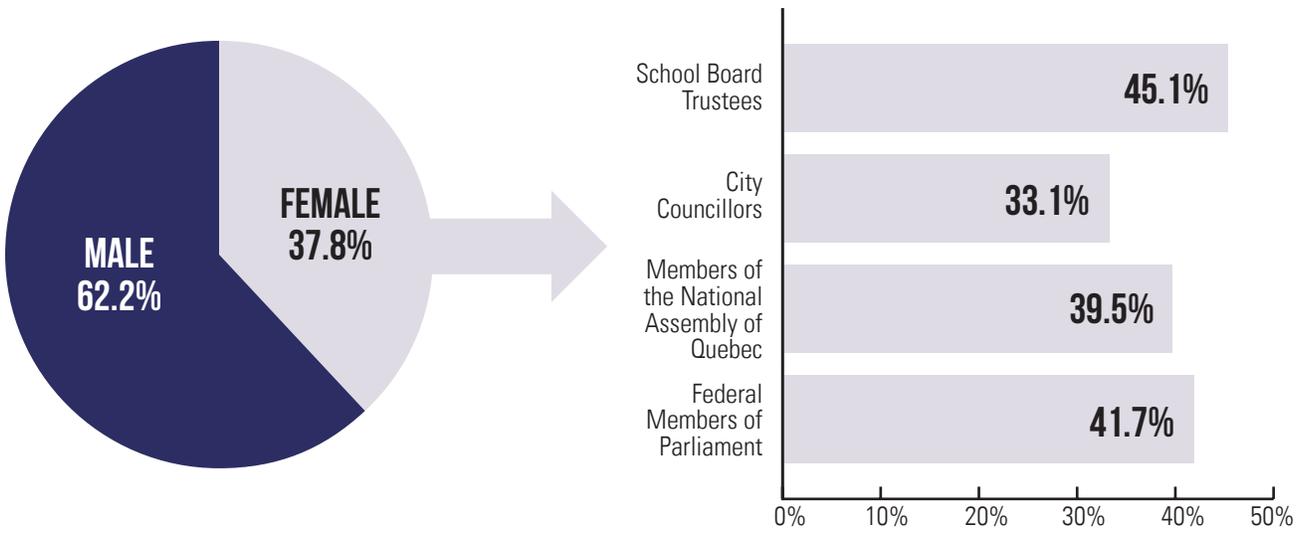
Overview

Electoral representation is an important indicator of a democracy's health (Siemiatycki, 2008). Diversity among political leaders signals that all citizens have equal opportunities and access to power. It ensures that a broader range of perspectives shape political priorities (Bird, 2007) and increases the likelihood that issues relevant to historically underrepresented populations will be addressed (Bird et al., 2011; Siemiatycki & Saloojee, 2002). Diversity in political leadership also helps promote commitment to diversity at all levels of governance and mainstreams diversity throughout the policy-making process. As a signal of inclusiveness and opportunities, it has the potential to increase

social inclusion by encouraging the participation of underrepresented groups.

Significant progress has been made to improve representation of women in electoral politics, although women remain underrepresented among elected officials. As a result of the 2012 Quebec provincial election, 33% of seats in the National Assembly belong to women, which is the highest proportion of female elected representatives among the ten provinces (Equal Voice, 2012). In Greater Montreal, women are represented on city councils at a rate exceeding the rest of Quebec and other major Canadian cities, including Toronto and Ottawa, holding 36.2% of seats on city councils (Ville de Montréal, 2008).

Figure 1: Representation of women senior leaders in elected office, 2011-12



The proportion of visible minorities among elected officials has been improving at a much slower rate than female representation, accounting for only a small portion of elected leaders (Black, 2009; Siemiatycki, 2008, 2011). In Quebec, large gains in the last federal election by the New Democratic Party (NDP) – a party that actively nominates diverse candidates – made it the only province with a larger representation of visible minorities among its Members of Parliament (14.7%) than the representation in the general population (8.8%) (Crawford, 2012).

In municipal level electoral politics, a key barrier faced by women and visible minorities is ‘incumbency’ – a low turnover rate of legislative personnel (Black, 2009). Incumbency may result from low visibility of political parties during municipal election campaigns, as elections can hinge on name recognition (Siemiatycki, 2011). In addition, political parties tend to be hesitant to challenge the nomination of those already in office (Ballington, 2003), giving incumbents a substantial advantage over minority groups trying to “break into politics.” Ethnic minority candidates in Greater Montreal fare better in constituencies or districts with a strong, well-developed community base to support them, and where more than 20% of the population shares a similar ethnic background with the candidate (Simard, 2002).

Methodology

Our analysis focused on the representation of women and visible minorities among elected officials in Greater Montreal, including school board trustees and municipal councillors in Laval, Longueuil, and the Island of Montreal; Members of the National Assembly of Quebec (the equivalent of Members of Provincial Parliament in

other provinces) in provincial electoral districts covering the Island of Montreal, Brossard, Laval, and Longueuil; and Members of Parliament (MPs) in federal electoral districts covering the Island of Montreal, Brossard, Laval, and Longueuil.

Findings

Overall, 37.8% of elected officials were women. Women are approaching equal representation as leaders on school boards, accounting for 45.1% of elected trustees (see Figure 1). At the federal level, 41.7% of elected representatives were women, compared to 39.5% of Members of the National Assembly (MNA) (when data was collected in 2011, women represented 43.6% of MNA; however, as a result of the September 2012 provincial election, representation dropped to 39.5%). The percentage of women was the lowest for city councillors (33.1%). Female visible minorities were significantly underrepresented among elected officials, accounting for 3.2% of elected officials. The highest level of female visible minority representation was among federal elected officials (16.7%), and the lowest was among city councillors (1.4%).

Overall, visible minorities account for 22.5% of the Greater Montreal population, but represent only 6.9% of its elected officials (see Table 3). The highest proportion of visible minority representation among elected officials is at the federal level (29.2%), making federal MPs the only elected official sub-sector to have visible minority representation greater than their proportion of the population. At the provincial level, 15.8% of elected representatives were visible minorities (MNA representation of visible minorities increased 5.5% after

Table 3: Representation of visible minority senior leaders in the elected officials sector, 2011-12

Elected Officials	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
School Board Trustees	162	160	98.8%	12	7.5%
City Councillors	278	268	96.4%	9	3.4%
Members of the National Assembly of Quebec	38	38	100.0%	6	15.8%
Federal Members of Parliament	24	24	100.0%	7	29.2%
Total	502	490	97.6%	34	6.9%

the 2012 provincial election, from 10.3% to 15.8%). In contrast, visible minorities were poorly represented on school boards and city councils, comprising just 7.5% and 3.4% of sub-sector leaders, respectively. Of 103 city councillors, the City of Montreal has three who are visible minorities, and Brossard, Laval, and Longueuil have no visible minority city councillors.

The different rates of visible minority representation found among municipal, provincial, and federal levels of government warrant further examination.

The overall percentages often mask variations within the sectors and sub-sectors. In 31.6% of municipalities, more than 40% of city councillors were women, but in 15.8% of municipalities there were no female city councillors. Similarly, in 10.5% of municipalities, at least 20% of city councillors were visible minorities, while 73.7% of municipalities had no visible minorities in this position.

PUBLIC SECTOR

Overview

While public sector leaders are not as well known in the general population as elected officials, they have an important and influential role in shaping the way governments operate. In addition, public sector institutions in Quebec are relatively crucial to the province, since they are the key providers of integration services for newcomers – responsible for 93.7% of spending on integration services (Reichhold, 2010).

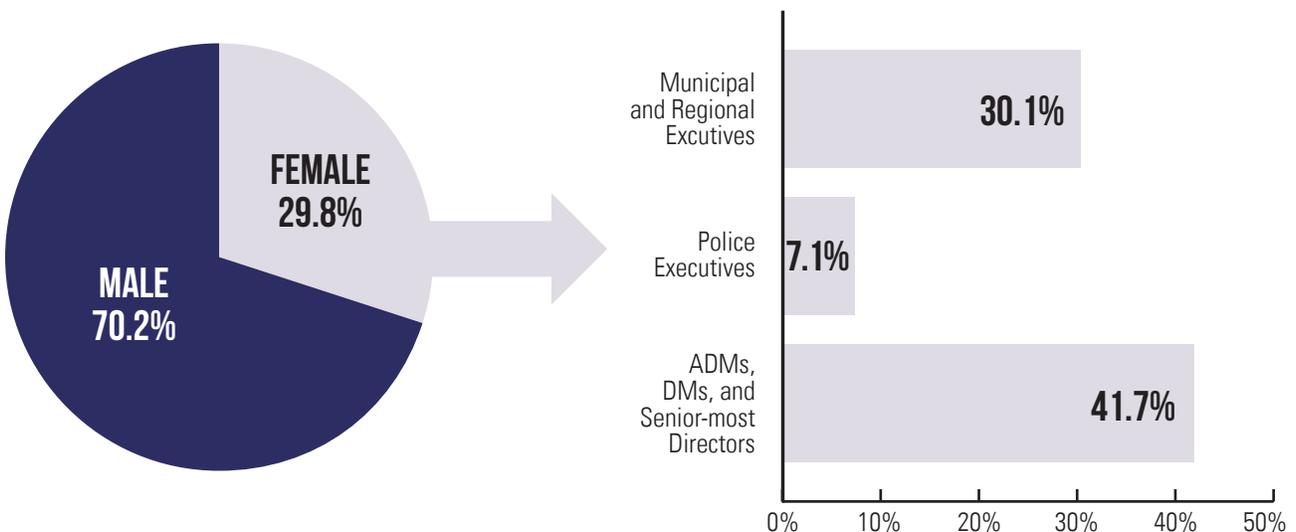
Having a diverse public sector, especially at the senior management level, is an important component of full democratic representation. In a representative bureaucracy, constituent groups are represented at all levels at the same proportions as within the general population, which increases its responsiveness to the needs and concerns of all citizens, including historically underrepresented groups (Gidengil & Vengroff, 1997; Keiser et al., 2002). There are two types of representation in the public sector: passive and active. For passive representation, the demographics of the sector reflect those of the public it serves, and active representation is achieved when the interests of the entire population are represented (Smith & Monaghan, 2011). Overall, diverse public sector leadership is important because it broadens the range of interests that inform public decision-making.

Specific benefits of diversity in the public sector include:

- Signaling a commitment to equal access to power for all citizenry;
- Making available a greater breadth of knowledge and experiences for the decision-making process;
- Attracting a broader range of candidates to be considered for public sector appointments; and
- A greater potential for the increased cooperation of traditionally underrepresented groups with government as trust is built (Evans et al., 2007).

Quebec adheres to the Act Respecting Equal Access to Employment in Public Bodies, making it the only Canadian province to adhere to employment equity legislation for provincially-regulated bodies (Public Service Alliance of Canada, 2010). The City of Montreal has complemented provincial employment equity legislation with its own efforts to increase female involvement locally. The Montreal city council adopted the International Union of Local Authorities' (IULA) Worldwide Declaration on Women in Local Government in 2002, reaffirming its commitment to gender equality; created the Conseil des Montréalaises two years later to provide the City with recommendations relating to gender equality; and has committed to "supporting equality between women and men" in all its activities through Article 16 of the Montreal Charter of Rights and Responsibilities – the first charter of rights introduced by a North American city. Furthermore, Montreal's

Figure 2: Representation of women senior leaders in the public sector, 2011-12



boroughs and central departments established their own triennial action plans in 2008 with the aim of reducing systemic discrimination in local governance and to increase the representation of designated groups, including women and visible minorities.

While efforts towards an inclusive public sector are clearly underway, studies show that effective representation of women and visible minorities continues to be an issue in Montreal’s public service sector, especially at the executive level (CIM, 2011). Challenges to representation in the public sector include the lack of communication between departments relating to good practices or lessons learned, the short-lived nature of administrative arrangements in the sector, and the high turnover of employees dedicated to Employment Equity (CIM, 2011). Other studies report that the widespread use of casual and term appointments in the public sector is a barrier for visible minorities, given that casual and term employees are more often recruited through local, personal networks than the national pool (PIPSC, 2008).

Methodology

Our analysis examined the representation of women and visible minorities among the most senior municipal and provincial public sector executives in Greater Montreal. This includes the senior administrative staff (mayors, deputy mayors, city councillors, borough mayors, and borough councillors of Brossard, Laval, Longueuil, and 15 municipalities within the Island of Montreal); police executives (chiefs and deputy chiefs) from Laval Police Services, Longueuil Police Services, and Montreal Police Services; and Deputy Ministers (DMs), Assistant Deputy Ministers (ADMs), and senior-most directors located in Greater Montreal.

Findings

Of the 171 public sector leaders examined, 29.8% are women (see Figure 2).

Sub-sector percentages within the public sector differed substantially. Among DMs, ADMs, and senior-most directors in Greater Montreal, the percentage of women leaders was 41.7%, compared to 7.1% among police executives. The representation of women municipal and regional executives was 30.1%.

Female visible minority leaders are nearly absent in the public sector, with female visible minorities holding just 0.8% of municipal and regional executive positions.

Visible minorities are poorly represented among public sector leadership in Greater Montreal, comprising just 2.6% of executive-level leaders overall, and 0% in the police executive and ADMs, DMs, and senior-most directors sub-categories (see Table 4). Among municipal and regional executives, 3.6% were visible minorities. Visible minority municipal executives were found only in the municipalities of Dollard-des-Ormeaux, Hampstead, and Sainte-Anne-Bellevue, which are all located in the Island of Montreal.

Present findings show a dearth of diverse leadership among police services in Greater Montreal. Police leadership is somewhat unique due to the smaller pool of qualified applicants and a small number of organizations and executive positions (only 14 positions in this study). However, it remains important to focus on developing visible minority leaders in policing, as numerous inquiries and commissions have linked visible minority representation in Canadian policing with the overall effectiveness of police work in large urban areas (Jain, Singh, & Agocs, 2008).

Within the different sub-sectors there were also significant variances. For example, among Greater Montreal’s municipalities, 11.8% had visible minorities in at least 20% of senior administrative positions, while 82.4% of municipalities had none.

Table 4: Representation of visible minority senior leaders in the public sector, 2011-12

Public Sector	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
Municipal and Regional Executives	133	84	63.2%	3	3.6%
Police Executives	14	14	100.0%	0	0.0%
DMs, ADMs, and Senior-most Directors	24	19	79.2%	0	0.0%
Total	171	117	68.4%	3	2.6%

CORPORATE SECTOR

Overview

There is a growing recognition that diversity in corporate sector leadership, including executives and board members, has a positive effect on an organization's financial performance (Conference Board of Canada, 2008; Kochan et al., 2003; McKinsey & Company, 2007) as well as the reputation and innovation of a firm (Miller & Triana, 2009). Diversity on boards has been shown to help companies avoid the shortcomings of 'groupthink' – as underrepresented groups are less socially embedded, they are more apt to challenge and monitor management (Corporate Knights, 2010; Maharaj, 2008). Other research finds that "a diverse board is the most important aspect of corporate diversity" because "it shows the organization's commitment and sets an example for the rest of the organization" (Virtcom, 2006).

A Conference Board of Canada (2008) report highlights the value of diverse leadership in the corporate sector, including:

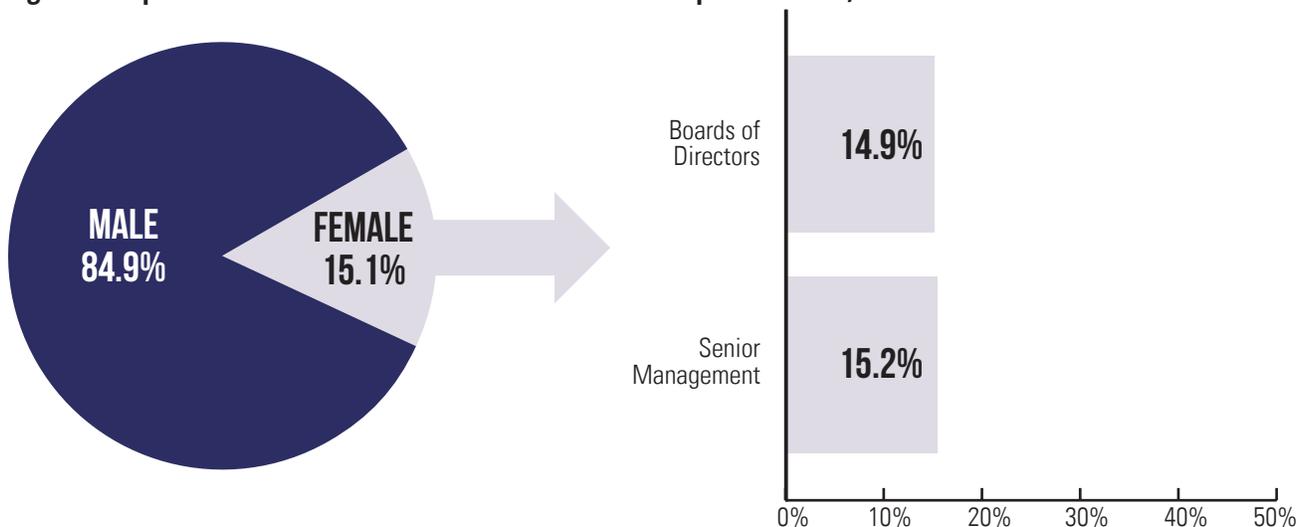
- New domestic and international market opportunities;
- Innovation with respect to product design, marketing, and customer service;
- New talent pools for recruitment and higher levels of retention; and
- Improved financial performance and organizational effectiveness.

Studies indicate that the presence of female board members in a corporation has a positive influence on attitudes among female employees, as well as promotion rates of women to executive level, CEO, and other senior roles (Elsaid & Ursel, 2011; Matsa & Miller, 2011; Skagges et al., 2012). However, women in the corporate sector continue to face significant barriers to advancing to executive positions, including the highly gendered notion of leadership ('think manager – think male') (Bell & Nkomo, 2001); inertia and self-interest of established, homogenous boards (Leblanc, 2012); and the challenges associated with balancing a demanding work and domestic life (Ogden, McTavish & McKean, 2006).

Visible minorities report that advancement in their workplace is affected by the "glass cliff" phenomenon, whereby employees from minority groups are put into leadership positions or roles with high risk of failure or criticism without the supports needed to succeed (Phillips, 2007). Also, informal hiring practices in the corporate sector, such as advertising positions through networks, disadvantage visible minorities and immigrants in particular, whose professional networks or connections are lacking (HRSDC, 2012). A lack of visible minority representation on hiring committees compounds this barrier (HRSCD, 2012).

Since 1987, all private employers in Quebec with at least 100 employees and who obtain at least \$200,000 worth of government grants or contracts must adhere

Figure 3: Representation of women senior leaders in the corporate sector, 2011-12



to an equal access employment program (Chicha & Charest, 2010). Two evaluations of the implementation of equal access programs in Montreal were conducted in 1998, which found that few private sector businesses had met their objectives for removing discriminatory human resources management practices, demonstrating that little progress had been made in improving visible minority representation (Chicha & Charest, 2010). Similarly, a 2005 survey in the Montreal CMA found a mismatch between private sector employers' interest in workplace diversity and a lack of measures to achieve it (Chicha & Charest, 2010). Contributing factors identified by the authors include negative stereotypes relating to the productivity of visible minority employees, failure to understand the objectives of the employment equity program, and a lack of commitment from business leaders. Finally, all three studies identified inadequate government oversight and the absence of government sanctions for organizations that fail to comply as barriers to the success of equal access programming in Quebec (Chicha & Charest, 2010).

Methodology

This study analyzed the largest 60 companies headquartered in the Island of Montreal, Laval, and Longueuil, as defined in terms of revenue by the Financial Post 500 in 2010 (see Appendix 3). The board of directors and senior management were analyzed for this study through an examination of the organization's website or other publicly available sources. In cases where there was less than 50% available information for the board of directors or senior management sub-categories, the corporation was excluded from the findings of the respective sub-category. As a result, board of directors findings are based on data from 51 corporations and senior management findings are based on data from 54 corporations.

Findings

Of the 1,029 leaders examined in the corporate sector, 15.1% were women (see Figure 3).

Women are significantly underrepresented in the corporate sector on boards of directors (14.9%) and among senior management (15.2%).

Female visible minorities are absent from board leadership in the corporate sector, and female visible minorities represent only 0.4% of the sector's senior-level management.

There is a large gap in visible minority representation among leaders in Greater Montreal's corporate sector. Only 2.6% of corporate sector leaders are visible minorities, despite accounting for 22.5% of Greater Montreal's total population (see Table 5). There is some variation between sub-sectors in the corporate sector: 4.1% of senior management positions are held by visible minorities, compared to 1.1% of seats on boards of directors.

Overall percentages can mask gaps. In 5.6% of 54 corporations, women held at least 40% of senior management positions, but 31.5% of organizations had no women in senior management positions.

Some companies had high levels of visible minority representation, such as:

- Molson Coors Brewing Company, with visible minorities comprising 25.0% of its senior management
- Air Canada, with 11.1% visible minority representation on its board of directors

While 5.6% of corporations had visible minorities in at least 20% of their senior management positions, 77.8% of corporations had none at all. Clearly, the ability of leading organizations to attract high proportions of women and visible minorities to senior roles suggests that there is a sufficient pool of well-qualified and talented women and visible minorities.

Table 5: Representation of visible minority senior leaders in the corporate sector, 2011-12

Corporate Sector	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
Boards of Directors	509	475	93.3%	5	1.1%
Senior Management	520	486	93.5%	20	4.1%
Total	1,029	961	93.4%	25	2.6%

VOLUNTARY SECTOR

Overview

The voluntary sector, also known as the non-profit sector or civil society, encompasses non-governmental organizations that focus on the benefit of the community or society without gaining profit (National Council for Voluntary Organizations, 2012). Quebec's approximately 8,000 voluntary sector organizations have an increasingly important role in the delivery of services to the public and in the social development of the province, in addition to providing full-time employment for more than 30,000 Quebecers (Jetté, 2011; Reichhold, 2010) and building civic engagement through its reliance on volunteerism (Meinhard & Faridi, 2009). Given the critical role of the voluntary sector, it is important that leaders of non-profit organizations understand the diverse needs and interests of their clients, volunteers, and stakeholders (Guo & Musso, 2007). Furthermore, diversity on civil sector boards has been linked to organizational effectiveness, their ability to serve the community (Gazley et al., 2010; HR Council, 2012), improved performance in diversity initiatives overall, and board planning that incorporates diversity-related goals (Bradshaw, et al., 2009). In addition, having three or more women on a board has been linked to improvements in fund-raising (Nielsen & Huse, 2010). In a primarily funding-based sector, there is growing recognition that a diverse board introduces new sources

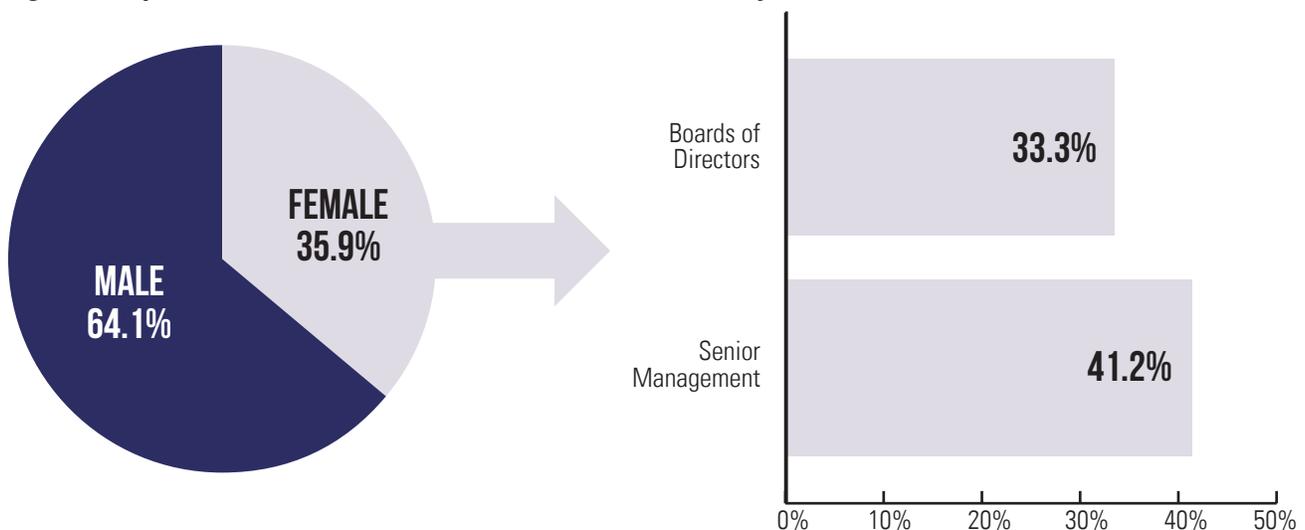
of donations by broadening the interests served by the organization (HR Council, 2012).

Yet research indicates that women continue to face barriers to leadership roles in non-profits, including the board selection process, which gives preference to individuals with senior corporate experience – the overwhelming majority being men. There is also evidence that increasing visible minority representation in the sector is challenged by the difficulties organizations face when trying to access ethnically diverse networks due to limited human resources capacity, which increases reliance on informal methods of recruitment (HR Council for the Non-profit sector, 2012).

Methodology

This study focuses on the twenty largest charities and foundations registered in Greater Montreal, as defined in terms of revenue by the Canadian Revenue Agency in 2010 (see Appendix 4). Organizations with less than 50% available information on their boards of directors or senior management were excluded from the study. Ethno-cultural and religious organizations, hospitals, universities, and other publicly funded organizations (agencies, boards, and commissions) were omitted from the voluntary sector analysis.

Figure 4: Representation of women senior leaders in the voluntary sector, 2011-12



Findings

Of the 365 leaders examined, 35.9% are women (see Figure 4).

In Greater Montreal's voluntary sector, women hold 41.2% of senior management positions, and 33.3% of seats on boards of directors.

Less than 2% of voluntary sector senior leaders are female visible minorities.

The voluntary sector has the highest visible minority representation of all sectors (11.4%) (see Table 6), which is still not on par with their proportion of the general population. Within the sector, visible minorities have slightly more representation on boards of directors (12.3%) than in senior management (9.5%).

Despite the relatively high levels of visible minority representation among senior leaders, female visible minority representation is surprisingly low in the voluntary sector, accounting for less than one-quarter of the sector's visible minority senior leaders. This finding indicates that there is a need for inquiries into the unique barriers to career advancement experienced by visible minority women.

In the voluntary sector, averages mask variances between leading organizations and laggards. Leading organizations include:

- McGill University Health Centre, with visible minorities accounting for 33% and women for 50% of their senior management;
- Centre jeunesse de Montréal - Institut universitaire and Société d'habitation et de développement de Montréal (SHDM): visible minorities hold 16.7% of seats on both organizations' boards of directors, and women hold 55.6% and 50% of seats, respectively;
- CSSS St. Leonard et St. Michel, with visible minorities accounting for 25% and women for 61.5% of their senior management; and
- Comité de gestion de la taxe scolaire de l'île de Montréal, with visible minorities accounting for 25% and women for 50% of senior management positions.

Overall, 5% of voluntary sector organizations have no women in senior management positions. In addition, 25% of voluntary sector organizations had visible minorities in at least 20% of senior management positions, but the remainder (75%) had no visible minorities in any senior management positions.

Table 6: Representation of visible minority senior leaders in the voluntary sector, 2011-12

Voluntary Sector	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
Boards of Directors	246	195	79.3%	24	12.3%
Senior Management	119	95	79.8%	9	9.5%
Total	365	290	79.5%	33	11.4%

EDUCATION SECTOR

Overview

Diverse leadership in the education sector is important for developing the pipeline for future leadership in all sectors. Education is well positioned to influence the leaders of tomorrow and as such should provide an atmosphere of inclusivity. Diverse leadership in the classroom has the potential to improve the academic success of women and visible minorities (Carrell et al., 2009; Sanchez et al., 2008). The presence of successful women leaders also has a positive influence on perceptions of women in leadership positions overall (White House Project, 2009). Apart from their role as educators, academic leaders are also researchers and innovators, affecting the scope of research and knowledge produced. Increasing the breadth of the pool of talent in Canada broadens the ideas, experiences, and perspectives that drive innovation, and also addresses skill shortages (Marsden et al., 2012). Other studies have shown that visible minorities among education sector leadership can improve teaching and scholarship at the university level (Antonio, 2002). Diverse leadership in education and diverse learning environments foster students that are more culturally aware, providing them with the capacity to lead a “diverse democracy” (Gurin et al., 2003).

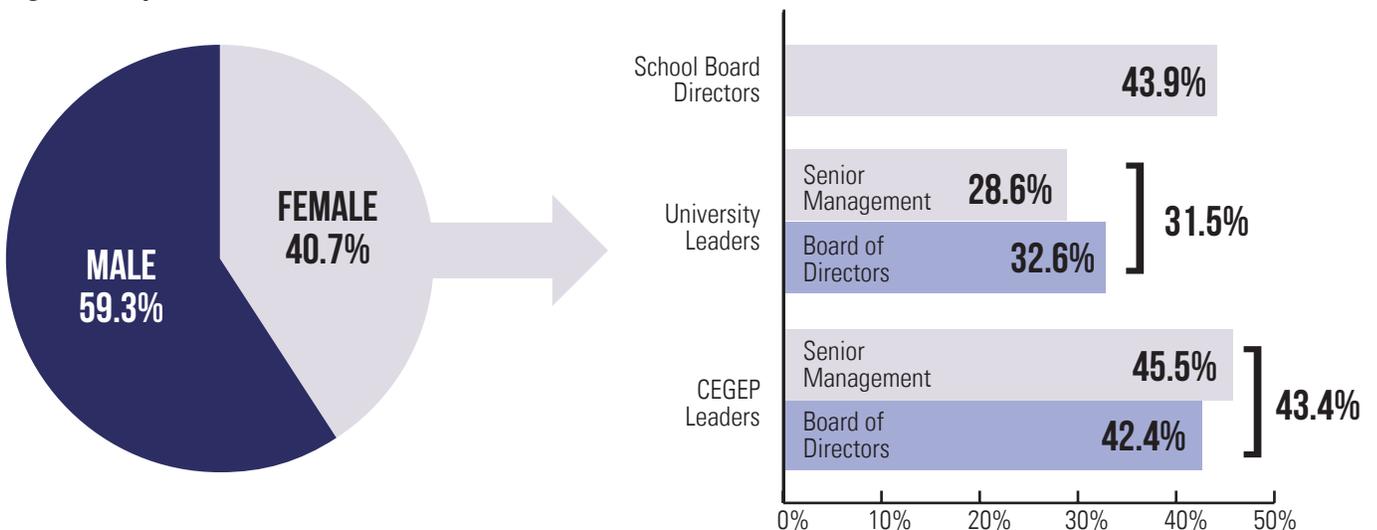
Specific strategies have improved the diversity of education leaders in Greater Montreal. Foremost of

these strategies was the implementation of an Act titled Respecting Equal Access to Employment in Public Bodies, which came into force on April 1, 2001. This Act requires educational institutions in Quebec to institute equal access employment programs.

While women represent the majority of undergraduate and master’s students as well as half of PhD candidates, more needs to be done to advance women into the ranks of the professoriate, particularly to the level of full professors and senior administrators (Marsden et al., 2012; Robbins & Simpson, 2009). As in other sectors, studies have found that barriers to career advancement for women working in higher education include hiring and promotion processes, such as the disproportionate value given to research outputs when hiring for tenure positions. Other qualifications also need to be considered, such as the time that women spend on university community service commitments; evidence suggests that women are more active in these commitments than men (Marsden, et al., 2012).

Despite visible minority groups attaining higher levels of education, there is evidence that visible minorities face barriers to employment and advancement (Canadian Race Relations Foundation, 2000; Ryan, Pollack, & Antonelli, 2007; Tremblay & Mahfoudh, 2012). For example, recent immigrants struggle to get their credentials recognized during hiring and regulating

Figure 5: Representation of women senior leaders in the education sector, 2011-12



processes, which limits the potential of internationally-trained educators (ITEs) to enter the teaching profession (Ryan, Pollack, & Antonelli, 2007; Galabuzi, 2006). In addition, the composition and independence of hiring and promotion committees results in hiring and promotion processes that are susceptible to bias (Drolet, 2009; Ryan & Antonelli, 2007). To incorporate successful diversity practices into educational institutions, these barriers must be addressed.

In Quebec, there is an overrepresentation of women among secondary school teachers (59.8%), elementary school and kindergartner teachers (87.3%), and college teachers (51.8%) (Service Canada, 2012a, 2012b, 2012c). However, women are underrepresented among university teachers (38%) (Service Canada, 2012d).

Methodology

This study examined nine school boards located in the regions of the Island of Montreal, Laval, and Longueuil. This study also analysed the board of governors and senior executives (director generals, deans, directors, managers, and secretary generals) of CEGEPs (Collèges d'enseignement général et professionnel), known as general and vocational colleges in English, and boards of governors and senior executives (presidents, vice presidents, provosts, deputy-provosts, chief officers, and secretary generals) of universities located within the Island of Montreal.

Findings

Of the 562 leaders examined in the education sector, 40.7% are female (see Figure 5).

University leaders (31.5%) have the lowest representation of women among education sector leaders, compared to school board directors (43.9%), and CEGEP leaders (43.4%). Although CEGEP executives have the highest representation of female leaders, their representation (45.5%) is still lower than the occupational representation of women teaching at colleges and CEGEPs (51.8%) (HRSDC, 2012a). Female school board directors are also under-represented in their profession, given that 59.8% of secondary school teachers and 87.3% of elementary school and kindergartner teachers are female (HRSDC, 2012b & 2012c). Female university executives (28.6%) and university boards of governors (32.6%) are also not fully representative of the general female population (HRSDC, 2012d).

Representation of female visible minorities falls below 5% in all sub-sectors, though they account for 11.5% of the population of Greater Montreal.

Visible minorities account for 6.4% of education leaders, in comparison to their overall representation in Greater Montreal (22.5%) (see Table 7). With the exception of school board directors (10.6%), visible minorities account for less than 10% of education leaders across sub-sectors, and none of the university executives analyzed.

Some institutions are leaders, while others are laggards in the education sector. For example, 28.6% of CEGEPs in Greater Montreal have at least 20% visible minorities on their board of governors, but 64.3% of CEGEPS have none.

Table 7: Representation of visible minority senior leaders in the education sector, 2011-12

Education Sector	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
School Board Directors	114	66	57.9%	7	10.6%
University Leaders	130	119	91.5%	5	4.2%
CEGEP Leaders	318	174	54.7%	11	6.3%
Total	562	359	63.9%	23	6.4%

AGENCIES, BOARDS, AND COMMISSIONS

Overview

Agencies, boards, and commissions (ABCs) are special purpose bodies that are essential to the administration of government services. ABCs are overseen by boards, which can include both elected and appointed representatives. These boards can be involved in a wide range of projects with small to large operations, such as the Société de la Place des Arts de Montréal. These organizations also include operations that deliver public services; for example, Hydro Québec, Loto-Québec, and Société des Alcools du Québec.

The Quebec government appoints individuals to serve on public ABCs. In 2006, the Quebec provincial government attempted to enable a more representative distribution of men and women on public agencies, boards, and commissions through the creation of a policy statement entitled Modernizing the Governance of Government Corporation (Finances Québec, 2006). This policy stipulated that boards would be required to be representative of Quebec society in regards to the number of women and men.

In 2000, the Quebec government instituted Bill 143, an Act respecting equal access to employment in public bodies and amending the Charter of human rights and freedoms. The Act required public bodies with 100 or more employees to establish equal access employment programs (National Assembly, 2000). These programs

were required to analyze the representation of "women, aboriginal peoples, members of visible minorities and persons whose mother tongue is neither French nor English and who are neither aboriginal peoples nor members of a visible minority" (p. 2) in their occupation, and ensure that the occupational representation was reflected in their organization.

Methodology

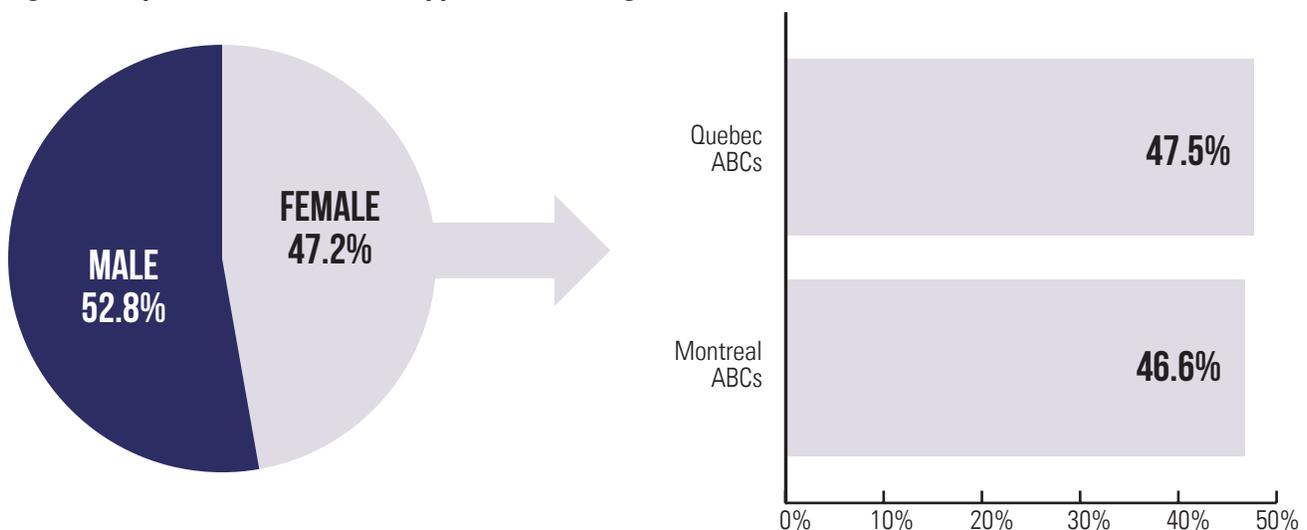
ABCs in Montreal were analyzed using the list of ABCs posted on the City of Montreal website. Appointed board members of Quebec ABCs based in Montreal, Laval, and Longueuil were examined. A total of 278 senior executives were identified from the largest provincial ABCs, as determined by revenues reported to Quebec's Ministry of Finance for the 2008-2009 fiscal year (see Appendix 5). ABCs were excluded when there was no information available or when there was only information available on less than 50% of board members.

Findings

The highest level of female representation found in this study is among leaders in Greater Montreal's ABCs. Almost half (47.2%) of the 396 ABC leaders are female (see Figure 6).

Overall, visible minorities are underrepresented

Figure 6: Representation of female appointments to agencies, boards, and commissions, 2011-12



in leadership positions in Greater Montreal ABCs, comprising 9.6% of government appointments to ABCs compared to 22.5% of the general population (see Table 8). The percentage of visible minorities among municipal appointees (25.4%) exceeds the population average; however, the percentage of visible minorities among provincial appointees is far below (2.4%).

of municipal ABCs have at least 20% visible minority leaders on their boards of directors, 30% of municipal ABCs and 76% of provincial ABCs had none at all.

As in other sectors, the differences between organizations that are leaders and those that are laggards are masked by sector percentages. While 40%

Table 8: Representation of visible minority senior leaders in appointments to agencies, boards, and commissions, 2011-12

Agencies, Boards, and Commissions	Total Sample	Analyzed for VM	% Analyzed	Total VM	% VM
Quebec ABCs	278	251	90.3%	6	2.4%
Montreal ABCs	118	114	96.6%	29	25.4%
Total	362	331	92.2%	35	9.6%

CONCLUSIONS AND IMPLICATIONS

Despite ample evidence supporting the business case for diversity, our analysis shows that women and visible minorities in Greater Montreal are still underrepresented in the senior-most leadership roles in elected office, the public sector, the corporate sector, the voluntary sector, the education sector, and government appointments to ABCs. Our study revealed that, of a total of 3,025 leadership positions analyzed in 2011-2012, 31.2% were held by women, compared to 51.7% Greater Montreal's general population. Of the 2,582 leadership positions assessed for visible minority status, 5.9% were held by members of visible minority groups, compared to 22.5% in the general population. Senior leadership representation of female visible minorities was particularly low, at a rate of 1.9% compared to 11.5% in the population of Greater Montreal.

This assessment of diversity in leadership across various sectors provides an important benchmark for Greater Montreal that organizations, governments, and firms can use to set goals and track progress to advance women and visible minorities to leadership roles. It also identifies variation in representation between and within sectors that can inform the development of effective strategies.

There is variation between sectors.

Our findings show dramatic differences in representation rates of women and visible minorities between sectors.

- The greatest female representation is in appointments to agencies, boards, and commissions (47.2%), and among leaders in the education sector (40.7%).
- On the other hand, the corporate sector has the lowest percentage of women (15.1%) in senior leadership positions.
- Rates of visible minority representation in senior leadership roles were highest in the voluntary sector (11.4%) and lowest at the senior levels of the public (2.6%) and corporate (2.6%) sectors.

The differences we have found across sectors have helped us determine new potential research avenues. For example, an investigation of systemic barriers to corporate sector executive leadership (in terms of defining qualifications and how recruitment processes operate) might help us better understand why few non-profit and government executives are recruited by the private sector for senior corporate management or board positions. We know that the recruitment of corporate sector executives to the boards of non-profits or universities already takes place on the assumption that corporate experience can be adapted to the non-profit context, but there is little understanding of the dearth of movement in the other direction.

There is variation within sectors.

There are also large disparities between organizations that are leaders and those that are laggards within sectors and sub-sectors, which are masked by overall percentages. Therefore, we consider it important to examine how the proportion of women and visible minorities in senior leadership positions varies between organizations in Greater Montreal. For example:

- In 5.6% of corporations, women accounted for at least 40% of senior managers, but in 31.5% of the 54 corporations analyzed there were no females in senior management (see Table 9).
- Similarly, in the voluntary sector, visible minorities held at least 20% of senior management positions in 25% of organizations, compared to none in the remaining 75% (see Table 10).

Such discrepancies in representation within sectors demonstrate the opportunity to disseminate leading practices from organizations with higher rates of diversity in their leadership across sectors and among organizations.

Table 9: Variation in representation of women within sectors, 2011-12

Sub-sector	Total Number of Sub-sector Organizations	Number with 0% Women	Percentage with 0% Women	Number with >=40% Women	Percentage with >=40% Women
Elected Officials					
School Boards (School Board Trustees)	9	0	0.0%	6	66.7%
Municipalities (Councillors)	19	3	15.8%	6	31.6%
Provincial Electoral Districts (MNAs)	4	1	25.0%	2	50.0%
Federal Electoral Districts (MPs)	4	2	50.0%	2	50.0%
Public Sector					
Municipalities and Boroughs (Senior Executives)	18	0	0.0%	6	33.3%
Police Services (Chiefs and Deputies)	3	2	66.7%	0	0.0%
Ministries (DMs, ADMs, and Senior Eirectors)	11	5	45.5%	5	45.5%
Corporate Sector					
Corporations (Boards of Directors)	51	12	23.5%	0	0.0%
Corporations (Senior Management)	54	17	31.5%	3	5.6%
Voluntary Sector					
Organizations (Boards of Directors)	14	0	0.0%	6	42.9%
Organizations (Senior Management)	20	1	5.0%	13	65.0%
Education Sector					
School Boards (Directors)	9	1	11.1%	5	55.6%
Universities (Executives)	4	0	0.0%	0	0.0%
Universities (Boards of Governors)	4	0	0.0%	1	25.0%
CEGEPs (Executives)	14	1	7.1%	10	71.4%
CEGEPs (Boards of Governors)	14	0	0.0%	7	50.0%
Government Agencies					
Provincial ABCs (Boards of Directors)	25	0	0.0%	20	80.0%
Municipal ABCs (Boards of Directors)	10	1	10.0%	6	60.0%

The representation of female visible minorities in senior leadership positions is significantly less than non-visible minority women.

Our analysis shows that the lag in representation of visible minority women is greater than both visible minorities and women – a consequence of the compounded barriers faced by visible minority women.

In order to inspire other individuals from underrepresented groups to ascend to top management positions, in spite of the barriers to advancement, and to promote social inclusion generally, diverse leaders who can share their stories and career development experiences would be interesting subjects of future research. Their experiences may communicate the skills and attitudes necessary to navigate challenges to advancement and inform efforts to prepare the next generation of leaders.

Table 10: Variation in representation of visible minorities within sectors, 2011-12

Sub-sector	Total Number of Sub-sector Organizations	Number with 0% VM	Percentage with 0% VM	Number with >=20% VM	Percentage with >=20% VM
Elected Officials					
School Boards (School Board Trustees)	9	3	33.3%	0	0.0%
Municipalities (Councillors)	19	14	73.7%	2	10.5%
Provincial Electoral Districts (MNAs)	4	2	50.0%	1	25.0%
Federal Electoral Districts (MPs)	4	0	0.0%	3	75.0%
Public Sector					
Municipalities and Boroughs (Senior Executives)	17	14	82.4%	2	11.8%
Police Services (Chiefs and Deputies)	3	3	100.0%	0	0.0%
Ministries (DMs, ADMs, and Senior Eirectors)	10	10	100.0%	0	0.0%
Corporate Sector					
Corporations (Boards of Directors)	51	47	92.2%	0	0.0%
Corporations (Senior Management)	54	42	77.8%	3	5.6%
Voluntary Sector					
Organizations (Boards of Directors)	14	5	35.7%	2	14.3%
Organizations (Senior Management)	20	15	75.0%	5	25.0%
Education Sector					
School Boards (Directors)	9	4	44.4%	3	33.3%
Universities (Executives)	4	2	50.0%	0	0.0%
Universities (Boards of Governors)	4	4	100.0%	0	0.0%
CEGEPs (Executives)	14	9	64.3%	4	28.6%
CEGEPs (Boards of Governors)	14	11	78.6%	1	7.1%
Government Agencies					
Provincial ABCs (Boards of Directors)	25	19	76.0%	0	0.0%
Municipal ABCs (Boards of Directors)	10	3	30.0%	4	40.0%

THE WAY FORWARD: LEADING PRACTICES TO ADVANCE WOMEN AND VISIBLE MINORITIES INTO LEADERSHIP ROLES

The Ecological Approach to Effecting Change

Full representation of women and visible minorities is necessary to achieve social equity. In addition, as one of the most richly diverse regions in the country, Greater Montreal has the potential to leverage its diversity for innovation and financial performance in the global economy. In the context of shifting demographics and the talent and skills shortages, it is also strategically important to ensure that all citizenry have equal opportunities to develop and contribute their full potential in our labour force. With the best leaders, we can effectively address such pressing challenges to economic and social development. Recognizing this potential, DiversityLeads is developing an evidence-based ecological model to advance inclusion and diverse leadership. The ecological model allows us to consider organizations as entities composed of individuals that operate in a broad societal context. A comprehensive strategy to achieve full representation of women and visible minorities in all sectors must address change at all levels: societal, organizational, and individual.

Figure 7: The Ecological Model to Effecting Change



Societal Level

There is ample evidence that aspects of our social world – such as policies, culture, and structures – influence the way leaders are conceived, developed, and supported.

The media has some of the most powerful yet subtle influence over how we perceive leaders and leadership. Corporate and consumer activism is one strategy to effect change in media. For example, organizations that are committed to a comprehensive diversity strategy may use their purchasing power, procurement policies, and philanthropic resources to influence their social environment, including the media.

Furthermore, the social environment can be influenced when organizations apply a diversity lens to advertising and communications, ensuring that images used in ads are inclusive and profile female and visible minority leaders. These efforts can help challenge the status quo and shape public perceptions of leaders and leadership to be more inclusive. Progressive organizations can also mobilize their relationships with governments to promote woman and visible minority-friendly legislation and policy initiatives.

Organizational Level

Leadership and Governance

Diverse leadership enhances efficiency, innovation, access to markets, and financial performance. Successful organizations recognize that diversity is a strategic priority and their leadership clearly conveys this value. Senior executive commitment to diversity may be the most important factor influencing organizational commitment and effective practices. Top-down commitment is crucial. Regardless of their

demographics, explicit and authentic commitment of senior leaders to diversity can have a direct and positive impact on the way women and visible minorities perceive the quality and fairness of the workplace, which helps to develop and inspire diverse leaders.

Diversity among top management may have a transformational effect within organizations and can influence broader social notions of who can and cannot be a leader. The presence of highly visible female and visible minority leaders at the executive level has the potential to inspire other women and visible minorities in lower ranks or within society (Adler, Brody, & Osland, 2001; Yoder, 2001). However, enhancing diversity of senior management teams and boards requires specific strategies. For example, it is essential for organizations to consider diversity when filling board vacancies and succession planning. Explicit strategies – including targeted outreach and recruitment, internal development boards, and diversity training – help organizations avoid the phenomenon of ‘mirror hiring’, whereby executives promote those who look and act in similar ways to themselves.

In politics, the commitment of high-profile leaders to diversity can influence change on a larger scale. For example, Jean Charest, Quebec’s former premier, helped women advance in elected office by dividing his cabinet appointments equally between women and men (Smith, 2008).

Strong and Transparent Human Resource Practices

Successful organizations have well-developed, bias-free, and transparent processes in place for the recruitment, hiring, development, and advancement of top talent, including at the board level. Promising human resource practices that promote diversity include:

- Staying connected with diverse communities;
- Developing bias-free selection processes;
- Establishing effective processes for assessing international experience and credentials;
- Establishing coaching, shadowing, and mentoring programs as part of succession planning;
- Developing networking programs for employees;
- Mandating internal diversity training to help build a “culture of inclusion”; and
- Practicing transparency around all human resource processes.

There are a number of strategies and policies that help organizations to attract well-qualified female and visible

minority candidates, including advertising positions externally, actively targeting women and visible minorities in recruitment campaigns, communicating the organization’s diversity commitment and initiatives, and ensuring that selection committees are representative.

Research also points to the value of considering alternative pathways to promotion, since following non-traditional pathways is an oft-cited barrier for women advancing in the pipeline (Carter & Silva, 2010). Focusing on competencies (instead of technical knowledge and experience) makes promotional processes more transparent and can result in the increased visibility of leadership positions for female employees (Carter & Silva, 2010; Nishikawa, 2009). To enhance their visibility and expand their leadership skills, women and visible minorities should also be encouraged to take on high profile and global assignments (Adler, Brody, & Osland, 2001).

Employee support in the form of coaching, training, mentoring, and networking opportunities are other strategies that promote advancement of underrepresented employee groups by encouraging the creation of critical relationships (Paul, 2005). Networking opportunities for employees should include individuals from different levels, functions, and backgrounds (Catalyst, 2009). Furthermore, organizations need a diverse pool of mentors and support for developing mentoring relationships in order to effectively provide women and visible minorities with high visibility opportunities to liaise with senior leaders.

In electoral politics, which traditionally has informal career paths, prospective candidates from underrepresented groups can be recruited for staff positions with politicians, giving them access to what is often the training ground for future leaders. Pools of electoral candidates can also be broadened by engaging ethno-cultural communities and women’s groups in riding associations, as well as the process of identifying and recruiting potential candidates, policy development, and campaigns (Bird, 2003).

In the corporate sector, Bombardier has implemented a Talent Acceleration Pool (TAP), which uses employee supports to increase the representation of female managers in their Aerospace group. TAP provides female employees with stretch jobs and assignments, special projects, feedback, and coaching to fast-track their advancement in the company (Bombardier, 2012).

In the voluntary sector, McGill University Health Centre has implemented human resource practices to foster inclusion. For example, newcomers with foreign credentials are hired to fill temporary, junior positions while they pursue credential equivalents. In addition, McGill University Health Centre offers career counseling, networking opportunities, and employment workshops to support newcomers' adjustment to the Canadian work environment.

Quality of Life and Organizational Culture

Organization cultures can create systemic barriers that impact the upward advancement of talented women and visible minorities. A recent Conference Board of Canada (2011) study reported that one of the reasons that the number of women advancing to senior leadership has plateaued in recent years is inhospitable organizational culture.

To improve retention rates of females, organizations can create flexible, supportive workplaces in which women have access to the needed flexibility within their work design to enable success in work and non-work spheres. For example, for women who are the primary caregivers of their family, it can be helpful to redefine what is the "workplace" or "workday" with more flexibility so that women in senior roles can effectively meet professional and personal obligations (Adler, Brody & Osland, 2001). By helping employees balance work and family obligations, organizations increase employee satisfaction, achieve higher levels of retention, and diminish the costs associated with absenteeism and turnover.

Given that "employees experience their organizational cultures most directly through their managers", organizations looking to improve the advancement and retention of visible minority leaders should encourage inclusive managerial behaviour (Catalyst, 2009, p. 20). For example, providing managers with basic training on inclusion, as well as follow-up tools and information for real-life application, will maintain consistent expectations around inclusionary practices between senior and middle management (Catalyst, 2009).

Stereotypes have a negative effect on workplace advancement when they undermine an individual's skills or abilities. Several steps can be taken to reduce stereotypes in the workplace, including educating employees on identifying stereotypes and skills to avoid them, as well as promoting authentic dialogue to address questions relating to ethnicity, race, and gender, and increase knowledge.

Measure and Track Diversity

There is evidence that tracking diversity is linked to improved rates of representation in leadership. Measuring diversity gives a solid fact-base to help organizations reflect on their performance, assess their policies, and ascertain areas for improvement. Improved rates of representation among organizations that are subject to employment equity legislation, such as federally regulated organizations, suggest that there is a positive correlation between counting and enhanced diversity.

Self-identification is a common method of tracking workplace diversity, however, to ensure the accuracy of collected information, it is important that the self-identification process is administered effectively and careful attention is paid to how efforts around diversity data are communicated. Some organizations have coupled self-reporting of diversity data with detailed employee engagement surveys to refine and target programs and to improve employee satisfaction and retention.

In electoral politics, analyzing the diversity of riding associations, candidates, and elected officials creates a fact-base for assessing leadership representation. Also, political parties can establish 'diverse representation committees' to set proportional targets for candidates from underrepresented groups among their MNAs, MPs, and Cabinet Ministers (Siemiatycki, 2011).

Integrate or Mainstream Diversity across the Value Chain

Proactive organizations recognize that diversity encompasses more than just a representative workforce. Making diversity mainstream – that is, a stated goal in all aspects of an organization's activities – can contribute to creating a 'sphere of influence'. Diversity mainstreaming includes:

- Procurement policies that consider diversity in supplier organizations;
- Marketing and communications that ensure diverse representation;
- Philanthropy and outreach that include women's and ethno-cultural organizations and events;
- Media relations that profile women and visible minority leaders and experts;
- Advocacy that addresses policies that particularly affect women and visible minorities.

In most Greater Montreal public sector bodies, diversity is being mainstreamed by the implementation of Employment Equity legislation. Furthermore, the federal

government has extended its diversity measures to its procurement processes, and companies supplying goods to federal departments must report on diversity.

Proactive communication about the organization's commitment to diversity enhances reputation and creates an awareness for all stakeholders within and outside the organization – among employees, suppliers, clients, educational institutions, the media, and the public. At every opportunity, organizations should be transparent and convey their business case for diversity. How organizations communicate their brand to customers, clients, and citizens also has the potential to influence the broader social context. Therefore, reviewing marketing and promotional materials through a diversity lens is important. Similarly, media representation has the potential to perpetuate negative stereotypes or to promote positive role models (Mahtani, 2001), shaping the attitudes and aspirations of citizens. Due to the wide-reaching influence of media, one of the most effective ways organizations can use their sphere of influence to effect change is by considering diversity in their media buys, and engaging with media stakeholders on the subject of diversity.

Organizations should also reflect the communities they serve and profile diverse leaders as often as possible in their communications. Females and visible minority leaders should feature more prominently in media communications to break down traditional notions of who belongs in leadership roles.

Develop the pipeline: Help inspire the next generation of leaders

Long-term, integrated strategies are necessary to increase the external pool of talented individuals that are qualified and willing to be our future leaders. To ensure there is a "pool" of qualified applicants, these strategies must begin early. Some candidates may only require targeted skills development and training to enhance their boardroom competency, negotiation strategies, and general leadership skills. Others might simply lack the personal or professional networks that lead to leadership roles, and would benefit from mentoring or other initiatives that expand networks. A long-term strategy may target youth by offering scholarship or internship programs to help engage their interest and maximize their potential.

To encourage young women to actively participate in politics, Equal Voice Youth – a non-profit, multi-

partisan organization – provides in-depth mentoring and coaching, and educates young women about policy-making and politics (Equal Voice, 2012). Of its numerous chapters in Canadian universities, two are in Montreal – at Concordia and McGill Universities.

Individual Level

Despite the existing barriers, there are many successful women and visible minorities among Greater Montreal's senior leaders across the sectors. It is important that we learn from their experiences to inspire and coach aspiring women and visible minority leaders. It is clear that more efforts can be made in all sectors to equip women and visible minorities with the skills and confidence they need to succeed. Young women and visible minorities should be encouraged to set their goals high and pursue access to networks, coaching, and support. It is equally important that all those committed to diversity mobilize our own sphere of influence to effect change at all levels: societal, organizational, and individual. We are all influential, regardless of where we stand hierarchically, and allies are critically important. While women and visible minorities in leadership roles have a great deal of influence, they should not be left alone in this task. DiversityLeads will continue to advance our understanding of what is effective at the societal, organization, and individual levels in order to develop fact-based strategies to advance women, visible minorities, and other underrepresented groups to leadership roles. In particular, we will continue to focus on analysing the practices of leading organizations in each sector, as well as the pathways taken by female and visible minority leaders.

Looking ahead

Diversity presents an opportunity for all sectors in Greater Montreal. Organizations across private and public sectors must commit to the equitable representation of women and visible minorities in positions of leadership to advance social equity as well as the economic and social development of the region. Greater Montreal, one of the most richly diverse regions in the country, has the potential to leverage its diversity for improved innovation, social cohesion, and financial strength in the global economy.

REFERENCES

- Adler, N. J., Brody, L. W., & Osland, J. S. (2001). Going beyond twentieth century leadership: A CEO develops his company's global competitiveness. *Cross Cultural Management: An International Journal*, 8(3/4), 11-34.
- Aguirre, A. (2008). Diversity, social capital, and leadership practices: Building inclusive learning organizations. *International Journal of Management and Decision Making*, 9(5): 526-542.
- Albouy, D. (2008). The wage gap between Francophones and Anglophones: A Canadian perspective, 1970 to 2000. *Canadian Journal of Economics*, 41(4), 1211-1238.
- Antonio, A. L. (2002). Faculty of colour reconsidered: Reassessing contributions to scholarship. *The Journal of Higher Education*, 73(5), 582-602.
- Ballington, J. (2003). Gender equality in political party funding. In R. Austin & M. Tjernström (Eds.), *Funding of Political Parties and Election Campaigns* (pp. 157-168). Stockholm, Sweden: International Institute for Democracy and Electoral Assistance. Retrieved from http://www.idea.int/publications/funding_parties/funding_of_pp.pdf
- Ballout, H.I. (2007). Career success: The effects of human capital, person-environment fit and organizational support. *Journal of Managerial Psychology*, 22(8), 741-765.
- Basow, S. (2008). Speaking in a 'man's world': Gender differences in communication styles. In M.A. Paludi (Ed.), *The psychology of women at work* (pp. 15-30). Westport, CT: Praeger Publishers.
- Bell, E. L., & Nkomo, S. M. (2001). *Our separate ways: Black and white women and the struggle for professional identity*. Boston, MA: Harvard Business School Press.
- Bird, K. (2003). The political representation of women and ethnic minorities in established democracies: A framework for comparative research. Retrieved from <http://www.hks.harvard.edu/fs/pnorris/Acrobat/stm103%20articles/Karen%20Bird%20amidpaper.pdf>
- Bird, K. (2007). Patterns of substantive representation among visible minority MPs: Evidence from Canada's House of Commons. *European Consortium for Political Research (ECPR) joint sessions of workshops* (Workshop 21: Migration and representation in parliamentary democracies), Helsinki, Finland, 7-12 May 2007. Retrieved from <http://socserv.mcmaster.ca/kbird/documents/ECPR.pdf>
- Bird, K., Saalfeld, T., & Wüst, A.M. (Eds.). (2011). *The political representation of immigrants and minorities: Voters, parties and parliaments in liberal democracies*. New York, NY: Routledge.
- Black, J. (2009). The 2006 and 2008 Canadian Federal elections and minority MPs. *Canadian Ethnic Studies*, 41(1-2), 69-93.
- Bombardier. (2012). *Strengthen our workplace diversity*. Retrieved from <http://www.csr.bombardier.com/en/employees/diversity>
- Boudarbat, B., Boulet, M., & Zhu, N. (2010). Labour market participation and employment income among immigrants in Quebec compared with those in the rest of Canada. *Our Diverse Cities*, 7, 54-60.

- Bowles, H. R., Babcock, L., & Lai, L. (2007). Social incentives for gender difference in the propensity to initiate negotiation: Sometimes it does hurt to ask. *Organizational Behavior and Human Decision Processes*, 103, 84-103.
- Bowles, H. R., & McGinn, K. L. (2005). Claiming Authority: Negotiating Challenges for Women Leaders. In D. M. Messick & R. M. Kramer (Eds.), *The Psychology of Leadership: New Perspectives and Research* (pp. 191-208). Lawrence Erlbaum Associates.
- Bradshaw, P., Fredette, C., & Sukornyk, L. (2009). A call to action: Diversity on Canadian not-for-profit boards. Schulich School of Business. Retrieved from <http://www.yorku.ca/mediar/special/diversityreportjune2009.pdf>
- Broome, L. L., & Krawiec, K. D. (2008). Signaling through board diversity: Is anyone listening? *University of Cincinnati Law Review*. Retrieved from http://works.bepress.com/cgi/viewcontent.cgi?article=1005&context=kimberly_krawiec
- Broughton, A. & Miller, L. (2009). Encouraging women into senior management positions: How coaching can help. *Institute for Employment Studies*. Research Report 462. Retrieved from <http://www.employment-studies.co.uk/pubs/summary.php?id=462>
- Canada School of Public Service (CSPS). (2010). *Leadership*. Retrieved from <http://www.cspc-efpc.gc.ca/dpr/leadership/pbe-eng.asp>
- Canadian Council for Race Relations (CCRR). (2000). Unequal access: A Canadian profile of racial differences in education, employment and income. Retrieved from <http://www.crr.ca/en/policy-a-research/crrf-research-reports/260-unequal-access-a-canadian-profile-of-racial-differences-in-education-employment-and-income->
- Catanzaro, D., Moore, H., & Marshall, T. (2010). The impact of organizational culture on attraction and recruitment of job applicants. *Journal of Business & Psychology*, 25(4), 649-662.
- Carrell, S., Page, M. E., & West, J. E. (2009). Gender perpetuates the gender gap. NBER Working Paper Series. Retrieved from <http://www.nber.org/papers/w14959>
- Carter, N. M., & Silva, C. (2010). Pipeline's broken promise. Catalyst. Retrieved from http://www.catalyst.org/file/340/pipeline's_broken_promise_final_021710.pdf
- Catalyst. (2002). Women of color in corporate management: Three years later. Retrieved from <http://www.catalyst.org/publication/147/women-of-color-in-corporate-management-three-years-later>
- Catalyst. (2007). Career advancement in corporate Canada: A focus on visible minorities – Diversity and inclusion practices. Retrieved from http://www.catalyst.org/file/246/visible_minorities_d_and_i_practices_finalpdf.pdf
- Catalyst. (2008). Career advancement in corporate Canada: A focus on visible minorities ~ Workplace fit and stereotyping. Retrieved from <http://www.catalyst.org/knowledge/career-advancement-corporate-canadaa-focus-visible-minorities-workplace-fit-and>
- Catalyst. (2009). 2009 Catalyst census of the Fortune 500 reveals women missing from critical business leadership. Retrieved from <http://www.catalyst.org/press-release/161/2009-catalyst-census-of-the-fortune-500-reveals-women-missing-from-critical-business-leadership>
- Certo, S. T., Lester, R. H., Dalton, C. M., & Dalton, D. R. (2006). Top management teams, strategy and financial performance: A meta-analytic examination. *Journal of Management Studies*, 43(4), 813-839.

- Chicha, M. (2010). The deskilling of highly qualified immigrant women in Montreal: A matter of degree? *Our Diverse Cities*, 7, 73-77.
- Chicha, M. & Charest, É. (2010). Equal Access Employment Programs in Quebec's Private Sector: A Disappointing Status Quo. *Our Diverse Cities*, 7, 61-66.
- Cloutier, L. (2007). Effets de certaines politiques sociales sur la qualité de l'emploi des femmes au Québec. *Flash-Info Travail et rémunération*, 8(3), 1-5.
- Cloutier, L., Bernard, P., & Tremblay, D-G. (2009). Job quality and gender inequality: Key changes in Québec over the last decade. *Studies in Social Justice*, 3(2), 191-212.
- Conference Board of Canada. (2008). The value of diverse leadership. Retrieved from <http://www.torontoalliance.ca/docs/DiverseCity%20Report%20Nov%2022%20FINAL.pdf>
- Conference Board of Canada. (2011). Women in senior management: Where are they? Retrieved from <http://www.conferenceboard.ca/e-library/abstract.aspx?did=4416>
- Conseil des Montréalaises. (2008). L'ascension professionnelle des femmes cadres à la Ville de Montréal. Retrieved from http://ville.montreal.qc.ca/pls/portal/docs/PAGE/CONS_MONTREALAISES_FR/MEDIA/DOCUMENTS/CM_FCadres_Avis.pdf
- Conseil des Relations Interculturelles (CRI). (2010). Fair representation and treatment of diversity in media and advertising. *Our Diverse Cities*, 7, 90-97.
- Conseil interculturel de Montréal (CIM). (2011). Avis sur le programme d'accès à l'égalité en emploi de la Ville de Montréal. Retrieved from http://ville.montreal.qc.ca/pls/portal/docs/PAGE/CONSEIL_INTERC_FR/MEDIA/DOCUMENTS/Avis_CIM_pae.pdf
- Corporate Knights. (2010). Diversity Whitepaper: Vision for inclusive boardrooms; Canada as leader. Retrieved from <http://static.corporateknights.com/DiversityWhitepaper.pdf>
- Crawford, K. (2011). Diversity in the 41st Parliament. Samara. Retrieved from <http://www2.samaracanada.com/blog/post/Part-2-Diversity-in-the-41st-Parliament.aspx>
- CRÉ de Montréal. (2006). Intensifier les efforts pour attirer et retenir les meilleurs étudiants internationaux à Montréal. Retrieved from <http://credemontreal.qc.ca/wp-content/uploads/2006/11/20061113-Avis-Attirer-etudiants-internationaux.pdf>
- Cukier, W., Yap, M., Holmes, M., & Rogrigues, S. (2009, February). Diversity and the skills shortage in the Canadian information and communications technology sector: A critical interrogation of discourse. Paper presented at *I PROF-09*. Retrieved from <http://www.ryerson.ca/diversity/research/abstracts/6.pdf>
- Cukier, W., Yap, M., Hannan, C. A., & Holmes, M. (2010). The relationship between diversity training, organizational commitment, and career satisfaction. *Journal of European Industrial Training*, 34(6), 519-538.
- Department of Justice Canada. (2011). Visible minority of person. Retrieved from <http://www.statcan.gc.ca/concepts/definitions/minority-minorite1-eng.htm>
- DeVoretz, D. J., & Pivnenko, S. (2008). The Immigration Triangle: Quebec, Canada and the Rest of the World. *Journal of International Migration and Integration*, 9(4), 363-382.

- Drolet, D. (2009, March 23). "Universities not facing up to race issues, say scholars: Schools are 'in denial,' don't recognize systemic racism on their campuses." *University Affairs*. Retrieved from <http://canada.justice.gc.ca/eng/pi/pcvi-cpcv/vsd-rsv/gloss.html>
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychology Review*, *109*, 573-598.
- Edmonston, B. (2002). Interprovincial migration of Canadian immigrants. Vancouver Centre of Excellence Working Paper 02-10.
- Elsaid, E., & Ursel, N.D. (2011). CEO succession, gender and risk taking. *Gender in Management: An International Journal*, *26*(7), 499-512.
- Equal Voice. (2012). Equal Voice Commends the Historic Victory in Quebec: Election of Marois makes five female premiers in Canada. Retrieved from http://www.equalvoice.ca/speaks_article.cfm?id=587
- Evans, B., Lum, J., & Shields, J. (2007). Profiling of the public service elite: A demographic and career trajectory survey of Deputy and Assistant Deputy Ministers in Canada. *Canadian Public Administration*, *50*(4), 609-635.
- The Expert Panel on Women in University Research. (2012). Strengthening Canada's research capacity: The gender dimension. Retrieved from http://www.scienceadvice.ca/uploads/eng/assessments%20and%20publications%20and%20news%20releases/women_university_research/wur_fullreporten.pdf.pdf
- Finances Québec. (2006). Modernizing the governance of government corporations. Retrieved from http://www.finances.gouv.qc.ca/documents/Autres/en/modernizing_Governance.pdf
- Gagnon, S. (2008). La surqualification: Qui la vit? Où s'observe-t-elle? *Flash-Info Travail et rémunération*, *9*(3), 1-5.
- Galabuzi, G. (2006). *Canada's economic apartheid: The social exclusion of racialized groups in the new century*. Toronto: Canadian Scholars Press.
- Gazley, B., Chang, W. K., & Bingham, L. B. (2010). Board diversity, stakeholder representation, and collaborative performance in community mediation centres. *Public Administration Review*, *70*(4), 610-620.
- Gidengil, E. & Vengroff, R. (1997). Representative bureaucracy, tokenism and the glass ceiling: The case of women in Quebec municipal administration. *Canadian Public Administration*, *40*, 457-480.
- Government of Québec. (2009). Equal access to employment in the Québec public service. Retrieved from http://www.tresor.gouv.qc.ca/fileadmin/PDF/publications/Egalite_Emploi_ANG.pdf
- Government of Québec. (2012). L'effectif de la fonction publique 2010-2011: Analyse comparative des cinq dernières années. Retrieved from http://www.tresor.gouv.qc.ca/fileadmin/PDF/effectif_fonction_publique/effectif10_11.pdf
- Grenier, G., & Nadeau, S. (2011). Immigrant access to work in Montreal and Toronto. *CJRS/RCSR*, *34*(1), 19-32.
- Guo, C., & Musso, J. A. (2007). Representation in non-profit and voluntary organizations: A conceptual framework. *Nonprofit and Voluntary Sector Quarterly*, *36*(2), 308-326.
- Gurin, P., Nagda, B. A., & Lopez, G. E. (2003). The benefits of diversity in education for democratic citizenship. *Journal of Social Issues*, *60*(1), 17-34.
- Heilman, M. E. & Okimoto, T. G. (2007). Why are women penalized for success at male tasks? The implied communality deficit. *Journal of Applied Psychology*, *92*(1), 81-92.

- Herring, C. (2009). Does diversity pay? Race, gender, and the business case for diversity. *American Sociological Review*, 74(2), 208-224.
- Hiebert, D., Mendez, P., & Wiley, E. (2006). *The Housing Situation and Needs of Recent Immigrants in the Montreal, Toronto, and Vancouver CMAs: An Overview*. Canada Mortgage and Housing Corporation.
- Hopkins, W. E., Hopkins, S. A., & Mitchell, B. C. (2008). Ethical consistency in managerial decisions. *Ethics and Behavior*, 18(1), 26-43.
- HR Council for the Voluntary & Non-profit Sector. (2008). Toward a labour force strategy for Canada's voluntary and non-profit sector: Findings from Canada-wide surveys of employers and employees. Retrieved from http://hrcouncil.ca/about/documents/LFS_R2_web_001.pdf
- HR Council for the Voluntary & Non-profit Sector. (2012). Diversity at work. Retrieved from <http://hrcouncil.ca/hr-toolkit/diversity-cultural.cfm>
- Human Resources and Skills Development Canada (HRSDC). (2008). 2006 Employment equity data report - Table 14. Retrieved from http://www.hrsdc.gc.ca/eng/labour/equality/employment_equity/tools/eedr/2006/data_reports/tables/table14/page06.shtml
- Human Resources and Skills Development Canada (HRSDC). (2012). Summary report on engagement sessions for a racism-free workplace. Retrieved from http://www.hrsdc.gc.ca/eng/labour/equality/racism/racism_free_init/consultation-2005/findings.shtml
- Jain, H. C., Singh, P., & Agocs, C. (2008). Recruitment, selection and promotion of visible-minority and aboriginal police officers in selected Canadian police services. *Canadian Public Administration*, 42(3), 46-74.
- Jawahar, I. M., & Hemmasi, P. (2006). Perceived organizational support for women's advancement and turnover intentions: The mediating role of job and employer satisfaction. *Women in Management Review*, 21(8), 643-661.
- Jetté, C. (2011). The Role of community organizations in the transformation of the social development model in Québec. *Canadian Journal of Non-profit and Social Economy Research*, 2(1), 61-74.
- Kandola, B. (2004). Skills development: The missing link in increasing diversity in leadership. *Industrial and Commercial Training*, 36(4), 143-7.
- Keiser, L., Wilkins, V., Meier, K. I., & Holland, C. (2002). Lipstick and Logarithms: Gender, institutional context, and representative bureaucracy. *The American Political Science Review*, 96(3): 553-564.
- Kilian, C., Hukai, D., & McCarty, E. (2005). Building diversity in the pipeline to corporate leadership. *Journal of Management Development*, 24(2), 155-188.
- Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., & Thomas, D. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human Resource Management*, 42(1), 3-21.
- Livers, A. B., & Caver, A. (2003). *Leading in Black and White*. New York, John Wiley and sons.
- Lyness, K. S., & Heilman, M. E. (2006). When fit is fundamental: Performance evaluations and promotions of upper-level female and male managers. *Journal of Applied Psychology*, 91(4), 777-785.

- Maharaj, R. (2008). Corporate governance, groupthink and bullies in the boardroom. *International Journal of Disclosure and Governance*, 5(1), 68-92.
- Mahtani, M. (2001). 'I'm a blonde-haired, blue-eyed black girl': Mapping mobile paradoxical spaces among multiethnic women. In D. Parker & M. Song (Eds.), *Rethinking 'mixed race'* (pp. 173-190). London, UK: Pluto Press.
- Matsa, D., & Miller, A. (2011). Chipping away at the glass ceiling: Gender spillovers in corporate leadership. *American Economic Review*, 101, 635-639.
- McKay, P. F., Avery, D. R., Tonidandel, S., Morris, M., Hernandez, M. A., & Hebel, M. R. (2007). Racial differences in employee retention: Are diversity climate perceptions the key? *Personnel Psychology*, 60(1), 35-62.
- McKinsey and Company. (2007). Women matter: Gender diversity, a corporate performance driver. Retrieved from http://www.ewmd.org/system/files/Mckinsey_women_matter.pdf
- Meinhard, A., & Faridi, F. (2009). Diverse non-profits for diverse communities: Organizational representation of visible minorities in Canada's four most diverse cities. Retrieved from <https://mtroyal.ca/wcm/groups/public/documents/pdf/meinhardrpt09.pdf>
- Miller, T., & Triana, M. (2009). Demographic diversity in the boardroom: Mediators of the board diversity-firm performance relationship. *Journal of Management Studies*, 46(5), 755-786.
- Mor Barak, M. E. (2000). The inclusive workplace: An ecosystems approach to diversity management. *Social Work*, 45(4), 339-352.
- Nadeau, S. (2010). Another look at the francophone wage gap in Canada: Quebec and the rest of Canada. *Canadian Public Policy/Analyse de politiques*, 36(3), 265-285.
- National Assembly. (2000). An Act respecting equal access to employment in public bodies and amending the Charter of human rights and freedoms. Retrieved from <http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=5&file=2000C45A.PDF>
- National Bank. (2012). *Diversity*. Retrieved from http://www.nbc.ca/bnc/cda/productfamily/0,2664,divld-2_langld-1_navCode-13611,00.html
- National Council for Voluntary Organizations. (2012). What is the voluntary sector? Retrieved from <http://www.ncvo-vol.org.uk/policy-research/what-voluntary-sector>
- New Democratic Party (NDP). (2012). Fairness for women. Retrieved from <http://www.ndp.ca/fairnessforwomen>
- Nieburh, A. (2010). Migration and innovation: Does cultural diversity matter for regional R&D activity? *Papers in Regional Science*, 89(3), 563-585.
- Nielsen, S., & Huse, M. (2010). The contribution of women on boards of directors: Going beyond the surface. *Corporate Governance: An International Review*, 18(2), 136-148.
- Nishikawa, S. Y. (2009). Diversity on adjudicative administrative tribunals: An integrative conception (Master's thesis). Retrieved from: https://tspace.library.utoronto.ca/bitstream/1807/18937/6/nishikawa_sandra_y_200911_LLM_thesis.pdf
- Ogden, S. M., McTavish, D., & McKean, L. (2006). Clearing the way for gender balance in the management of the UK financial services industry: Enablers and barriers. *Women in Management Review*, 18(2), 136-148.

- Ojo, T. (2006). Ethnic print media in the multicultural nation of Canada: A case study of the black newspaper in Montreal. *Journalism*, 7(3): 343-361.
- Ontario Human Rights Commission (OHRC). (2010). Count me in! Collecting human rights-based data. Retrieved from <http://www.ohrc.on.ca/en/resources/Guides/countmein/pdf>
- Paul, A. (2005). Under-representation in Canadian public institutions: Canada's challenge. *Canadian Issues*, Summer, 18-21.
- Phillips, L. (2007). Minorities face the glass cliff. Retrieved from <http://stagingauthor.peoplemanagement.co.uk/pm/articles/2007/08/minoritiesfacetheglasscliff.htm>
- Potvin, M. (2010). Social and media discourse in the reasonable accommodations debate. *Our Diverse Cities*, 7, 78-83.
- Professional Institute of the Public Service of Canada (PIPSC). (2008). Presentation to the standing Senate committee on human rights on employment equity in the Federal public service. Retrieved from <http://www.pipsc.ca/portal/page/portal/website/issues/govtaffairs/ee-feb0408.en.pdf>
- Public Service Alliance of Canada. (2010). The employment equity program. Retrieved from http://www.psc-afpc.com/what/empequity/employment_equity_legislation-e.shtml
- Ragins, B. R. & Cotton, J. (1996). Jumping the hurdles: Barriers to mentoring for women in organizations. *Leadership and Organization Development Journal*, 17(3), 38-42.
- Reichhold, S. (2010). Do community-based organizations serve the people or the State? *Our Diverse Cities*, 7, 37-41.
- Robbins, W., & Simpson, V. (2009). Pyramids of power: A statistical snapshot of women in post-secondary education in Canada and some ideas for making change. *Atlantis*, 33(2), 6-18.
- Ryan, J., & Antonelli, F. (2007). Educational leadership and policy approaches to critical social justice. Retrieved from http://fcis.oise.utoronto.ca/~jryan/pub_files/Intro.pdf
- Ryan, M. K., Haslam, S. A., Wilson-Kovacs, M. D., Hersby, M. D., & Kulich, C. (2007). Managing diversity and the glass cliff: Avoiding the dangers by knowing the issues. Retrieved from https://connect.innovateuk.org/c/document_library/get_file?folderId=1916690&name=DLFE-19443.pdf
- Ryan, J., Pollack, K., & Antonelli, F. (2007). Teacher and Administrator Diversity in Canada: Leaky Pipelines, Bottlenecks and Glass Ceilings. Retrieved from http://fcis.oise.utoronto.ca/~jryan/pub_files/Art.April09.numbers.pdf
- Sadiq, K. D. (2005). Race, ethnicity, and immigration in the workplace: Visible minority experience and workplace diversity initiatives. *Canadian Issues*, Spring, 65-66.
- Samuel, J. & Associates Inc. (2006). Summary Report for the Engagement Sessions for a Racism-Free Workplace. Retrieved from <http://www.hrsdc.gc.ca/eng/labour/equality/racism/docs/Summary-Report-2005.pdf>
- Sanchez, J., Thornton, B., & Usinger, J. (2008). Promoting diversity in public education leadership. *Journal of Higher Education*, 73, 582-602. Retrieved from <http://cnx.org/content/m18745/1.2/scholarship>
- Schein, V. E. (2007). Women in management: Reflections and projections. *Women in Management Review*, 22(1): 6-18.
- Sealy, R., & Singh, V. (2009). The importance of role models and demographic context for senior women's work identity development. *International Journal of Management Reviews*, 12(3), 284-300.

- Service Canada. (2012a). College and other vocational instructors: 4131 - college and other vocational instructors analytical text. Retrieved from http://www.servicecanada.gc.ca/eng/qc/job_futures/statistics/4131.shtml
- Service Canada. (2012b). Secondary school teachers: 4141 - secondary school teachers analytical text. Retrieved from http://www.servicecanada.gc.ca/eng/qc/job_futures/statistics/4141.shtml
- Service Canada. (2012c). Elementary school and kindergarten teachers: 4142 - elementary school and kindergarten teachers analytical text. Retrieved from http://www.servicecanada.gc.ca/eng/qc/job_futures/statistics/4142.shtml
- Service Canada. (2012d). University professors: 4121 - university professors analytical text. Retrieved from http://www.servicecanada.gc.ca/eng/qc/job_futures/statistics/4121.shtml
- Shih, J. (2002). 'Yeah I could hire this one, but I know it's going to be a problem': How race, nativity and gender affect employer perceptions of the manageability of jobseekers. *Ethnic and Racial Studies*, 25(1), 99-119.
- Siemiatycki, M. (2008). Reputation and representation: Reaching for political inclusion in Toronto. In C. Andrew, J. Biles, M. Siemiatycki, & E. Tolley (Eds.), *Electing a diverse Canada: The representation of immigrants, minorities, and women* (pp. 23-45). Vancouver, Canada: University of British Columbia Press.
- Siemiatycki, M. (2011). The diversity gap: The electoral under-representation of visible minorities. Retrieved from <http://diversecitytoronto.ca/wp-content/uploads/Final-Report.pdf>
- Siemiatycki, M., & Saloojee, A. (2002). Ethnoracial political representation in Toronto: Patterns and problems. *Journal of International Migration and Integration*, 3(2), 241-273.
- Simard, C. (2002). La représentation des groupes ethnoculturels dans la région Montréalaise : vers une participation politique accrue? *JIMI/RIMI*, 3(2), 275-294.
- Skaggs, S., Stainback, K., & Duncan, P. (2012). Shaking things up or business as usual? The influence of female corporate executives and board of directors on women's managerial representation. *Social Science Research*, 41(4), 936-94.
- Slater, S. F., Weigand, R. A., & Zwirlein, T. J. (2008). The business case for commitment to diversity. *Business Horizons*, 51(3), 201-209.
- Smith, J. (2008, October 31). PM puts feminine face on cabinet. *Toronto Star*. Retrieved from <http://www.thestar.com/news/canada/article/527985>.
- Smith, A. E., & Monaghan, K.R. (2011). Some ceilings have more cracks: Representative bureaucracy in federal regulatory agencies. *The American Review of Public Administration*. Retrieved from <http://arp.sagepub.com/content/early/2011/09/15/0275074011420997.full.pdf>
- Statistics Canada. (2006). Immigrant Status and Period of Immigration (9), Knowledge of Official Languages (5), Detailed Mother Tongue (103), Age Groups (10) and Sex (3) for the Population of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data. Retrieved from <http://www12.statcan.ca/census-recensement/2006/dp-pd/tbt/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GID=0&GK=0&GRP=1&PID=89449&PRID=0&PTYPE=88971,97154&S=0&SHOWALL=0&SUB=0&Temporal=2006&THEME=70&VID=0&VNAMEE=&VNAMEF=>
- Statistics Canada. (2009a). Immigration in Canada: A portrait of the foreign-born population, 2006 Census: Portraits of major metropolitan centres. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2006/as-sa/97-557/p22-eng.cfm>

- Statistics Canada. (2009b). Visible minority population, by census metropolitan areas (2006 Census). Retrieved from <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo53b-eng.htm>
- Statistics Canada. (2010). Definition of 'immigrant'. Retrieved from <http://www.statcan.gc.ca/pub/81-004-x/2010004/def/immigrant-eng.htm>
- Statistics Canada. (2011). Table 1: Proportion of foreign-born and visible minority populations by census metropolitan area, 2006 and 2031 (reference scenario). Retrieved from <http://www.statcan.gc.ca/daily-quotidien/100309/t100309a1-eng.htm>
- Statistics Canada. (2012). *Focus on Geography Series, 2011 Census, Census Metropolitan Area of Montréal, Quebec* (Catalogue number 98-310-XWE2011004). Retrieved from <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=462>
- Terjesen, S., Sealy, R., & Singh, V. (2009). Women directors on corporate boards: A review and research agenda. *Corporate Governance: An International Review*, 17(3), 320-337.
- Thurston, W., & Vissandjée, B. (2005). An ecological model for understanding culture as a determinant of health. *Critical Public Health*, 15(3), 229-242.
- Treasury Board of Canada Secretariat. (2011). Democratic snapshot of the Federal public service, 2011. Retrieved from <http://www.tbs-sct.gc.ca/res/stats/demo11-eng.asp#toc01.2.a>
- Tremblay, C., & Mahfoudh, A. (2012). Comprehensive view of visible minorities and aboriginal peoples in Quebec. HRSDC. Retrieved from http://www.hrsdc.gc.ca/eng/labour/equality/racism/racism_free_init/tremblay-mahfoudh.shtml
- Triana, M. D. C., Garcia, M. F., & Colella, A. (2010). Managing diversity: How organization efforts to support diversity moderate the effects of perceived racial discrimination on affective commitment. *Personnel Psychology*, 63(4), 817-843.
- Turcotte, Y. (2010). Immigration in Quebec: A direct contribution to its prosperity. *Our Diverse Cities*, 7, 13-16.
- Ville de Montréal. (2008). Promoting the equal involvement of women and men in the Montreal community. Retrieved from http://servicesenligne.ville.montreal.qc.ca/sel/publications/PorteAccesTelechargement?lng=En&systemName=27131562&client=Serv_corp
- Ville de Montréal. (2011). 2011-2017 Economic development strategy: Strategic framework. Retrieved from http://www.sdemontreal.com/sites/default/files/sde_economiccontext_en.pdf
- Villegas, A. & Lucas, T. (2004). Diversifying the teacher workforce: A retrospective and prospective analysis. In M. Smylie & D. Miretsky, D. (Eds.) *Developing the teacher workforce: 103rd Yearbook of the National Study of Education* (pp. 70-104). Chicago: University of Chicago Press.
- Virtcom. (2006). Board diversification and shareholder value. MED Week Conference, Washington, D.C.
- Voluntary Sector Initiative. (2009). A code of good practice on funding. Retrieved from http://www.vsi-isbc.org/eng/funding/funding_code.cfm
- Wahl, A. (2004). Opening doors. *Canadian Business*, 77(7), 45.

- Watts, J. (2009). 'Allowed into a man's world' meanings of work-life balance: Perceptions of women civil engineers as 'minority' workers in construction. *Gender, Work and Organization*, 16(1), 37-57.
- White House Project. (2009). The White House project report: Benchmarking women's leadership. Washington, DC. Retrieved from <http://thewhitehouseproject.org/documents/Report/pdf>
- Wilson, T. (2004). *The playful audience: From talk show viewers to internet users*. New Jersey, NJ: Hampton Press.
- Wood, P., & Landry, C. (2008). *The intercultural city: Planning for diversity advantage*. London, UK: Earthscan.
- Wood, G. J., & Newton, J. (2006). "Facing the wall" - "Equal" opportunity for women in management? *Equal Opportunities International*, 25(1), 8-24.
- Yap, M., & Konrad, A. M. (2009). Gender and racial differentials in promotions: Is there a sticky floor, a mid-level bottleneck, or a glass ceiling? *Relations industrielles/Industrial Relations*, 64(4), 593-619.
- Yoder, J. D. (2001). Making leadership work more effectively for women. *Journal of Social Issues*, 57(4), 815-828.

APPENDICES

APPENDIX 1: WOMEN AND VISIBLE MINORITIES IN THE MONTREAL CENSUS METROPOLITAN AREA (CMA), STATISTICS CANADA 2006

	Total Population	Women	% Women	VM	% VM	Female VM	% Female VM
Montreal	1,823,900	943,710	51.7%	455,970	25.0%	232,380	12.7%
Baie-d'Urfé	3,890	1,960	50.4%	290	7.5%	120	3.1%
Beaconsfield	19,065	9,745	51.1%	1,605	8.4%	825	4.3%
Côte-Saint-Luc	30,265	16,470	54.4%	4,110	13.6%	2,285	7.6%
Dollard-Des Ormeaux	48,690	24,745	50.8%	15,045	30.9%	7,550	15.5%
Dorval	17,880	9,325	52.2%	3,420	19.1%	1,745	9.8%
Hampstead	6,995	3,625	51.8%	655	9.4%	400	5.7%
Kirkland	20,470	10,490	51.2%	3,820	18.7%	1,925	9.4%
L'Île-Dorval (no residents)	-	-	-	-	-	-	-
Mont-Royal	18,655	9,750	52.3%	3,685	19.8%	1,860	10.0%
Montréal	1,593,725	823,790	51.7%	414,830	26.0%	211,290	13.3%
Montréal-Est	3,700	1,820	49.2%	265	7.2%	145	3.9%
Montréal-Ouest	5,170	2,675	51.7%	460	8.9%	265	5.1%
Pointe-Claire	29,880	15,675	52.5%	4,415	14.8%	2,200	7.4%
Sainte-Anne-de-Bellevue	4,765	2,480	52.0%	565	11.9%	300	6.3%
Senneville	955	500	52.4%	25	2.6%	10	1.1%
Westmount	19,800	10,660	53.8%	2,780	14.0%	1,460	7.4%
Laval	364,625	187,495	51.4%	51,725	14.2%	26,140	7.2%
Laval	364,625	187,495	51.4%	51,725	14.2%	26,140	7.2%
Urban Agglomeration of Longueuil	381,275	197,115	51.7%	54,115	14.2%	27,585	7.2%
Boucherville	38,500	19,760	51.3%	1,045	2.7%	585	1.5%
Brossard	70,740	36,305	51.3%	24,300	34.4%	12,305	17.4%
Longueuil	226,820	117,130	51.6%	26,840	11.8%	13,760	6.1%
Saint-Lambert	21,050	11,650	55.3%	1,260	6.0%	580	2.8%
Saint-Bruno-de-Montarville	24,165	12,270	50.8%	665	2.8%	355	1.5%
Courette Nord	490,835	248,455	50.6%	12,660	2.6%	6,690	1.4%
Blainville	46,495	23,470	50.5%	1,375	2.8%	765	1.7%
Bois-des-Filion	8,325	4,255	51.1%	110	2.6%	80	1.0%
Boisbriand	26,425	13,280	50.3%	875	3.0%	405	1.5%
Charlemagne	5,595	2,820	50.4%	105	1.3%	35	0.6%

APPENDIX 1: WOMEN AND VISIBLE MINORITIES IN THE MONTREAL CENSUS METROPOLITAN AREA (CMA), STATISTICS CANADA 2006 (CONTINUED)

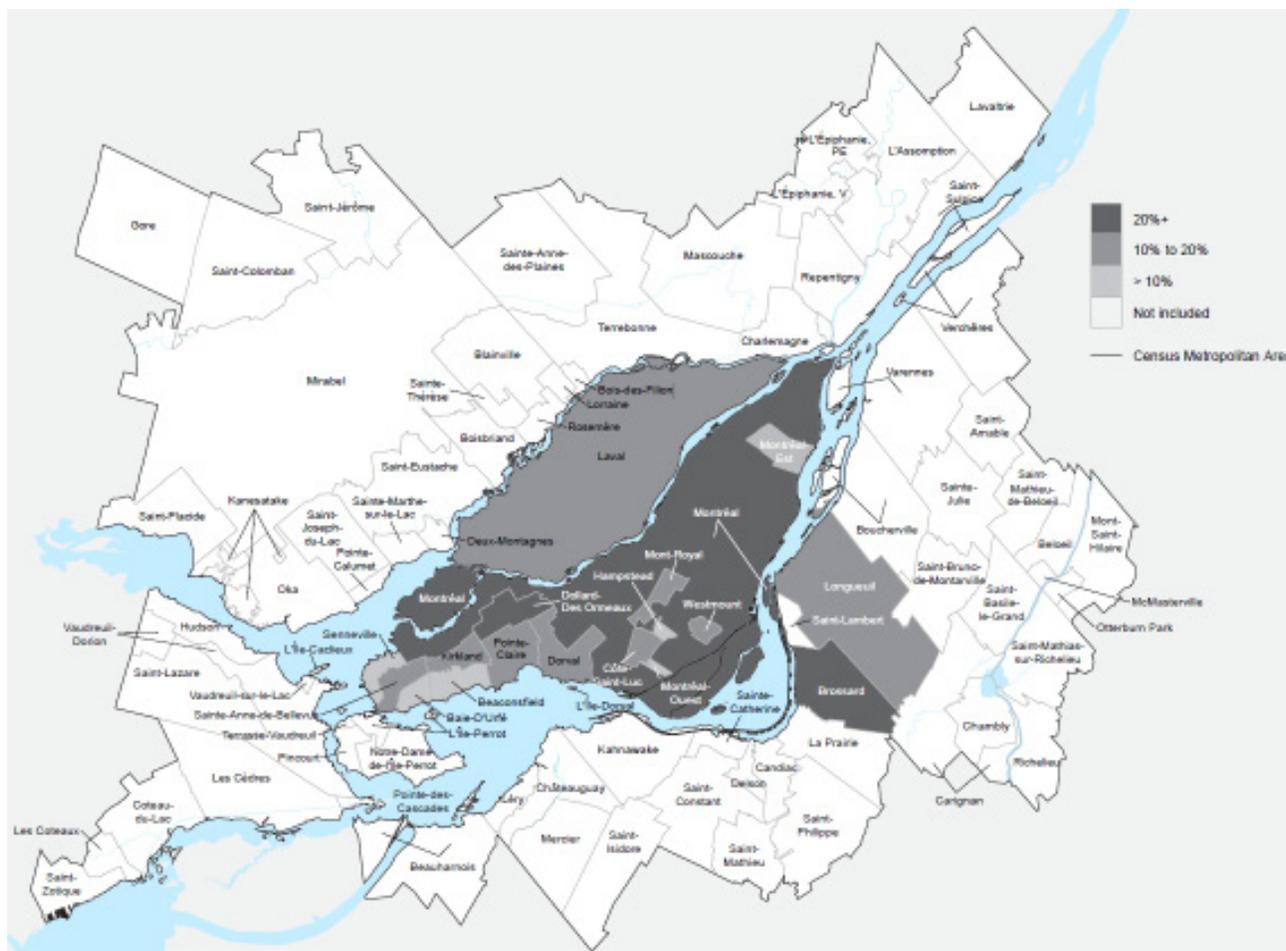
	Total Population	Women	% Women	VM	% VM	Female VM	% Female VM
Deux-Montagnes	17,300	8,910	51.5%	470	3.3%	280	1.6%
L'Assomption	16,550	8,295	50.1%	125	1.9%	65	0.4%
Lorraine	9,615	4,855	50.5%	260	2.7%	140	1.5%
Mascouche	33,600	16,840	50.1%	700	0.8%	345	1.0%
Mirabel	34,475	17,180	49.8%	460	2.7%	215	0.6%
Oka	3,270	1,590	48.6%	20	2.1%	15	0.5%
Pointe-Calumet	6,570	3,250	49.5%	50	1.3%	40	0.6%
Repentigny	75,730	38,810	51.2%	3,035	0.6%	1,630	2.2%
Rosemère	14,005	7,055	50.4%	380	0.8%	230	1.6%
Saint-Eustache	41,600	21,330	51.3%	795	4.0%	390	0.9%
Saint-Joseph-du-Lac	4,950	2,425	49.0%	70	2.7%	40	0.8%
Saint-Sulpice	3,315	1,655	49.9%	15	1.9%	10	0.3%
Sainte-Anne-des-Plaines	12,495	6,095	48.8%	150	1.4%	80	0.6%
Sainte-Marthe-sur-le-Lac	11,250	5,640	50.1%	285	0.5%	105	0.9%
Sainte-Thérèse	24,885	13,115	52.7%	480	1.2%	275	1.1%
Terrebonne	94,385	47,585	50.4%	2,900	2.5%	1,545	1.6%
Couronne Sud	426,195	215,385	50.5%	14,320	3.4%	7,095	1.7%
Beauharnois	11,690	5,935	50.8%	65	0.6%	45	0.4%
Beloeil	18,620	9,520	51.1%	355	1.9%	195	1.1%
Calixa-Lavallée	535	255	47.7%	10	1.9%	0	0.0%
Candiac	15,945	8,085	50.7%	680	4.3%	310	1.9%
Carignan	7,415	3,625	48.9%	165	2.2%	115	1.6%
Chambly	22,435	11,430	50.9%	355	1.6%	150	0.7%
Châteauguay	41,975	21,560	51.4%	3,275	7.8%	1,590	3.8%
Contrecoeur	5,575	2,760	49.5%	85	1.5%	45	0.8%
Delson	7,310	3,645	49.9%	170	2.3%	75	1.0%
Hudson	5,090	2,645	52.0%	145	2.8%	55	1.1%
L'Île-Cadieux	130	70	53.8%	0	0.0%	10	7.7%
L'Île-Perrot	9,825	5,080	51.7%	530	5.4%	265	2.7%
La Prairie	21,520	11,035	51.3%	1,130	5.3%	505	2.4%
Léry	2,385	1,210	50.7%	20	0.8%	10	0.4%
Les Cèdres	5,715	2,805	49.1%	55	1.0%	30	0.5%
McMasterville	5,095	2,635	51.7%	60	1.2%	25	0.5%
Mercier	10,110	5,055	50.0%	220	2.2%	105	1.0%
Mont-Saint-Hilaire	15,585	8,005	51.4%	250	1.6%	130	0.8%

APPENDIX 1: WOMEN AND VISIBLE MINORITIES IN THE MONTREAL CENSUS METROPOLITAN AREA (CMA), STATISTICS CANADA 2006 (CONTINUED)

	Total Population	Women	% Women	VM	% VM	Female VM	% Female VM
Notre-Dame-de-l'Île-Perrot	9,865	4,940	50.1%	430	4.4%	225	2.3%
Otterburn Park	8,460	4,280	50.6%	130	1.5%	80	1.0%
Pincourt	11,155	5,610	50.3%	865	7.8%	450	4.0%
Pointe-des-Cascades	1,035	525	50.7%	10	1.0%	0	0.0%
Richelieu	4,985	2,520	50.6%	105	2.1%	60	1.2%
Saint-Amable	8,395	4,060	48.4%	130	1.5%	70	0.8%
Saint-Basile-le-Grand	15,600	7,940	50.9%	370	2.4%	205	1.3%
Saint-Constant	23,855	11,880	49.8%	690	2.9%	335	1.4%
Saint-Isidore	2,440	1,195	49.0%	55	2.3%	15	0.6%
Saint-Jean-Baptiste	3,020	1,465	48.5%	10	0.3%	0	0.0%
Saint-Lazare	17,015	8,540	50.2%	605	3.6%	290	1.7%
Saint-Mathias-sur-Richelieu	4,480	2,230	49.8%	45	1.0%	40	0.9%
Saint-Mathieu	1,895	970	51.2%	0	0.0%	0	0.0%
Saint-Mathieu-de-Beloeil	2,280	1,050	46.1%	15	0.7%	10	0.4%
Saint-Philippe	5,120	2,450	47.9%	20	0.4%	10	0.2%
Sainte-Catherine	16,000	8,115	50.7%	455	2.8%	225	1.4%
Sainte-Julie	29,020	14,655	50.5%	475	1.6%	270	0.9%
Terrasse-Vaudreuil	1,975	975	49.4%	70	3.5%	15	0.8%
Varennes	20,775	10,475	50.4%	340	1.6%	140	0.7%
Vaudreuil-Dorion	25,390	12,935	50.9%	1,805	7.1%	935	3.7%
Vaudreuil-sur-le-Lac	1,290	660	51.2%	40	3.1%	15	1.2%
Verchères	5,190	2,560	49.3%	85	1.6%	45	0.9%
Total	3,486,830	1,792,160	51.4%	588,790	16.9%	299,890	8.6%

Source: Statistics Canada. (2006). Community Profiles. Retrieved from <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm>

APPENDIX 2: PERCENTAGE OF VISIBLE MINORITIES IN THE MONTREAL CENSUS METROPOLITAN AREA (CMA)



Source: Statistics Canada. (2008). 2006 Census of Canada. Produced by the Geography Division.

APPENDIX 3: LARGEST FOR-PROFIT (NON-CROWN) CORPORATIONS HEADQUARTERED IN GREATER MONTREAL

	Name of Organization	2010 Revenue ('000)	Boards of Directors (BOD)	Senior Executives (SE)	Note
1	Power Corp. of Canada, Montreal	\$32,896,000	X	X	
2	Bombardier Inc., Montreal	\$18,172,512	X	X	
3	BCE Inc., Verdun, Québec	\$18,069,000	X	X	
4	Alimentation Couche-Tard Inc., Laval, Québec	\$17,689,010	X	X	
5	Bank of Montreal, Montreal	\$15,453,000	X	X	
6	Metro Inc., Montreal	\$11,342,900	X	X	
7	Air Canada, St-Laurent, Québec	\$10,786,000	X	X	
8	Ultramar Ltd., Montreal	\$8,411,012	X	X	
9	Canadian National Railway Co., Montreal	\$8,297,000	X	X	
10	SNC-Lavalin Group Inc., Montreal	\$6,314,990	X	X	
11	Domtar Corp., Montreal	\$6,025,500	X	X	
12	Saputo Inc., St-Léonard, Québec	\$5,810,582	X	X	
13	National Bank of Canada, Montreal	\$5,259,000	X	X	
14	AbitibiBowater Inc., Montreal	\$4,888,380	X	X	
15	Quebecor Inc., Montreal	\$4,000,100	X		22% SE
16	La Coop Fédérée, Montreal	\$3,947,871	X	X	
17	CGI Group Inc., Montreal	\$3,732,117	X	X	
18	Transat A.T. Inc., Montreal	\$3,498,877	X	X	
19	Molson Coors Brewing Co., Montreal	\$3,355,286	X	X	
20	Agropur Coopérative, Longueuil, Québec	\$3,345,177	X	X	
21	Standard Life Financial Inc., Montreal	\$3,115,327	X	X	
22	Pratt & Whitney Canada Corp., Longueuil, Québec	\$3,000,000		X	0% BOD (unable to find)
23	The Jean Coutu Group (PJC) Inc., Longueuil, Québec	\$2,543,100	X		43% SE
24	Iron Ore Co. of Canada, Montreal (Subsidiary of Rio Tinto)	\$2,521,935		X	Global BOD
25	Alcoa Canada Ltd., Montreal	\$2,400,000		X	Global BOD
26	Dorel Industries Inc., Westmount, Québec	\$2,382,375	X		33% SE
27	Lafarge Canada Inc., Pointe-Claire, Québec	\$2,208,822			40% BOD; 20% SE
28	Transcontinental Inc., Montreal	\$2,091,600	X	X	
29	Groupe Aeroplan Inc., Montreal	\$2,053,798	X	X	
30	Gaz Métro Inc., Montreal	\$2,025,938	X	X	
31	Lloyd's Underwriters (Canada), Montreal	\$2,023,291		X	0% BOD (unable to find)
32	TransForce Inc., St-Laurent, Québec	\$2,002,118	X	X	
33	AXA Canada Inc., Montreal	\$1,949,704	X	X	
34	Tembec Inc., Montreal	\$1,877,000	X	X	
35	The David Azrieli Group of Cos., Montreal	\$1,818,246			0% BOD (unable to find)

APPENDIX 3: LARGEST FOR-PROFIT (NON-CROWN) CORPORATIONS HEADQUARTERED IN GREATER MONTREAL (CONTINUED)

Name of Organization	2010 Revenue ('000)	Boards of Directors (BOD)	Senior Executives (SE)	Note
36 Groupe Uniprix, St-Léonard, Québec	\$1,691,000		X	38% BOD
37 Yellow Media Inc., Verdun, Québec	\$1,679,860	X	X	
38 CAE Inc., St-Laurent, Québec	\$1,526,300	X	X	
39 Dollarama Inc., Montreal	\$1,419,914	X	X	
40 Merck Canada Inc., Kirkland, Québec	\$1,383,840	X	X	
41 Gildan Activewear Inc., Montreal	\$1,365,233	X	X	
42 Cogeco Inc., Montreal	\$1,321,694	X	X	
43 Laurentian Bank of Canada, Montreal	\$1,188,248	X	X	
44 Garda World Security Corp., Montreal	\$1,083,087	X	X	
45 Reitmans (Canada) Ltd., Montreal	\$1,070,277	X		17% SE
46 Abbott Laboratories Ltd., St-Laurent, Québec	\$1,067,080			Global BOD; 38% SE
47 Hewitt Equipment Ltd., Pointe-Claire, Québec	\$966,838	X	X	
48 Astral Media Inc., Montreal	\$960,959	X	X	
49 UAP Inc., Montreal	\$957,984	X	X	
50 L'Oréal Canada Inc., Montreal	\$858,000		X	Global BOD
51 Cirque du Soleil, Montreal	\$850,000	X	X	
52 BMTG Group Inc., Montreal	\$822,507		X	38% BOD
53 Business Development Bank of Canada, Montreal	\$768,257	X	X	
54 Intertape Polymer Group Inc., St-Laurent, Québec	\$742,131			43% BOD; 20% SE
55 Fonds de Solidarité des Trav. du Québec, Montreal	\$737,354	X	X	
56 Groupe B.M.R. Inc., Longueuil, Québec	\$673,000	X	X	
57 Dessau Inc., Laval, Québec	\$660,000	X	X	
58 Rogers Sugar Inc., Montreal	\$606,873	X	X	
59 Groupe Deschenes Inc., Montreal	\$598,000	X		44% SE
60 Stella-Jones Inc., St-Laurent, Québec	\$561,046	X		33% SE
61 Sanofi-Aventis Canada Inc., Laval, Québec	\$556,601		X	Global BOD
62 Optimum Group Inc., Montreal	\$514,000	X	X	
63 Caisse Centrale Desjardins, Montreal	\$512,037		X	BOD based in Levin
64 GLV Inc., Montreal	\$500,679	X	X	
Total		51	54	

Source: Financial Post. (2012). Financial Post 500. Retrieved from <http://www.financialpost.com/news/fp500/2011/index.html?page=1>

Note: Organizations for which no information was available or where there was information on less than 50% of the senior executives and boards of directors were excluded.

APPENDIX 4: LARGEST VOLUNTARY SECTOR ORGANIZATIONS IN GREATER MONTREAL

	Name of Organization	2010 Revenue	Boards of Directors (BOD)	Senior Executives (SE)	Note
1	McGill University Health Centre	\$995,085,526	X	X	
2	Royal Institution for the Advancement of Learning	\$956,615,000			University
3	Université de Montréal	\$879,515,000			University
4	Comité de gestion de la taxe scolaire de l'île de Montréal	\$553,925,230	X	X	
5	Université du Québec à Montréal	\$525,919,762			University
6	Concordia University	\$449,294,986			University
7	Hôpital Maisonneuve-Rosemont	\$385,486,268			Hospital
8	L'Hôpital Général Juif Sir Mortimer B. Davis	\$373,035,617			Hospital
9	Centre Hospitalier Universitaire Sainte-Justine	\$334,385,494			Hospital
10	Hôpital du Sacré-Coeur de Montréal	\$309,300,947			Hospital
11	Centre de Santé et de Services Sociaux du Sud-Ouest-Verdun	\$235,567,093	X	X	
12	Fondation Lucie et André Chagnon	\$226,946,000	X	X	
13	Le centre jeunesse de Montréal	\$217,985,576	X	X	
14	Centre de Santé et de Services Sociaux Jeanne-Mance	\$168,779,050		X	47% BOD
15	Montreal Heart Institute	\$166,261,907	X	X	
16	La corporation de l'école polytechnique de Montreal	\$159,318,000			University
17	Centre de Sante et de Services Sociaux Lucille-Teasdale	\$153,111,385			18% BOD; 27% SE
18	Hôpital Louis H. Lafontaine	\$151,880,838			Hospital
19	Centre de Santé et de Services Sociaux d'Ahuntsic et Montréal-Nord	\$149,170,223	X	X	
20	Corporation de l'école des hautes études commerciales de Montréal	\$147,791,269			University
21	Centre de Santé et de Services Sociaux du Coeur-de-l'île	\$122,886,162	X	X	
22	The Azrieli Foundation	\$120,074,386			Ethno-cultural
23	St. Mary's Hospital Center	\$117,536,678			Hospital
24	Hôpital Santa Cabrini	\$106,823,686			Hospital
25	École de technologie supérieure	\$106,044,312			University
26	Fonds de la recherche en santé du Québec	\$96,066,185			Agency
27	Centre de Santé et de Services Sociaux de la Montagne	\$92,235,215		X	13% BOD
28	Centre de Santé et de Services Sociaux de la Pointe-de-l'Île	\$91,848,861		X	11% BOD
29	Télé-Québec (Société de télédiffusion du Québec)	\$80,441,732			Agency
30	Collège d'enseignement général et professionnel d'Ahuntsic	\$76,063,782			College
31	Cégep du Vieux Montréal	\$72,595,618			CEGEP
32	Centre de Santé et de Services Sociaux de Saint-Léonard et Saint-Michael	\$72,115,363		X	38% BOD
33	The Research Institute of the McGill University Health Centre	\$71,989,348			Under McGill University Health Centre

APPENDIX 4: LARGEST VOLUNTARY SECTOR ORGANIZATIONS IN GREATER MONTREAL (CONTINUED)

Name of Organization	2010 Revenue	Boards of Directors (BOD)	Senior Executives (SE)	Note
34 Société d'habitation et de développement de Montréal	\$70,772,521	X	X	
35 Collège d'enseignement général et professionnel de Maisonneuve	\$62,661,285			University
36 L'agence universitaire de la francophonie	\$61,323,444	X	X	
37 Institut universitaire de geriatrie de Montreal	\$58,150,951	X	X	
38 Centre de Santé et de Services Sociaux Cavendish	\$53,063,287		X	29% BOD
39 Centraide du Grand Montréal / Centraide of Greater Montreal	\$52,163,238	X	X	
40 Institut Philippe Pinel de Montréal	\$47,145,004			Hospital
41 Montreal Museum of Fine-Arts	\$41,644,099			Publicly funded
42 Institut de recherches cliniques de Montréal	\$41,300,661			Post-secondary school
43 Federation CJA	\$41,267,953			Ethno-cultural
44 The YMCAS of Québec Inc.	\$37,952,952	X	X	
45 Collège Lasalle	\$36,656,888			College
46 La corporation du centre de réadaptation Lucie-Bruneau	\$36,126,135	X	X	
47 Société de la Place des Arts de Montréal	\$35,299,597			Publicly funded
48 Collège d'enseignement général et professionnel Bois-de-Boulogne	\$34,538,458			Post-secondary school
49 Services de réadaptation l'intégrale	\$34,188,897		X	0% BOD
Total		14	20	

Source: Charitable organizations and foundations were selected based on revenue reported to the Canada Revenue Agency. Retrieved from <http://www.cra-arc.gc.ca/chrts-gvng/lstngs/menu-eng.html>

Note: Charities which were ethno-cultural were excluded as were religious organizations, hospitals, universities, and other publicly funded institutions. To avoid double counting, institutions which are charities but do not have separate governance structures, such as Université de Montréal and Concordia University, are included as educational institutions rather than foundations. Fonds de la Recherche en Santé du Québec and Télé-Québec, which are provincial agencies, are included in the discussion of agencies, boards, and commissions. The list, however, includes foundations which are associated with, but are separated from hospitals and educational institutions. For example, the McGill University Health Centre has a separate structure and governance from the University and was included. Charities and foundations for which no information was available or where there was information on less 50% of the senior executives and boards of directors were excluded.

APPENDIX 5: PROVINCIAL AGENCIES, BOARDS, AND COMMISSIONS

Agency Name	2010 Revenue	Boards of Directors (BOD)	Notes
1 Hydro-Québec	\$12,717,000,000	X	
2 Régie de l'assurance maladie du Québec	\$7,969,937,000	X	
3 Caisse de dépôt et placement du Québec	\$6,161,000,000		Headquartered in Quebec
4 Loto-Québec	\$3,870,272,000	X	
5 Fonds d'assurance parentale / Parental Insurance Fund	\$1,352,027,000		Headquartered in Quebec
6 Société des alcools du Québec	\$1,324,402,000	X	
7 Société générale de financement du Québec	\$1,092,023,000	X	
8 Régie des rentes du Québec	\$876,997,000		Headquartered in Quebec
9 Farm Income Stabilization Insurance Fund	\$768,315,000		Headquartered in Saint-Romuald
10 Société d'habitation du Québec Affaires municipales	\$670,977,000	X	
11 Société immobilière du Québec	\$667,643,000		Headquartered in Quebec
12 Société de financement des infrastructures locales du Québec	\$486,091,000		Headquartered in Quebec
13 La Financière agricole du Québec	\$475,160,000		Headquartered in Saint-Romuald
14 Centre de services partagés du Québec	\$470,914,037		Headquartered in Quebec
15 Héma-Québec	\$292,775,000	X	
16 Agence métropolitaine de transport	\$286,899,000	X	
17 Corporation d'hébergement du Québec	\$254,893,000		Headquartered in Quebec
18 IQ Immigrants Investisseurs inc.	\$226,459,000		Headquartered in Quebec
19 Investissement Québec	\$217,202,000		Headquartered in Quebec
20 Immobilière SHQ	\$197,260,000		Headquartered in Quebec
21 Société de l'assurance automobile du Québec	\$179,725,000		Headquartered in Quebec
22 Curateur public (Le) / Public Curator (The)	\$161,286,462	X	
23 Société québécoise d'assainissement des eaux Affaires municipales	\$135,274,000		Headquartered in Quebec
24 Société des établissements de plein air du Québec	\$110,963,000		Headquartered in Quebec
25 Autorité des marchés financiers	\$104,496,000	X	
26 Fonds de recherche du Québec - Santé	\$96,066,185	X	
27 Conseil des arts et des lettres du Québec	\$92,113,902		Headquartered in Quebec
28 Bibliothèque et Archives nationales du Québec	\$90,719,028	X	
29 Corporation d'urgences-santé	\$90,563,262	X	
30 Services Québec	\$88,202,571		Headquartered in Quebec
31 Commission de la construction du Québec	\$82,993,000	X	
32 Télé-Québec (Société de télédiffusion du Québec)	\$81,370,944	X	
33 Commission des services juridiques	\$81,044,575	X	

APPENDIX 5: PROVINCIAL AGENCIES, BOARDS, AND COMMISSIONS (CONTINUED)

Agency Name	2010 Revenue	Boards of Directors (BOD)	Notes
34 Société des Traversiers du Québec	\$69,467,436		Headquartered in Quebec
35 Société de développement des entreprises culturelles	\$68,641,004	X	
36 Institut national de santé publique du Québec	\$64,234,443		Headquartered in Quebec
37 Commission administrative des régimes de retraite et d'assurances	\$64,174,000		Headquartered in Quebec
38 Commission des normes du travail	\$60,876,983		Headquartered in Quebec
39 Commission des lésions professionnelles	\$54,470,415	X	
40 Régie du bâtiment du Québec	\$50,992,564	X	
41 Fonds québécois de la recherche sur la société et la culture	\$50,976,415	X	
42 Fonds québécois de la recherche sur la nature et les technologies	\$50,644,435		Headquartered in Quebec
43 Régie des installations olympiques	\$40,087,000	X	
44 Conseil de gestion de l'assurance parentale	\$39,880,000		Headquartered in Quebec
45 Agence de l'efficacité énergétique	\$39,694,713		Headquartered in Quebec
46 Société de la Place des Arts de Montréal	\$37,734,168	X	
47 Musée de la civilisation	\$32,933,085		Headquartered in Quebec
48 Société québécoise de récupération et de recyclage (Recyc-Québec)	\$32,459,788		Headquartered in Quebec
49 École nationale de police du Québec	\$32,309,608		Headquartered in Nicolet
50 Workforce Skills Development and Recognition Fund	\$32,028,000		Headquartered in Quebec
51 Centre de recherche industrielle du Québec	\$31,672,271	X	
52 Institut de tourisme et d'hôtellerie du Québec	\$31,002,647	X	
53 Tribunal administratif du Québec	\$29,202,815		Unable to find BOD
54 Institut de la statistique du Québec	\$28,738,435		Headquartered in Quebec
55 Musée national des beaux-arts du Québec	\$24,518,999		Headquartered in Quebec
56 Conservatoire de musique et d'art dramatique du Québec	\$23,295,041		Headquartered in Quebec
57 Financement-Québec	\$21,634,000		Headquartered in Quebec
58 Cree Hunters and Trappers Income Security Board	\$20,999,975		Headquartered in Laurier
59 Société de développement de la Baie-James	\$20,596,186		Headquartered in Chibougamau
60 Société du Palais des congrès de Montréal	\$18,598,028	X	
Total		25	

Source: Quebec Ministry of Finance. (2011). Financial Statements of the Agencies and Enterprises of the Gouvernement du Québec 2008-2009. Retrieved from http://www.finances.gouv.qc.ca/documents/Comptespublics/en/CPTEN_etat_fin_ent_gouv0809.pdf

Note: Agencies, boards, and commissions for which no information was available or for which there was information on less than 50% of the boards of directors were excluded.

DiversityLeads is a five-year Community University Research Alliance (CURA) project generously supported by the federal Social Sciences and Humanities Research Council (SSHRC). This partnership has been formed between academics, private, public, non-profit, and government sectors under Dr. Wendy Cukier, Founder/Director of the Diversity Institute and VP of Research and Innovation at Ryerson University. This project is worth \$2.5 million over the 5-year period.

The DiversityLeads project recognizes that diversity among prominent leaders sends a powerful message about the accessibility of power in Canada, which has significant implications for social inclusion. As leadership plays a vital role in social and economic prosperity, it is important that we promote the best leaders – both men and women – to address the pressing challenges of local innovation and global competitiveness.

