



2011-2017

# DiversityLeads

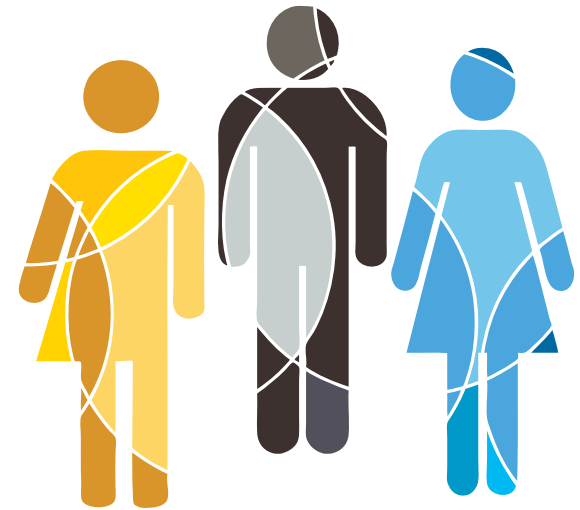
**October 4, 2017**

**Wendy Cukier**

Founder, Diversity Institute, Ryerson University

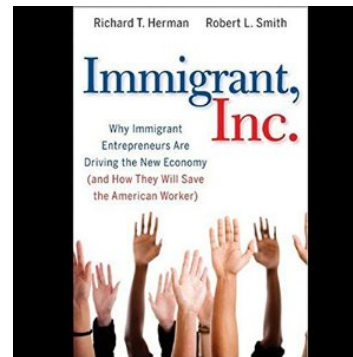
# AGENDA

- The Case for Diversity
- Preliminary Results
- Integrated Approach
- Conclusions



# The Business Case for Diversity and Inclusion

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



**WE DON'T CARE WHAT'S ON YOUR HEAD.**

**WE CARE WHAT'S IN IT.**

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# Why Measure?

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



2011-16

## DiversityLeads

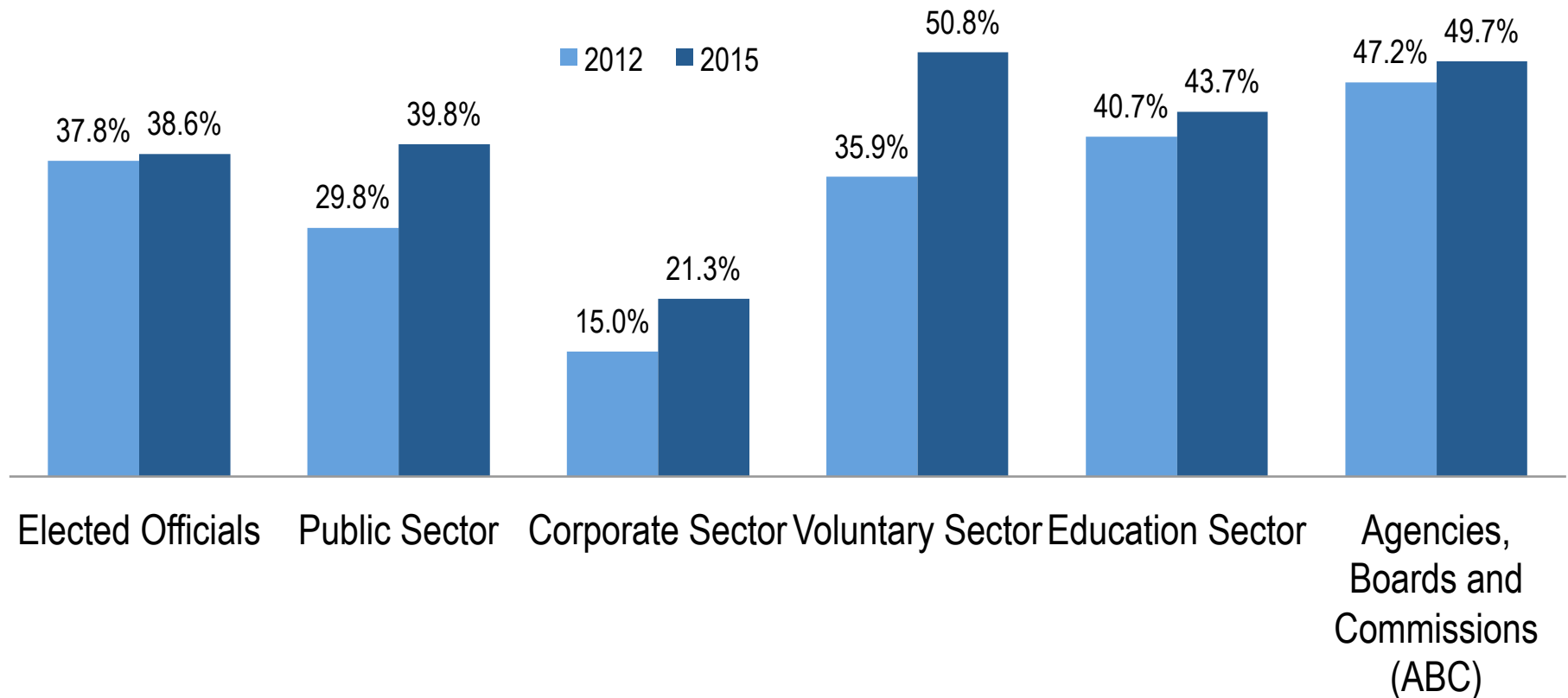
- DiversityLeads aims to:
  - Benchmark and assess the progress of diversity in leadership;
  - Examine barriers at the individual, organizational, and societal levels;
  - Explore leadership representation in media; and
  - Develop an integrated approach across groups, sectors and levels for sustained change.
- Examined over 6,000 senior leaders in Greater Montreal Area and Greater Toronto Area to track diversity in leadership
- Used publicly available information on senior leaders in the largest organizations headquartered in city by revenue
- Senior leaders: board of directors and senior management



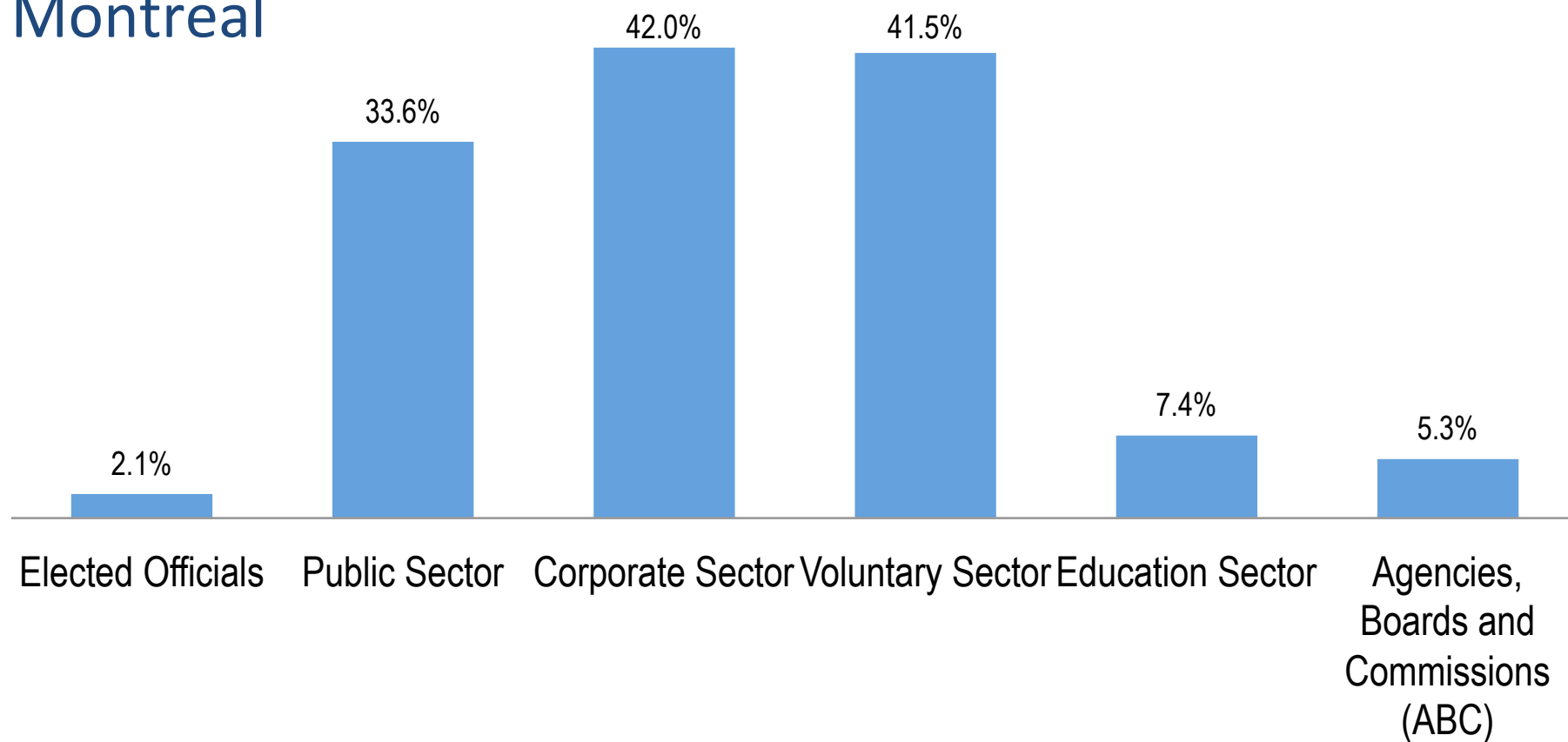
# 20 Initial Community Partners



# Comparison of the Representation of Women in Senior Leadership Positions by sector – Montreal

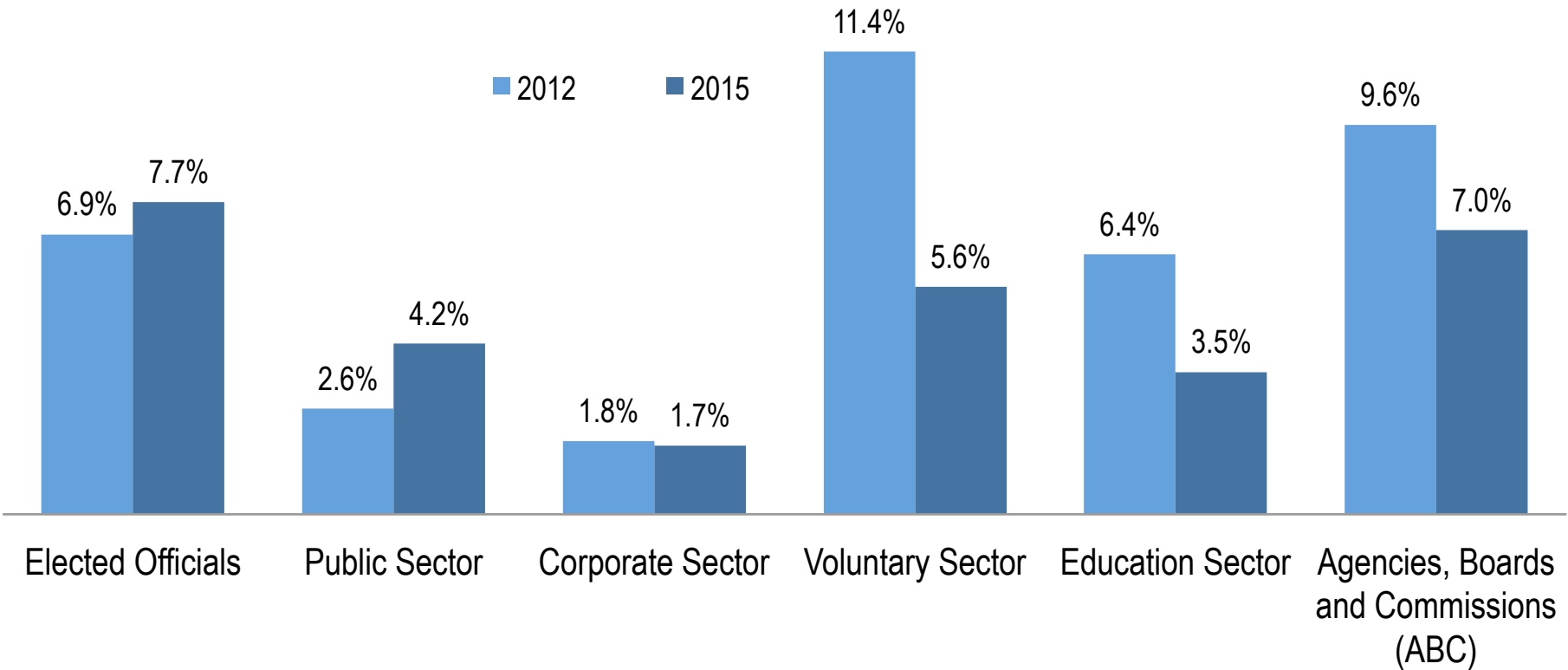


## Change in Representation of Women in Senior Leadership Positions by Sector From 2012 to 2015 – Montreal

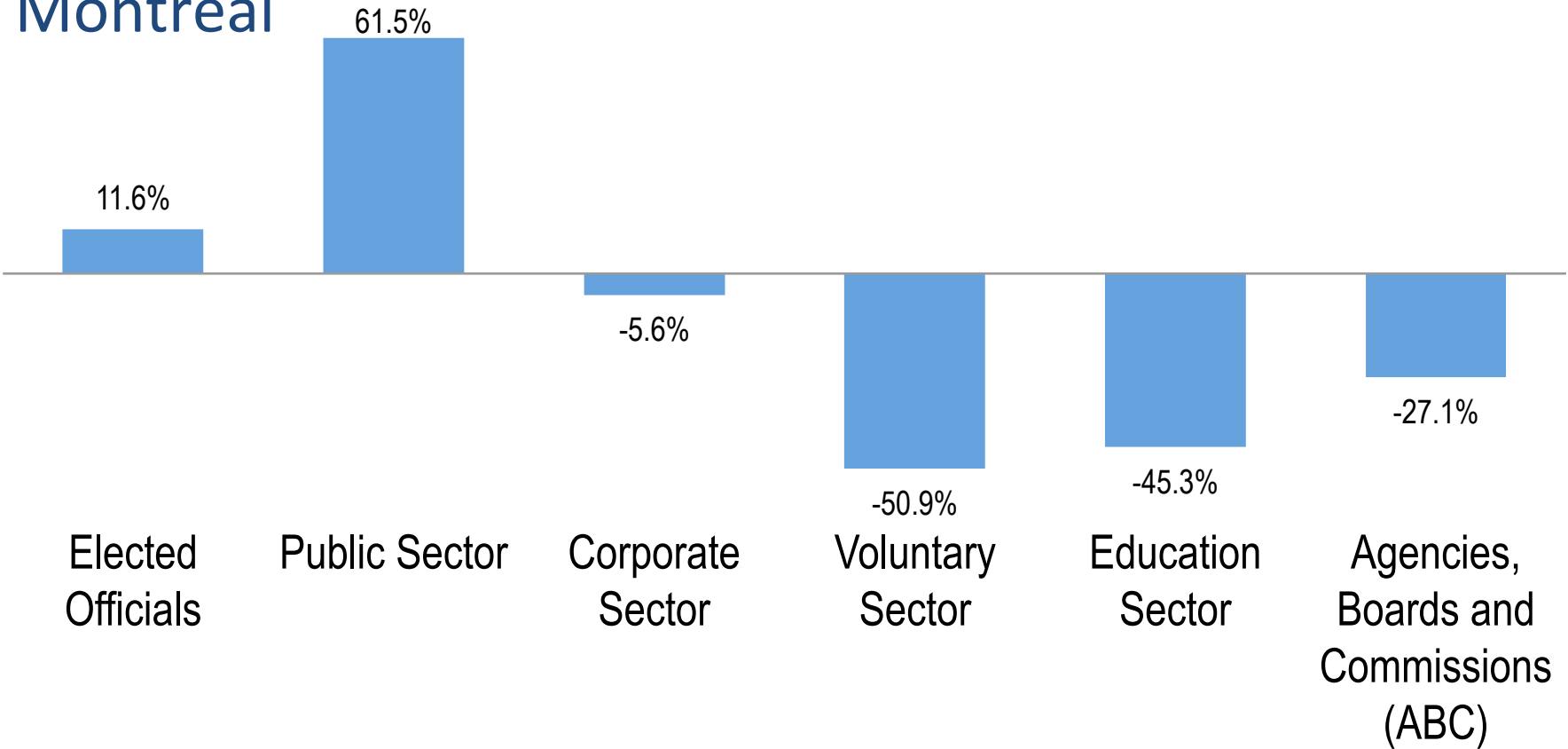




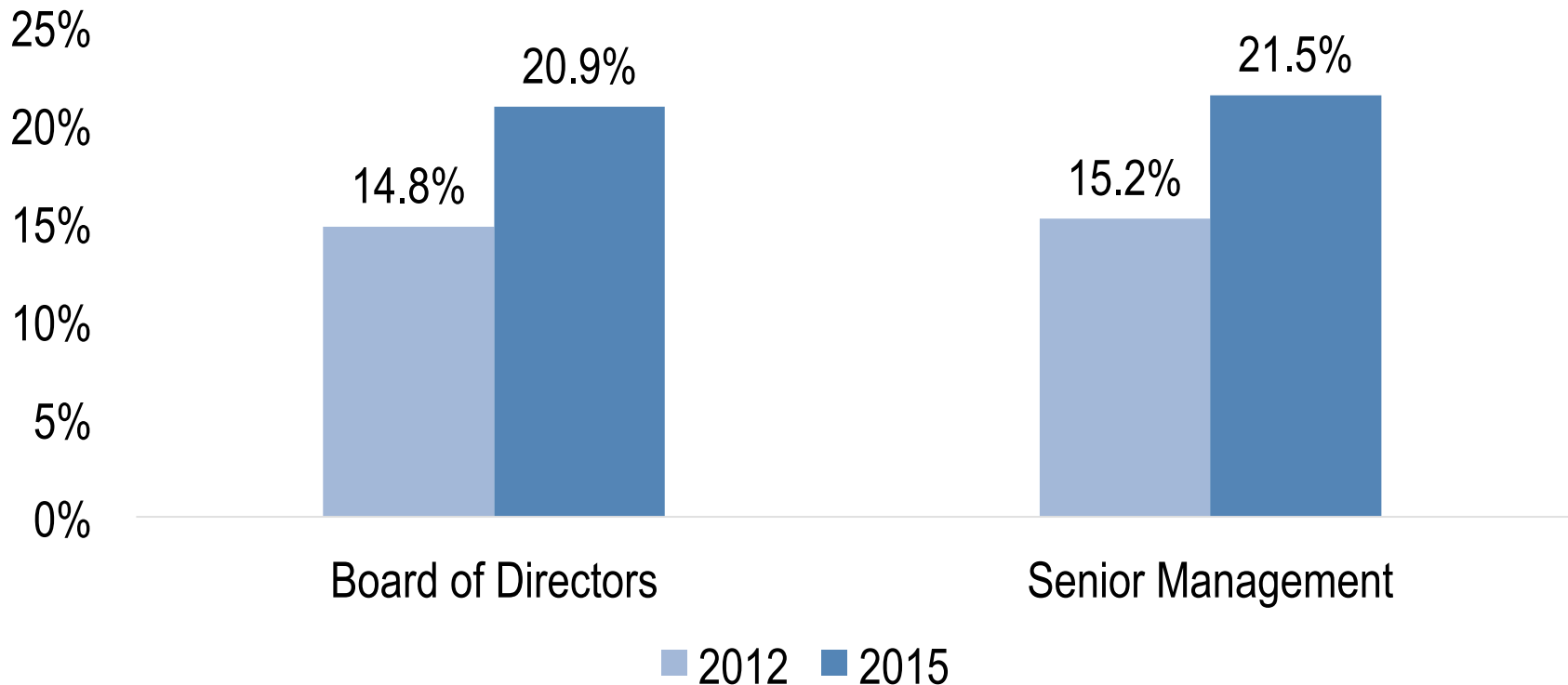
# Comparison of the Representation of Visible Minorities in Senior Leadership Positions by sector – Montreal



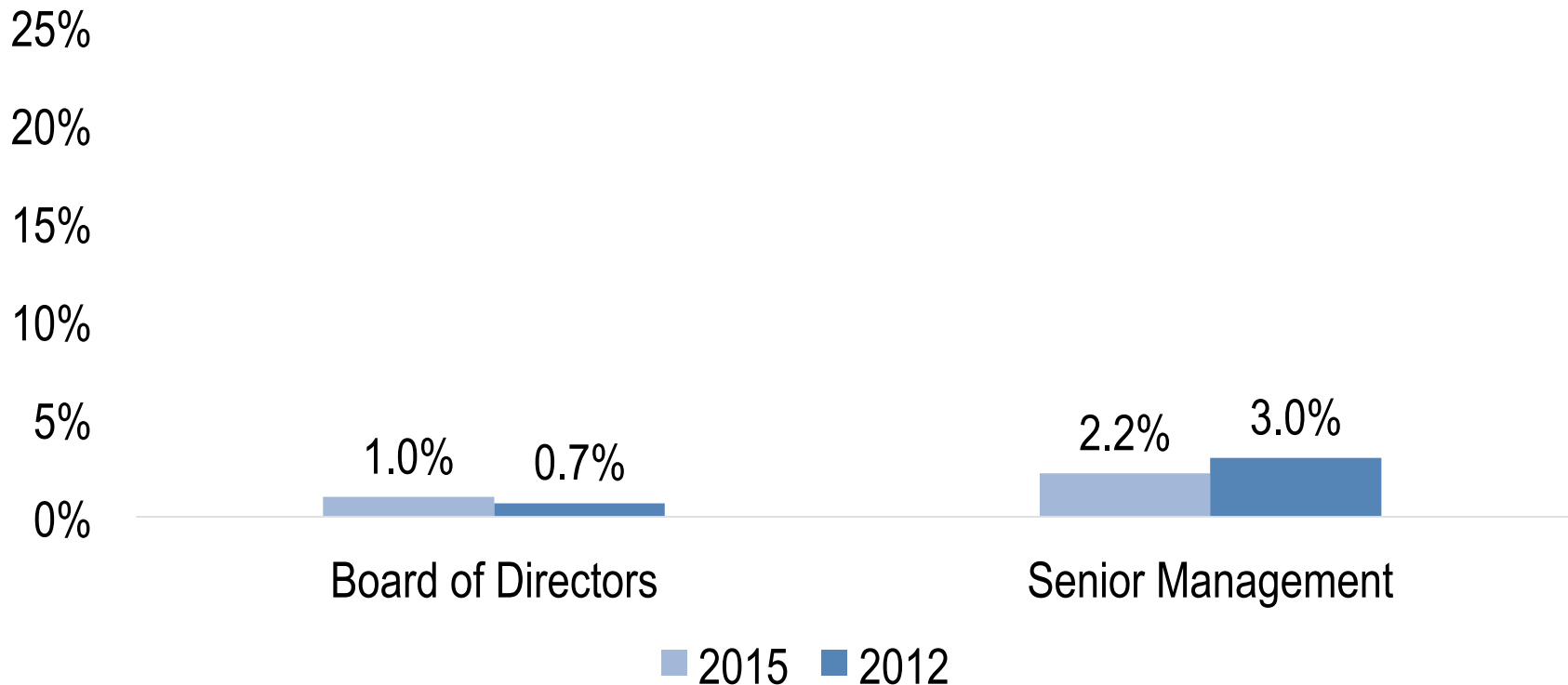
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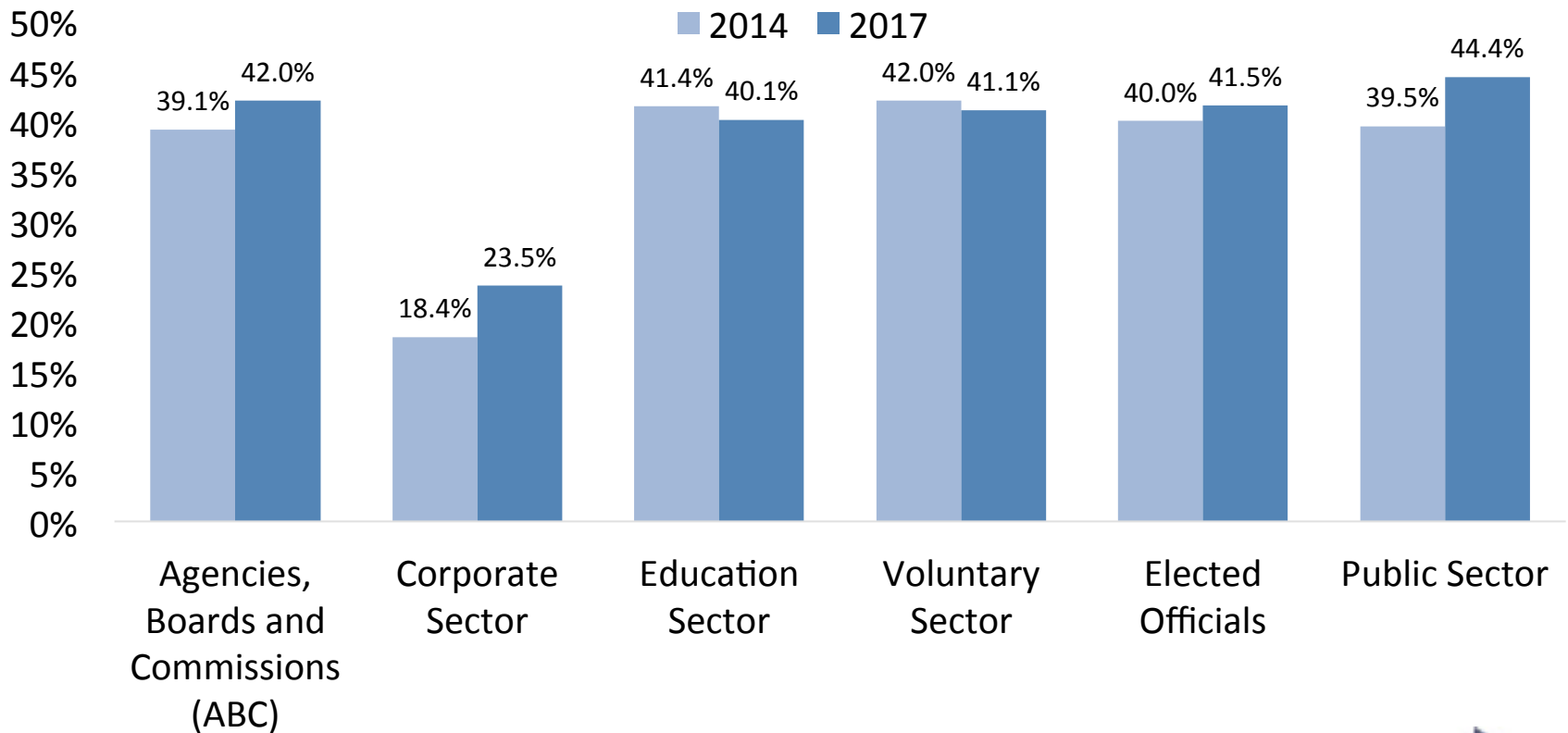
# Representation of Women in Senior Leadership in the Corporate Sector – Montreal



# Representation of Visible Minorities in Senior Leadership in the Corporate Sector – Montreal

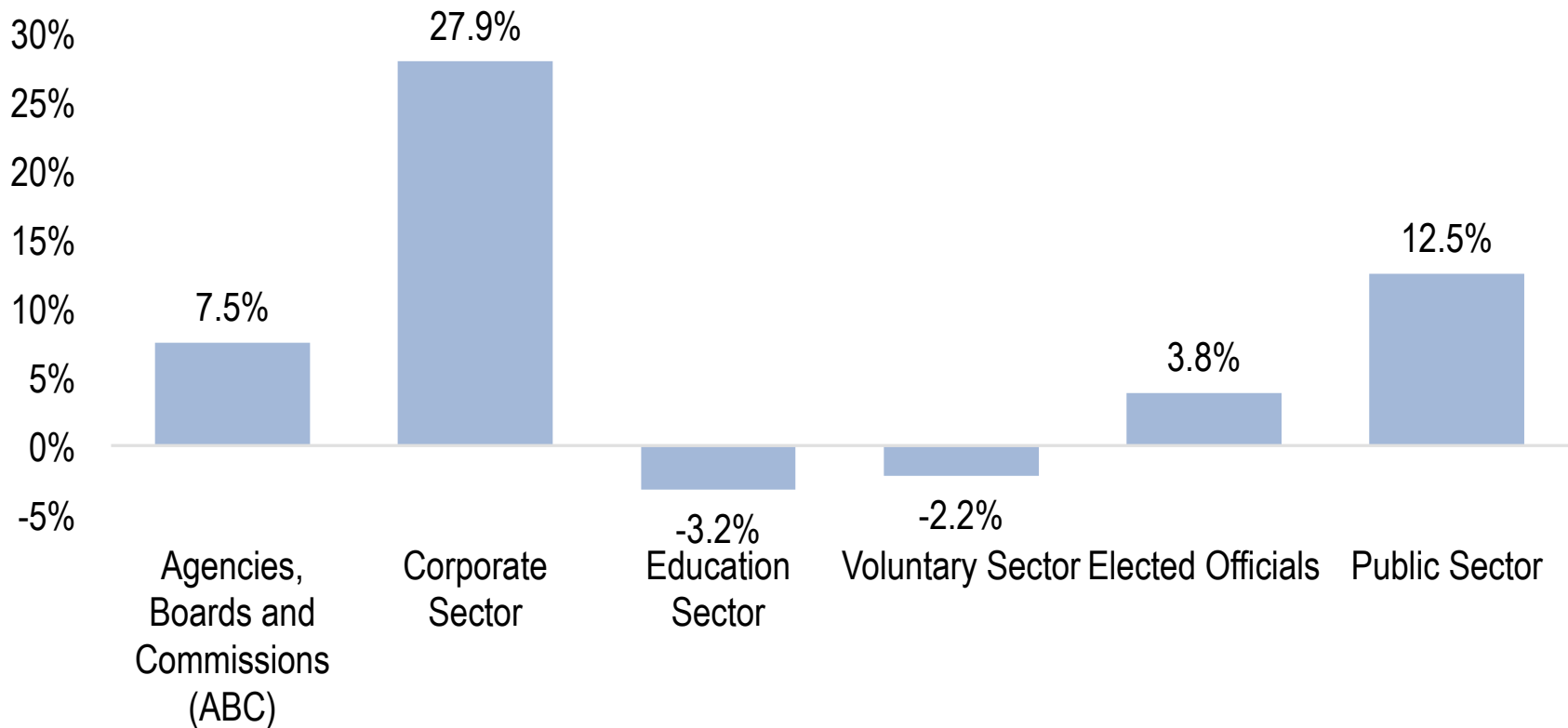


# Comparison of the Representation of Women in Senior Leadership Positions by sector – Toronto

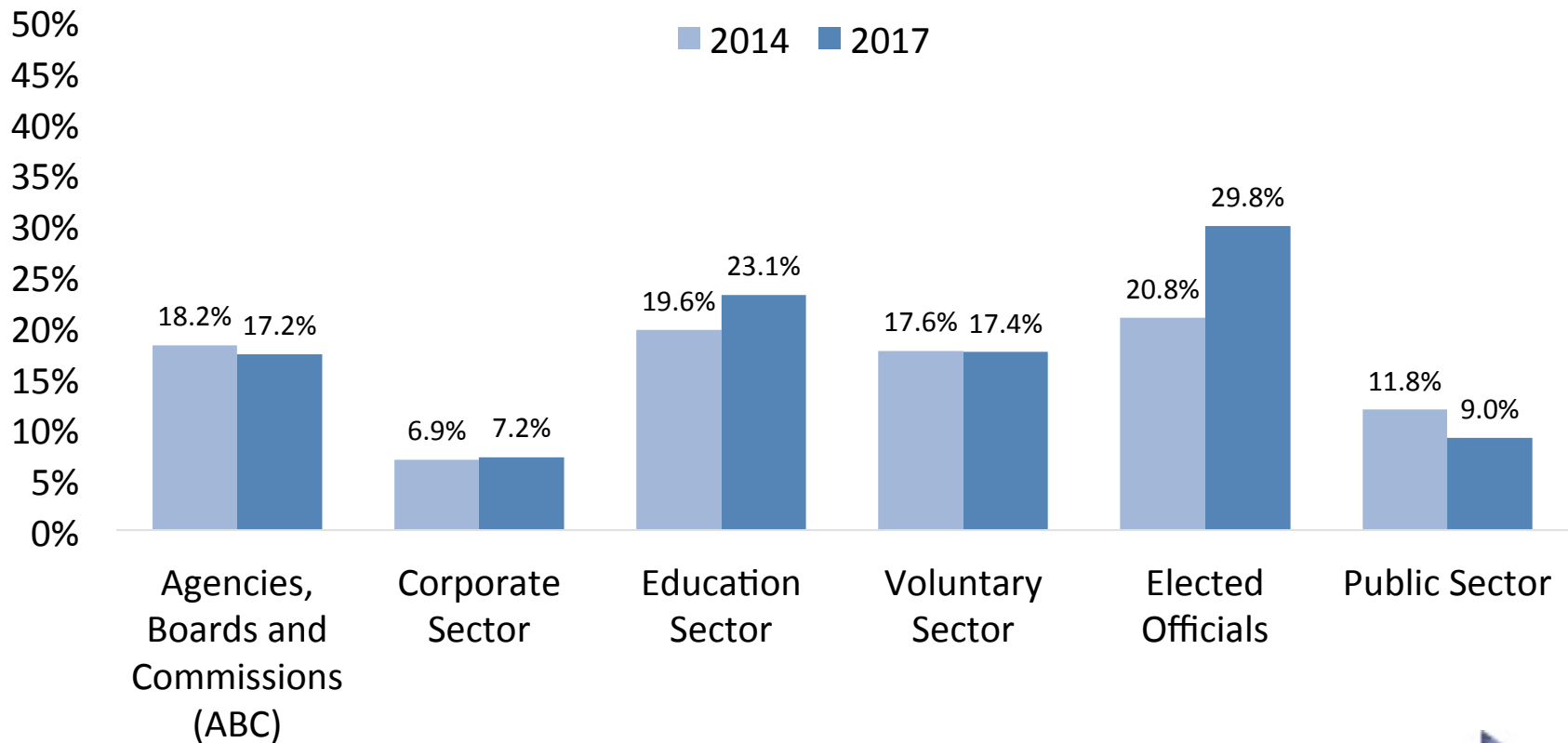




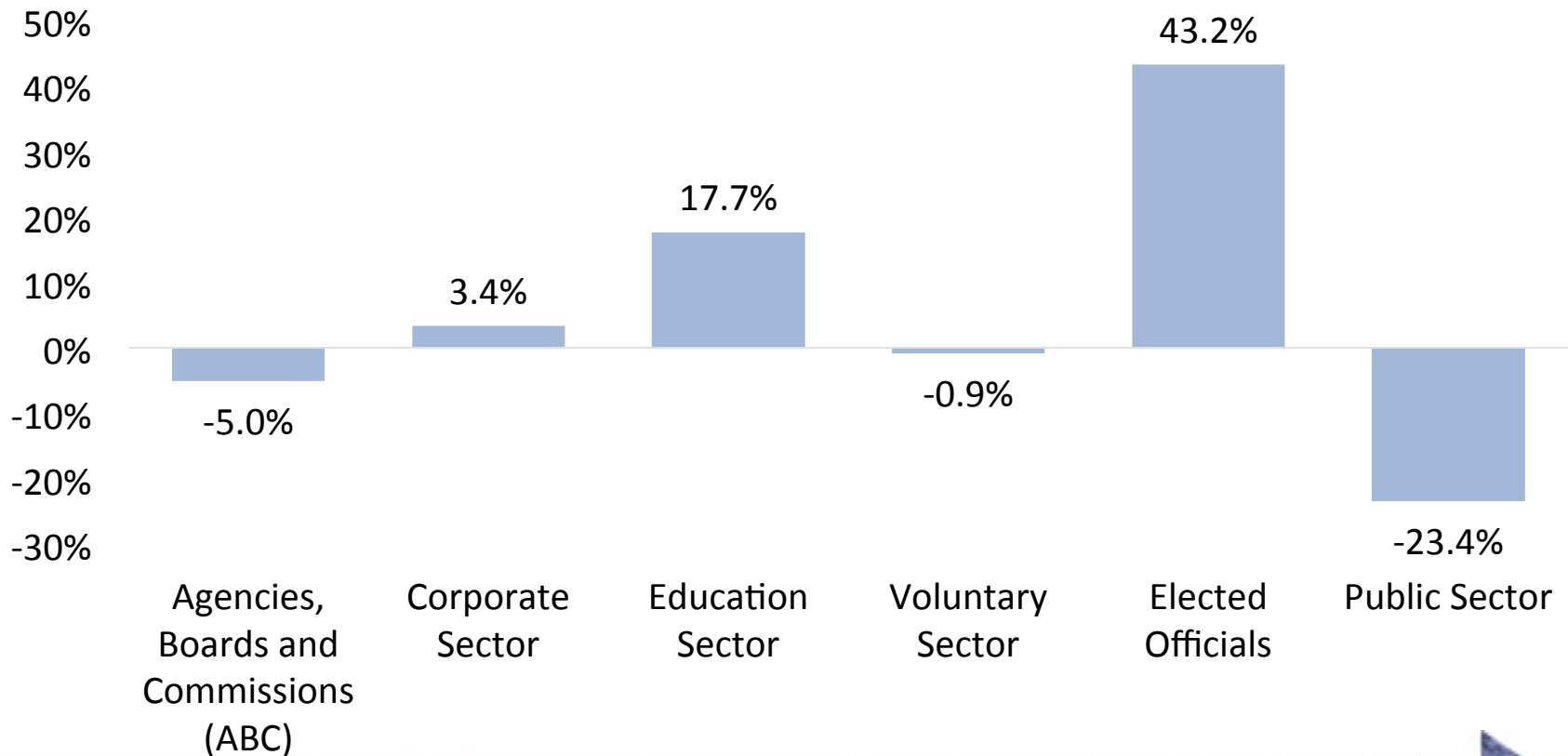
# Change in Representation of Women in Senior Leadership Positions by Sector, 2014-2017 – Toronto



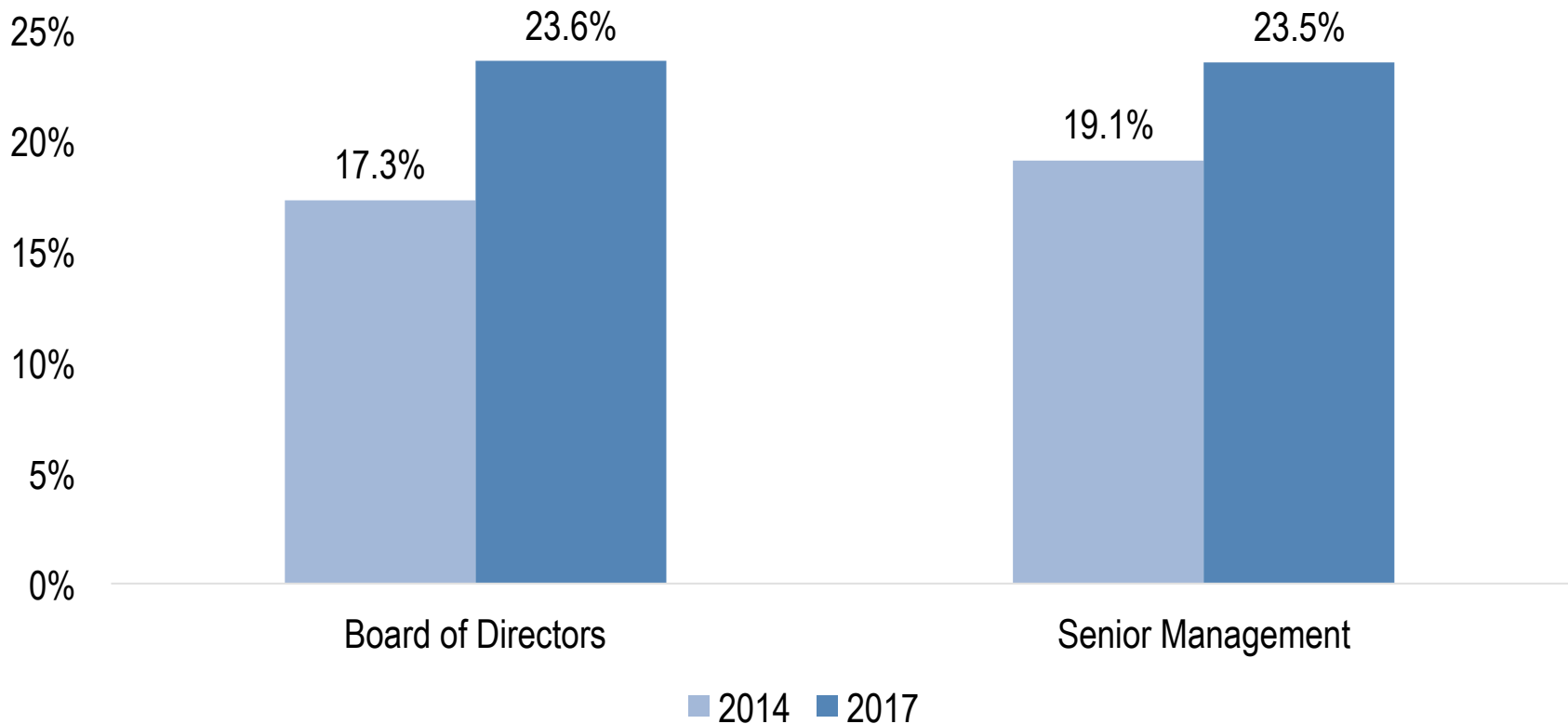
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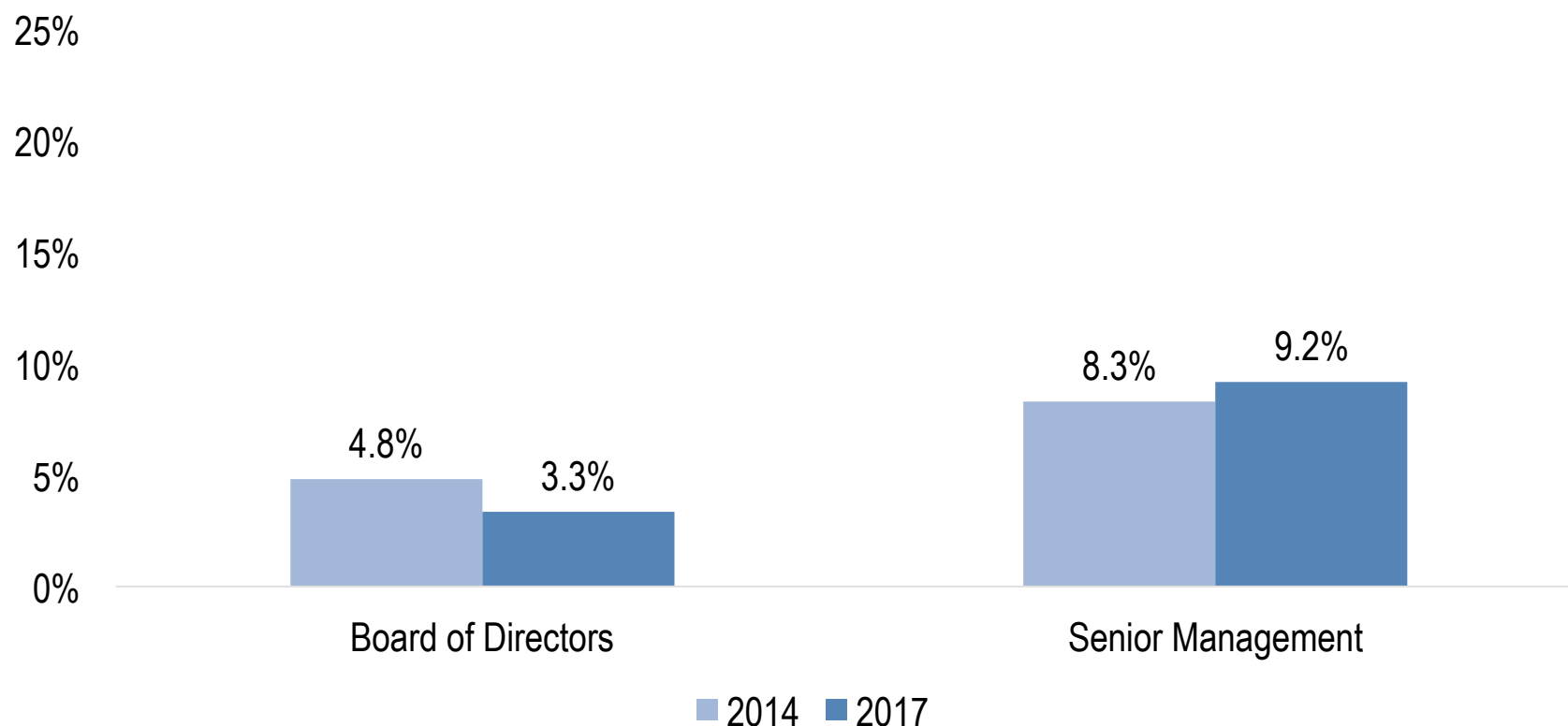
# Change in Representation of Visible Minorities in Senior Leadership Positions by sector, 2014-2017 - Toronto



# Representation of Women in Corporate Sector Leaders - Toronto



# Representation of Visible Minorities in Corporate Sector Leaders - Toronto





# Women and visible minorities are under-represented in senior leadership positions

Montreal:

Women – 51.7% population; **31.2%** senior leaders

VM – 22.5% population; **5.9%** senior leaders

Toronto:

Women – 51.5% population; **36.4%** senior leaders

VM – 53.7% population; **15.7%** senior leaders

# Averages Mask Differences Within Sectors

## Eg. Large Companies

### Greater Toronto Area 2017

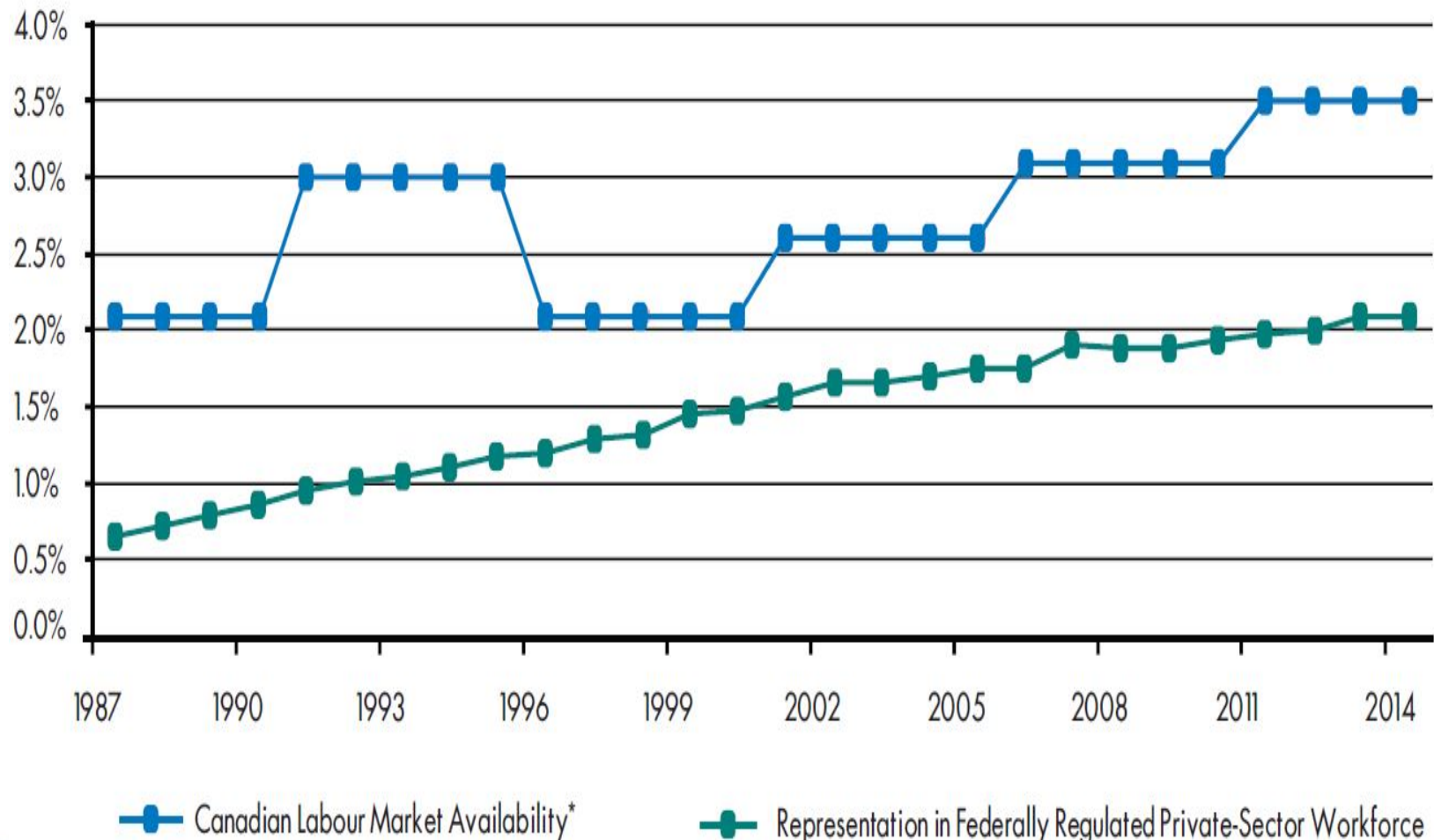
- 24% of boards had at least 30% women; 28% had none
- 3% had over 20% VM on their boards; 90% had none.

### Greater Montreal Area 2015

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

**IT IS NOT A RESULT OF THE POOL BUT OF INTENTIONAL  
POLICIES AND PRACTICES**

# Aboriginal People - EE



**DiversityLeads** 2011-2017

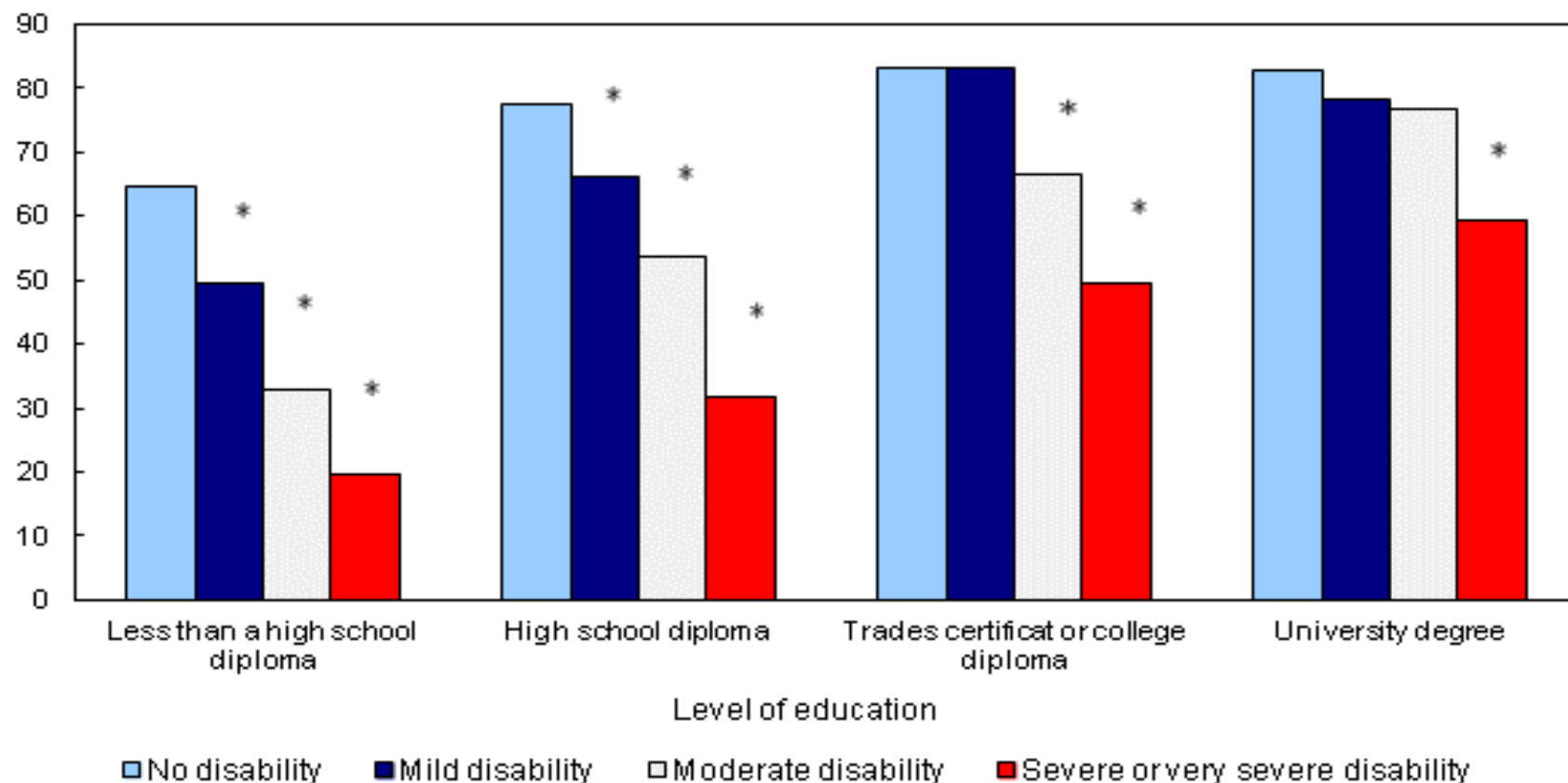
Page 21

# Employment Rates: PwD

Chart 2

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

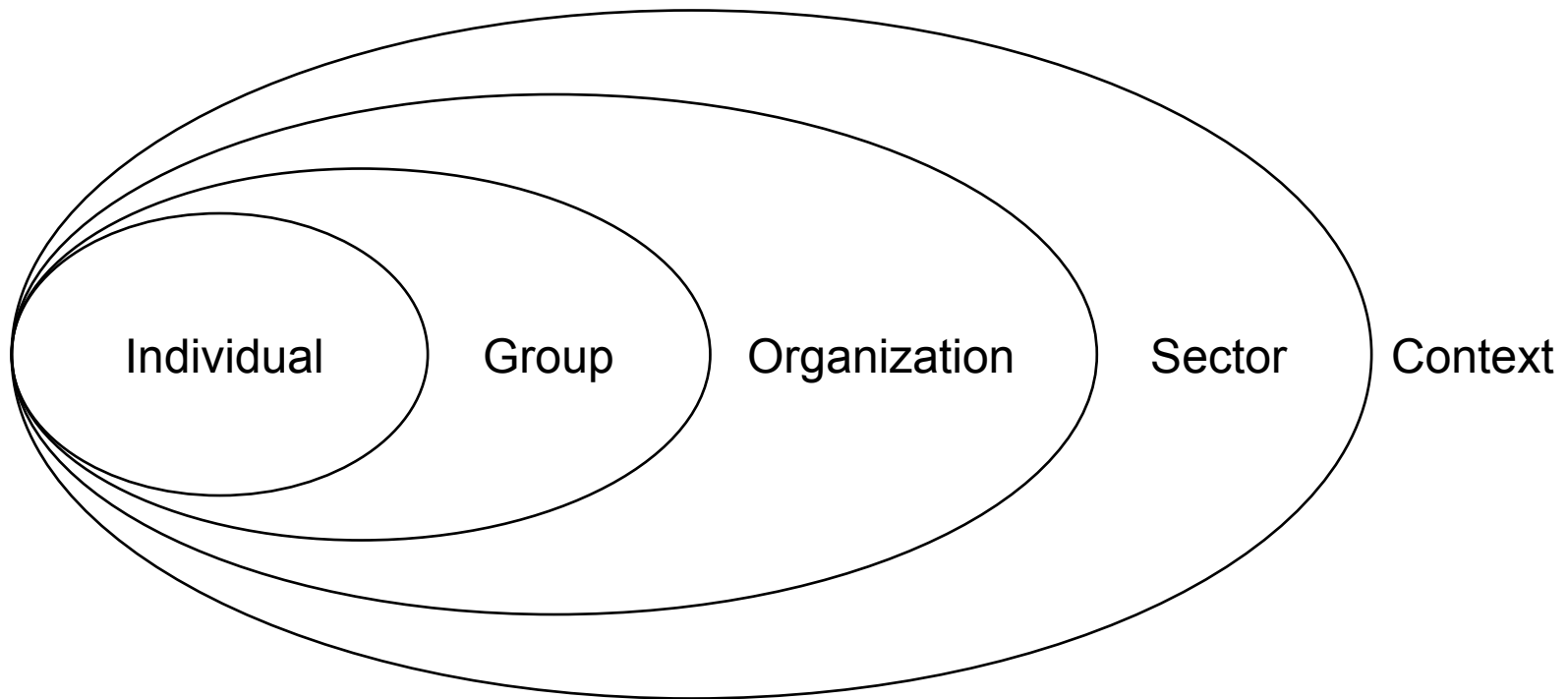
percentage



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

Source: Statistics Canada, Canadian Survey on Disability, 2012.

# AN INTEGRATED STRATEGY TO EFFECT CHANGE







# International Innovation & Inclusion Network

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