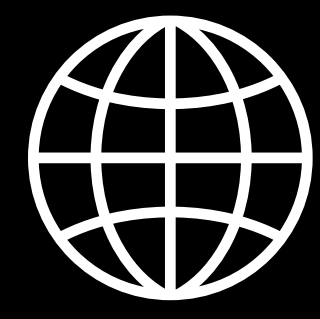


Diversity Leads Global

Analysis of Black representation in the Canadian, American, British, and Australian Corporate and Political leadership

SCOPE



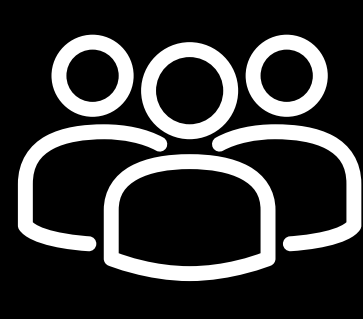
4

COUNTRIES



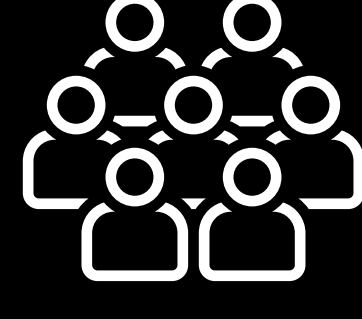
100

COMPANIES



1,225

EXECUTIVES



1,082

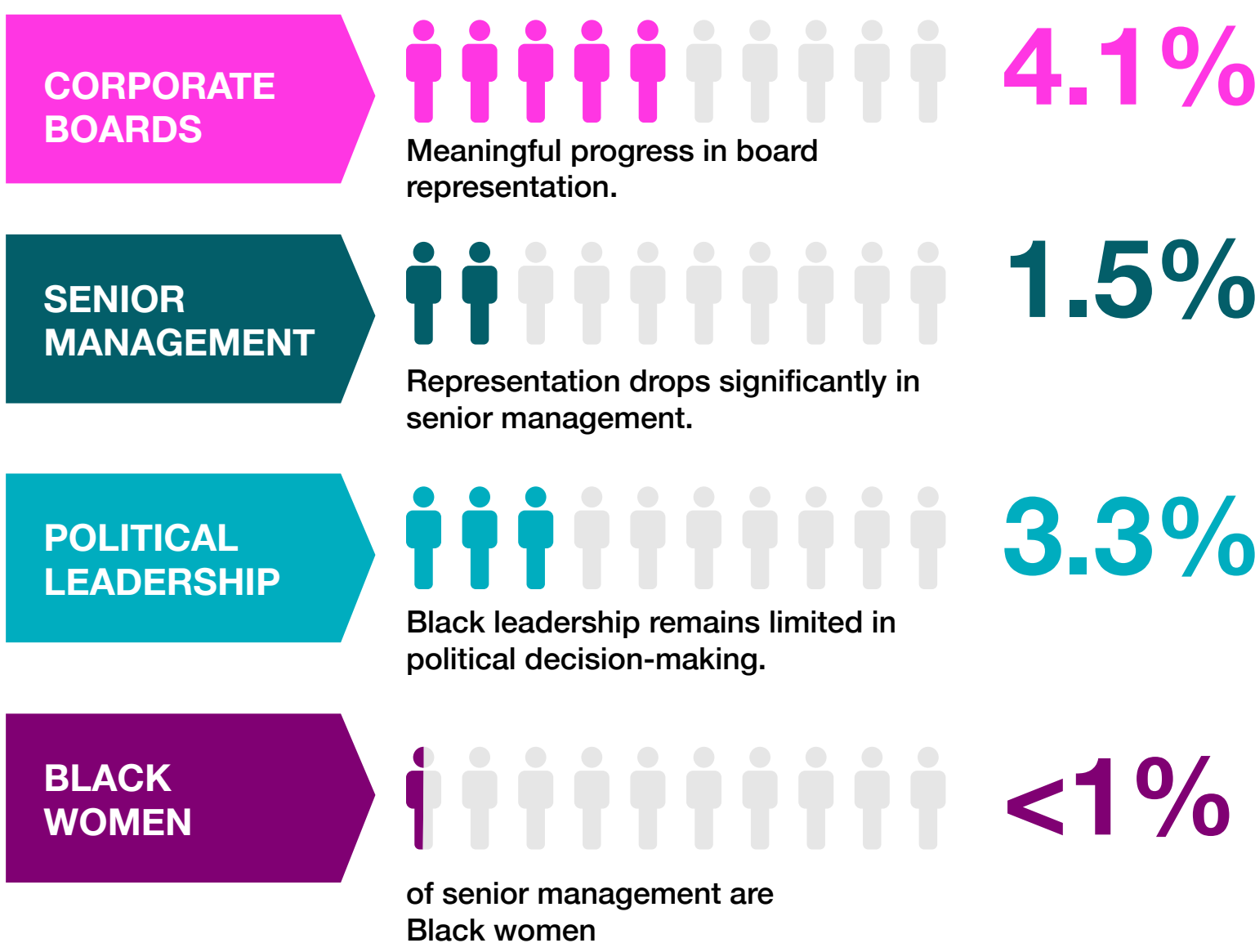
BOARD MEMBERS

SUMMARY

Across four countries, Black leadership is increasing—but representation remains uneven across the highest levels of decision-making.

THE LEADERSHIP PIPELINE

Representation of Black people across leadership levels (in Canada)



KEY FINDINGS



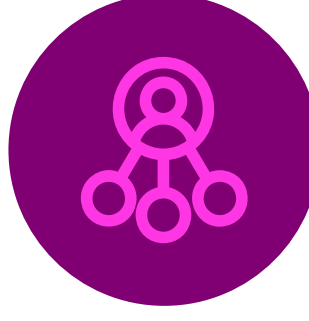
Board diversity has improved.

Black representation on corporate boards has increased in all four countries.



Black women remain the most underrepresented group.

Across all sectors and countries, representation of Black women is the lowest.



Senior management continues to lag.

Progress at the board level has not translated into senior management.



Data gaps limit full progress.

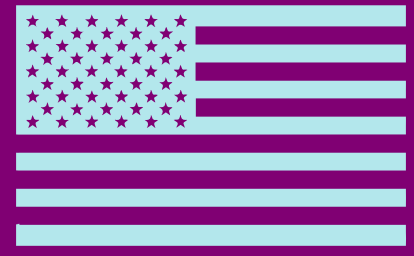
Inconsistent data and lack of transparency hinder accountability and advancement.

COUNTRY INSIGHTS



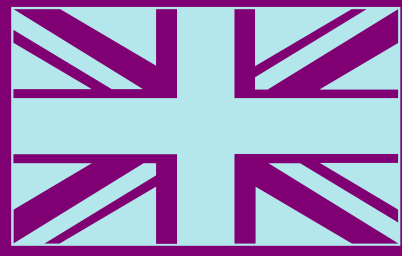
CANADA

- > Approaching parity on boards in representation
- > Limited Black political leadership



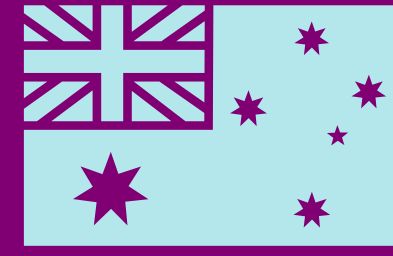
UNITED STATES

- > Leadership remains heavily concentrated among men
- > Largest Black presence in senior management



UNITED KINGDOM

- > Senior management gaps remain wide
- > Representation in political leadership is mixed



AUSTRALIA

- > Lowest representation on corporate boards
- > Nearly absent in political leadership

WHAT THE DATA SHOWS

<1%
Black women in senior management in all four countries

Black representation on boards is
2.7x
higher than in senior management

+35%
Representation gaps are largest in Senior leadership in all countries

Black women are
4x
less likely to hold senior management positions

“Black talent is still overlooked at the most influential levels of leadership.”

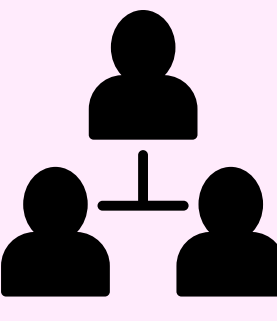
➔ Potential is not the problem-opportunity is.

WHAT NEEDS TO HAPPEN



Collect better data.

Improve the collection, transparency and availability of disaggregated data on race and gender.



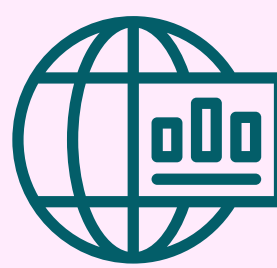
Strengthen leadership pipelines.

Invest in inclusive recruitment, mentorship, sponsorship and leadership development for Black talent at all levels.



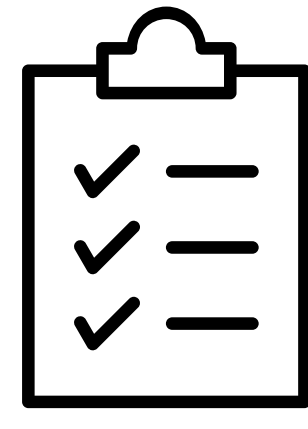
Improve accountability.

Set measurable diversity targets, report progress publicly and link accountability to outcomes.

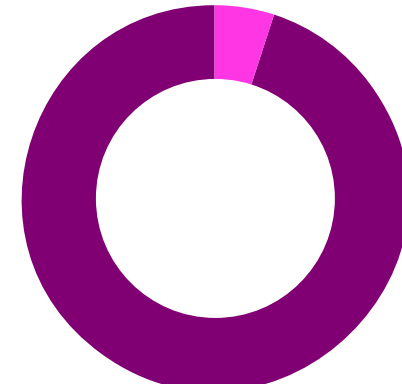


Collaborate across sectors.

Work across sectors to drive systemic and sustainable change.



IMPROVING REPRESENTATION
REQUIRES THE APPLICATION OF A COMPREHENSIVE FRAMEWORK TO ASSESS LEADERSHIP STRUCTURES, INSTITUTIONAL PARADIGMS, AND PATHWAYS TO ADVANCEMENT.



WITHOUT ACCURATE
REPRESENTATION IN STATISTICAL DEMOGRAPHIC DATA, ASSESSMENT OF EQUITABLE PROGRESS REMAINS A CHALLENGE.

Leadership shapes decisions that influence workplaces, communities and public policy.

Replace with: When leadership reflects the populations it serves, it produces inclusive decision-making that leads to improved policy responsiveness, institutional legitimacy, and improved organizational culture.

